

LIVE

BETTER THROUGH SPORT



VISION 2030

CONTENTS

1

**Chapter 1
Introduction**

5

**Chapter 2
Looking Back at
the Last 7 Years**

61

**Chapter 3
Today's Context**

69

**Chapter 4
Focus Areas &
Recommendations**

PEOPLE

71

Focus Area 1

Enhancing the Impact and Contribution of Sport and Physical Activity for the Holistic Development of Children and Youth

85

Focus Area 2

Enhancing the High Performance Sport System for a Strengthened Athlete-Centric Environment

95

Focus Area 3

Enabling the Vulnerable and Persons with Disabilities to Discover the Value of Sport

103

Focus Area 4

Advocating a High Performing Corporate Culture Through Health and Wellness

111

Focus Area 5

Enabling and Harnessing Active Ageing to be a Positive Force in Society

ENABLERS

125

Focus Area 6

Capitalising on the Asian Sport Industry

133

Focus Area 7

Reimagining and Regenerating Sport Infrastructure

143

Focus Area 8

Leveraging Technology and Innovation to Transform Delivery and Efficiency

153

Final Thoughts

ANNEXES

A-1

Annex A

- The Four Themes
- Vision 2030's 20 Recommendations in 2012

B-1

Annex B

- Feedback Gathered

C-1

Annex C

- Active Citizens Worldwide Report Findings

D-1

Annex D

- List of Abbreviations



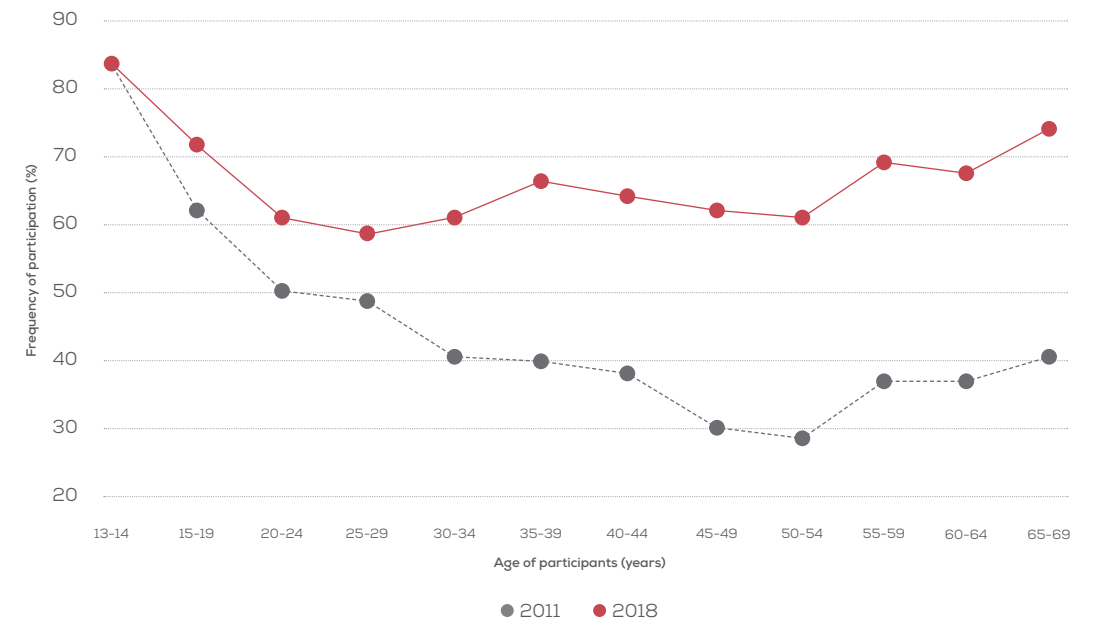
Photo: Sport Singapore

CHAPTER 1

INTRODUCTION

THE ENDURING VALUE OF SPORT

When Vision 2030 was launched in 2012, we envisioned a collective effort among stakeholders to utilise the power of sport to realise societal and national aspirations. In the seven years that followed, we established partnerships and platforms we could capitalise on for greater growth in sport participation and the amplification of its benefits. We are now well-positioned to build on what has been achieved thus far and bring sport and its benefits to even more Singaporeans.



Source: National Sport Participation Survey

Figure 1. Rate of participation in sport by age group

The four strategic themes of Vision 2030 are:

- Future Ready Through Sport
- Sport Without Boundaries
- Sport as a National Language
- Organising for Success

These foundational themes guided the direction for building and enhancing Singapore's sport ecosystem, and continue to remain relevant for the future. The 20 recommendations pioneered through the four themes serve to grow opportunities, access, and capabilities, so sport can serve the different segments of our population. Chapter 2 of this report outlines the progress we have made thus far.

In exploring how sport can continue to impact Singaporeans in the future, we consulted public and private sector organisations, and also sought the views of citizens and permanent residents. We listened to the voices of parents, teachers, youths, and the workforce to gain insights into the context that sport will serve the nation in the years ahead.

¹ Details of themes and recommendations can be found in Annex A



Photo: Sport Singapore

Health and Wellness

The health and wellness of the population continue to be a key priority. Results from the 2018 National Values Assessment² reveal that Singaporeans want to be healthy and live their lives to the fullest. On average, annual healthcare spending is expected to rise from 2.2% to 3% of our GDP over the next decade, overtaking education.³ Healthcare inflation will also rise at a rate faster than our neighbouring countries.⁴ By 2030, the number of Singaporeans who are 65 years old and above will double and make up a quarter of the total number of Singaporeans.

In the face of rising healthcare costs and an ageing population, sport can do much to inspire Singaporeans to engage in and sustain active and healthy lifestyles. Sport can also be a positive force by encouraging seniors to be socially active and more energetic. According to the Active Citizens Worldwide (ACW) report,⁵ every 10,000 Singaporeans who stay active translates to S\$2.3 million in healthcare savings and an increase in healthy years lived. Integrating sport into Singapore's larger health and ageing strategy complements efforts to bring preventive care to the forefront.

Social Cohesion and Confidence

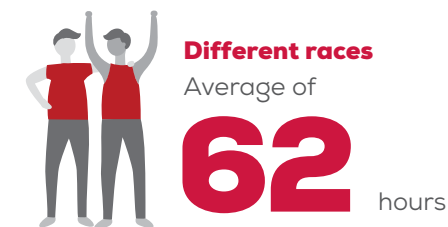
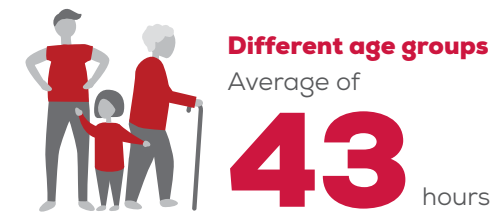
In Singapore, different races and religions coexist in harmony. However, we face an increasing number of forces threatening to exploit fault lines and pull communities away from each other.⁶ Singaporeans we spoke to expressed hope for a nation that values community bonds and provides equal opportunities for all. It remains a priority to reinforce and preserve social cohesion for our nation.

The ACW report affirms that sport in Singapore fosters greater social mixing.

This positive social context encompasses an average of 62 hours of contact with a person of a different race; 43 hours of contact with a person of a different age group; and 7 hours of contact with a person with a disability. While we continue to validate the data sets and models in the study, it is apparent that the more we invest in encouraging people to play sport together regularly, the stronger the positive social contact. Sport is also an enabler of social mobility. Research on social impact from Sport England reveals that numeracy scores among British youths who participate in

sport improve by 8% on average compared with non-participants. Underachieving youths who participate in sport experience a 29% increase in numeracy skills and an increase of 12% to 16% in other transferable skills. Other inherent values of sport include teamwork, confidence, resilience, humility, and respect. Sport creates accessible platforms and positive spaces that uplift vulnerable communities.

Positive Social Contact Generated Through Sport



Sport Ecosystem

Around the world, organisations and nations are employing sport as a strategy in response to challenges. New Zealand's Sport NZ Group Strategic Plans, launched in 2015, and Australia's Sport 2030 master plan, launched in 2017, are examples of efforts to revitalise stagnant sport industries and decreasing physical activity. In 2017, as part of the United Nations General Assembly 2030 Agenda for Sustainable Development, UNESCO partnered the Philippines Sports Commission to organise a workshop for youths. The event brought together youth leaders from ASEAN and Timor Leste to harness the power of sport for sustainable development in their respective communities and nations. The work by our counterparts demonstrates the impact that sport can have on society and affirms the need for us to build on what we have achieved so far through Vision 2030.

Chapters 3 and 4 look at how we will align our work with Singapore's socio-economic landscape and how sport will be integrated into the lives of Singaporeans in the future, enabling healthier lives and greater social connection. We must forge new partnerships and leverage the collective strength of the sport ecosystem to ensure that sport in Singapore remains relevant and impactful for all.

² A study jointly conducted by local business consultancy Advantage and Britain-based consulting group Barrett Values Centre

³ Angela Tan, Straits Times, 'Singapore Budget 2018: Spending needs to grow in healthcare, infrastructure, security and education'. <https://www.businesstimes.com.sg/government-economy/singapore-budget-2018/singapore-budget-2018-spending-needs-to-grow-in-healthcare>

⁴ Aon Asia Healthcare Trends Report 2018

⁵ Refer to Annex C

⁶ Yuen Sin, Straits Times, 'Parliament: Singapore more cohesive now, but forces that could split society have also become stronger; PM Lee'. <https://www.straitstimes.com/politics/singapore-more-cohesive-now-but-forces-that-could-split-society-have-also-become-stronger>

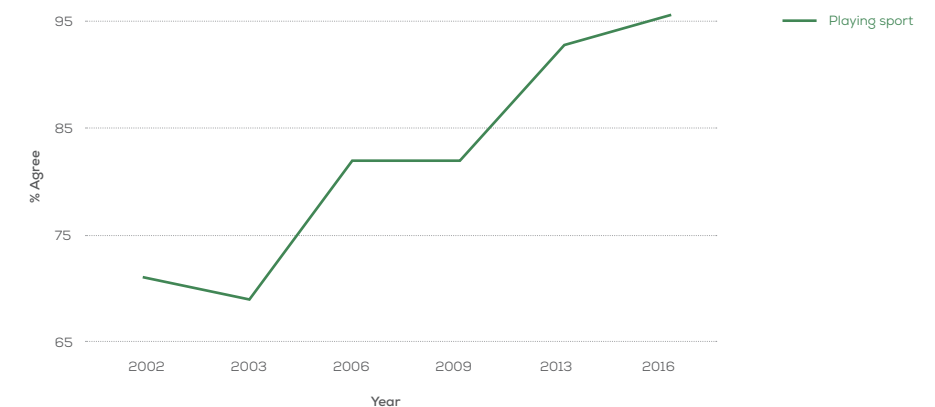
CHAPTER 2

LOOKING BACK AT THE LAST 7 YEARS

PROGRESS OF VISION 2030

Since its launch in 2012, Vision 2030 has allowed us to inspire Singaporeans from all walks of life to *Live Better Through Sport*. We are witnessing the positive impact of this work, evidenced by the increase in overall physical activity levels of the general population⁷ across different age segments.

The perception of sport as a unifying force has also grown since the early 2000s. A study by the Ministry of Culture, Community and Youth (MCCY) in 2016 revealed that increasingly over the years, more Singaporeans view sport as an activity that promotes social harmony, with close to 95% saying so in 2016.



Source: National Sport Participation Survey

Figure 2. Perception of sport in promotion of social harmony

Team Singapore athletes have grown from strength to strength on the world stage. The year 2016 was significant for Singapore – Joseph Schooling won our nation's first-ever gold medal at the Olympic Games and Yip Pin Xiu clinched two gold medals at the Paralympic Games. In 2017, we recorded our best 'away' medal haul at the 29th Southeast Asian Games (SEA Games) and largest medal haul ever for the 9th ASEAN Para Games (APG).⁸

These achievements serve as positive indications that Singapore is on the right track. As Vision 2030 continues to make headway in uplifting Singapore through sport, we must continue to sustain this momentum.

In this chapter, we take a detailed look at our work over the last seven years under the ambit of Vision 2030. The chapter is ordered according to how Sport Singapore has been organised for the delivery of Vision 2030.

⁷ Observation obtained from the quarterly National Sport Participation Survey (NSPS)

⁸ 188 medals for 29th SEA Games and 50 medals for 9th APG

IN THE PAST SEVEN YEARS...





Photo: Stanley Cheah

REACHING THE MASSES, RALLYING THE NATION



National Movement for Sport

The launch of Vision 2030 marked the start of our journey to bring sport in Singapore to the next stage of growth. Our rebranding in 2014 from the Singapore Sports Council to Sport Singapore signified our commitment to breathe new life and energy into the world of sport.

One of the most significant initiatives of Vision 2030 was the establishment of ActiveSG. Formerly referred to as the Super Sports Club, ActiveSG was launched on 26 April 2014 as a national movement for sport and physical activity, integrating and activating spaces, programmes, and partnerships to create more sporting opportunities for all. It also revitalised our focus on providing quality programming to deepen citizen engagement.

The premise of ActiveSG is clear – our plan was and continues to be about using sport as a strategy to build a nation. A nation where everyone can take ownership of their health and where people of different backgrounds, abilities, races, and religions can exercise and play together.

Delivering the ActiveSG journey

Five years on, we have developed the necessary building blocks for ActiveSG’s long-term success and service for all segments of society. A robust membership system, engaging programmes, and quality facilities supported by a strong volunteer corps serve as pillars upon which ActiveSG will continue to be built upon. We should now take stock of how various delivery platforms of ActiveSG have grown.

1. ActiveSG Membership

The inception of ActiveSG marked the start of the journey of transformation we would be taking in engaging with our communities. We were determined to adopt a fresh approach to how we bring sport to the people. This led us to develop the ActiveSG Membership Management System (MMS) and its accompanying mobile application. The ActiveSG Mobile App served as the backbone that gave people easy access to ActiveSG offerings, and it continues to do so today. Through their mobile devices, members could conveniently book sport facilities and programmes, purchase entry passes to ActiveSG gyms and swimming pools, and receive updates on promotions and upcoming events. Our offerings became much more accessible than before.

To kick off the membership scheme, every Singaporean and Permanent Resident (PR) who registers as an ActiveSG member was given \$100 worth of ‘ActiveSG \$’. This was credited to individual ActiveSG accounts and could be used to pay for the booking of facilities and programmes. This helped jumpstart our call for people to join as ActiveSG members, providing a captive audience for us to reach out to.

Three ways to sign up for your FREE ActiveSG membership



ActiveSG
Mobile App



Guest Services Office at all
ActiveSG Sport Centres



myActiveSG.com



Receive ActiveSG \$100

ActiveSG's membership base has grown exponentially since its launch. As at April 2019, we have successfully reached out to approximately 1.7 million people.

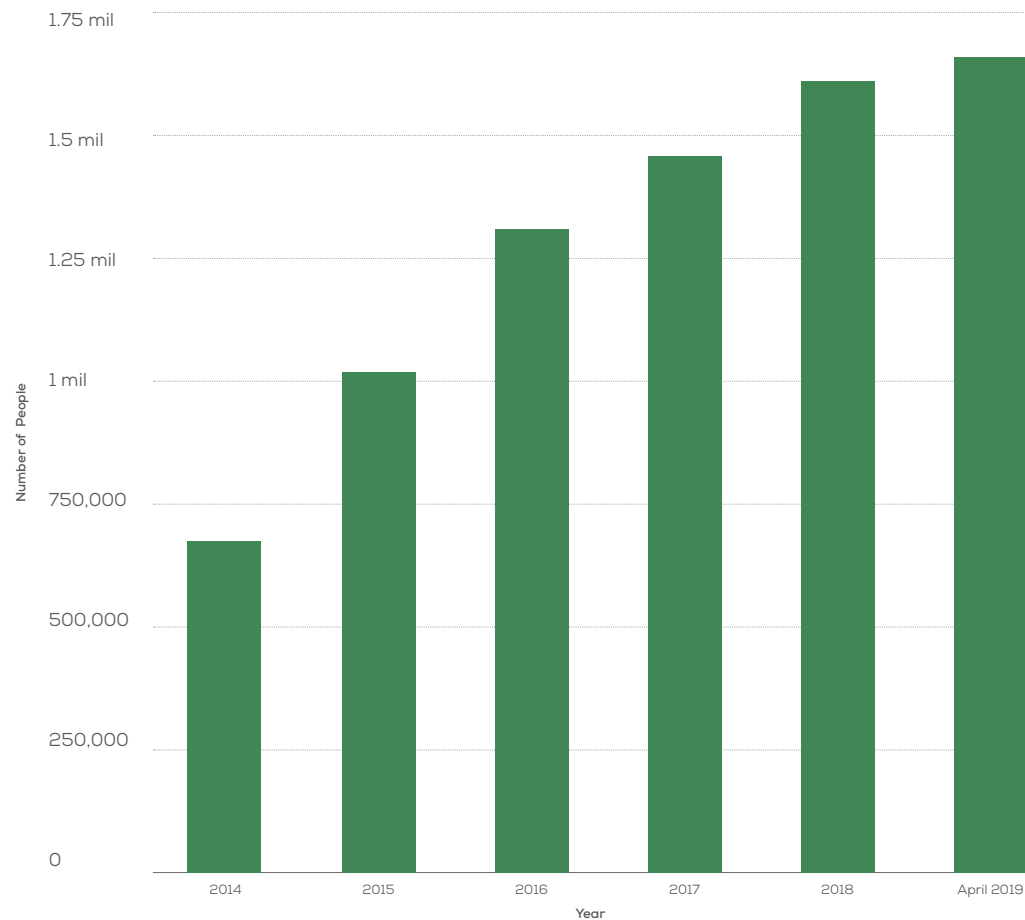


Figure 3. Growth of ActiveSG's Membership Base

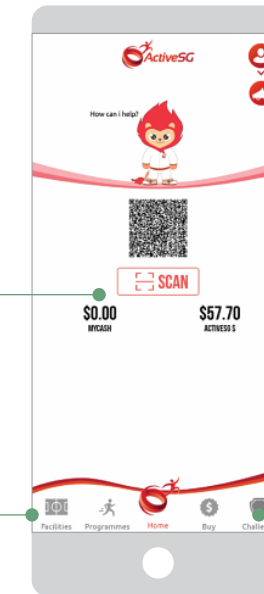
With a healthy membership base, we leveraged the ActiveSG Mobile App as an alternative medium to connect with audiences, provide better user experience, generate more value, and award incentives. For instance, members who enable their device's location detection would be able to see available facilities and programmes near their respective locations, even if they are on the move. They can also register for campaigns and challenges to win prizes and various rewards such as pool and gym entry passes.

In 2018, the ActiveSG Mobile App was augmented with a cashless payment module known as 'Active Wallet'. Members who pay with the app at participating F&B and retail outlets received incentives such as ActiveSG \$. These could then be used to offset the cost of ActiveSG offerings. The data collected helped us understand participation and usage trends of our programmes and facilities as well as retail behaviour at our sport centres. Analysis of this data will help shape the development and implementation of our strategies, so ActiveSG can better serve community needs.

ActiveSG Mobile App

E-payment

Enabled through **Active Wallet** (launched in May 2018), members can use electronic cash for other purposes beyond the booking of ActiveSG facilities and programmes.



Gamification

To motivate members to increase their uptake of physical activity, we rolled out 'GameOn! Nila' thematic campaigns with lifestyle partners such as Wildlife Reserves, Wild Wild Wet from July 2018. Members simply have to clock steps and collect activity stars to ballot for prizes.

The gamification is powered by augmented reality and virtual reality technologies to nudge pro-social behaviour for campaign participation.

Booking Services

The **ActiveSG MMS** continues to serve our members with the simple online booking service of ActiveSG islandwide facilities and programmes, on top of purchases of swim and gym passes, and registration of competitions. These functions are also available on the web portal.

In the near future, members can look forward to a **common booking platform**. Embedded with ChatBot and Artificial Intelligence capabilities, the centralised platform would enable members to look for available facilities (by SportSG and other operators) across the island.

2. ActiveSG Programming: Academies and Clubs

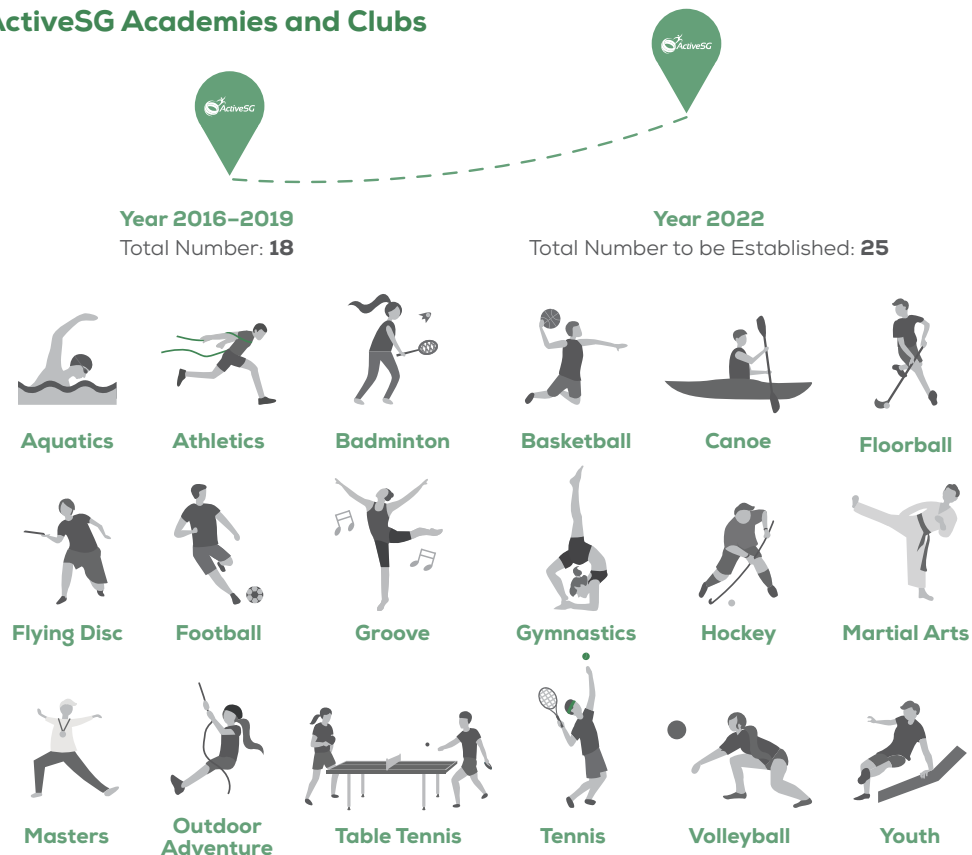
The establishment of ActiveSG spurred us to think of ways to make sport more relevant for citizens in a fresh, exciting manner. By reinventing the way we think about sport and fitness programmes, we were able to expand our suite of offerings to capture the attention of more people as we discovered new and innovative ways to get active beyond the traditional understanding of sport. These days, ActiveSG offers programmes ranging from functional fitness classes designed to improve one's strength, stability, and injury prevention, to K-Pop fitness classes, which combines trendy K-Pop music with aerobics and body toning exercises.

One of the most exciting features of ActiveSG is the creation of the ActiveSG Academies and Clubs (A&C). Launched in 2016, A&C provides the platform for greater sporting access by encouraging Singaporeans young and old to enjoy sustained interest and participation in sport.

The A&C portfolio features a mix of traditional, new, and lifestyle-oriented sport based on popularity, emerging trends, the potential to deepen expertise in the sport fraternity and the ability to support lifelong sport participation. In a short span of three years, the children and youth participation numbers for the academies and clubs' pathway programmes, competitions, festivals, and so on stand at more than 60,000.

More than encouraging physical activity and imparting technical sport skills, A&C is designed to support the holistic development of individuals. A&C programmes feature sport activities infused with lessons in leadership, values, and character development.

ActiveSG Academies and Clubs



Through our academies and clubs, individuals can discover their sporting strengths and passions, partake in training and play both locally and overseas. We also complement efforts by private sport clubs and school alumni teams in enhancing the social playing landscape and connecting passionate players. Families and friends of our participants are also invited to the various day-out experiences for thematic and multi-sport activities.

A&C AT EVERY LIFE STAGE



Preschoolers and Children

Kids get an active start in life with our fundamental movement skills that are embedded in the preschool programmes of the Academies.

Youth & Young Adults

YouthCreates – the youth sport club by ActiveSG – connects youth to emerging sport that are gaining popularity. Members learn about coaching, sport officiating, and undergo sport captaincy programmes. It acts as an incubator, allowing youths to discover and pursue their passions, connect with opportunities, and join efforts to create sport-centric initiatives for the community.

Masters

The ActiveSG Masters Club was established in 2017 to encourage those who are 40 years old and above to take charge of their health and invest in their future through sport and physical activity. To date, the outreach efforts of the Masters Club have benefitted approximately 50,000 people.



Photo: Sport Singapore

The Core Values of ActiveSG Academies and Clubs



These core values come to life when coaches intentionally incorporate learning moments during training and games. Trainees are taught to respond and behave appropriately under stress and various circumstances. From the field of play, to the sideline, and then to the larger society, these values equip participants with key competencies to be successful, upstanding individuals.



Photo: Sport Singapore



2 April 2016 marked the launch of our first academy – ActiveSG Football Academy (AFA) – which continues to be the most popular offering of ActiveSG A&C. Enrolment numbers have more than tripled over three years and it is both a heartening and humble achievement for us to continue celebrating football as a sport that has a significant place in Singapore. The academy is led by former Singapore international Aleksandar Duric, with a team of committed and passionate coaches made up of present and past professional players with various cup titles under their belt. Apart from technical expertise, the coaches also play a key role in designing a structured learning environment that promotes values-based education and life skills development.

What began as a grassroots football academy serving the community with accessible locations, affordable programmes, and islandwide availability, the academy has since provided a pathway for its trainees at the five Development Centres (DCs) strategically located across five zonal regions of Singapore. AFA thus serves as a bridge between children and youth in the mass participation programme to a high performance pipeline.

At its existing 13 islandwide centres, the AFA curriculum and training cater to specific age groups of the children and youth community. The younger children will play and develop progressively through agility workouts, fun exercises, and small-sided games. Parents are also encouraged to be part of the training with parent-child activities and play a supportive role in their children's sporting pursuits.

AFA Islandwide Centres & Development Centres

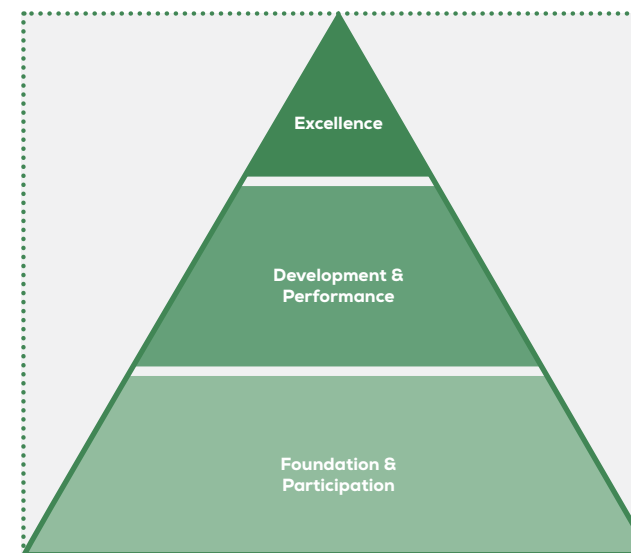


AFA Islandwide Centres

AFA Islandwide Centres and Development Centres

Info accurate as at July 2019

ActiveSG Football Academy Player Development Pathway



Football academy trainees may begin their journeys at the exploration phase, having attended our football trial clinics or school holiday programmes. They may subsequently enrol in Junior or Youth Development Programmes for regular participation in leagues, tournaments, and festivals to play and learn from their peers.

Trainees who display high competency at the grassroots programme are selected to enrol into the DCs on AFA scholarship, where they may participate in league games organised by the Football Association of Singapore, gain international competition and/or training experiences. Under the tutelage of our head coaches, they undergo training of a higher intensity and are offered further development to excel at high performance levels.

Pathway and Pipeline

Lifelong Participation

Our partnerships with organisations with deep expertise and influence in sport have allowed us to amplify the impact of our A&C. For example, the ActiveSG Basketball Academy has worked with the NBA⁹ to introduce the Jr. NBA Programme in Singapore. The young participants were able to learn from and be trained by esteemed coaches, and even met their sporting heroes. We are constantly on the lookout for opportunities to collaborate with like-minded partners. Such collaborations also serve as opportunities for coaches to enhance their experience and knowledge through guidance and mentorship from these experts.

We have also established platforms ancillary to A&C programmes for parents who want to support their children in their sporting journey. From football kickabouts and fitness boot camps to photography workshops, families can experience sport and foster great memories together. A key recommendation for the next phase of Vision 2030 focuses on the role of parents in nurturing their children through sport.

3. Enabling Care through Sport

In 2012, we committed to creating sport without boundaries, so everyone can live an active and healthy lifestyle through sport. We set out to create opportunities for everyone to access sport and enjoy the benefits it brings.

Sport can be a social development tool for persons at risk, disadvantaged persons, those living with physical disability, intellectual disability, or other special needs. With this belief, we launched SportCares in October 2012. Our initial objective was to engage youth-at-risk and mitigate youth delinquency using sport as a social glue for the formation of positive communities around them.

In March 2013, the first SportCares programme, Saturday Night Lights (SNL), was introduced to provide a platform for youth-at-risk to play and experience formal football training. Every Saturday night, youths gather under the SportCares banner for training. Once we brought these youths together, it allowed us to expand our mandate and support these youths in character development and life skills training. The ultimate goal is for each youth to become a better person.

Prior to SNL, many participants only had opportunities to play football casually. SNL allows them to engage in organised football games and enjoy access to professional coaching. These youths could become part of a structure that allows discipline to be cultivated. From wearing the team jersey to listening to instructions from their coach, they learnt the importance and value of discipline. This has led to visible changes in their lives. For instance, those who were not attending school as frequently as they should started to do so more consistently.

As we honed our capabilities and gained better understanding of the needs of vulnerable groups and the issues that beset them, we gradually diversified SportCares' portfolio over the course of the next few years, and introduced more programmes for greater reach. The diagram below shows some of the initiatives that have been put in place since the advent of SportCares.





**Sport
Cares**



SportCares currently offers a broad range of regular sport-based programmes for some 2,000 youth-at-risk, seniors, PwDs and special-needs constituents from community organisations such as Family Service Centres, social service organisations, senior activity centres, and special education schools.

SportCares Programmes

Constituents	Platforms
Youth-at-risk	<ul style="list-style-type: none"> • Saturday Night Lights (football) • Community Futsal • CareRunners (athletics) • Swimming • Floorball • Basketball • CareVentures (outdoor programme) • Sailing • Mixed Martial Arts • Rugby • The Playbook (English literacy with sport) • Rock Climbing
PwDs	<ul style="list-style-type: none"> • Play-Ability (adaptive sport for PwDs) • Play Inclusive (unified sport for students from both mainstream and SPED schools to participate on the same playing field together) • Yes! I Can Swimming • Yes! I Can Climbing • Yes! I Can Cycling • Yes! I Can Football • Wheelchair Rugby • Water Safety for PwDs and their Caregivers
Seniors	<ul style="list-style-type: none"> • CareMasters (modified sport for seniors)



Photo: Rafiqin

Our responsibility is to provide robust programmes in safe environments for our constituents to nurture their abilities. Five years on, we can use our experience as well as insights shared by our partners, stakeholders, and SportCares youths to take SportCares to the next frontier.

We studied the factors behind the growth and successful outreach efforts of SportCares. The essence of SportCares is exemplified by the following statement:

A Journey of Care for our constituents which combines the Grit of Sport and the Nurturance of Positive Relationships.

This mission statement guides us in the design and refinement of everything that SportCares does. Over the years, we have gained a better understanding of our constituents' needs. Now, we are better equipped with the awareness, knowledge, and capabilities to address issues that can uplift their lives.

SportCares empowers our constituents through education in values and skills. We bring out the best in them and help them nurture relationships with the people around them. The community that is forged around them helps strengthen empathy, self-motivation, care, and promotes a deep appreciation of diversity.

The next phase of SportCares' development will include the creation of Communities of Care (CoCs) with like-minded organisations and individuals. For example, social service organisations and community development coaches can help meet constituents' needs in a more effective manner. We hope to inspire the larger community to join SportCares in activating sport for social good, as well as enable the exchange of ideas and expertise and increase the quality of outreach. As we continue to learn from our partners, we in turn will be able to share our knowledge of sport with them. Collectively, we will build a robust sport environment designed to serve the needs of the vulnerable.

4. The Power of Sport, Discovered for All

The success of the 8th APG in Singapore served as validation that sport could inspire and instil confidence in people of all abilities and circumstances. As Singapore rallied around our para-athletes, communities came together as One Team Singapore to celebrate as a nation.

Riding on the momentum of the 8th APG, the Disability Sport Master Plan (DSMP) was forged in 2016 together with MCCY. With ActiveSG leading the charge as part of its efforts to reach out to all segments of the public, the vision of the DSMP is to uplift the PwD community and help better integrate them with other segments of society. We aim to create greater and easier access to relevant sport and physical activity, and encourage greater sport participation within the PwD community.

Our efforts are guided by three core thrusts of the DSMP:

<p>Expand Access and Opportunities for Participation</p>	<p>Creation of Centres of Expertise (CoEs) for disability sport to:</p> <ul style="list-style-type: none"> • Improve accessibility and availability of inclusive sport facilities such as specialised gym equipment. • Ensure availability of relevant programmes e.g. aquatic movement skills for PwDs and para-sport such as wheelchair rugby, goalball, and badminton.
<p>Develop Organisational and Professional Capabilities</p>	<ul style="list-style-type: none"> • Establish partnerships and collaborations with sport associations and healthcare institutions to introduce sport as a form of rehabilitation. • Initiate efforts to develop professionals such as coaches for the disability sport ecosystem so that coaching knowledge and practice can be applied in context. • Train and equip frontline staff and volunteers with knowledge on how to assist PwDs and those with special needs.
<p>Build Awareness of Disability Sport</p>	<ul style="list-style-type: none"> • Develop support networks for disability sport through volunteerism and corporate philanthropy. • Create awareness of disability sport to general public and PwDs through a series of sport try-outs at public and partner events.

In May 2016, the DSMP was officially set in motion with the opening of the first CoE at Sengkang Sport Centre, featuring facilities such as a swimming pool fitted with ramps to facilitate easy access for PwDs. The opening of the Sengkang CoE coincided with the first 'Yes! I Can' programme – a swimming initiative designed to help PwDs develop water confidence and competency.

Certain CoEs feature ActiveSG Inclusive Gyms. These gyms feature equipment that are PwD-friendly, to support the PwD community in developing a healthy lifestyle. In our quest to better serve the PwD community at large, all CoEs with inclusive gyms are staffed by fitness instructors trained to assist PwDs in the use of such equipment and development of holistic fitness plans. Guest officers and lifeguards at all CoEs undergo disability awareness training, so they are equipped to assist visitors with disabilities.

ActiveSG Inclusive Gyms have features that enable PwDs to work out and participate in fitness and sport programmes.



Gym machines come with removable seats for wheelchair users.



Certain inclusive gyms feature treadmills equipped with Braille dots to help the visually impaired.



The studio is equipped with a 'hearing induction loop' system for those who use hearing aids, so users are better able to hear directions from fitness instructors who speak to them through a microphone.



Gym machines use air-pressure (instead of weights), which are gentler on muscles and joints.

Collaborations with like-minded partners have allowed us to extend our reach further. In 2017, we partnered SG Enable to operate an ActiveSG Inclusive Gym within the Enabling Village, expanding the infrastructure footprint of DSMP outside of the various CoEs.

Much headway has been made since the commencement of the DSMP, with several key milestones achieved:

2016

Partnership with International Paralympic Committee (IPC)

A partnership was forged with the IPC to drive the development of para-sport expertise in Singapore and Southeast Asia.

Through this arrangement, IPC would provide training in the areas of coaching, officiating, awareness of para-sport and athlete education, and management. IPC would also help in the development of IPC Educators who can in turn conduct similar training for those in the para-sport ecosystem.

To date, five Singaporean IPC Educators have been trained and appointed.

Centres of Expertise

The first CoE for disability sport was launched at Sengkang in May 2016 as part of plans to increase sport participation amongst PwDs. It is the first of five centres to be set up by 2021.

Three more CoEs have since been established at Heartbeat@Bedok, Toa Payoh, and Jurong West.

Yes! I Can

To increase opportunities for sport participation, the Yes! I Can programme was conceived to supplement the growing demand for entry-level classes in mainstream sport for PwDs.

Together with the launch of the first CoE, Yes! I Can Swimming was introduced to provide entry-level swimming classes for PwDs. The classes were designed to build water confidence, impart water safety skills, and teach the 'survival stroke'. Unique to these classes was compulsory caregiver participation, where caregivers were coached alongside their children or wards. This ensures participants and their families or guardians can continue to enjoy swimming beyond classes.



Photo: Sport Singapore

2016

Yes! I Can

Following the successful launch of the Yes! I Can Swimming programme, wheelchair rugby, badminton, and goalball were introduced under the Yes! I Can umbrella. The increased variety of sport gives PwDs with different abilities and preferences more options to pick up basic sport skills, so they can play sport recreationally with their community more frequently.

2017

Through these programmes, we want to remove barriers of entry, so the PwD community can enjoy more sport and activities.

2018

Play-Ability

In March 2018, the 'Play-Ability' programme was launched – a result of a partnership with Temasek Foundation Cares.

With emphasis on regular sport participation, Play-Ability is designed for PwDs with limited access to sport due to reasons such as lack of regular sport programming at their day centres or homes to have fun, meet new people, and adopt an active lifestyle. Those with special needs without access to mainstream sport programmes and public facilities are also served through the Play-Ability initiative.

Sports are chosen based on popularity as well as the ability to cater to people with different degrees of disabilities. Participants can look forward to sport such as badminton, wheelchair rugby, and basketball. Play-Ability leverages ActiveSG's inclusive facilities, and sessions are facilitated by coaches and volunteers from Team Nila.

Play Inclusive

The largest unified sport programme in Singapore, this initiative is the result of a partnership with Special Olympics Singapore and the Ministry of Education's (MOE) Special Education (SPED) Branch.

Play Inclusive is a sporting meet for students from both mainstream and SPED schools, and clients from adult disability centres, to come together to compete as unified teams comprising athletes with and without disabilities.

Play Inclusive is not simply about the event. What is equally, if not more important, is the process. Prior to the meet, members of the unified teams would train alongside each other for 8 to 12 weeks, learning to interact and build friendships through sport.

As the DSMP continues to take root and mature, there will be continued emphasis on developing professional capabilities in disability sport, both within and outside of SportSG to enable a wider community in the ecosystem to better support PwDs. The volunteer base for disability sport will also be expanded, so volunteers can assist coaches and serve as training partners in programmes. These joint efforts will help us make larger strides in our quest towards becoming an inclusive nation.

Meaningful Volunteering through Team Nila

Team Nila boasts a volunteer force of 23,500 as of July 2019 and has contributed to the success of many sporting events since its birth in 2012. The impact that Team Nila had towards the success of Singapore's hosting of the 28th SEA Games and 8th APG cannot be understated. Team Nila elevated the quality of Singapore's hosting of the games, and set a very high bar for what major games could look like.

Team Nila is a legacy of the SEA Games and APG, which continues to make waves even after the conclusion of those events. Team Nila volunteers have served as games service officers, venue service managers, sport presenters, photographers, and more at many other events. With a purpose that extend beyond sport, Team Nila's mission is closely aligned with SG Cares, the national movement to nurture a more caring and inclusive Singapore.

To encourage giving, individuals are exposed to a wide and curated range of meaningful volunteering opportunities, so they can experience the benefits of volunteering. We have now organised Team Nila into five 'Giving Platforms', so volunteers can choose to serve in their preferred areas of interest.



With these platforms we are able to also elevate the capabilities and capacity of our volunteers to amplify Team Nila's impact. This does not mean that a volunteer can only serve in one platform. Instead, it allows a pool of specialists to be created; they will be available to serve each platform effectively. Consequently, a stronger, more effective Team Nila will contribute to greater experience for visitors, participants, audiences, and constituents of sport.

Apart from placing focus on the vocation of Team Nila volunteers, we introduced efforts to support their personal growth as well. Courses are conducted regularly to equip them with skills such as CPR-AED (Cardiopulmonary Resuscitation and Automated External Defibrillator) proficiency. Functional and leadership training are also available and can help volunteers realise their potential and build their capabilities. Volunteers can also join interest groups to hone their passion, satisfy their curiosity, and bond with like-minded peers – from sport safety to photojournaling, there is a place for everyone.

Team Nila has since cemented itself as a sustainable, dependable force. We see its potential to enhance sporting experiences and serve as catalysts to build relationships and connections between people in the community. Recognising that the core of Team Nila's success lies in the quality of its people, we hope to help volunteers unlock and realise their potential, resulting in a more powerful Team Nila.



Photo: Sport Singapore

Revitalisation of Sport Centres

ActiveSG is our commitment to inject new energy into the things that we do. In the past seven years, we have taken on a more lifestyle-centric approach in the way we design our facilities. We have explored creative ways to intentionally engage people and generate added value in their lives beyond sport.

At our sport centres, social cohesion is encouraged. Dedicated time for interest groups to meet are facilitated by ActiveSG staff, so people can come together to enjoy a common sport or activity. During the school holidays, a multitude of special programmes such as fun camps are organised so children and youth can come together, have fun, and make new friends through activities such as tug-of-war and obstacle courses. You can even find introductory windsurfing, paddle boarding, as well as archery courses for children.

Free programmes are made available to anyone and everyone. For example hydro-health programmes are conducted every Friday at Yishun Swimming Complex, so participants can experience ballet-inspired exercises in the pool. One can take part in circuit training sessions, kickboxing classes, and even yoga under the stars at Bishan Sport Centre. Every sport centre is constantly finding new ways to bring sport to the masses. Adopting a creative approach to the way we engage the community has shown us that the possibilities are endless. Trail walks, energy-bar making classes, night cycling sessions, and Mothers' Day dance parties are some of the activities offered by various sport centres. These are just examples of activities we can do.

A targeted approach has allowed us to serve our seniors better. Apart from ensuring suitable programmes are available, certain ActiveSG gyms have been retrofitted with resistance-training equipment that utilise air pressure instead of weights, allowing for more minute adjustments. These equipment are suitable for seniors as the risk of injury is lower. Morning pool walks at our ActiveSG swimming pools get seniors involved in low impact physical activity and help them build water confidence before they eventually progress to activities such as aqua-aerobics.

Sport centres need not simply be places we go when we want to exercise or play a sport – they can serve as lifestyle destinations where people have meals, meet with friends, or pursue alternative interests with like-minded peers. We study the tenant mix at our sport centres to establish a strong tenant line-up of quality retail and F&B offerings. We believe that achieving an optimal quantity and quality of lettings will contribute towards sport centres having increased relevance to people.

Non-traditional spaces have also been activated for better use. Some spaces now serve as community gardens for interest groups to plant, grow, and harvest vegetables, while other spaces are now free-to-play areas. For instance, you can now find additional outdoor basketball courts at Clementi Sport Centre. Empty spaces at Yio Chu Kang Sport Centre have been transformed into beach volleyball courts for use by the community and by Team Singapore volleyball athletes for training.

Enabling Greater Impact

The areas above represent ActiveSG's avenues of outreach. With these platforms entrenched as the pillars of ActiveSG, we considered how to scale our efforts and increase the impact of ActiveSG. To this end we focused on two thrusts: (i) partnering with like-minded entities; and (ii) investing in our staff.

1. Creating Impact Through Partnerships

ActiveSG works closely with public and private partners to strengthen its footprint across the island, exploring possibilities to co-create programmes. Partnerships have also enabled us to activate locales other than our own facilities, so more can enjoy sport in the vicinity of their homes and workplaces.



Corporate Singapore forms a large segment our society. Work is a significant part of adult life – partnering the corporate world enables us to reach working adults. The ActiveSG Corporate Membership scheme allows us to create opportunities for corporates to have a fruitful relationship with sport as part of an overall high performing corporate strategy.

Through the partnership, Corporate Members can opt for various programmes – from small-scale group fitness programmes to full-fledged Sports Days with competitions, sport try-outs, and even customised programmes. There are many suitable programmes that support members' organisational development and goals. As of 2019, we have approximately 80 Corporate Members ranging from public agencies – multi-national corporations to small and medium enterprises.

2. Lifelong Professional Training

At the heart of ActiveSG lies its staff. Affectionately known as 'Sport Champions', they are the driving force behind ActiveSG. It is paramount that we invest in our Sport Champions, so they have opportunities for personal development even as they bring sport to the community.

An ActiveSG Training Centre has been established to deliver the ActiveSG Training Framework and Learning Pathway (TFLP) – the framework upon which we develop our staff's core competencies and equip them to be multi-skilled. A lifeguard can now have the requisite skills and knowledge to be an effective fitness instructor in the gym. Guest officers can now lead aqua-aerobics classes.

This is a major step away from our traditional operating model. A multi-competency approach allows individuals to acquire new skills and develop both personally and professionally. From an institutional perspective, it provides agility in operational deployment as visitorship to our facilities continues to grow.

In 2017, the ActiveSG Training Centre was accredited as a SkillsFuture Singapore Public and In-house Approved Training Organisation.



Lifelong Learning

Lifelong Learning

Through partnerships with educational institutions, pathways for further education for Sport Champions and industry development have been created:

Republic Polytechnic (RP)

Together with RP, a customised 'Workplace Digitalisation' programme with Active Wallet as a teaching tool allows staff to learn about digitisation in a familiar environment. A pathway has also been created for Sport Champions to be nominated for RP's Diploma in Sports Coaching to further their education.

Institute of Technical Education (ITE)

Together with ITE, we created two 'Work-Learn' Technical Diplomas: (i) Lifestyle and Recreational Management; and (ii) Community Engagement & Development. From 2019, ITE graduates can pursue these diplomas, which allow them to study and work at the same time.

Universities

We are exploring with the Singapore University of Social Sciences to develop a degree in Facilities and Event Management. This programme will cater to graduates from diploma programmes and create a holistic educational pathway.

What's Next?

In the next phase of ActiveSG's work, we will increase its value proposition by developing structures and systems to serve target segments such as youths, parents, and seniors in a deeper, more meaningful way.

¹⁰The Sunday @ the Park programme is a free group fitness exercise conducted at 89 parks islandwide; Active Men comprises an hour-long session focused on strength and conditioning to improve the physical fitness of our male population; Active Family is organised at 12 venues, providing opportunities for family bonding through sport. All programmes take place weekly.

ENABLING THE HIGH PERFORMANCE ECOSYSTEM



One of the goals of Vision 2030 is to extend the impact of the Singapore Sport Institute (SSI) and reinforce the high performance system. SSI supports the development of high performance sport in Singapore and provides a comprehensive suite of performance, medical, and coach support services to raise the standard of performance of Team Singapore athletes. They are supported through a variety of disciplines – from sport medicine and physiotherapy to biomechanics, nutrition, and psychology, amongst others. At SSI, we want athletes to get the best out of both sport and life.

Tripartite Partnership

SSI's efforts in talent identification and development is supplemented by the Singapore Sports School (SSP) and National Youth Sports Institute (NYSI).



Singapore Sports School

Opened in 2004, the SSP offers an integrated sport and academic programme for secondary and post-secondary students. At the SSP, student-athletes are developed both in sport and in academia. Expert coaches are supported by sport scientists to provide optimal training and competition.



National Youth Sports Institute

Launched in 2015, NYSI's functions are similar to SSI, but it focuses on youth sport development. NYSI drives youth sport development through four functional areas (i) talent identification and development (ii) youth coaching (iii) sport science; and (iv) athlete life management.

With access to SSP's resources (e.g. facilities and equipment, corporate support and human resource), NYSI can serve promising youth athletes within and outside of SSP.

Since then, we have taken significant steps to create a more robust environment for high performance sport to thrive. We established the National Youth Sports Institute (NYSI) in order to direct greater focus and resources to the development of young athletes. NYSI, together with the Singapore Sports School (SSP), and SSI, are the primary national agencies involved in the development of the high performance sport ecosystem. These three agencies coordinate efforts and work together strategically to support NSAs in the design of athlete development pathways and help them with their long-term sport plans.

We put plans in place to ensure that athletes are supported in sporting and life pursuits during and after sport. We deepened our engagement with NSAs in terms of the development of their organisations, so they can achieve greatness and spearhead the success of their sport. We have also looked for ways to generate more knowledge and ideas around high performance sport.

Through partnerships with research and medical institutions, we aim to deepen our expertise and discover ways and means to take high performance sport to the next level.

The following section details the initiatives that have been put in place.

Athletes

We adopted a three-pronged approach over the last seven years to develop an environment to support the ambitions of Team Singapore athletes in both sport and life:



spexScholarship

Launched in 2013, the *spex*Scholarship provides added resources to give athletes on the precipice of sporting excellence an extra edge. *Spex*Scholars receive a monthly stipend and increased support in sport science and medicine.

In our efforts to groom the next generation of elite sportspersons, younger athletes with a healthy progress trajectory in their training results can qualify. In 2018, 11 *spex*Scholars were below 20 years old – the youngest was 14 years old.



spexEducation

In the past few years, we successfully partnered educational institutions to cater for the unique needs of student-athletes.

Through *spex*Education, we work with schools to ensure that student-athletes succeed in both education and sport through special arrangements such as modified schedules and mentorship. By end 2018, 13 education institutions became *spex*Education partners.



spexBusiness

*Spex*Business partnership enables us to work with like-minded employers to provide career guidance to athletes entering or are already in the workforce. Athletes possess a ready-set of desirable skills – discipline, focus, teamwork, resilience, and leadership – which can translate to success in the marketplace.

Through *spex*Business, we create an environment where (i) athletes are confident that support and opportunities are available for life after competitive sport; (ii) organisations appreciate the value of athletes; and (iii) career pathways for athletes are improved.

Internships and employment opportunities are made available for athletes, so they can discover their career paths. Those working for *spex*Business partners are supported in their sporting endeavours through flexible arrangements. By the end of 2018, we had 61 *spex*Business partners.

*Spex*Business is supplemented by a mobile app that streamlines and automates job application processes for athletes and *spex*Business partners such as Deloitte, Hewlett Packard, Volkswagen, DBS Bank, and CapitaLand.

In addition, a career coaching network between SSI and NTUC's Employment and Employability Institute (e2i) was launched in 2017 to equip athletes with key insights of specific industry sectors. This would enable them to understand the kinds of jobs that suit them, identify skills and competencies that they may already have, so they can make informed career choices. e2i also helps to identify career training programmes for athletes.

National Sport Associations

National Sport Associations (NSAs) are a critical piece of the sporting machinery and serve to support our athletes on the world stage. Responsible for the high performance of their sport, NSAs must be equipped to operate optimally, so they can drive athletes to perform at their potential.

A capability development framework has been implemented to support NSAs as they strengthen three critical areas for success to take their strategy and efforts to greater heights.

Area of Success

Focus



Core Sport Business

To support and develop NSAs' high performance sport capabilities, and foster understanding of an NSA's role and duties in the sporting ecosystem.



General Management Capabilities

To foster organisational development excellence in NSAs. Guidance for matters such as financial oversight and governance will be provided. Specialised seminars will guide NSAs on matters such as fraud detection, ethical decision-making, and investments.

A common set of NSA governance guidelines will be developed to assist NSAs on governance and constitutional reforms for organisational excellence where necessary. At the same time, feedback is being gathered from NSAs on any concerns and issues they might have in adopting or implementing such guidelines.

External service providers and partners such as Deloitte Singapore will provide guidance in data protection and conflict management.



Personal and Team Growth

To develop leaders, staff, and volunteers of NSAs to improve their self and team effectiveness.

Sport Science and Medicine

To develop expertise in high performance sport, we have put up structures to encourage research and development as well as created channels for the exchange of ideas and knowledge. SSI would be able to learn from other institutions, obtain insights, and generate ideas. These structures have been implemented over the last seven years:



System/Structure

Singapore Sport Science & Technology Research Grant (SSSTRG)

The SSSTRG is a grant by SSI to research institutions for sport research and development. The key thrusts are:

- To build capability and capacity as well as train young scientists in sport-related science, medicine, technology, and innovation research in Singapore;
- To harness national science and technology capabilities for smart solutions to achieve success for Team Singapore; and
- To encourage and stimulate collaborative research.

Research findings and practical applications are used to enhance athletes' performance, advance sport science and innovation, and produce quality educational publications. An example of innovation is a strap designed specifically for table tennis para-athletes to enhance an athlete's performance. One of the challenges for wheelchair bound para-athletes is reaching for balls played close to the net. Extending the reach too far may cause a para-athlete to lose balance due to weight displacement. Using the strap, a para-athlete can reach approximately 11.7% further than usual, thus covering a wider field of play.

As at 2018, approximately S\$1.5 million has been disbursed through the SSTRG.

Singapore Sport Medicine Network (SSMN)

SSMN is a partnership between SSI and hospitals with sport medicine practices. In order to improve convenience and efficiency in administering treatment for athletes, sport medicine nodes were created islandwide. Athletes can now visit Changi General Hospital (CGH), Khoo Teck Puat Hospital (KTPH), or Tan Tock Seng Hospital (TTSH) for treatment and for medical services such as orthopaedics, musculoskeletal radiology, and supporting practices such as cardiology and respiratory medicine.

Medical practitioners from these hospitals also serve as visiting consultants at SSI's medical clinic and medical officers at major games. This amplifies medical expertise made available to athletes.

Association of Sport Institutes in Asia (ASIA)

When we started the Vision 2030 journey, we set out to establish alliances with sport institutions in Asia to develop synergies that could be derived from the region. The exchange of scientific information, talent, and partnerships in research studies were projects that could be done collaboratively.

In 2016, ASIA was established as a collective of select high performance sport institutes in Asia. SSI, together with the Japan Sports Council, Hong Kong Sports Institute and the Aspire Academy in Qatar, is one of the four founding members of ASIA.

ASIA seeks to foster best practices for Asian athlete development through collaboration and sharing of expertise between scientists and administrators of high performance sport. Congresses, exchange programmes, and workshops allow for knowledge exchange and seeding of ideas in disciplines such as talent identification and development; funding and investment; competition preparation; and elite coach development.

What's Next?

We will look at improving the existing high performance sport system. We will also further professionalise NSAs to optimise their potential to create a better environment that enables athletes to compete on the world, continental, and regional levels.



Photo: Sport Singapore

NURTURING THE MULTIPLIERS



Coaches

An effective and influential coach is the key to a sport participant's success. More than technical mentors, coaches are critical to participants' physical, mental, and emotional development. The professional development of coaches is a key focus area of Vision 2030.

Birth of CoachSG

In 2014, we commissioned a study of the demographics of Singapore's coaches to better understand the industry profile, wants, and needs. We sought better insights and appreciation on wages, education background, sport coaching training, and coaching experience. Thereafter, the concept of an 'academy' for coaches was born in 2015, and the development of CoachSG was announced in December 2016.

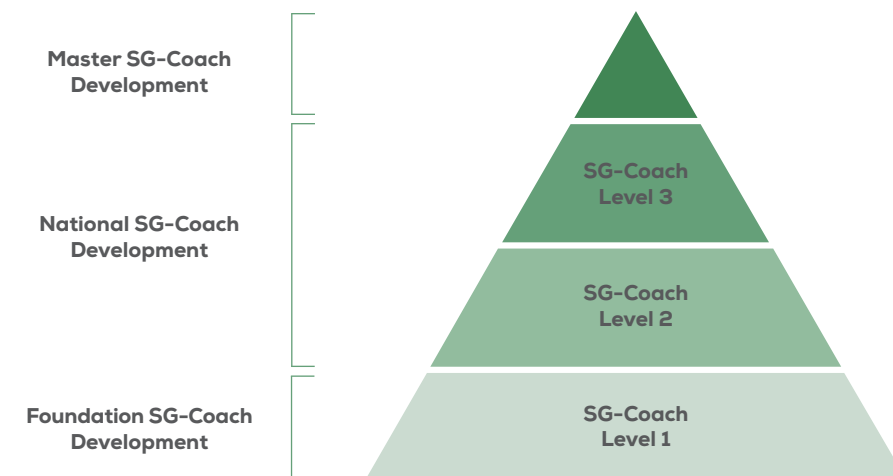


CoachSG was launched in May 2017 at the first national coaching conference. In the first five months of 2017, we conducted intensive engagement with NSAs and hundreds of coaches. These engagements, together with extensive consultation with global leaders in coach development, enabled us to develop support programmes for coaches and a valuable means of ensuring coaching competency.

As part of SSI, CoachSG supports coaches in their professional development and enables easy access to resources. Coaches are frequently asked to provide inputs to our initiatives and programmes, so we can understand their profiles and needs. CoachSG maintains a close relationship with international and local partners from government and sporting organisations, so knowledge and resources are integrated and shared. CoachSG supports our coaches through three key pillars:

Pillar 1: Professional Development

The Singapore Coach Excellence (SG-Coach) Programme is an enhanced training and development pathway for coaches in community, club, and high performance sport programmes. SG-Coach addressed both theory¹¹ and technical matters in areas such as sport science and training methodologies. SG-Coach is deployed in three progressive phases:



- ▲ Designed for nominated coaches who demonstrate competency and commitment to coach at the continental and international sport levels. Coaches who complete this phase go on to train Team Singapore athletes professionally on a full-time basis.
- ▲ **SG-Coach Level 3**
Designed for coaching high performance athletes, participants are trained in multi-year periodisation plans, advanced sport analyses and training methodologies, sport science applications, social values and principles. Participants also undergo a mentorship with a national coach.
- ▲ **SG-Coach Level 2**
Designed for coaching competitive athletes in their early years of competition. Specialised topics include the development of annual periodisation plans, training methodologies, sport science applications, social values and principles, and sport analyses.
- ▲ **SG-Coach Level 1**
Designed for coaching novice participants in community and/or youth sport.

¹¹Theories covered in the SG-Coach Programme include general principles of coaching such as sport pedagogy, fundamental movement skills, sport safety and management, effective communication, and the Singapore sport ecosystem.

Pillar 2: Coaching Industry Development

The National Registry of Coaches (NROC) was created in 2003 to raise coaching standards and professionalism. Coaches with prescribed levels of competency are accredited under NROC. Part of a greater vision under CoachSG, the NROC allows the public to have access to accredited coaches who are competent and qualified.

Did You Know?



Prior to the conceptualisation of CoachSG, only 1,800 coaches were on the NROC database in 2014.



Today, there are more than 3,800 coaches listed in NROC's public online database – an increase of more than 100%!

As part of the professional development of coaches via the SG-Coach Programme, coaches are expected to fulfil Continuing Coaching Education (CCE) Programme requirements. The programme requires coaches to stay up to date in their knowledge, skills, and practices. It provides a conducive environment for peer-learning and mutual sharpening of skills and knowledge. In 2018, more than 90 coaching workshops and seminars¹² were conducted. The Ministry of Education (MOE) and NSAs are committed to ensuring quality coaching by only engaging NROC coaches.

NROC coaches are required to comply with the Coach's Code of Ethics. In recent years, the issue of safe sport has been a global concern as many cases of athlete abuse has come to light in the media. Due to coaches' close interactions with athletes, it is important to establish clear guidelines. The Coach's Code of Ethics is a framework that guides coaches in appropriate behaviours, so coaches and athletes alike can enjoy greater clarity about interaction parameters and relationship dynamics.

Coach's Code of Ethics

The framework outlines three broad principles for the Code:



1 Respect for Individuals

Each individual possesses an intrinsic value and worth. The coach must act in a manner that is respectful of the dignity of individuals. A coach must treat everyone equally, regardless of race, religion, culture, gender, or physical ability.

2 Responsible Coaching

The coach must be competent and exercise a sufficient duty of care to participants, so that they are not harmed. It seeks to minimise risks to participants and maximise the benefits to their holistic development. For example, a coach must recognise the limits of his knowledge and collaborate with other qualified practitioners, such as specialists, where necessary. A coach should avoid sexual intimacy with athletes and physical contact should only occur when absolutely necessary.

3 Integrity in Actions

Coaches are challenged to act with uprightness, wholeness, and coherence. Coaches are expected to be honest, principled, and honourable. For instance, coaches must uphold the values of clean, dope-free sport, and be a positive influence to those under their charge with respect to the values of clean sport.



Photo: Sport Singapore

Apart from establishing the Coach's Code of Ethics, CoachSG also spearheaded a Safe Sport initiative to generate regular engagement with coaches on ethical coaching practices. This initiative is bolstered by close partnerships between relevant government agencies developing guidelines to help the sport fraternity have an understanding of best practices for safe sport.

Safe Sport Commission

2018

In May 2018, 150 participants from the sporting fraternity participated in the inaugural Safe Sport Forum.

59 NSAs pledged a 'zero tolerance' stance towards sexual misconduct in sport. The NSAs are working with us to develop their respective commitment statement as well as appointing a safeguarding officer.

2019

CoachSG, together with the Ministry of Social and Family Development, Singapore Police Force and Ministry of Education formed the Safe Sport Commission.

The Safe Sport Commission emphasises that everyone – coaches, teachers, parents, officials and athletes themselves – has a part to play in safe sport. Everyone in the fraternity has a responsibility to ensure a safe environment in sport and to uphold public trust.

The NROC provides a common platform for us to communicate with coaches across the industry. This influences and supports their development and allows coaches to collaborate on the design and shaping of the larger coaching environment. Through this channel, coaches can shape the coaching circuit with us. This raises the overall standards, prestige, and professionalism of the coaching industry as a whole.

¹² Examples of topics in CCE workshops and courses include: 'Science of Running'; 'Player and Youth Development in Professional Football'; 'Multi-Sport Coaching for Kids'; and 'Fundamental Movement Skills'.

Pillar 3: Character and Leadership Development

The nature of sport allows it to be an effective platform to impart life skills. Coaches are in a prime position to help athletes develop proper communication, decision-making, and leadership skills. Our implementation of the curricula below aims to ensure that coaches are able to groom the next generation:

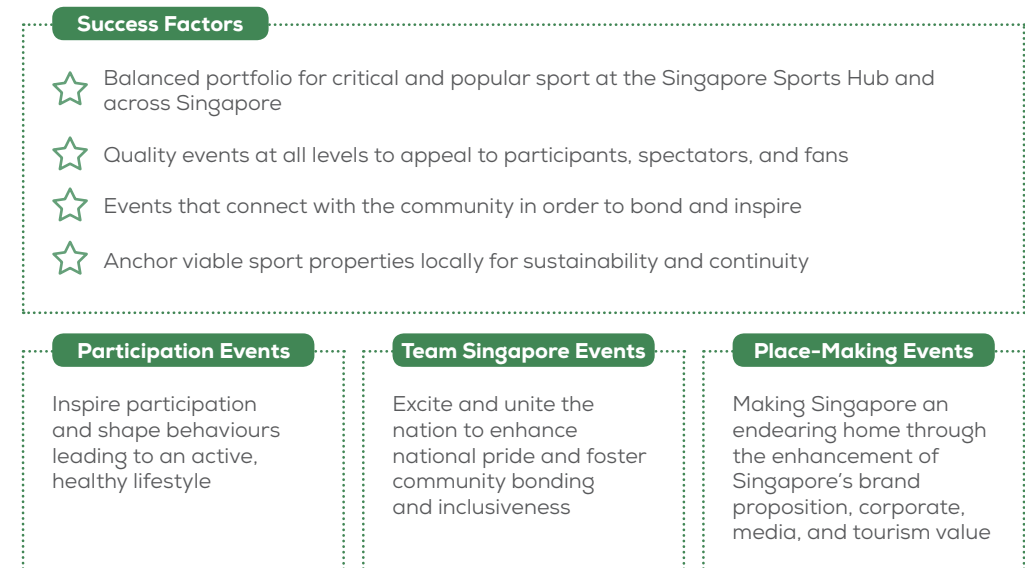
Curriculum	Content
 <p>Values and Principles in Sport (VPS)</p>	<p>VPS helps coaches uncover their personal values and understand how to teach young people through four pillars:</p> <p>Coaching Philosophy Discover one's own coaching philosophy and how to improve it.</p> <p>Philosophy and Values Explore performance, social, and moral values and development of delivery platforms.</p> <p>Organisational Values for Coaches Elaborate on Vision 2030, the NROC Code of Ethics, National Standards for Youth Sport, and MOE's 21st Century Competencies Framework, and Student Outcomes.</p> <p>Doping and Sport Promote understanding of the World-Anti-Doping Code, coaches' roles in combating doping, and issues such as health consequences and athlete vulnerability.</p>
<p>National Standards for Youth Sport (NSYS)</p>	<p>The NSYS framework guides coaches and stakeholders, e.g. parents in organising sport in a healthy and wholesome environment, while keeping unsporting behaviours at bay. It promotes the fostering of healthy attitudes that would guide youths into their adult years.</p>
 <p>Game for Life (GFL) Framework</p>	<p>The GFL framework guides educators and coaches to create teachable moments within game and activities for the inculcation of healthy attributes and principles. GFL can also serve corporations and educational institutions in their organisational development.</p> <p>An impact study¹³ conducted over 10 weeks provided positive evidence that GFL supports sport educators in integrating and applying various values and practices into their lessons while maintaining enjoyment and actual skills development.</p>

What's Next?

We will continue to refine the strategies and approach of CoachSG, and continue to design our programmes from an intentional, evidence-based approach. While CoachSG's is based on global best practices, we will continually sharpen its philosophy for better alignment with Singapore's unique context. In addition, ethics, and safe sport will be a key focal point in the next phase of Vision 2030.

CREATING SHARED EXPERIENCES

Creating shared experiences shapes our attitudes towards events. Our aspirations are to inspire participation, enhance social impact, and develop Singapore into a great place to live, work, and play through the design of a vibrant sport events calendar. The four success factors revolve around three event archetypes:



Rallying the Nation

In 2015, Singapore hosted the 28th SEA Games and 8th APG. The traction from these events proved that Singapore has the potential to be a sporting nation.

'GetActive! Singapore' was established in 2016 to sustain the momentum. Held in the days leading up to National Day, GetActive! Singapore is the national week of sport that rallies the nation through sport participation to foster a stronger Singapore spirit and promote an active lifestyle. Individuals and teams are invited to participate through recreational activities such as workouts or sport try-outs. They can also compete in the Singapore National Games held islandwide. Multiple sport festivals at community sites involve Singaporeans young and old participating in hundreds of activities – from jump rope challenges to inline skating lessons.

The legacy of the 8th APG continued in the Inclusive Sport Festival in the 2017 and 2018 editions of GetActive! Singapore. The events brought Singaporeans of all abilities together through adaptive sport (e.g. climbing and canoeing). The Inclusive Sport Festival presented new and unique sport experiences for PwDs and promoted inclusivity and fostered understanding amongst persons of all abilities. The 'Proud Paralympian' course was conducted during the same period to create awareness of how PwDs can take their competitive sporting interests further, and continues to be featured at the 2019 edition of GetActive! Singapore.

¹³ The impact study can be found at <https://www.sportsingapore.gov.sg/Sports-Education/Sports-Leadership/Game-For-Life>



>500,000 spectators
were in attendance across
33 SEA Games venues



>850,000 people
participated in
SEA Games community engagement programmes



5.75K Likes

on official Facebook page



64K Followers

on official Facebook page



16.5K Followers

on Instagram



44 million

YouTube views



3.64 million

unique visitors on
SEA Games website



320K

downloads for SEA
Games Mobile App



Photo: Premal Patel

GETACTIVE! SINGAPORE

Active Enabler Programme (AEP)

Ground-up initiatives are a key facet of GetActive! Singapore. The AEP funds organisations and interest groups when they bring forth innovative activities to be featured as part of Get Active! Singapore. The AEP also serves as a platform for corporates and communities to reach out and care for the underserved. For instance, as part of GetActive! Singapore festivities, we have organised rock climbing for people with visual impairment.

Did You Know?

In 2018, GetActive! Singapore attracted more than 800,000 participants to the ground-up initiatives, festivals and competitions – a huge increase compared to 500,000 participants at the first edition in 2016. More than 500 partners from the public, private, and people sector joined us in organising activities.

87%

of participants said GetActive! Singapore was a great way to celebrate National Day

91%

of participants felt encouraged to exercise more often

83%

of participants were able to interact with someone from a different social group

Apart from activities that promote participation, events such as the ASEAN Basketball League, Netball Nations Cup, and FINA Swimming World Cup are also in our sporting calendar. As we continue to make headway in our journey to excellence in high performance sport, such events present opportunities for Team Singapore athletes to shine. It also allows the public to cheer them on and witness our nation's progress in elite sport.



Encouraging Growth

The NSPS has shown that participation in sport across all age groups have been increasing over the years, especially for those aged 40 and above. Over the years, more Singaporeans are engaging in jogging, walking, and running activities, which remain our top physical activities. This trend is aligned with what we see in terms of an increased number of sport events, in particular running events, in Singapore. Approximately 170 mass running events were held in 2018 compared to around 120 in 2015.

The Singapore Marathon is arguably the crown jewel of running events in Singapore. Often referred to as the 'Standard Chartered Singapore Marathon' (SCSM), this event has been a mainstay in our sporting calendar since 1982 and attracts both local and foreign participants. In 2018, approximately 50,000 participants took part in SCSM.

As the footprint of sporting events increased, we created modes of engagement in addition to participation and spectating. We worked in close partnership with stakeholders such as NSAs and event organisers to introduce sport festivals to augment marquee events and spark interest.

Singapore has hosted major international events in recent years. Events such as the BNP Paribas Women's Tennis Association (WTA) Finals, HSBC Singapore Rugby Sevens, and the International Champions Cup (ICC) gave us inroads for added engagement. For instance, the annual month-long Singapore Football Festival (which augments ICC) and Singapore Tennis Festival (which augments the WTA Finals) allows people of all ages, abilities, and interests to enjoy competitions, try-outs, and programmes related to the sport. Festival activities are held in schools, offices, community areas, and even on social media. Experience tours organised by ActiveSG also enlarged the playing field and enabled more people to know and engage in the sport. Other alternative engagement platforms include:



Ballkids for BNP Paribas WTA Finals

Selected youths were trained and deployed as ball kids for the WTA Finals while renowned athletes competed for the title.

This platform allowed youths to interact with sport stars and learn values such as discipline through their training.



National Schools Rugby @ HSBC Singapore Rugby Sevens

The finals of the National Schools Rugby Tournament was part of the scheduled events at the HSBC Singapore Rugby Sevens.

This allowed youth athletes to showcase their talents in front of their heroes and the community and be part of a prestigious event.



Coaching Clinics @ International Champions Club

When the football clubs were in town during the ICC period, they conducted coaching clinics for SportCares and schools. They shared their knowledge in the spirit of giving back to the community.

What's Next?

We will continue building on existing efforts and working with partners to bring in a wide variety of sporting events. We will also create our own platforms for shared experiences. Selected events will also feed our high performance sporting goals by serving as platforms for Team Singapore athletes to gain competition experience.

ENHANCING ACCESS

Well-designed facilities bring communities together and spark interest in sport for leisure or high-performance sport. In land-scarce Singapore, we must multiply the value that our facilities bring. Access to facilities should be easy and affordable.

Sport Facilities Master Plan (SFMP)

We embarked on the SFMP as part of Vision 2030 to provide greater access to sport facilities, and serve residents' sporting needs at the national, regional, town, and neighbourhood levels by developing new public sport facilities as well as redeveloping and rejuvenating existing sport centres. Sport facilities are organised into four tiers, each with their own unique propositions.



Singapore Sports Hub

- Host world-class sport events
- Train national athletes
- Community participation and support



Regional Sport Centres (RSC)

- Focal points for sport programmes, activities, events
- Key nodes for ActiveSG to serve a larger geographical footprint

Where?

Our Tampines Hub (2017) adopts a co-location model with partners from public agencies. Sport facilities are part of a larger community cluster with amenities such as clinics and F&B establishments. The new RSC at Punggol will be integrated with the neighbouring SAFRA clubhouse.

More Tier 2 facilities in other regions of Singapore are in the pipeline.



Town Sport Centres (TSC)

- Located in HDB¹⁴ towns
- Vibrant sporting and recreational spaces with public amenities

Where?

Heartbeat@Bedok opened in 2018 and boasts a wide range of facilities and services under one roof. It is a lifestyle hub for residents in Bedok.



Playing spaces in HDB neighbourhoods

- Sport-in-Precinct (SIP) facilities
- Dual-Use Scheme (DUS)

Where?

Our Jurong Spring and Boon Lay projects feature sheltered playing areas and multi-use courts that cater to all ages. These areas allow sporting spaces to be closer to residents and encourage intergenerational bonding.

Currently in development are five more SIP facilities in Taman Jurong; Bukit Batok; Hong Kah North; Nee Soon Central; and Woodlands, with more in the pipeline across the island.

DUS enables school facilities such as football fields and indoor sport halls to be available for public use during specified hours. The DUS scheme has added more than 300 additional sport facilities.

Similarly, the upcoming Sembawang TSC (also known as Bukit Canberra) will combine sport and community facilities to create a vibrant social space and offer greater convenience.

Our goal is to ensure that by 2030, the majority of Singaporeans would have access to a sporting facility within 10 minutes walk from their homes. The diagram below illustrates the islandwide distribution of existing sport facilities and those in development.



What's Next?

We will be creating even more play spaces in the future. As Singaporeans demand for more and better spaces for sporting activities, we have started rejuvenating and upgrading existing facilities with improved functions. We will also ensure that our facilities are retrofitted to provide PwDs with easy access, so everyone can enjoy sport.

¹⁴ Housing & Development Board

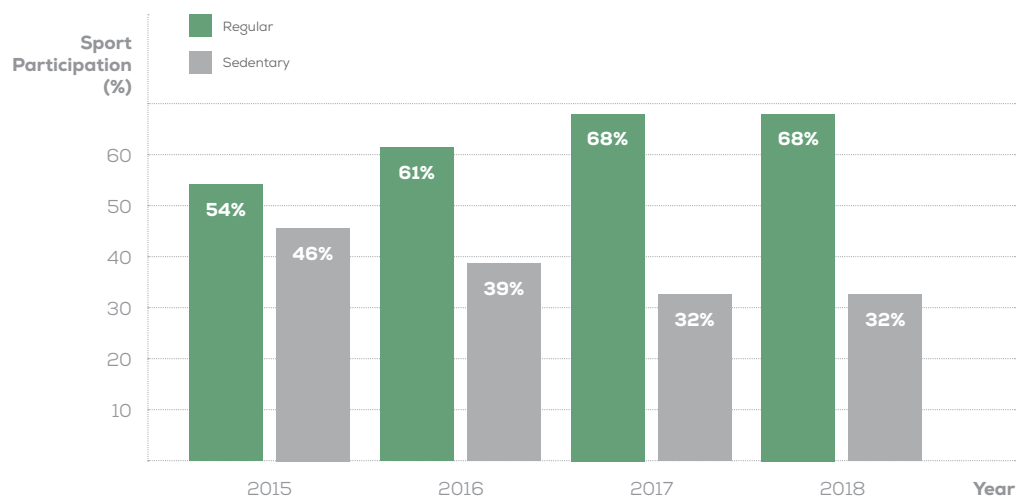
HOLISTIC ACTIVE LIVING

Singapore has a world-class healthcare system. However, we face an ageing population and the increasing prevalence of chronic health issues such as diabetes, cardiovascular diseases, hypertension, and obesity. This is compounded by escalating health costs as citizens continue to 'outsource' their health to healthcare providers.

Between 1990 and 2017, life expectancy at birth in Singapore increased by 8.7 years to 84.8 years. However, healthy life expectancy at birth only increased by 7.2 years to 74.2 years.¹⁵ Singaporeans are living longer but not necessarily healthier lives, with the last 10 years of one's life being spent in ill health.

Data from the 2018 NSPS reveal that while regular participation in sport has increased over the years, approximately 32% of Singapore's population lead sedentary lives. This segment is at risk of developing chronic diseases as measured by indicators such as mild obesity and high blood pressure.

Between 1990 and 2017, overweight and obesity rates in Singapore rose from the 8th to the 5th leading risk factor affecting health.¹⁶



Source: National Sport Participation Survey

Figure 4. Comparison of Singaporeans engaged in sport participation and those with sedentary lifestyles.

We can do more to connect with and empower citizens to help themselves, not just for health and wellness, but to build cohesiveness and resilience as a community as well. We believe it is important to catalyse a social movement around the adoption of healthy habits and active living. For most individuals, crossing over from healthcare to health may be a bridge too far if left to their own devices. Without the presence of social support, the inertia one faces in starting the journey to better health may be overwhelming. Getting back on track is likely to be harder when motivation wanes.

'Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.'

World Health Organisation

Celebrate Living with Active Health

In July 2017, Active Health was launched as a national movement to spur Singaporeans to take ownership of their health and wellness while they build social bonds. Active Health encourages the adoption of healthy habits and a more active lifestyle, so citizens can live a more aspiration-oriented life. We envisage a Singapore where active living is a social norm and where citizens are motivated to stay healthy with their family, friends, and the community regardless of life stages.

Active Health's vision is for Singaporeans to embrace active living, live life to the fullest and **CELEBRATE LIVING!**

Active Health is more than just doing physical activity. Instead, it is a comprehensive approach to help individuals be proactive about owning their health and wellness. Active Health essentially:



Enables individuals to know their health and more crucially, own it.



Creates a supportive community around the individual.



Connects individuals with exercise science, advice, and guidance.

¹⁵ Epidemiology & Disease Control Division, Ministry of Health, Singapore; Institute for Health Metrics and Evaluation. The Burden of Disease in Singapore, 1990–2017: An overview of the Global Burden of Disease Study 2017 results. Seattle, WA: IHME, 2019.

¹⁶ Ibid

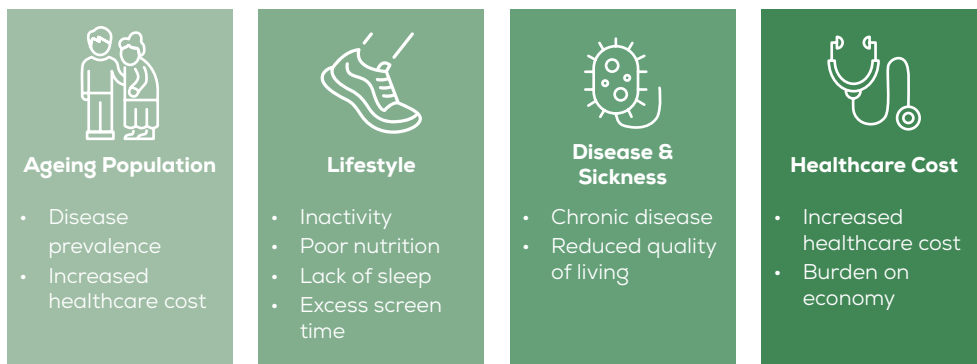
The Active Health movement is anchored on three core strategies:



1. Transforming Mindsets

We live in increasingly urbanised spaces. Singaporeans enjoy the benefits of higher standards of living, a strong and stable economy, meticulous social and urban planning, great healthcare, and increased convenience through technology. However, we often face the challenges of modern living such as less physical activity and more screen time for both work and leisure.

Issues & Challenges



Did You Know?



Singapore's national healthcare spending almost doubled from S\$11 billion in 2010 to S\$21 billion in 2016, and continues to increase year-on-year.¹⁷

Consequently, taking care of one's health can be daunting. We rely more heavily on healthcare professionals such as doctors to solve our health problems. We are increasingly comfortable with a problem-solving rather than a preventive approach towards our health. We seek help when we are ill instead of investing in our health early to stay healthy.

We must respond to the challenges of modern living by changing our mindsets. That means we should take proactive steps for our health in order to achieve quality of life. Active Health aims to help citizens adopt the adage 'prevention is better than cure'.

Four Domains of Active Health

Modern living is not without its pitfalls. We spend more time sitting down than ever before. From the workplace to our homes, we lead sedentary lives behind our desks, in traffic, or in front of televisions, computer screens, and portable devices. The more time we spend in the digital world, the more likely our attachment to digital devices could give rise to health issues such as poor quality of sleep.

Active Health provides holistic education to help citizens attain new levels of awareness in how lifestyle habits correlate to health, so they can make the necessary lifestyle changes.

We want to challenge the status quo and help citizens realise that the journey to better health is not about looking perfect, eating perfect, or being perfect. It is simply about trying to take small steps to form habits in our daily lives that can make a big impact. Everyone needs to focus on the four domains of wellbeing.

NUTRITION



How To Have A Nutritious And Balanced Diet

Only 11% of Singaporean adults eat enough fruit and vegetables; 59% of adults overeat.

Healthy eating improves work performance, increases energy levels, helps weight loss, and reduces the risk of developing chronic diseases.

Active Health Tips

- Drink 1 cup of water before every meal
- Eat at least 2 servings each of fruit and vegetables every day
- Put your utensils down while you chew your food thoroughly

SLEEP



How Much Sleep Do You Need?

We need 7 hours of quality sleep each night.

If you repeatedly wake up during the night or feel tired even after more than 7 hours of sleep, there's a good chance your sleep quality is poor.

Active Health Tips

- Turn off the alerts on your mobile phone when you go to bed
- Do not drink caffeinated beverages 6 hours (minimum) before sleep
- Lie in bed with your eyes closed at least 7.5 hours before you wake up

PHYSICAL ACTIVITY



How Much Physical Activity Do You Need?

The minimum weekly recommendation for adults is 150 minutes per week of moderate to vigorous physical activity, sport, or exercise for at least 10 minutes.

Doing so helps reduce the risk of developing chronic diseases, raises daily energy levels, and improves productivity at work.

Active Health Tips

- Use the stairs instead of the escalator or lift
- Walk 10,000 steps every day
- Take a 10-minute brisk walking break every day

SCREEN TIME



How Much Screen Time Should You Have Every Day?

Singaporean adults spend 3.7 hours online every day – excluding time at work.

Long workdays plus almost four hours of recreational screen time have long-term effects on mental performance and cognitive functions.

Active Health Tips

- Eat your meals every day without looking at a screen
- Stay 'screen-free' for work reasons 1 hour before bedtime
- Don't look at screens 30 minutes before bedtime

¹⁷ Source: www.straittimes.com/politics/parliament-big-rise-in-healthcare-spending-not-sustainable-individuals-must-also-try-to

Towards High Performance Living

The value of education cannot be fully utilised if it is not relevant to the individual. As an individual goes through life, health and wellness often take a backseat to various demands and responsibilities. We all have to make a living, care for our parents in their golden years, or raise a child.

We want citizens to engage in active living throughout their lives. We support different life stages with curated content and offerings, so more can discover the relevance and value of Active Health in their circumstances. The goal is for ownership of health to be a less daunting endeavour.

The benefits of good health go beyond an individual's well-being. Parents who are healthy will enjoy more meaningful time and better quality of play with their children. Healthy employees benefit from better mental acuity, energy levels, and productivity. A healthier workforce tends to perform better through improved efficiency, less absenteeism due to illnesses, and reduced healthcare.

Supporting Caregivers Through Active Health

Target Group:



30–40 year-olds who are married with kids under six years old

Active Health @ Sport-in-Precinct:



Facilities located in the neighbourhood



Benchmarking for personal goal-setting



Easy-to-use, self-guided and self-activated equipment



Ground-up interest groups led by Active Health advocates

Active Health @ Digital Platforms:



Four-week online educational programme



Evidence-based articles on physical activity, sleep, nutrition, and screen time



Easy home workout videos



Online forum for social groups

Active Health @ Workplace:



Creation of facilities, lunch-hour programmes, and educational materials

2. Transforming Delivery Models

Active Health helps us rethink the way advice and guidance in health and wellness is shared with the community. The ecosystem that is built around Active Health must enable us to better integrate and synergise various components to deliver the best effort to citizens.



People

After the launch of Active Health in 2017, we conducted an efficacy study on factors that influenced sustainability and motivation in exercise. The study confirmed our belief that social support is key to sustaining one's commitment to exercise. The study also gave us clarity on how such support can be developed and deployed.

Three Key Insights From The Efficacy Study

<p>Power of Social Intelligence</p>	<p>Social intelligence has the power to sustain participation and is linked to improved health outcomes.</p> <p>Findings suggest that peer nudging has the strongest influence on social intelligence.</p>
<p>Exercise Self-Efficacy</p>	<p>Self-efficacy is a consistent determinant of physical activity behaviour and adherence to exercise programmes.</p> <p>Self-efficacy can be fostered through:</p> <ul style="list-style-type: none"> • Participating in and leading exercises classes • Observing peers • Support from Active Health Experts and peers • Observing one's physiological improvement (e.g. through body measurements) <p>Findings indicate that exposure to Active Health Experts has the strongest influence on self-efficacy.</p>
<p>Motivation</p>	<p>Remote and peer nudging can influence motivation to exercise.</p> <p>Both intrinsic and extrinsic motivation contribute to sustained exercise participation.</p>

Active Health is designed to be experienced communally. We want to facilitate the creation of communities of support. These communities will reinforce an individual's Active Health journey by ensuring that advice, guidance, peer support, and encouragement is ever present.

Active Health Community

<p>Active Health Experts</p>	<p>Health Experts bridge the gap between health and exercise science and the community. They serve as key conduits for the delivery of relevant knowledge and information, so citizens are better equipped to engage in active living as part of their everyday lives.</p> <p>At our Active Health facilities, Active Health Experts assist visitors in discovering and managing their health. They guide the use of interactive fitness assessment kiosks, recommend physical activity, and share wellness advice.</p>
<p>Active Health Advocates</p>	<p>Active Health is supported by Team Nila volunteers. Known as Active Health Advocates, they are present at our programmes, events, and in communities to promote Active Health.</p> <p>Active Health Advocates also recommend suitable ActiveSG offerings, and provide encouragement to fellow volunteers and the community.</p>
<p>ActiveSG</p>	<p>ActiveSG coaches and instructors are key multipliers for Active Health. They influence the wider community to get started on the Active Health journey.</p> <p>Active Health fundamentals are incorporated in all ActiveSG programmes, so knowledge required for active living is delivered and reinforced.</p> <p>In addition, SportCares initiatives will also be infused with Active Health elements, so vulnerable segments of society will be served.</p>

Infrastructure

Active Health Labs & Spaces

On 6 August 2017, we launched the first Active Health Lab (AHL) at Our Tampines Hub. At AHLs, visitors can enjoy personalised, guided sessions on understanding their health without having to visit medical professionals. Anyone who walks through the AHL would be able to experience a journey of self-discovery, appreciation, and activation of the right lifestyle habits for living better.

Six months after the launch of the first AHL, we gathered information and feedback from visitors to further improve our offerings to serve the needs of the people. Building upon lessons learnt from the first AHL, a second AHL was launched at Heartbeat@Bedok in February 2018.



Photo: Sport Singapore

Active Health Lab

The AHL is founded on exercise science and is a new capability added to ActiveSG Sport Centres and integrated hubs to enhance the overall services to the community. It serves as an immersive and experiential centre to raise awareness about health and wellbeing across four pillars of Active Health: nutrition, physical exercise, sleep, and screen time. Our AHLs are operated by our Active Health Experts.



There are 8 AHLs located at Our Tampines Hub, Heartbeat@Bedok, Sengkang, Bishan, Woodlands, and Jurong East Sport Centres, Decathlon Singapore Lab, and Admiralty Medical Centre.



What Happens At An Active Health Lab?

Active Health Onboarding

When visitors step into an AHL, they can engage in an onboarding process. Our Active Health Experts will assist them with health screenings, so they can obtain an assessment of body and health measurements.

Visitors would be able to understand their health in greater detail through data such as body mass index, body fat percentage, blood pressure, and even nutritional levels. With this information, our Active Health Experts can provide advice on how to manage food intake and the types of exercises to adopt as part of their lifestyles.

Active Health 12-Week Programme

After the onboarding process, participants can take part in a robust 12-week programme about health and wellbeing across the four domains of Active Health.

Through clinics, workshops, and talks conducted by our Active Health Experts, participants would gain better understanding and knowledge of how to manage these four areas in their lives. During the 12 weeks, they would also participate with other peers in programmes such as functional fitness training.

Our Active Health Experts would also constantly be nudging participants to continue the journey of improvement. Content will also be shared digitally, so participants would have access to relevant information at times when they are not at the programme.

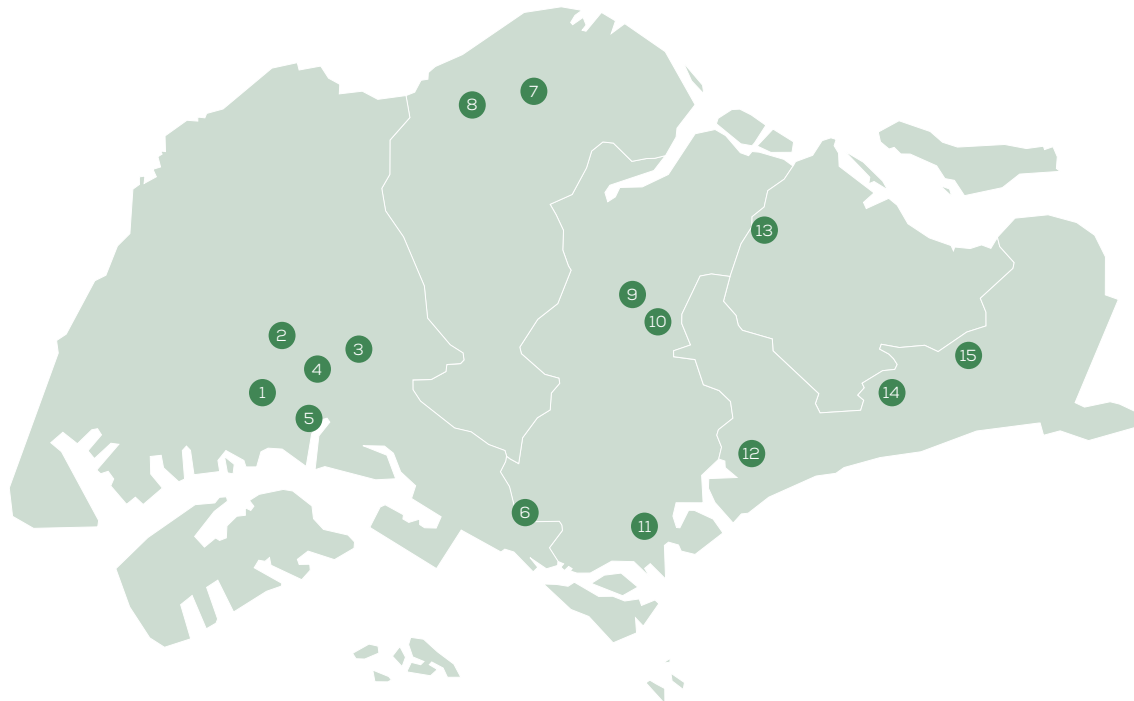
At the end of the 12-week period, they would have spent quality time with like-minded participants as well as cultivated a relationship with our Active Health Experts. Being a part of this social structure allows for mutual encouragement to be fostered, so their journey to good health can continue even after graduating from the programme.

A re-assessment of participants' health and body would be carried out, so they can see the improvement. With access to personal data, they can continue their journey knowing full well that progress is actual and backed by data.

By enabling such expert advice and guidance to be available on a wider scale, we hope citizens would have better appreciation of the benefits of taking care of themselves, and rally their family and friends to do the same.

More spaces mean more opportunities for progress. Apart from establishing AHLs, we have activated spaces around the island to complement the efforts spearheaded through AHLs and make it easier for citizens to sustain exercise participation. These spaces are intentionally designed to be designated, open facilities in community spaces and neighbourhoods for citizens to engage in physical activities.

A total of 15 Active Health facilities have been launched or are in development as of June 2019.



Active Health Facilities

WEST

- 1 Taman Jurong SIP
- 2 Jurong Spring SIP
- 3 Bukit Batok SIP
- 4 Jurong East Sport Centre
- 5 ActiveSG Park @ Jurong Lake Gardens
- 6 Alexandra Hospital

CENTRAL

- 9 ActiveSG Gym @ AMK CC
- 10 Bishan Sport Centre
- 11 Yan Kit Playfield
- 12 Decathlon Singapore Lab

NORTH

- 7 Admiralty Medical Centre
- 8 Woodlands Sport Centre

NORTHEAST

- 13 Sengkang Sport Centre

EAST

- 14 Heartbeat@Bedok
- 15 Our Tampines Hub

Expanding Active Health's Network

We are constantly looking for spaces where Active Health can be injected into living spaces and serve as centres of influence. These spaces will allow the Active Health community to engage more people and support them where they live. Those who have experienced the power of being healthy can then spread the word.

We have been, and will continue working with public and private partners to co-locate facilities and establish more Active Health nodes of influence. Active Health's presence at Kampung Admiralty is one example.

Kampung Admiralty



Kampung Admiralty is Singapore's first integrated retirement community. Developed by the HDB, it integrates housing for the elderly with a wide range of social, healthcare, communal, and retail facilities. Kampung Admiralty features residential flats, a medical centre for outpatient care, a childcare centre, rooftop gardens, supermarket, a 900-seat hawker centre, and many other amenities for both young and old.

Active living amongst seniors as well as inter-generational bonding is encouraged. Eldercare and childcare services are located in the same community, so that both young and old have easy access to these amenities. At Kampung Admiralty, multiple organisations come together to form offerings and facilities that enable the elderly and their family members to spend time together, even if they do not live in the same household.

Active Health has a part to play at Kampung Admiralty. Our partnership with Admiralty Medical Centre (ADMC) allows an Active Health space to be located within ADMC's premises for closer synergy between the domains of medicine and exercise. Active Health supplements Kampung Admiralty's efforts to promote active ageing, and is further supported by ActiveSG programmes at the nearby Woodlands and Yishun Sport Centres.

Partnerships

Activating Active Health for the Nation

We work closely with the Health Promotion Board (HPB) to drive a whole-of-government effort to better the health of Singaporeans. A united approach enables Active Health to complement national health promotion efforts. It also creates alignment in the way our respective offerings are designed and delivered.

The healthcare sector has also joined our efforts. In July 2017 SportSG formed key partnerships for Active Health with HPB, SingHealth, Changi General Hospital, Exercise is Medicine Singapore, National Healthcare Group Polyclinics, and National University Healthcare System.

Active Health was developed in consultation with these partners to help mitigate and manage chronic illnesses. This partnership has brought healthcare and physical activity closer together. Specifically, we have created a two-way referral process that allows medical professionals to refer patients to our AHLs. Patients can manage their health through exercise. Similarly, our Active Health Experts may refer visitors to medical partners if they find assessment results that warrant further investigation or attention by a medical professional.

These partnerships signify a commitment to educate the public that exercise is 'medicine' and that physical activity can mitigate the effects of chronic illnesses.

Increasing Reach and Influence

Having a common vision with healthcare stakeholders is part of the larger ambitions we have for Active Health. We have reached out to partner organisations in both the public and private sectors to serve as key nodes of influence for Active Health. This will give us additional inroads for its effects to permeate.



Decathlon SG Lab

Partnership with Decathlon Singapore is one-of-a-kind; it integrates retail space with Active Health elements.

The Decathlon SG Lab features an experiential Active Health space with our Active Health Experts ready to guide visitors on assessing their bodies' agility, flexibility, and lower body strength. Visitors can also access self-assessment kiosks to check their body measurements, and enjoy expert-led workshops and classes.



Singapore Army

In August 2017, SportSG, HPB, and the Singapore Army established a tripartite partnership to further increase sport participation and physical activity for NSmen.

By coming together to collaborate and draw on each other's expertise and capabilities, we can collectively support and empower NSmen to be active and healthy.

Technology

To amplify its impact, Active Health is supported by technology. With the help of specialised equipment, we are able to obtain in-depth understanding of an individual's health.

We are constantly looking out for technology that can serve and add value to the lives of citizens. We have piloted the use of gait sensors to help seniors assess any imbalance in their strides. Our Active Health Experts can analyse the quality of their gait and provide early interventions where necessary.

With the help of technology, we can now better assist those who want a deeper understanding of their health. At AHLs and Active Health spaces, self-help and assisted fitness kiosks allow visitors to obtain accurate, detailed measurements of their body.

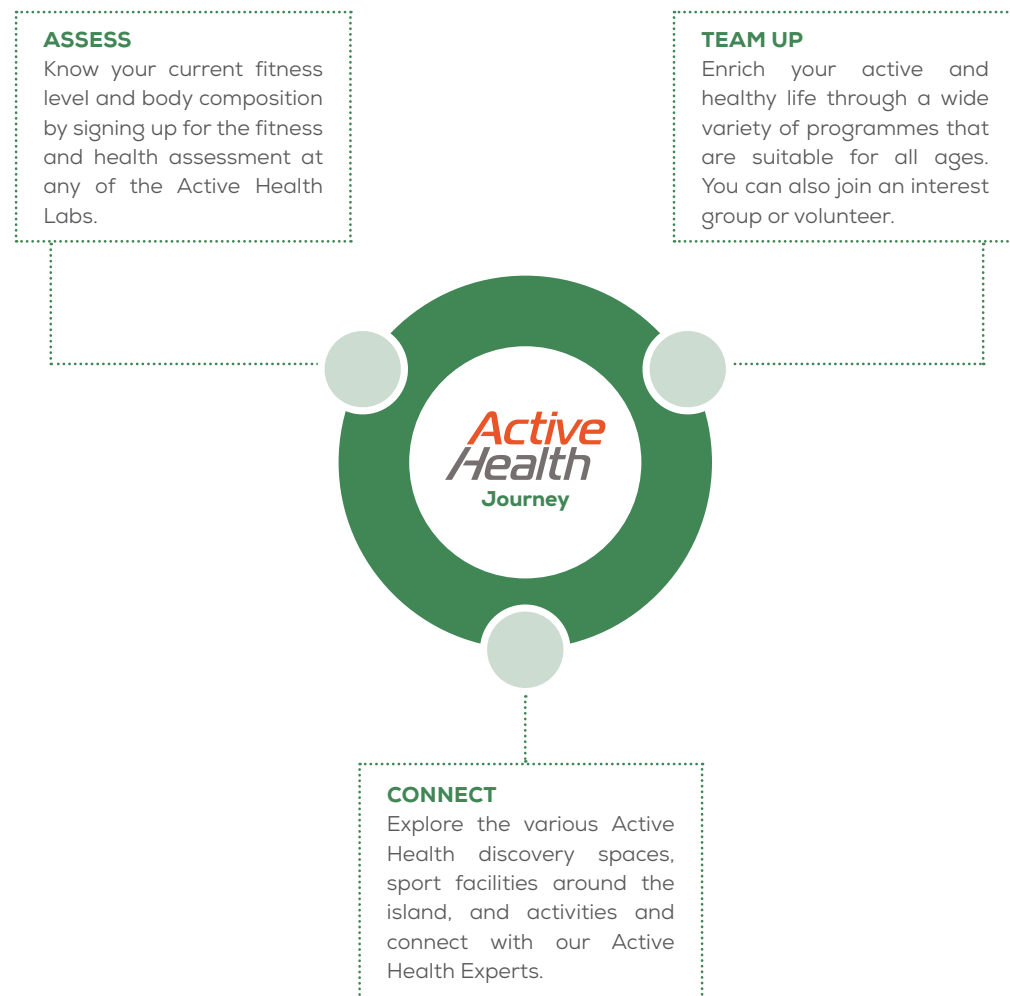


Digitising content allows anyone to gain access to educational information and material. This promotes continuity when someone needs to further enrich their understanding and awareness. Those who have yet to visit our Active Health facilities can get easy access to the content and begin their Active Health journey in their own time.

3. Transforming Mastery of Personal Ownership

To maximise the potential benefits of ownership over one's health, the Active Health journey must be designed to support personal mastery over health and support the commitment to active living. As people get more sophisticated in their understanding of health, they would be able to create and get more value out of their personal journey to better health.

Many Ways To Start Your Active Health Journey



The Active Health journey is an interplay between three concepts. The synergy helps create a sustainable and meaningful journey, and enables everyone to be a master of their own health.

Assess

Self-awareness is key to a fruitful Active Health journey. We envisage a nation where citizens have profound understanding of their own wellbeing. If we know ourselves and are able to identify areas of deficiencies and weaknesses, we can strive to be better than before.

Connect

Our efficacy study found that interactions with Active Health Experts can influence an individual's ability to be efficient in their personal health journey. Apart from sharing knowledge and guiding participants, a key role of Active Health Experts and Advocates is to get participants to further develop and sustain motivation.

Active Health ensures that citizens are always supported at every stage of their journey. With easy access to our Active Health Experts, Advocates, Sport Champions, and educational content, citizens will be poised to proactively manage their lifestyle habits for holistic personal health management.

Team Up

Having knowledge about health is not enough if it fails to translate to action. Our study tells us that social support is key to sustained commitment to exercise.

Active Health is designed around creating social reinforcement for sustained success. In this light, people form a crucial part of Active Health's ecosystem, which is one where the community of Active Health Experts and Advocates, ActiveSG coaches and instructors, fellow programme participants and family, and friends come together to create a supportive environment.

We want to nurture a culture where citizens constantly observe and improve their health by themselves. They should not wait until it is time for periodic medical screenings to do something about their health. By taking a personal stake in understanding oneself, and how the markers correlate to health, citizens would be able to appreciate health on a deeper, more intimate level.

What's Next?

We will continue to build on momentum of Active Health. Over time, we can foster a culture where less reliance is placed on medical professionals. Instead, we will have the basic knowledge of our own health and do more to stay healthy.

More research will be carried out to refine Active Health's philosophy and delivery. We will look into collaborating with Institutes of Higher Learning (IHLs) such as universities to conduct research into areas such as human behaviour and social intervention as they related to physical activities and sedentary lifestyles.

We will also partner public agencies to strengthen the health and wellness of Singaporeans and promote social inclusion and solidarity through inter-generational projects to benefit children, youth, adults, and seniors.

Lastly, we will look into creating Active Health spaces within partner facilities such as hospitals, business, and community sport spaces to increase the impact of Active Health.

CHAPTER 3

TODAY'S CONTEXT

SINGAPORE TODAY

In 2012, Singapore was recognised as having the world's second-most competitive economy by the World Economic Forum.¹⁸ Singapore's lack of corruption and government efficiency, along with world-class infrastructure and strong literacy rates placed us in a strong position.

The same year, our scan for the first iteration of Vision 2030 revealed our people's hopes for good citizenry, the necessity of forging closer communities, and the need to meet the challenges of global and regional competition in order for us to retain our competitive advantage.

Singapore remains the world's second most competitive economy.¹⁹ Yet, we are vulnerable to events within and beyond our borders. The shift of the global economic centre to Asia continues to impact the geo-political order. Meanwhile, social media has more significance than ever and technology is changing how we organise our lives, jobs, and economy. Our society now benefits from a greater exchange of ideas and talent but also faces corresponding tensions on issues such as social equality, mobility, and class.²⁰

¹⁸ The Global Competitiveness Report 2011-2012 published by the World Economic Forum

¹⁹ The Global Competitiveness Report 2018 by World Economic Forum

²⁰ Institute of Policy Studies' (IPS) Study on Social Capital in Singapore (2017)



Why Review Vision 2030 Now?

Vision 2030 was and remains predicated on the question of how sport could be better employed to serve the best interests of Singapore. In a rapidly evolving world, how could sport help us adapt but retain our strong values at the same time?

Vision 2030 must remain dynamic, evolving where necessary to support the changing needs and demands of our nation and stakeholders.

We must innovate, build trust, and work as a team to better serve Singapore. Sport in Singapore should continue to serve as a vehicle to: (i) engender the health and wellness of Singaporeans; (ii) build positive social connections; and (iii) contribute to national goals.

In 2018, we met with more than 3,000 people to examine how sport could continue to bring value to society and support people's aspirations.

We reached out to:

- Coaches
- Companies
- General Public
- National Sport Associations
- People serving vulnerable groups
- Public Agencies
- Schools
- Team Singapore Athletes
- Volunteer Welfare Organisations

RE-ENVISIONING 2030

The feedback we received, framed against our larger societal and economic context, confirm that our aspirations for Vision 2030 remain relevant. Eight key themes surfaced from our engagements and research:

1. Ageing

Singapore must enable citizens to age with dignity and respect, staying connected to family, friends, and community. Sport and physical activity are accessible platforms to build physical and mental confidence and sustain social connections.

2. Holistic Development of Children and Youth

Definitions of success are changing for today's youth. The experiences they find meaning in are less likely to resemble the goals of the previous generation. Technology also affects how our youth engage and interact. We need to seek breakthroughs to enable good quality sport programming to be accessible to all children and youth.

3. Technology

We must use technology in a way that is inclusive and beneficial to Singaporeans. More than before, we need to harness technology to overcome our limitations and achieve strategic competitive advantage to extend and deepen our engagement with citizens.

4. Sustainability

Environmental issues and economic demands have spurred companies to change the way they approach business practices. From how resources are acquired, to how our work impacts sustainability, we must implement strategies that enable sustainable progress so that we create a better, more liveable world for future generations.

5. High Performance Sport

Behind every great athlete is a masterful coach and a dedicated team of professionals. High performance sport involves an entire ecosystem with a support system that enables elite athletes to pursue and achieve their dreams. What would advance Singapore's high performance sport and strengthen the ecosystem as a whole?

6. Life and Sport

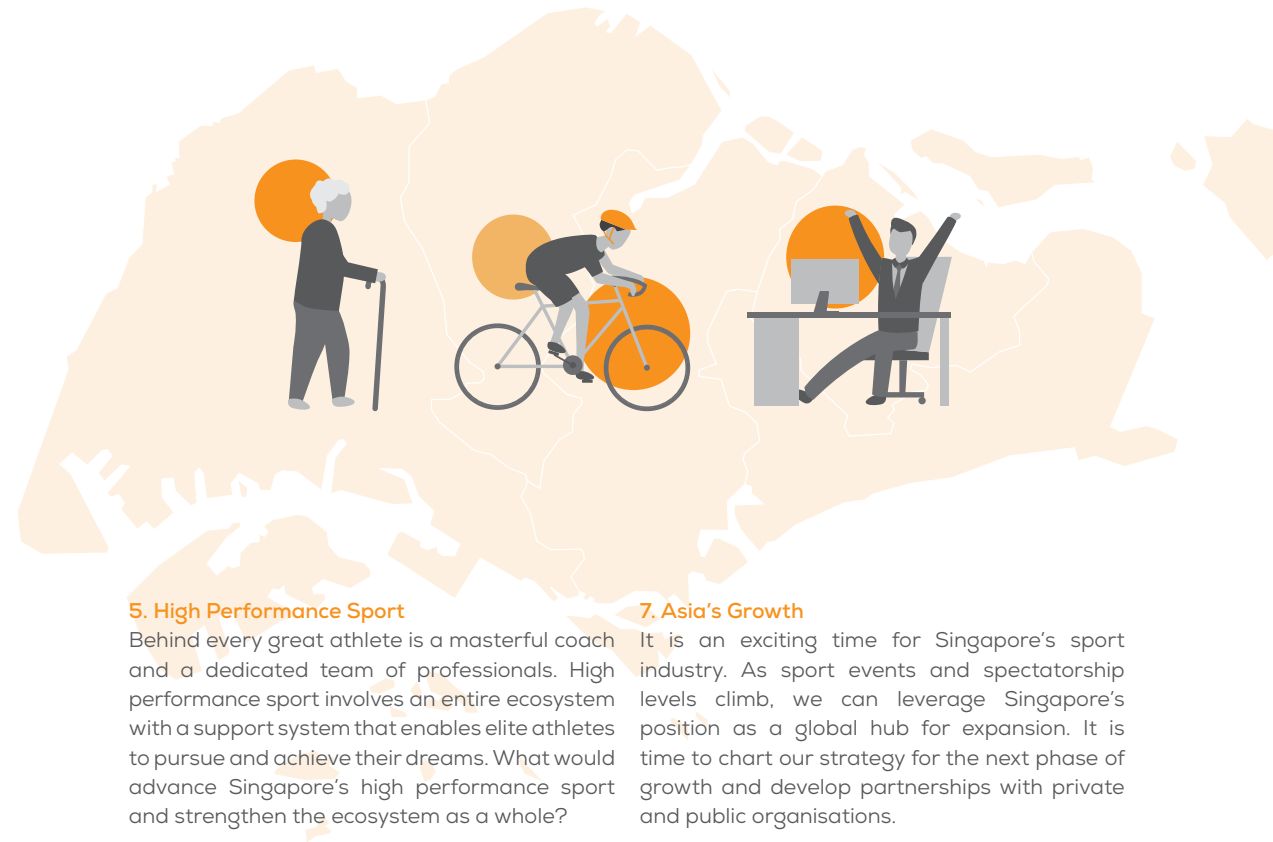
The 2018 Active Citizens Worldwide report reveals that the decline in sport and physical activity coincides with working life. However, feedback from IHLs suggests that many fall off from sport and physical activity earlier. As we strive to build a sporting culture, we need to bring sport, active living, and healthy habits to the workplace to provide a protective cover against life's demands.

7. Asia's Growth

It is an exciting time for Singapore's sport industry. As sport events and spectatorship levels climb, we can leverage Singapore's position as a global hub for expansion. It is time to chart our strategy for the next phase of growth and develop partnerships with private and public organisations.

8. The Vulnerable and the PwD Community

Singapore's social services sector continues to grow. We need an additional 1,000 professionals to help the existing 15,000 to support the disadvantaged better.²¹ With SportCares, we hope to contribute to the cause by bringing the value of sport to vulnerable groups and work with partners to reduce barriers to sport.



²¹ Straits Times Article by Seow Bei Yi, 'Social service sector will need 16,000 professionals by 2019, capacity to be enhanced'



**CHILDREN +
YOUTHS + FAMILIES**
Children And Youth Sport Framework
Enable every child to play in-and-out of school

ActiveSG Associate Partner Scheme
Collaborate with private sport academies and clubs for more opportunities to learn and play

Support For Parents And Teachers
Equip parents and teachers with the tools to nurture children through sport



**ATHLETES +
COACHES + NSAs**
Optimise High Performance Sport
Unlock the potential of athletes through professionalisation and prioritisation

**Better Governance
And Integrity Of Sport**
Develop shared values and principles for the sport ecosystem



**VULNERABLE +
PERSONS WITH
DISABILITIES**
Communities Of Care
Unite efforts with others to enable the vulnerable and persons with disabilities to experience and reap benefits of sport



WORKING ADULTS
Playbook For Corporates
Use sport as a strategy for work and play



SENIORS
**Formal Partnerships
With Stakeholders**
Understand our seniors better to strengthen the active ageing ecosystem



SPORT INDUSTRY
**Ecosystem That Enables Sport
Business Development**
Drive innovation and business for sport in Singapore through cross-sector collaboration

**A Marketplace For
Ideas And Innovation**
Leverage SportSG's infrastructure and assets to nurture innovation and incubate ideas

VISION 2030

RECHARGED!

The next phase of Vision 2030 contains an array of recommendations designed to serve the people in a more focused manner. Greater emphasis is also given to support and accelerate the development of an environment for a thriving sport ecosystem in Singapore.

In the next Chapter, we take a detailed look at these recommendations.

TECHNOLOGY

Smart Sport Centres
More meaningful and engaging experiences at Sport Centres

Harness Data Intelligence
Enable data to create better value for Singapore through sport

**Network Coordination
And Business Data Partnership**
Develop partnerships to unlock the potential of data networks

**SPORT
INFRASTRUCTURE**
Kallang Alive

Develop an integrated destination world-class events and activities

Network Of Play Spaces
Unlock more spaces for play anytime, anywhere



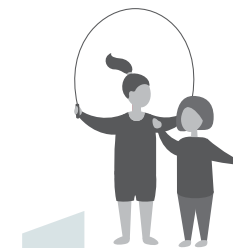
PEOPLE

What does it mean to be a better version of ourselves? Is it to be healthier or more active? Maybe it is to adopt a more positive outlook on life? What about being a productive employee, a great parent, spouse, child, sibling, or friend?

Perhaps it is all of that and maybe even more. Sport has the power to help us discover a sense of purpose and improve our physical, mental, and emotional wellbeing – facets critical to living well.

There is no better time to make sport a part of our lives. Today, sport and physical activity can be adapted to suit different lifestyles and needs. In the following section, we examine how sport can continue to play an impactful role for various segments of society.

CHAPTER 4 FOCUS AREAS & RECOMMENDATIONS



Enhancing the Impact and Contribution of Sport and Physical Activity for the Holistic Development of Children and Youth



Enhancing the High Performance Sport System for a Strengthened Athlete-Centric Environment



Enabling the Vulnerable and Persons with Disabilities to Discover the Value of Sport



Advocating a High Performing Corporate Culture through Health and Wellness



Enabling and Harnessing Active Ageing to be a Positive Force in Society



Enhancing the Impact and Contribution of Sport and Physical Activity for the Holistic Development of Children and Youth

Our goal is to provide all children and youth of Singapore the opportunity to play and pursue sport in and out of school, in structured and unstructured environments, regardless of their abilities and backgrounds.



RECOMMENDATION 1

Children And Youth Sport Framework

Enable every child to play through our work with the Ministry of Education (MOE), schools, and other partners to expand capabilities and opportunities for in-and-out-of-school sport participation.



RECOMMENDATION 2

ActiveSG Associate Partner Scheme

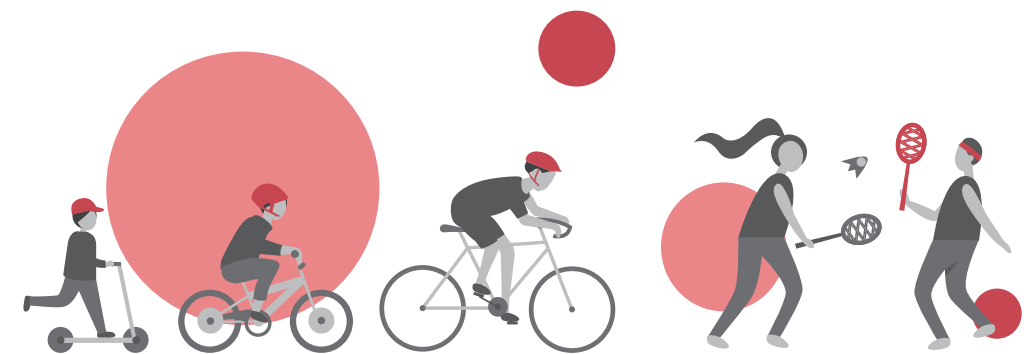
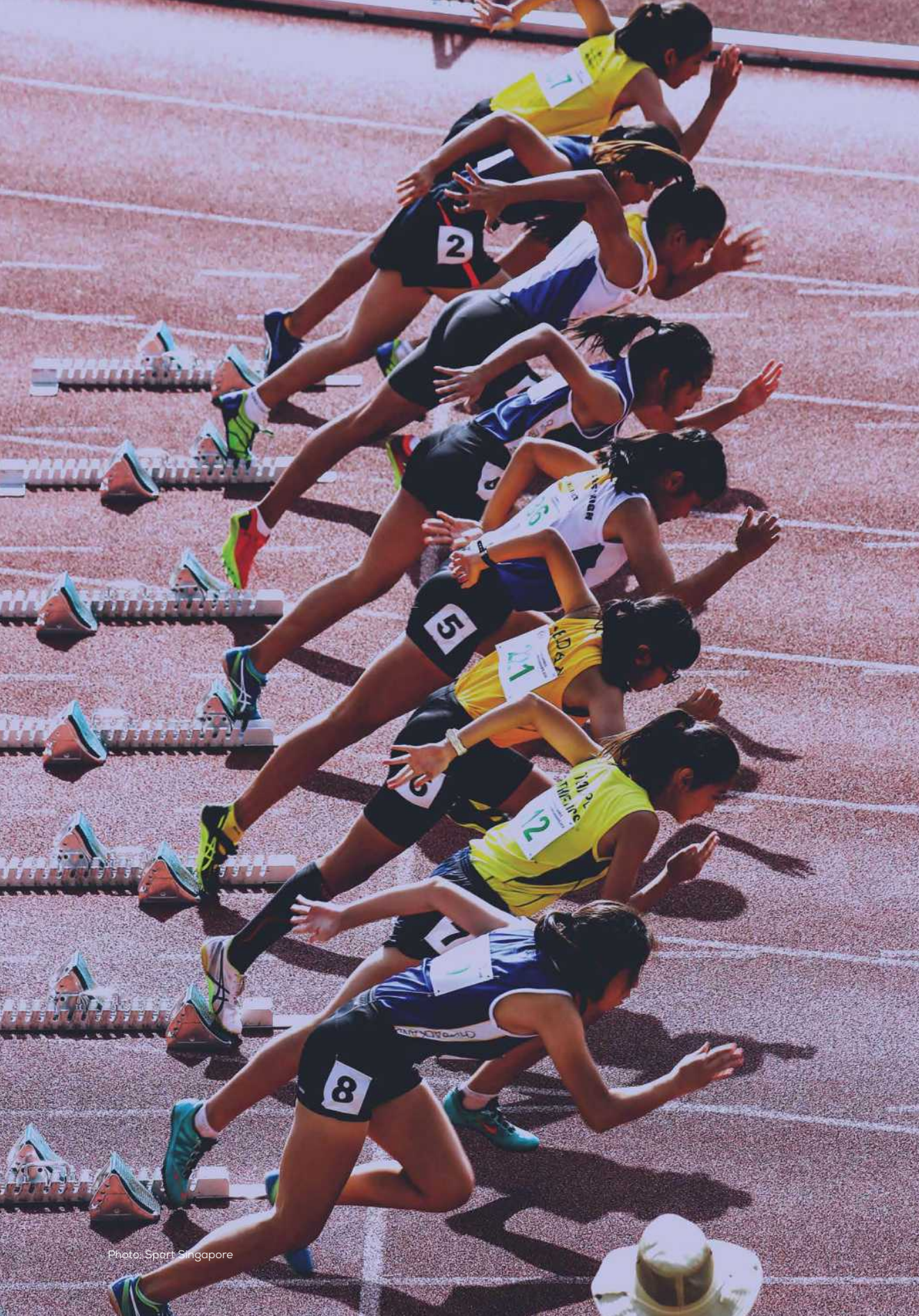
Leverage the passion, expertise, and reach of private sport academies and clubs while ensuring affordability and quality.



RECOMMENDATION 3

A Support System For Parents And Teachers

Equip parents and teachers with the tools to instil and nurture positive attitudes about sport and wellness in their everyday interactions with children.



Sport can serve as a development platform to holistically nurture children and youth, as well as empower them to create a better future for themselves and for society. Children and youth have a stake in Singapore's future as influencers for change. Powered by their idealistic outlook, energy, passion, and knack for technology, the future generation has great potential to build relationships between communities and bridge societal gaps. In the face of divisive forces, our children and youth could be enabled to become a positive force and valued asset to society. They could be motivated to participate in the civic space and play a crucial role in strengthening the social compact by allowing their sense of care and compassion to shine.

The Different Facets of Play



Structured and Unstructured Play

Unstructured play allows children and youth to acquire life skills such as conflict resolution and independence as they create their own rules in free play. It also helps them become self-directed learners and confident individuals who can think critically, communicate effectively, and work collaboratively.

In comparison, structured play involves established rules, replicating a hierarchical model, and stimulates technical mastery. This helps groom active contributors and team players who strive for excellence within and beyond the field of play. Team sport also creates an environment for young people to grow their social network and learn values such as honour, resilience, and teamwork.



In-School and Out-of-School Activities

Sport and physical activity are part of the school curriculum and often coupled with ad-hoc sport enrichment programmes for experiential learning.

Outside of school, sport is explored and experienced differently. Community partners, private academies, and interest groups can provide other sporting avenues for recreational play and social bonding.



Multi-sport for Physical Literacy

Greater opportunities for multi-sport competency enable children and youth to explore and discover their interests while developing complementary skills across a myriad of sport.

In contrast with early specialisation, a multi-sport approach contributes more to a child's physical literacy and prevents injuries due to overuse. There is also a higher chance of children maintaining active lifestyles when they derive more fun from playing different sport.



Our vision for Sporting Singapore has been, and will remain focused on making sport and physical activity accessible, affordable, and available to all – from a young age and throughout a person's lifetime. We have identified three areas of partnership where we can make the greatest impact: with schools, private academies and clubs, as well as parents and teachers. Our work with these partners will broaden the base of sport participation and translate to increased opportunities for children to play. Those keen to pursue sport competitively will also have access to more avenues and support. This will contribute to the development of talent for high performance sport in Singapore.

Recommendation 1



Children And Youth Sport Framework

The Children and Youth Sport (CYS) Framework aims to serve schools through sport by enhancing sporting capabilities and quality of coaching, implementing a structure for robust sporting programmes, and using sport as a platform for leadership and character development. It consolidates the various work streams for greater synergy and impact through sport.

Preschools

Children below seven years of age should engage in at least 180 minutes of structured and unstructured play daily²² to help them acquire competency in fundamental movement skills. Therefore, we will continue to bring the 'Nurture Kids' programme to preschools. This nutrition and exercise scheme for preschoolers combines health and nutrition with physical activity and the development of basic skills such as throwing and catching. Following this, we will also enhance existing resource guides such as 'FUN Start MOVE Smart!' and 'Fundamental Movement Skills (FMS) Parents' Guide' to equip parents and educators with basic knowledge and skills on FMS.

Primary, Secondary, Specialised and Special Education Schools

We will continue to work with MOE to strengthen pathways, so that what children learn through the Physical Education curriculum and sport CCAs in schools will extend into sport participation in the community. We will work with MOE to enhance sporting opportunities and capabilities for all children and youth, as well as leverage sport as a platform for leadership and character development.

Initiatives under CYS Framework to increase opportunities to play sport during school-going years:

1 School Sport Partnership	2 Strategic Partnership CCA (SP-CCA)	3 Support for Sport Expertise
<p>This programme enables children to learn to play as many sport as possible in school.</p> <p>SportSG will co-create a modular multi-sport curriculum with schools building upon their existing offerings and range of programmes, games, and competitions. This would expose students to different sport from ActiveSG Academies and Clubs as well as offer them more opportunities to play with other cohorts.</p>	<p>This initiative aims to enable secondary school students to pursue sport CCAs that are not offered by schools due to low take-up rates. Students from schools that do not offer the sport of their choice could participate in the SP-CCA, in lieu of school-based CCAs. The programme for the SP-CCA will be co-designed by MOE and ActiveSG, and conducted in centralised venues to facilitate access by students.</p> <p>Students enrolled in these SP-CCAs can attain CCA recognition under LEAPS 2.0,²³ just like any other student participating in school-based CCAs.</p>	<p>We aim to partner schools that intend to set up sport CCAs. This will ensure that school coaches and trainers possess key competencies to deliver quality learning and performance, and are able to inculcate key sporting values to students. Learning outcomes will be consistent with MOE guidelines.</p>

²² HPB's Physical Activity Guidelines (2012)

²³ LEAPS 2.0 is a framework to recognise secondary school students' holistic development in the domains of CCA Participation, Achievement, Leadership, and Service.

The CYS Framework also intends to facilitate the following:



Character and Leadership

SportSG will work with MOE to co-develop sport leadership training modules and provide suitable platforms for sport leaders from schools to benefit from these programmes. These programmes may also be extended to student leaders from other CCAs.

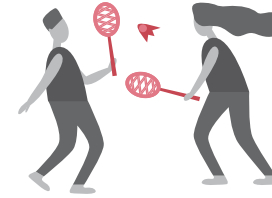
We will also explore stronger partnerships with key agencies (e.g. MOE, National Youth Council [NYC], Ministry of Social and Family Development [MSF], National Youth Sports Institute [NYSI], Singapore Sports School [SSP]) to effectively deploy sport in various ways to reach children and youth in order to nurture how they lead, play, and give back to the community.



Supporting Youth-at-Risk and Students with Disabilities

The CYS Framework will create more inroads for students with disabilities, youth-at-risk, and those with other unique needs to experience sport. By working with special education (SPED), specialised, and mainstream schools, we will deliver sport-based programmes adapted to the unique needs of students, so they can discover the joy of sport and build greater confidence.

Exposure to alternative ways of learning can also give them opportunities to pursue sport excellence, and more importantly, enhance the propensity for a lifetime of sport participation. This would support the efforts of SportCares and augment the Disability Sport Master Plan by extending the reach of sport to these target segments.²⁴



High Performance Talent Identification

We will continue to broaden the national talent identification beyond the NSAs, SSP, NYSI and athletes in school CCAs, by creating new pathways for athletes from ActiveSG Academies and Clubs. We will also strengthen support for MOE's Junior Sports Academy (JSA) programme, and enable talented primary school students to continue their sport participation beyond the JSA, and across a wide range of sport opportunities.

SportSG will also work with MOE to improve and sustain the National School Games, as well as facilitate student-athletes' transition into the youth squads of NSAs, ActiveSG Academies and Clubs, and other private clubs. Together with the NYSI, SportSG will further strengthen the partnership with MOE to ensure that student-athletes receive nationally-coordinated support in their sporting pursuits.

Plans for the Future

We will also consider how to work with the tertiary education sector, in particular, IHLs to extend and increase the value proposition of sport in places where sport may not be a mandatory or significant part of a student's life. Through our engagement with youth and educators, we have observed that the drop-off in sport participation takes place during tertiary education and continues when people enter the workforce. We will be looking at ways to develop sport as a compelling strategy for IHLs in Singapore.

There are plans to explore the inclusion of sport-centric modules to deliver leadership and character development content at IHLs. Actively embedding sport as a teaching tool can lead to demonstrable behavioural, cognitive, and affective engagement, and bridge the gap between theory and practice. Sport could serve as an important agent for future workplace leadership and performance.

²⁴ More details on our work with PwDs and vulnerable communities can be found on page 95: 'Enabling the Vulnerable to Discover the Value of Sport.'

Recommendation 2



Photo: Sport Singapore

ActiveSG Associate Partner Scheme

We will invite private sport academies and clubs to become affiliates of ActiveSG Academies and Clubs, so platforms for children and youth to participate in quality sport programmes will be more easily available.

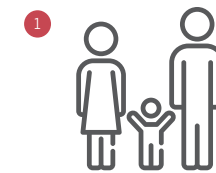
These private academies and clubs would be encouraged to adopt the curriculum developed by NSAs. They could access incentives such as venue booking facilitation, potentially enabling them to increase their footprint and influence across the island. Affiliates would be accredited to ensure quality of programmes while maintaining affordability for participants.

Through this associate partner scheme, the private sport scene would be able to work closely with SportSG to grow a strong, vibrant sporting network in Singapore.

A Support System For Parents And Teachers

Enabling holistic development in children and youth means that we must address the roles parents play in nurturing healthy, active children. We need to support parents in enhancing their roles as major influencers in the lives of children.

Additionally, for school-going children, interactions with teachers make up a large part of their day. Studies show that structural changes in the curriculum and exams have less impact on students' achievements than the quality of a teacher on children's cognitive and behavioural development. Teachers, therefore, serve as another major influencer in a child's development. We intend to support parents and teachers in two ways:



**Empowering
the Home Environment**



**Building a More Active
Preschool Environment**

Recommendation 3



1. Empowering the Home Environment

The role of parents can be amplified by equipping them with knowledge about the development of physical literacy skills for children and helping them understand how the four domains of wellness – sleep, nutrition, physical activity, and screen time – contribute to a child's development. We intend to look into creating easily accessible online resources that can support parents throughout their children's developmental stages. In addition, we would generate greater awareness of the types of programmatic support available to parents, such as activities and initiatives in fundamental movement skills and sport.

2. Building a More Active Preschool Environment

We plan to review existing and future facilities near preschools together with the Early Childhood Development Agency, town councils, and other stakeholders. This would enable us to adapt and recommend activities that would better utilise existing facilities to enhance children's holistic development. At the same time, we will continue working towards increasing spaces for play.

We would explore working with like-minded partners such as the National Institute of Early Childhood Development to co-develop programmes and curriculum for teachers undergoing training. This would give preschool teachers the skills to introduce and incorporate physical activity into daily curriculum. Similarly, seminars and workshops could also be conducted for teachers already in the workforce.

We would facilitate Community of Practice seminars where industry leaders and experts can share knowledge, discuss issues, and design solutions with teachers. This would provide opportunities for educators to meet like-minded individuals and build their own community outside of schools to support their efforts.



Enhancing the High Performance Sport System for a Strengthened Athlete-Centric Environment

Our goal is to strengthen our High Performance Sport (HPS) System through greater efficiency, consistency, and effective partnerships to enhance Singapore's competitive edge, leading to sustained podium success at Asia, World, Olympic, and Paralympic levels.



RECOMMENDATION 4

Optimise The High Performance Sport System

To effect fundamental changes resulting from the HPS System Review to:

- Optimise potential in the HPS System by aligning resources to key priorities and capabilities as well as support talented young athletes
- Professionalise HPS structures for high performance sport and management capabilities in order to enhance the efficacy of our sport development and delivery systems
- Prioritise investment for major games performance to rally the nation



RECOMMENDATION 5

An Ecosystem That Engenders Better Governance And Integrity Of Sport

Develop a system of shared values and principles to steer the sport ecosystem towards greater governance and integrity of sport in Singapore.



In the first SEA Games hosted by Singapore in 1993, our medal tally was 50 gold, 40 silver, and 74 bronze medals. This placed us 4th among eight participating countries. 22 years later, we cheered our hearts out for Team Singapore on home ground during the 2015 SEA Games. This time we placed 2nd, bagging a total of 259 medals including 84 golds. Our athletes inspired Singaporeans to celebrate this achievement amidst the glow of our SG50 celebrations. At the same time, our para-athletes set new milestones at APG 2015 by scoring more than double the number of podium finishes from the previous edition.

Our national athletes' successes can be attributed to ambition, discipline, parental support, and ecosystem support. Following the achievements of our athletes at the Olympic and Paralympic Games, we must remain focused on sharpening our HPS system.

We reviewed our HPS strategy to see how the system could evolve to better support Singapore's athletes. These are the significant factors:

1. Strengthen High Performance Services

A robust HPS system needs to institutionalise delivery structures and platforms for tracking and management – these are crucial to the next phase of our work in HPS. To succeed, we must ensure that roles and responsibilities between high performance professionals and administrators are clear. This will inculcate a professionally-minded culture within the sport ecosystem, so that we can offer high quality services to athletes.

2. Ensuring Sustainable Pathways That Feed The HPS System

Establishing succession plans to ensure continual representation at major games requires a long-term view on high performance planning, resource prioritisation, and creation of ways to establish wide-reaching platforms for youth participation.

Optimise The High Performance Sport System

1. Harness the Potential of an Integrated and Synchronised HPS System

In order for us to compete at a higher level, we need to ensure that our system has potential that can be actualised. A shared vision, excellent co-ordination, and an integrated approach with all stakeholders is essential for us to truly realise our HPS potential.

The deployment of resources must be aligned to key priorities and capabilities. Any inefficiency resulting from misalignment of efforts or underutilisation of talent would be a waste. We must take a long-term approach to ensure a sustained commitment to high performance success at major games. Funding mechanisms and sources should reflect collective ownership of our successes where all segments of society – government, corporates, and private funders – can come together as Team Singapore.

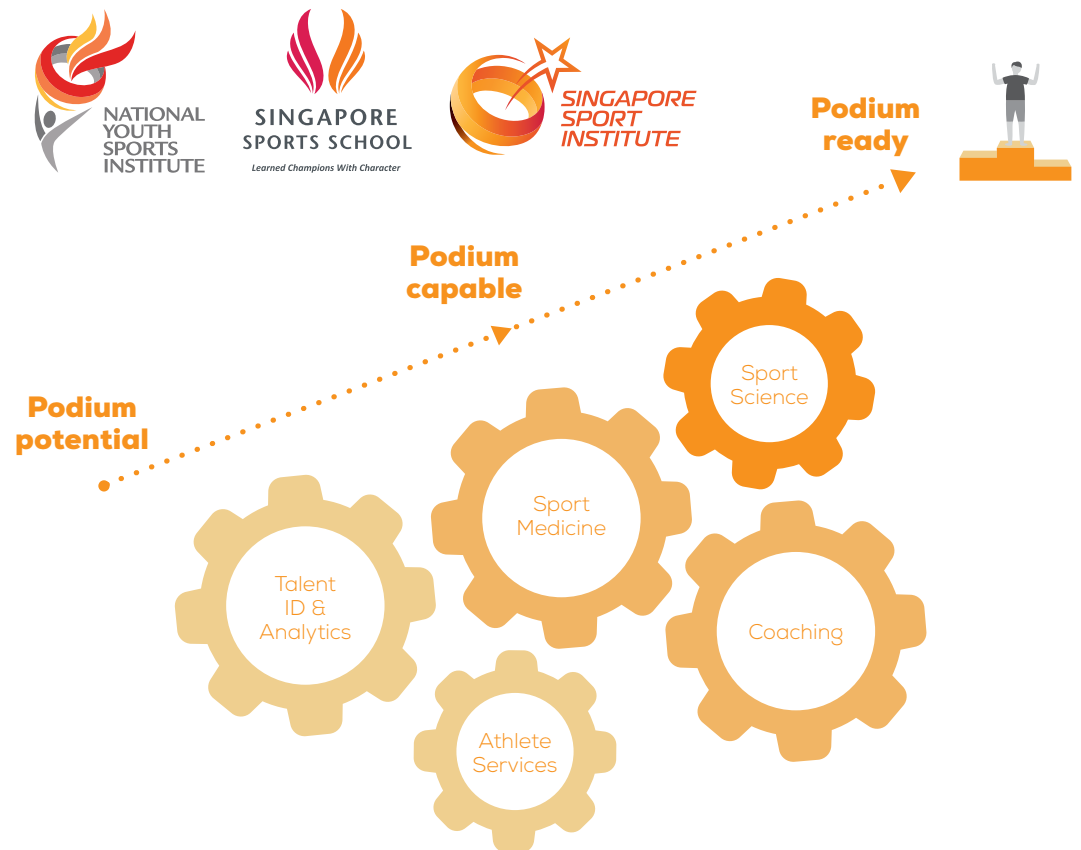


Figure 5. Integrated Support Structure For High Performance Athletes

The strategic use of technology and analytics is integral to HPS. The innovative use of appropriate technology can extend the value that athletes and coaches will extract from training. Currently, simulation technology has been selectively deployed to create new training methodologies. For instance, with the help of 3D visualisation technology, Silat exponents are able to visually experience recorded fight sequences. This allows exponents and their coaches to observe and improve their reactions to different scenarios.

Recommendation 4





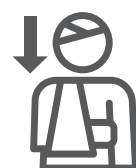
Photo: Sport Singapore

Key Value Propositions Of Simulation

Intervention



Improves techniques



Reduces risk of injury



Allows for understanding of 'ideal' technique with great precision

Efficacy



Athletes can train even if they are injured – no need for physical contact



Serves as additional training tool for coaches



Enables coaches to make better informed decisions

With constructive computer simulation, we can establish, with great precision, a swimmer's ideal entry point into the water, the dive angle, and even the drag force experienced in water. Through the input of appropriate data fields, we would be able to digitally replicate an athlete's ideal swim progression from start to finish with reference to his or her body shape, weight and mass, and relationship with the water.

The capability of coaches and athletes to assess training requirements would be elevated, resulting in better decisions. In the next phase of our work, we would look at how virtual or constructive simulation technology could be further deployed for sport. These multi-faceted capabilities should be designed to support coaches and athletes.

2. Professionalise HPS Structures For High Performance Sport And Management Capability

HPS Steering Committee and Joint Management Committees

At the national level, the HPS Steering Committee would guide and direct the development of the overall HPS ecosystem. As governors of the HPS System, the committee would oversee the implementation of HPS System recommendations and chart new directions where warranted.

For specific sport, Joint Management Committees comprising members from NSAs, the SSP, the NYSI, the SSI, and ActiveSG would be formed to monitor implementation phases within each sporting discipline and across the system. This would allow HPS plans to be aligned across multiple stakeholders and monitored regularly.

Sport Management Professionals and Shared Services

NSAs steer the development of athlete pathways and help build the pipeline for sustainable elite performance. They are stewards for their respective sport at national level and oversee the governance of the sport.

In this HPS system, a strong and professionally-minded NSA would have a pivotal role in establishing and implementing long-term, high performance plans, and selection policies in consultation with key stakeholders. This echoes continued calls to develop NSAs' capabilities further in areas of governance, administration, marketing, and sponsorship. To augment their capabilities, we will develop a pool of sport management professionals for select NSAs. A joint secretariat could also be set up by all partners to provide NSAs with shared services in areas such as administration, finance, marketing, and sponsorship to boost cost effectiveness, assurance, and innovation.

SSI Sport Development Professionals

NSAs could be empowered through an array of sport science, sport medicine, and technology capabilities. We could transform SSI into an agency capable of delivering high-value strategic development services to NSAs. Consequentially, NSAs would be empowered to create and identify the right ambitions and action plans. They would also get more support in their commitment to organisational development.

3. Prioritise Investment for Major Games

For sustained podium success, we will focus on sport that feature regularly at major Games to achieve the best outcomes as One Team Singapore. We will also be looking at investing in, and enhancing talent identification and youth pathways for sport with strong community levels of participation; culturally significant sport with strong following and interest; and emerging sport with healthy participation rates and performance.

A refined *spexCarding* framework implemented in 2019 will take these considerations into account. The revised system will extend suitable levels of support and resources to respective athletes and teams. By adopting a more targeted approach to prioritise resources, we can ensure sustained development and support in the next phase of our HPS system.

Recommendation 5



An Ecosystem That Engenders Better Governance And Integrity Of Sport

Good governance, reputation, and integrity are essential ingredients in the successful development of sport. This is especially important in light of a number of high-profile international doping scandals²⁵ and incidences of misconduct in sport.²⁶ Such incidences remind us that in addition to entrenching our stance against misconduct, we must establish models of governance that are guided by industry best practices to protect the integrity of sport.

In Canada, the Canadian Centre for Ethics in Sport acts as an independent, not-for-profit organisation that advocates safe and fair sport through their education programmes and breadth of resources on contentious issues. We want to establish an ecosystem for Singapore that would allow us to raise awareness and standards of ethics and governance in sport. Even as we look to other nations for ideas and reference, we must still consider Singapore's unique context.

The form and substance of this entity requires further research. The stakeholders would comprise Singapore National Olympic Council (SNOC), Singapore National Paralympic Council (SNPC), NSA leaders, athletes, coaches, sport administrators, academics, and parents with a vested interest in promoting and elevating the standing of sport in Singapore. They would have to work collaboratively on shared values and principles to guide the sport ecosystem. This deliberate effort to build expertise in managing ethical issues would prepare us to address future concerns.

This entity could potentially manage issues of sport governance, anti-doping, and safe sport to ensure that sport remains fair, safe, and open for everyone. It could also serve as an education and research centre that provides information on leadership and management requirements on issues surrounding sport integrity.



Safe Sport Commission

CoachSG hosted a Safe Sport²⁷ forum in May 2018 to explore preventive measures to safeguard athletes, coaches, and sport participants as well as to create a safer and more positive environment for sport. By refining our current systems and processes together with our local sporting community, we can uphold a global standard for safe sport.

In a joint effort with MSF, SPF, and MOE, we are committed to forming a 'Safe Sport Commission'. Our goal is to ensure that sporting organisations and participants understand the concept of safe sport, and are provided access to relevant resources and reporting procedures.

Following our NSAs pledge for zero-tolerance towards sexual harassment and abuse, they would now work on developing safe sport commitment statements and appoint safeguarding officers to oversee the development of a trusted environment for athletes, coaches, officials, and staff.

Good, ethical governance is a necessary condition for maintaining sporting success. Awareness and commitment to actions are steps key to developing an ecosystem that will encourage everyone to play their part in safeguarding the sporting community. From organisations to individuals, vigilance and safeguarding policies can protect sport and sport programmes, events, and activities from abuse and harassment.

²⁵ In December 2017, the International Olympic Committee banned Russia's national team from participating in the February 2018 winter games in Pyeongchang, South Korea due to a state-sponsored doping programme. If Russian athletes independently proved they were clean, they could then compete in these games under the Olympic flag.

²⁶ Larry Nassar, a former USA Gymnastics national team doctor, was convicted in 2017 for sexual assaults on at least 200 girls and young women including a number of well-known Olympic gymnasts, dating as far back as 1992.

²⁷ Safe Sport is the International Olympic Council's initiative to recognise, reduce, and respond to misconduct in sport. Safe Sport is defined as 'an athletic environment that is respectful, equitable, and free from all forms of harassment and abuse (non-accidental) violence'. (International Olympic Council's Consensus Statement, 2016)



Enabling the Vulnerable and Persons with Disabilities to Discover the Value of Sport

Our goal is to enable the vulnerable and Persons with Disabilities (PwDs) to experience and reap the benefits of sport by harnessing the power of sport to unite people from different communities and beliefs, instil confidence, and elevate one's outlook on life.



RECOMMENDATION 6

Communities Of Care

Establish vibrant Communities of Care to harness the collective resources of like-minded organisations and individuals to sustainably scale up efforts in promoting sport as a force for good.



In 2004, Prime Minister Lee Hsien Loong called for greater efforts to integrate children with mild learning disabilities into mainstream schools.²⁸ Such efforts reflect our aspirations to build a society where no one is left behind and where everyone is given opportunities to build a better life. We want to build an inclusive society that celebrates the achievements of persons of all abilities.

Our work through SportCares has shown us the power that sport can bring to our beneficiaries. Beyond maintaining physical wellbeing, sport can empower them to lead better lives. We believe that through sport, we can break stereotypes and remove labels. By nurturing meaningful interactions, sport can engender better understanding, resulting in greater inclusion.

²⁸ Speech by Prime Minister Lee Hsien Loong at the Opening of the Spastic Children's Association of Singapore's Cerebral Palsy Centre, Saturday, 18 Sep 2004

Recommendation 6



Communities Of Care

We have experienced for ourselves the inspirational power of our Team Singapore para-athletes through sport. Their success at the APG and Paralympic Games is testament to the power of sport to energise and uplift, regardless of our abilities.

We intend to create opportunities and solutions that spark ideas, initiatives, and discussions, to generate greater access to sporting opportunities, thereby activating sport as a force for social good that benefits such communities, their families, and caregivers.

As we step up our efforts, we envision groups of like-minded corporates, organisations, and neighbours coming together to serve the community in a greater way, collectively forming Communities of Care (CoC). This CoC construct will also support the Disability Sport Master Plan (DSMP) and promote social inclusion and integration in the community through sport.

The Communities of Care model is anchored on three key thrusts:

1



Developing and Maintaining SportCares' Flagship Programming Initiatives

2



Establishing SportCares Intermediary Organisations

3



Communities of Care Fund

1. Developing and maintaining SportCares' Flagship Programming Initiatives

We will strengthen our programmes for greater sustainable impact. Through the CoC construct, we will be able to work with our partners to develop initiatives for even greater access for, and relevance to, the needs of children and youth-at-risk, isolated seniors, PwDs, and those with special needs.

We could partner organisations to organise sporting opportunities that will empower vulnerable communities to overcome social issues. SportCares would also be able to reach more children from low-income households through initiatives such as the Community Futsal Programme. Coupled with additional expertise and knowledge from our partners, deliberate design to our programmes will give better context for greater community impact.

2. Establishing SportCares Intermediary Organisations

We will identify organisations with a similar vision as SportCares and establish partnerships with them as our intermediaries. Together, we will work towards addressing the long-term needs of the vulnerable and PwDs. Such partnerships will enable knowledge transfer and capacity building, and allow for mutual access to new resources such as knowledge, social ties, business networks, and administrative functions.

Through these partnerships, we will be able to make more robust, holistic, and collaborative support available to our target group. We will be able to scale our efforts, accelerate the creation of access to sporting opportunities and move towards realising the vision for everyone to have opportunities for play and to live better through sport.



3. Communities of Care Fund

We will set up a CoC Fund to serve as a resource pool to catalyse more community initiatives that support and promote the use of sport for social good. We may offer grant support to individuals and/or organisations to start new initiatives. Funds could also be utilised to strengthen existing initiatives in the community.

Communities of Care Fund

Starter Grant

Seeding funding to individuals and organisations with innovative sport-based ideas that help communities grow and improve.

Research Grant

Funding for research that strengthens the evidence base for sport-based social development and community empowerment initiatives.

Development Support

Funding to develop the delivery capabilities of organisations and networks selected as SportCares intermediaries.

SportCares Bursaries

Financial help for low-income children, youth, PwDs and those with special needs to participate in sport programmes (e.g. ActiveSG Football Academy) or to participate in sport development programmes.

The implementation of the CoC model will help define sporting experiences to:

- Meet constituents' needs more effectively by tailoring programmes and support to address individual and evolving needs of those being served;
- Provide a platform for like-minded partners to come together and collaborate more effectively;
- Promote a spirit of giving and make volunteerism a way of life;
- Enlarge social commons by building relationships and activities that enable individuals and communities to flourish;
- Strengthen individual resilience and belief in the community; and
- Expand access to opportunities for sport and play.



Advocating a High Performing Corporate Culture Through Health and Wellness

Our goal is to change the way corporates view health and wellness in their organisations by enabling employers to learn how to utilise sport for human capital capability development efforts, and augment development strategies for increased talent retention and productivity.



RECOMMENDATION 7

Playbook For Corporates

Establish a systematic delivery of knowledge, expertise, and programmes through a Playbook for Corporates to allow organisations to use sport as a strategy for organisational success and to strengthen their workforce.



There are similarities between the demands on those in the corporate world and the pressures faced by elite athletes in training. Working adults are expected to perform optimally for extended periods of time. Essentially 'corporate athletes', they are expected to operate at high levels over the long haul. To obtain deeper insights into this, we took reference from the research of Jim Loehr and Tony Schwartz, who successfully designed the High-Performance Pyramid for the 'corporate athlete' – a hierarchy of facets of one's being that contribute towards sustained high performance. They found that a successful approach to performance must consider the person as a whole, and pull together all four pillars of the individual – having a sense of purpose, emotional wellbeing, mental wellbeing, and physical wellbeing. Each pillar profoundly influences the others, and failure to address any one of the pillars compromises performance.²⁹

Sport and physical activity can contribute towards all four pillars.

According to a global health study by the World Health Organisation in September 2018, one in three adult Singaporeans do not get enough physical activity.³⁰ The barriers to physical activity include a lack of time due to commitments, pre-existing medical conditions, and reliance on modern conveniences such as personal mobility devices.

With a significant number of adults in the workforce, employers cannot afford to address their staff's cognitive capacities whilst ignoring other aspects of their wellbeing. Corporates are in the position to encourage working adults to get active, and can play a key role in the development of the 'corporate athlete'.

Through initiatives such as the *spex*Business network, ActiveSG Corporate Membership, and Active Enabler Programme, we have seen corporates adopt a more proactive role in introducing efforts towards health and wellness. Now, we want to establish robust, systemic approaches that would influence and shape corporate culture through sport. We could partner organisations to study how a structured system of inculcating health, wellness, and sport could effectively deliver knowledge and information to employees and organisations at large.

²⁹ J. Loehr and T. Schwartz, 'The Making of a Corporate Athlete' [website], 2001. <https://hbr.org/2001/01/the-making-of-a-corporate-athlete>

³⁰ R. Guthold et al., 'Worldwide trends in insufficient physical activity from 2001 to 2016: a pooled analysis of 358 population-based surveys with 1.9 million participants' *Lancet Global Health* Volume 6, Issue 10, 1 October 2018. [https://www.thelancet.com/journals/langlo/article/PIIS2214-109X\(18\)30357-7/fulltext](https://www.thelancet.com/journals/langlo/article/PIIS2214-109X(18)30357-7/fulltext)

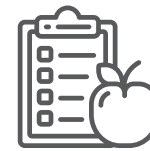
Recommendation 7



Playbook For Corporates

The objective of a Playbook for Corporates is to enable corporates to adopt sport as an organisational strategy by making the relevant resources, programmes, and partnership opportunities more easily available.

1



Utilise Sport Science Expertise

2



Corporate Team Culture

3



Establishing Strategic Partnerships

1. Utilise Sport Science Expertise

Elite athletes are supported by high performance sport science and medicine to enhance their performance. We could utilise this type of expertise by adapting principles of high performance sport to the workplace and support 'corporate athletes' better.

In high performance sport, athletes undergo a holistic regimen of training and competition to increase their physical, emotional, and mental capabilities in order to optimise athletic performance. Training, good eating and sleeping habits, psychological wellness, and relationship-building skills are integral to effective energy management. These factors support athletes in recovery and long-term performance. Successful integration of these aspects of performance is essential to an athlete achieving peak performance.

We can draw parallels between performance in sport and performance in other realms of our lives. In uncovering the relevance of sport science, we could obtain new insights to guide us in the way we work. For example, we could influence the way employees take breaks and consume meals. Research in sport chronobiology tell us that the human body's hormonal and glucose and levels fluctuate every 90 to 120 minutes. Athletes use this understanding to identify when they should refuel and recharge to recover. We can apply analogous principles of nutrition and recovery to the workplace. Intentional practices and habits at work can go a long way to restore one's overall capacity and maintain energy levels for optimal performance.



2. Corporate Team Culture

SportSG's TeamUP programme gives colleagues opportunities to strengthen relationships over sporting experiences and thoroughly designed conversations facilitated by us. Moving forward, we will be making this programme available to more organisations. The content will be expanded beyond team building and encompass principles of high performance. To further influence corporate culture, principles and guidance on how to deliver sporting activities to improve team dynamics and employee performance for better business results could be included as part of the Playbook, enabling corporates to facilitate and design their own effective sporting strategies.

3. Establishing Strategic Partnerships

We intend to establish partnerships in with:

- **Like-minded organisations such as health and fitness consultancies that can support the conceptualisation, development, and systemic delivery of the Playbook.** These affiliates would allow us to expand the suite of resources available and sustain the delivery of such programming to organisations. The goal is to ensure that corporates have an ecosystem to tap into as they implement various components of the Playbook.
- **Corporates who are open and ready to leverage sport as part of their business strategy.** With these partners, we would be able to actualise the delivery of trials, programmes, and activities. Consequently, through continued engagement we would be able to solicit feedback that would allow us to monitor the relevance, effectiveness, and sustainability of the Playbook. This would ensure that the Playbook is meaningful and of value to corporates.



Enabling and Harnessing Active Ageing to be a Positive Force in Society

Our goal is to champion ageing as a positive force by using sport as a means to activate seniors, improve their health and wellness, and mobilise the senior workforce, so that they can enjoy greater social connectedness.



RECOMMENDATION 8

Formal Partnerships With Stakeholders

Establish formal partnerships with stakeholders that will allow us to strengthen the active ageing ecosystem for more opportunities catered to seniors.



Singapore continues to experience low birth rates and increased life expectancy. The proportion of citizens aged 65 years and above rose from 14.4% in 2017 to 15.2% in 2018.³¹ By 2030, 1 in 4 Singaporeans will be at or above the age of 65, and we will have 900,000 seniors.³² It is paramount that our nation be able to harness the potential of ageing as a positive, valued force. One way we can do this is by partnering relevant stakeholders to complement and amplify approaches and opportunities that enable us to lead an active lifestyle in our golden years.

³¹ Population in Brief 2018, <https://www.strategygroup.gov.sg/docs/default-source/default-document-library/population-in-brief-2018.pdf>

³² Action Plan for Successful Ageing, Ministry of Health, 2016

Recommendation 8



Photo: Sport Singapore

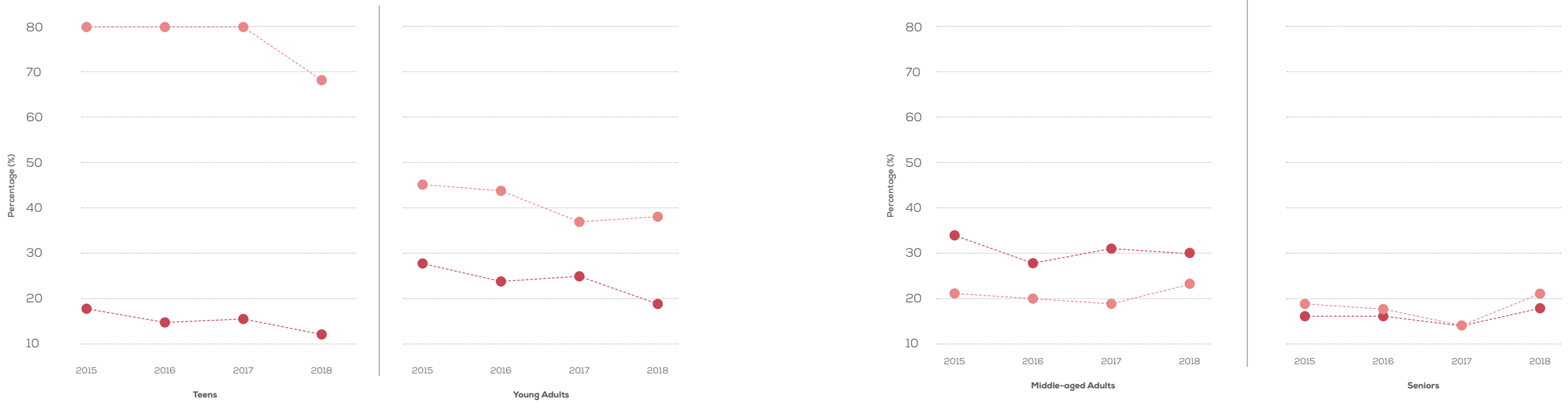
Formal Partnerships With Stakeholders

Activating and Enhancing Spaces

Findings from the 2018 NSPS show that playing sport with others tends to decline with age. Observations from the NSPS over the last few years reveal that this trend has remained unchanged. Such data reinforces the need to create opportunities for seniors to build greater social connectedness through team and group activities.

In addition, the top activities seniors tend to engage in are walking, followed by cardio exercises. Compared to individuals in other phases of life, team sport does not feature prominently in the lives of our seniors.

Participation with others declined with age and was lowest amongst Seniors.



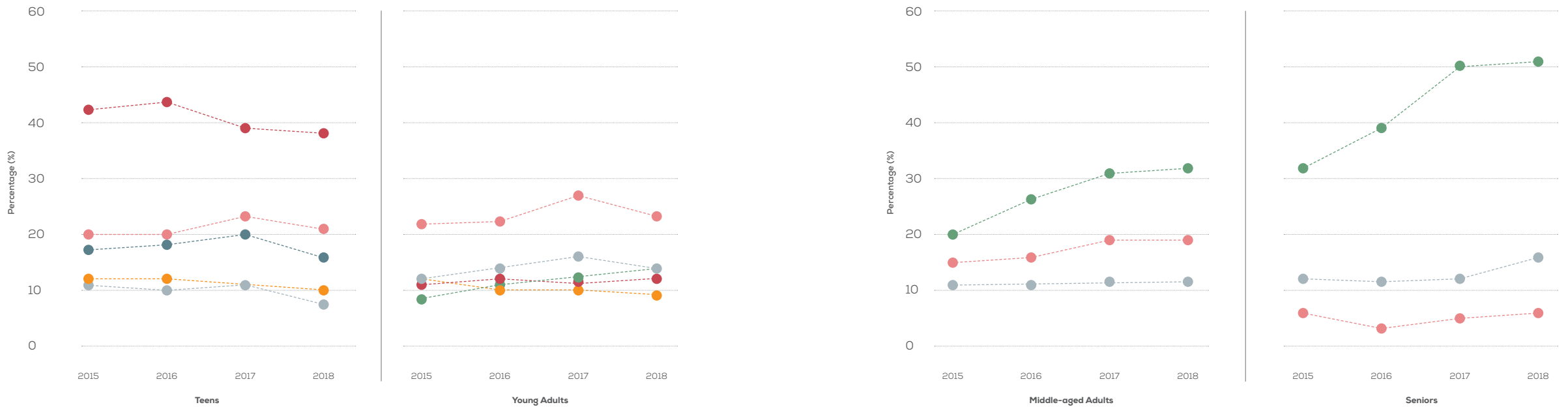
Figures are in % based on all respondents in each age group

● Participate with others: Family ● Participate with others: Non-family

Source: National Sport Participation Survey

Figure 6. How different age groups participate in sport

Youth tend to participate in more Interactive Sport while Seniors do more Physical Exercises.

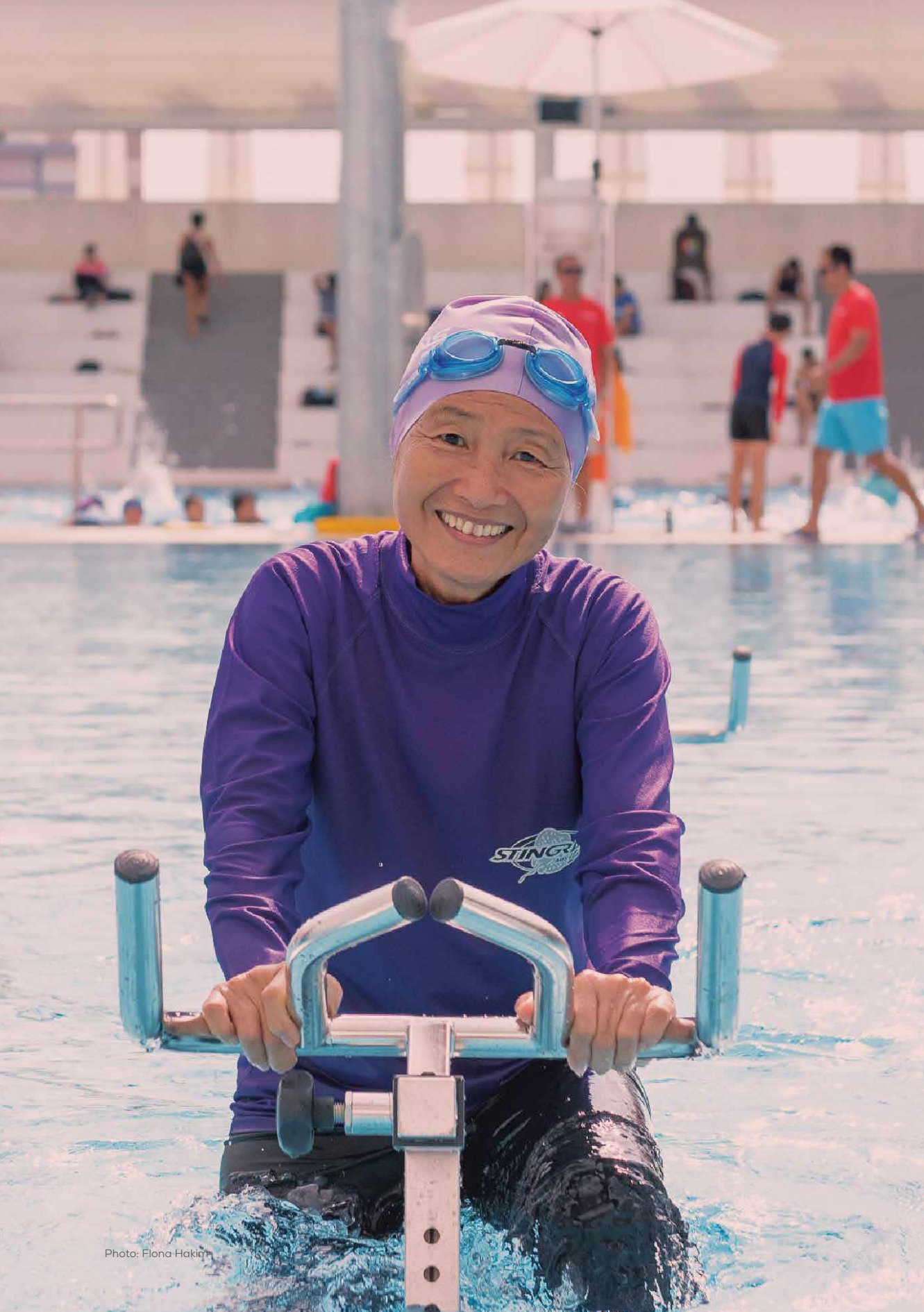


Figures are in % based on all respondents in each age group

● Ball Sport ● Jogging/Running ● Rocket Sport ● Water Sport ● Cardio Exercise ● Walking

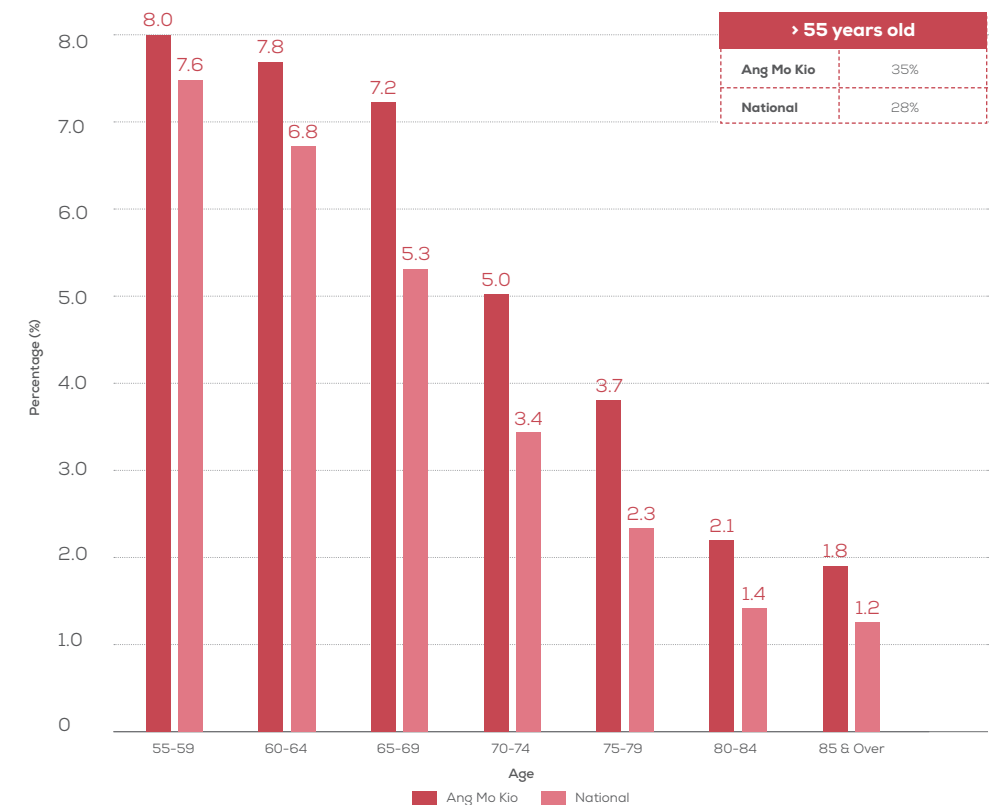
Source: National Sport Participation Survey

Figure 7. How different sport are played by different age groups



We are looking at addressing these phenomena both from a programming and facilities perspective. Physical spaces should be designed to empower seniors to embrace health and wellness through initiatives such as Active Health as well as allow them to connect socially through age-appropriate sport and physical activities. We aim to work with relevant stakeholders to identify key geographical areas of activity, so our outreach efforts for seniors is better targeted for greater reach and impact.

For instance, we observed that Ang Mo Kio in particular has a higher concentration of individuals aged 55 and above compared to the national average:



Source: Singapore Department of Statistics

Figure 8. Percentage of individuals 55 years old and above

We sought to broaden opportunities for seniors in the locale, and partnered with the People’s Association to establish an ActiveSG gym within the Ang Mo Kio Community Club that is fitted out with equipment suitable for seniors. Through this partnership, we were able to provide more facilities to citizens in addition to the neighbouring Ang Mo Kio Swimming Complex under ActiveSG. Such partnerships allow us to expand our footprint beyond our facilities to support the public.

We are also exploring the possibility of rejuvenating and refurbishing existing facilities at Ang Mo Kio Swimming Complex. We are considering having facilities such as hydrotherapy pools and an inclusive gym and studio. Programmes such as family functional fitness and strength training workouts for seniors may also form part of the holistic suite of offerings we have.

We are also looking at increasing the number of sport, play, and communal areas outside Ang Mo Kio Swimming Complex. Seniors would be able to gain access to facilities and programmes at community spaces such as void decks and outdoor fitness areas at Bishan-Ang Mo Kio Park. Together with National Parks Board (NParks), we will be designing therapeutic gardens with user-friendly features to meet the needs of the elderly.



Research Initiatives with Institutes for Higher Learning (IHLs) and Senior-Focused Organisations

Many IHLs in Singapore have devoted resources to research in ageing. Such research not only informs our nation's policies and practices on ageing, it also allows the development of positive responses. With the research findings, we could address motivational factors associated with exercise among the elderly. We can be better equipped to improve the design of adaptive sport and training programmes for older adults who may have slower cognitive functions or learning capabilities.

SportSG aims to partner research centres such as the Centre for Ageing Research and Education (CARE) at Duke-National University of Singapore and the Ageing Research Institute for Society and Education (ARISE) at Nanyang Technological University to implement data-driven initiatives, establish living labs for research, and design programmes for seniors. Such efforts create a consolidated approach towards addressing ageing in our nation.



Creating Conduits to the Senior Community

The ActiveSG Masters Club aims to get Singaporeans who are 40 and above to invest in their health and fitness. To engage more citizens, we will extend our programming through more partnerships with public agencies such as HDB and PA. We also hope to work with organisations such as the Council for the Third Age (C3A) and Agency for Integrated Care (AIC). These partnerships will enable us to deliver our outreach efforts through platforms such as community centres, neighbourhood events, and centre-led activities. This would help multiply our touchpoints and bring modified sport and physical activity to more seniors.



Volunteering Opportunities with Team Nila

Seniors could stay socially active and contribute to the community through sport volunteering. Our ground engagements with a qigong interest group revealed that seniors in the group would take turns to lead morning practices. Initially hesitant, many members were able to find a renewed sense of confidence and develop a close bond with group members. To give back to the community, the group also conducted qigong lessons at eldercare homes to help other seniors regain mobility.

Such initiatives complement efforts by SportSG to leverage Team Nila volunteer platforms to 'activate' seniors. We intend to create more meaningful volunteer opportunities to enable seniors to grow their social networks, leadership skills, and specialised skills through Team Nila. Aside from enjoying various aspects of the sport scene, volunteers would also have other opportunities for self-development. They could lead teams; build capabilities as trainers; champion health and wellness through Active Health; learn new technology; start interest groups; and bring friends together through sport and physical activity programmes.



Redesigning 'Work' Within the Sporting Ecosystem

The roles older workers play in the economy are changing. Statistics from the Ministry of Manpower reveal that the labour force participation rate for workers aged 65 and above 16.1% in 2008 but rose to 27.8% in 2018.³³ Better healthcare standards, rising education levels, and low unemployment rates allow more seniors to continue working and contributing their experience and knowledge past retirement age.

Concerted efforts from the sport ecosystem could mobilise the senior workforce. This means redesigning roles, providing training and capability development, leveraging technology, and building stronger intergenerational teams through sport. In line with the Ministry of Health's Action Plan for Successful Ageing, we want Singapore to be a model for successful ageing. Our seniors should have opportunities to continue working, learning, and growing as they enjoy many more years of healthy living.

³³ <https://stats.mom.gov.sg/Pages/LabourForceParticipationandEmploymentrate.aspx>

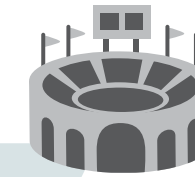


ENABLERS

In this section, we consider how our sport industry, infrastructure, and technology can shape the environment better to drive sport in Singapore to the next frontier. The next three focus areas explore how systems could enable the development of our sporting industry.



6
Capitalising on the Asian Sport Industry



7
Reimagining and Regenerating Sport Infrastructure



8
Leveraging Technology and Innovation to Transform Delivery and Efficiency



Capitalising on the Asian Sport Industry

Our goal is to capitalise on the region's thirst for sport to develop our industry's capacity, capability, and potential for innovation. This must be underpinned by strategies that would enable us to ride the wave of growth.



RECOMMENDATION 9

An Ecosystem That Enables Sport Business Development

Facilitate the development of sport industry growth by bringing together talent and expertise from cross sector domains to drive innovation and the case for business in Singapore.



RECOMMENDATION 10

A Marketplace For Ideas And Innovation

Leveraging SportSG's infrastructure and assets to nurture a marketplace for ideas and innovation with stakeholders.



The economies of China and India have fuelled the rise of Asia. China has already overtaken USA to become the world's largest economy in purchasing power parity terms. Meanwhile, India stands in third place and is projected to overtake the US by 2040. By 2050, the largest global economies will be China, India, the USA, Brazil, and Indonesia.³⁴

China is a global sport powerhouse. The larger international sport industry has shifted its focus to China, whose domestic sport market is rising. Domestic leagues such as the Chinese Basketball League are going professional and the country has also successfully won bids for major games. The Chinese government is placing greater focus on the sport industry, the development of which is now a national strategy for China. The sport market in China has boomed. With US \$28.4 billion in sales, China's sporting goods industry is the second largest in the world after the USA at US \$103.6 billion.³⁵ Business giants such as Alibaba and Wanda Group are entering the sport industry by establishing sport companies, investing in football clubs, and purchasing media rights. China's sporting footprint has grown, drawing attention to the region.

Unsurprisingly, the sport industry has shifted its centre of gravity towards Asia, with popular sport such as mixed martial arts often featured in the region. Asia's clout in global sport continues to strengthen on the back of three Olympic Games – 2018 Winter Olympics in Pyeongchang, South Korea; 2020 Summer Olympics in Tokyo, Japan; and 2022 Winter Olympics in Beijing, China.

Development of Sport Industry

When we consider how to capitalise on the growing interest in Asia, we start with what would serve the interests and needs of our local sport ecosystem. We must consider how economic contributions through sport could fuel further investment and growth. We must recognise the diversity of the sporting ecosystem and the potential of the relative immaturity of the local sport industry, and its capabilities.

The sport industry itself has been difficult to define as it comprises many stakeholders and entities, many of whom are players in other industry sectors and are not likely to be pure 'sport companies'. They are driven by opportunities in cross-sectorial applications of their core activities that lead to new growth potential. In this regard, we need to evaluate the relationship between the Asian sport industry and local businesses, and enhance the value proposition that sport can bring to them.

Technological disruption is providing new impetus for the growth of Singapore start-ups because it offers opportunities to transcend our small domestic market. Whether it is in creating new, innovative ways to work in sport, training athletes, engaging fans, or increasing participation, there is now greater potential for local innovations to expand quickly to new markets. We can work with businesses in the industry to better enable their expansion by seeding demand for the best ideas.

³⁴ PwC report on The Long View: How will the global economic order change by 2050? (February 2017)

³⁵ Robert Tuchman, 'The Rise of China's Sports Economy', 2017, <https://www.forbes.com/sites/roberttuchman/2017/08/04/the-rise-of-chinas-sports-economy>

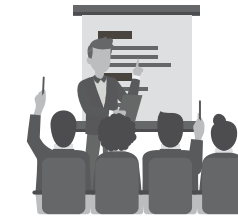
An Ecosystem That Enables Sport Business Development

Close partnerships between SportSG, IHLs, and industry players will help us anticipate and understand emerging trends and opportunities of the sport industry. Besides seeding potential for start-ups, we can provide impetus for cross-sector expansion by established companies. We can enhance the sport industry by bringing together talent and expertise from various sectors and disciplines to drive innovation and the case for business.

We would need to explore how we could facilitate the development of an ecosystem that brings expertise and research capability together. For example, we could:



Establish partnerships to research emerging Asian and global trends and find ways to leverage findings for the local sport industry.



Establish partnerships to research business models of organisation and operation to ensure the sustainability of our sport industry.



Establish networks of interested parties, and work with SportSG on curating content for sport Meetings, Incentives, Conventions and Exhibitions (MICE) development.



Perform success indicator studies on various aspects of the sport industry from professions to events to products and services.



Work with IHLs to establish course programmes or modules relevant to the trajectory of the sport industry to prepare and equip students for the future.



Conceive and develop funding schemes or opportunities for start-ups.

Recommendation 9



Recommendation 10



A Marketplace For Ideas And Innovation

As the principal agency for sport promotion and development, and the owner of a significant share of local sport infrastructure, SportSG can deploy assets to nurture a marketplace for ideas and innovation. This would improve cost effectiveness, service delivery, and user experience.

Whether for existing facilities or upcoming infrastructure projects, opportunities for a wide range of existing or new technology applications could be market tested and developed into viable business propositions.

Likewise, SSI's continuing quest to deliver a world class HPS system would generate marketable business solutions. These could be developed in-house or with industry partners. A case in point is SportSync, an integrated digital platform developed by SSI for athletes, coaches, and administrators of sport organisations. SportSync would encompass modules for performance analytics, training management, competition, and general administration to provide an overview of an athlete's entire high performance journey. Enabling the sharing of ideas, and offering platforms for testing and development is crucial to the growth of our sport industry.

Giving your running shoes a new lease of life

– an initiative by Dow Chemical and Sport Singapore.



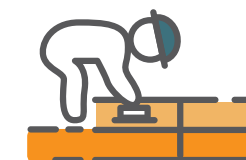
1. COLLECTION

Did you know that it takes 1,250 pairs of shoes to make 1 square metre of a jogging lane?

2. FACTORY GRIND PROCESS

The process involves separating the rubber, foam, and fabric components of running shoes.

The rubber from the shoes soles will be placed in a grinder to create rubber granules 3.5mm in size.



3. APPLICATION & INSTALLATION

The grounded rubber granules will be bound together using a solvent-free polyurethane binder. The recycled rubber granules will form the underlayer of the jogging lanes.

The binder is a low Volatile Organic Compound (VOC), which is safe for everyone.



4. FINAL PRODUCT

The final product will be installed at the upcoming Kallang Football Hub within Kallang Precinct. It will be used by professional athletes and the community.



Reimagining and Regenerating Sport Infrastructure

Our goal is to bring better, more innovative facilities and programmes closer to Singaporeans so they can experience and enjoy active living at their doorsteps.



RECOMMENDATION 11

Kallang Alive

Develop Kallang Alive as an integrated destination for Singaporeans to enjoy world-class sporting events and participate in community activities.



RECOMMENDATION 12

Network Of Play Spaces

Unlock and uncover more spaces for Singaporeans to play, and make sport accessible anytime, anywhere.



As part of the Sport Facilities Master Plan (SFMP),³⁶ the Singapore Sports Hub (Sports Hub) at Kallang and its surrounding areas will become an integrated ecosystem capable of hosting world-class sport events, serving as training ground for national athletes, supporting community participation in sport and stimulating growth in the sport industry.

Since the Sports Hub commenced operations in June 2014, it has hosted a diverse range of sport events and programmes such as the BNP Paribas WTA Finals and the HSBC Singapore Rugby Sevens Series. It has also seen mass events like HPB's Healthy Lifestyle Festival, GetActive! Singapore, and quarterly Community Play Days. The Kallang precinct has the potential to offer more to Singaporeans in the years ahead as a sport, entertainment and lifestyle hub.

Kallang Alive

In March 2017, the Urban Redevelopment Authority (URA) announced plans to rejuvenate Kallang River over the next 20 years. It was indicated in URA's Draft Master Plan 2019 that the Kallang River is to be 'Revitalised, Reconnected and Activated'. The plans included enhancing the vibrancy of the Sports Hub and its surrounding locale as a sport, entertainment, and lifestyle node. We call this 'Kallang Alive', a precinct that would become a central destination for Singaporeans to engage in active living through sport and more.

These factors were considered in the design of Kallang Alive:



Cultural

Celebrate the precinct's airfield history and sport heritage



Spatial

Create a vibrant, inclusive, and diverse community park



Economic

Conceive a mixed-use core for commercial activity and value generation



Social

Curate an all-year round, 24/7 sport and recreation-centric space for the young and old



Environmental

Create one of the world's most sustainable sport precincts



Technological

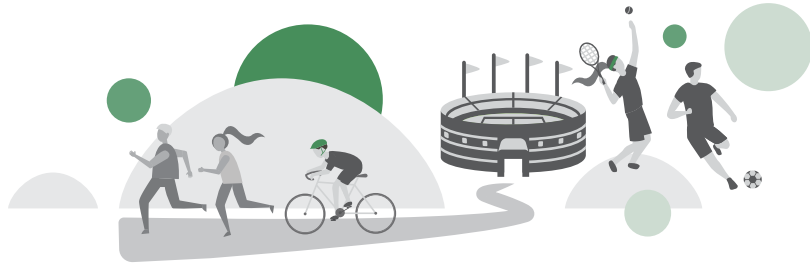
Enable the use of smart technology to enhance visitors' experiences

Recommendation 11



Key Proposals

Key infrastructure in the design of Kallang Alive that would supplement the Sports Hub are:



Kallang Football Hub (KFH)

The KFH would comprise one full-sized natural turf pitch, two full-sized artificial turf pitches, one half-sized pitch for five-a-side or seven-a-side training and matches, as well as four sheltered futsal pitches. Ancillary structures such as training facilities would also be part of the space.

The KFH would be home to the National Training Centre for Football and the ActiveSG Football Academy and its facilities would be open to the public for community programmes and bookings.

Kallang Tennis Centre (KTC)

The KTC would feature both sheltered and open courts. It would house the National Training Centre for Tennis and be home to the ActiveSG Tennis Academy. It would also be open for community use. We hope that the KTC will transform the local tennis scene through world-class programming and pathway development.

Youth Hub and Velodrome

We are collaborating with the National Youth Sports Institute (NYSI) on the possibility of developing a Youth Hub in the precinct. Youthful energy is the key factor that would inform the design philosophy of this venue. There will be spaces for extreme and unique sport such as speed climbing and parkour.

We are currently completing our feasibility study on an exciting idea of having Singapore's first-ever velodrome. Should this come to fruition, the Youth Hub at Kallang Alive could be a possible

location to site this velodrome to capitalise on its appeal to youths.

The velodrome could also serve as the National Training Centre for Track Cycling and to promote the sport to the wider cycling fraternity.

Benaan Kapal Green

A collaborative effort by various public agencies could transform the green stretch along Geylang River and Jalan Benaan Kapal into an inclusive community space filled with greenery, running trails, and improved access through park connectors. The proposed facilities could include play areas for all ages, and event spaces for programmes and activities.

Redevelopment of Kallang Theatre

The existing Kallang Theatre and its adjoining areas would be redeveloped into an integrated sport, entertainment, and lifestyle centre. This development could include a multi-purpose indoor arena capable of hosting eSport and other events, a themed hotel, international sport medicine centre, hospitality and event suites, as well as office spaces.

Alive Gateway and Loop

To celebrate the site's rich history as a former airfield, we are exploring a connectivity route that links all venues across Kallang Alive.

This route could possibly trace the original circular airfield of the Kallang Airport and reintegrate the Old Kallang Airport site with the overall Kallang Alive precinct.

Sustainability

The development of Kallang Alive will feature the use of environmentally sustainable solutions. These solutions will be both substantive and consistent with the contribution of sport to the national sustainability agenda, and to an extent, the United Nations Sustainable Development Goal.³⁷ The environmentally friendly strategies include the use of solar panels and piezo-electric walkways for renewable energy and materials, enhanced greenery, and outdoor thermal comfort technology. This will create great experiences for visitors to Kallang Alive.

Kallang Alive Master Plan



Artist Impression

Legend

- | | |
|--------------------------------|-------------------------------------|
| 1. Kallang Football Hub (KFH) | 4. Benaan Kapal Green |
| 2. Kallang Tennis Centre (KTC) | 5. Redevelopment of Kallang Theatre |
| 3. Youth Hub and Velodrome | 6. Alive Gateway and Loop |

³⁷ On 1 January 2016, the 17 Sustainable Development Goals (SDGs) of the 2030 Agenda for Sustainable Development – adopted by world leaders in September 2015 at an historic UN Summit – officially came into force. Over the next fifteen years, with these new Goals that universally apply to all countries will mobilise efforts to end all forms of poverty, fight inequalities and tackle climate change.



Photo: Sport Singapore

Recommendation 12



Network Of Play Spaces

We want to provide more play spaces for children to increase opportunities for unstructured play and to boost their development. Our SFMP facilities plan will see more progress with the construction of 20 sport-in-precinct facilities in the neighbourhoods over the next five years. We will also continue to open up more school facilities under the Dual Use Scheme with MOE.

Together with the land and housing authorities, we will identify and open more spaces in residential areas for community use. We could also activate underutilised spaces in commercial areas to enable better access for working adults and create an environment for work and play. Residents near these commercial areas could also enjoy the use of such spaces, particularly on weekends.

IN THE NEXT 5 YEARS



Construction

20 sport-in-precinct facilities in the neighbourhoods



Open up more

School facilities under Dual Use Scheme



Activate

Underutilised spaces in residential and commercial areas



Leveraging Technology and Innovation to Transform Delivery and Efficiency

Our goal is to leverage technology to enhance how we deliver user experience, and enable the building of networks and systems for improved efficacy, productivity, and relevance to Singaporeans.



RECOMMENDATION 13

Smart Sport Centres

Establish more meaningful and engaging sporting experiences for our citizens at the next generation of Smart Sport Centres.



RECOMMENDATION 14

Harness Data Intelligence

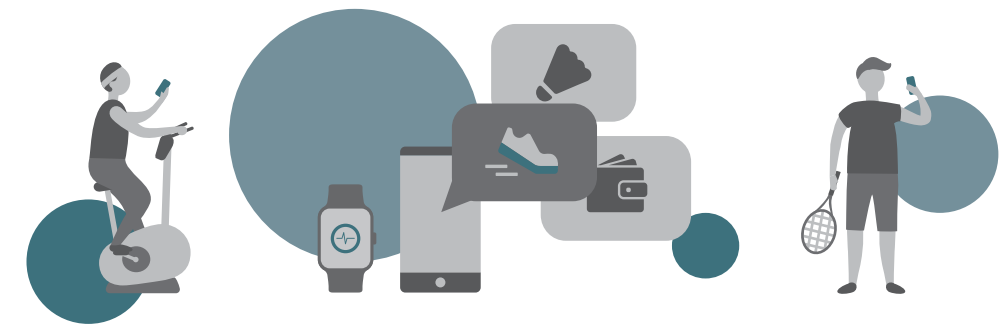
Harness data intelligence to redefine our design strategies and business practices, impacting our ActiveSG membership engagement, facility utilisation, and service to all Singaporeans.



RECOMMENDATION 15

Network Coordination And Business Data Partnership

Develop partnerships that will allow us to unlock greater potential of our data networks.



Singapore's journey towards a smart nation requires us to think fundamentally about the way we work. The digital world has disrupted and transformed the way we interact with information and each other. Businesses must now capitalise on delivering the right information to the right consumer at the right time through digital means in order to improve customer service and create brand affiliation.

Businesses are creating smarter workflows that boast more economic efficiency and customer-centricity than traditional methods of engagement. Powerful machines and intelligent networks that connect the right people and organisations with purposeful data and information are becoming major competitive differentiators in today's business landscape as people get increasingly engaged with technology. With digitisation and technology fast becoming a mainstay in our lives, Singaporeans are now able to have their needs met more efficiently and conveniently than ever before.

Recommendation 13



Smart Sport Centres

We plan to introduce the next generation of sport centres in the heartlands to better serve and engage residents. Resident-centric approaches in the deployment of digital and smart technologies would enhance convenience and functionality for enjoyment, play, health, wellness, and safety. Smart technology would enable ActiveSG to be data-driven, so we can understand the needs and wants of members. It would also allow for opportunities for digital integration with public agencies such as the People's Association (PA).

For instance, stations known as Active Fit kiosks will be deployed at our sport centres to enhance the effectiveness and quality of Active Health intervention. The Active Fit kiosks provide physical fitness assessments, adopt optical recognition technology and image processing algorithms for posture detection and tracking. This allows for consistency in measurement standards and reduces potential errors from traditional manual methods.

The automated platform and process creates an environment that encourages self-assessment of an individual's health at their convenience with audio and animated video instructions. Simultaneously, it also supports identification and movement recognition to ensure the authenticity of data collected. With enhanced capabilities including automatic and scheduled calibration, customisable assessment parameters and instructions based on target segments, this self-assessment model can be scaled across Singapore whilst managed via a central operating system.

With in-depth understanding of the population's fitness level, relevant insights and trends can be gathered to influence the design of facilities and programmes. This also facilitates long-term tracking and analysis of physical health data on a national level to inform policy formulation.

Enhanced User Safety

Beyond user experience, we will also look into using technology to augment current safety efforts. For instance, the installation of computer vision drowning detection systems in our sport centres would vastly enhance pool safety and support our lifeguards in their work. Cameras and sensors will be present above and under water. Algorithms in the system would enable these devices to recognise behaviours consistent with drowning incidents, and alert our lifeguards accordingly. The system could also be enabled to deliver fast and direct communication with emergency services to improve overall response and recovery.



Photo: Sport Singapore

Recommendation 14



Harness Data Intelligence

Deeper Engagement with the Masses

Making the push towards a data-driven ActiveSG would allow us to create better experiences for Singaporeans. For example, while our current ActiveSG online booking system and mobile app allow users to browse and easily book programmes and facilities, we intend to create customised content for users, that are aligned with their interests.

We are continually improving the capabilities of our systems in data gathering. As we collect data on sport activities, develop analytic models, and ensure security and privacy protection, we hope to reshape the way we engage citizens. Leveraging the power of artificial intelligence, the ActiveSG Mobile App could recommend programmes and activities after understanding a user's preferred programme types, activity levels, and frequency of participation. By enabling data and predictive analytics to study the information for us, we would be able to address the needs of the people more accurately.

Driving High Performance Through Technology

We are currently developing an online platform 'SportSync' to support the high performance ecosystem. Accessible to stakeholders of high performance sport such as NSAs, athletes and coaches, this platform will allow for data management and sharing, thereby creating an information commons. The collection, organisation, sharing and analysis of data would promote collective generation of insights, better decision making and help support elite athlete training and performance and coaching quality.

Apart from access to holistic data sets, SportSync would also offer features to promote efficiency. Coaches can manage their NROC accreditation and requirements; athletes can access an array of sport science services and NSAs can submit applications for grants, athlete carding, *spex*Scholarship nominations, and have an eagle-eye's view of the profile of the athletes and coaches under their charge.

Eventually, SportSync could be modified and extended to support private or public sport organisations in their operations. For instance, functions such as event and league registration and management could be incorporated to enable greater efficiency and accuracy in organising an event.

Recommendation 15



Network Coordination And Business Data Partnership

Data and information can serve as valuable currency. They could be the starting point for strategic conversations we initiate with agencies in both sport and non-sport domains. Our work as one of the founding cities of the ACW study gives us capabilities to understand sport and physical activities as it relates to issues such as social impact, healthcare savings, and the economy. The availability of such data supplements our expertise in sport and physical activity, and allows for better appreciation of the value they can truly bring.

With this data, we can broaden and deepen our network with agencies such as MOH, HPB, PA, and even the private sector to lend better support in outreach and intervention efforts to target groups such as seniors, so they can enjoy more comprehensive and well-rounded offerings. A coordinated network that increases data flow and eases data sharing could maximise the value of our partners' assets, reduce overlaps and promote a collaborative environment that allows every partner to adapt more quickly to the needs and demands of citizens.

Simplicity, Convenience, and Value

With smart devices offering an unprecedented level of convenience and value these days, we are increasingly reliant on gadgets and digital interfaces. As the popularity of smart watches, step trackers, and activity bands increases, the supporting mobile apps of fitness wearables has become one of the primary interfaces people use to monitor and understand their fitness, health, and wellness.

National efforts in health and wellness can complement private sector efforts and offerings, so users can enjoy the best of both worlds without having to interact with multiple apps or interfaces. Deploying an open and secure architecture allows us to integrate and interoperate with other agencies. For example, Active Health features could be incorporated with third party apps, instead of being contained in a single mobile app, through the use of software intermediaries (otherwise known as Application Programming Interface or API). Third party fitness wearables could also be used in tandem with our apps.

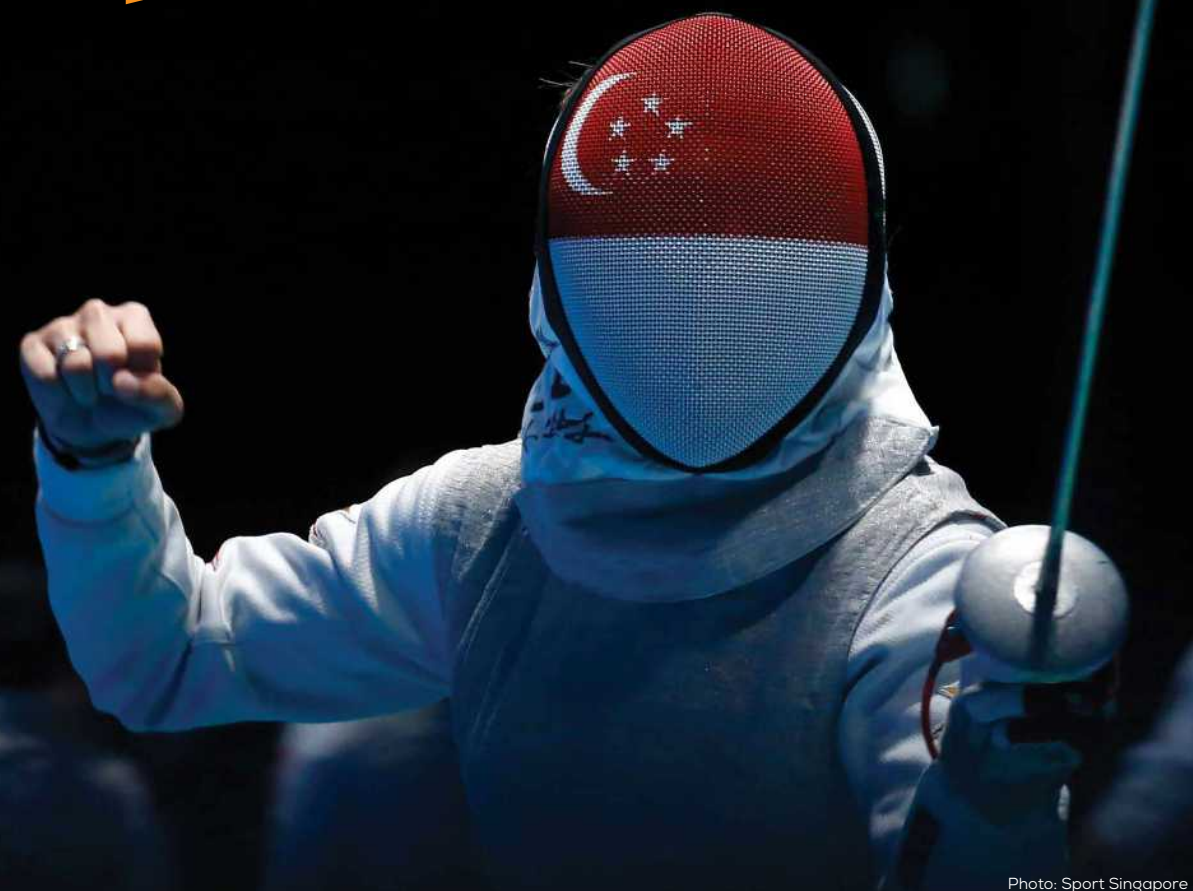
Similarly, we could partner owners of both public and private sport facilities to establish a common booking system that users can use to browse and select their facility of choice. Algorithms could analyse the booking patterns of individuals and even interest groups. Then, we could 'push' available facilities to them for their consideration, potentially increasing the uptake of sport and reducing the underutilisation of facilities.

Mutually beneficial partnerships would have to be established in order for such cross-platform collaborations to succeed. As partnerships are fostered, data, information, and knowledge can be shared, thereby enabling all parties to have access to more information, so they can study trends, innovate and make better decisions. Better network coordination and robust data sharing platforms will bring forth tangible benefits and set in motion a positive cycle of strengthened partnerships and service-at-heart culture.

FINAL THOUGHTS

This report represents our aspiration for sport to continue bringing more people together, allowing us to extend care to each other, and enabling us to build a stronger Singapore. The goals we aspire towards cannot be attained on our own. In order to achieve sport's full reach and impact, we need to establish close partnerships and collaborations with stakeholders who share the same dreams as we do.

We extend our heartfelt thanks to those who have been part of the Vision 2030 journey so far. We look forward to achieving even more together as we continue to harness and share the power of sport, enabling all Singaporeans to live better through sport.



ANNEXES

ANNEX A

The four themes and 20 recommendations from the original Vision 2030 report published in 2012.

The Four Themes



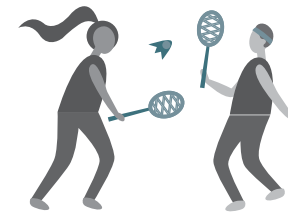
Future Ready Through Sport

Sport provides us with valuable skill sets and principles as we face a more competitive future.



Sport Without Boundaries

Everyone should have the benefit of living better through sport regardless of ability, age, gender, race, or religion.



Sport as a National Language

As a plural society, we approach our differences in the spirit of mutual respect. Through sport, we can create a shared national identity.



Organising for Success

The ecosystem has to be organised well in order to pave the way for Vision 2030's success. Establishing partnerships with others who can bring value to the sporting ecosystem will enable sport to flourish and achieve maximum impact.

Vision 2030's 20 Recommendations in 2012

1

Develop Super Sports Clubs

2

Establish a Sport Pathway Committee

3

Encourage New Forms of Recreation as Sport

4

Form Corporate Leagues

5

Develop a Seniors Fitness Ecosystem

6

Promote Unified Sport

7

Enhance Sport Events Strategy

8

Enhance Sport Spectatorship and Viewership

9

Enhance Affinity with Team Singapore

10

Develop and Implement a New Sport Facilities Master Plan

11

Create a SportCares Movement and Philanthropic Foundation

12

Enhance Technology to Promote Sporting Awareness and Lifestyle

13

Develop a Sport Volunteer Framework

14

Extend the Impact of the Singapore Sport Institute

15

Establish a Coaching Academy

16

Create a 'Leadership and Character Development through Sport' Curriculum

17

Integrate Academic and Sporting Curriculum

18

Create an Academy for Sport Professionals

19

Develop Professional Services in the Sport Industry

20

Explore a Sustainable Resourcing Model for Sporting Singapore

ANNEX B

Feedback gathered through our public surveys, focus group discussions, and interviews during the Vision 2030 review process.

Children and Youths



- Children should have opportunities to play various sport to spark curiosity and interest, and achieve multi-sport literacy.
- Young people tend to have many interests. A sport and wellness narrative can be built into the various activities youth partake in to spark interest in this area.
- Physical Education (PE) lessons can be used as platforms to instil values and principles such as dealing with failure and building resilience. Basic sport science can also be introduced to students e.g. appreciation of the relationship between running and aerobic respiration.
- There is a perceived lack of participation opportunities for students not chosen for school teams even if they are keen in the sport.
- There is room for a clearer sport strategy to help position and deliver sport in tertiary education institutes.

Families/Parents



- Parents view sport and physical activity as valuable to their children's physical and character development. However, academic achievements are valued over sporting accolades – a career in sport is not seen as desirable.
- Family and work commitments are the main barriers for greater sport participation. Working parents want greater access to facilities, so they can fit sport into their schedules.
- Children can influence their families to engage in more physical activity. To encourage families to get active together, more parent-child activities could be designed.

Seniors



- Seniors consider their routine activities as exercise e.g. going to the market, fetching grandchildren from school.
- Increased accessibility and convenience would encourage seniors to be more active.
- Seniors are concerned about safety while participating in sport. The presence of professionals to advise on safe ways to exercise and use sport equipment would give them more confidence.
- Seniors view sport as an important component of preventive health and this is usually the motivating factor for them to participate in physical activity.

Vulnerable and Persons with Disabilities



- There tends to be space and facility constraints for those with special needs who wish to do sport. Technology such as virtual or augmented reality could be a useful platform to bridge these gaps.
- Special Education Schools need expert advice on sport curriculum, in particular, how students, families, and caregivers can engage in sport and physical activities together.
- There is a need to upskill teachers and staff at Special Education Schools and Voluntary Welfare Organisations with suitable sport coaching knowledge to help vulnerable groups to benefit more from sport.

Corporates



- Corporates are looking for more opportunities to do sport as they believe in the value of sport beyond health benefits, e.g. sport's power to integrate diverse groups of employees.
- Some organisations may prefer to allocate resources for medical and insurance claims instead of investing upfront e.g. providing activities for staff to keep fit and stay healthy.
- Corporates appreciate the fact that the government is willing to co-invest in the One Team Singapore Fund. The government's commitment to the initiative gives it more weight.

Sport Industry



- Awareness of sport-related businesses in Singapore is low. Graduates who hold sport-related degrees may not know where to go, and valuable talent is lost.
- There is a lack of understanding and appreciation of the value and knowledge of professions such as sport physiologists. Job opportunities are scarce and industry growth in this field is low.
- Sponsors are looking for consumer engagement and not just brand exposure. Sport industry players such as NSAs should leverage this to attract sponsors.

National Sport Associations



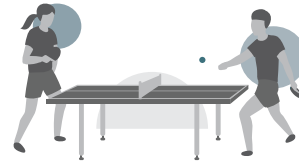
- Many NSAs prioritise the development of the technical aspects of their sport over organisation growth and excellence (e.g. marketing and corporate strategy).
- Some NSAs shared that as trailblazers of their sport, they are well-positioned to serve the sporting ecosystem and community.
- However, they have requested for more sharing from SportSG to improve their programme design and structure.

Coaches



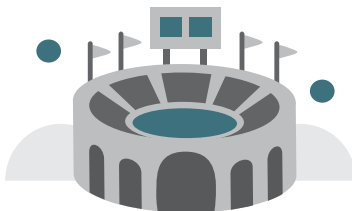
- Generally, coaching is not seen as a prestigious profession and recognition is lacking.
- Coaches are more than technical trainers. They are in a position to inculcate values and principles to athletes.
- An established capability development and career pathway framework for coaches will position coaching as a more viable and attractive career.

Athletes



- The talent pool can be expanded by establishing pipelines from various sources including schools, private clubs, and grassroots organisations.
- Students interested in pursuing high performance sport must have easy access to information on the pathways available. Increasing awareness of the athlete career pathway is important to attracting more youths. One need not pursue sport at the expense of career opportunities.
- Team Singapore athletes are role models for children and youth and they must continue to promote positive values and behaviours.

Sport Infrastructure



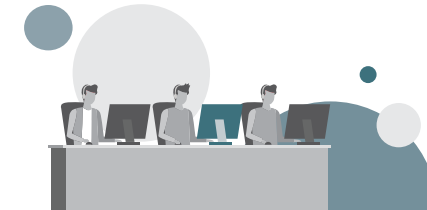
- There is insufficient free space for children to take part in unstructured play and people to partake in sport. Spaces in community areas, business parks, and open fields could be activated and used for sport.
- There is a need to consider providing better access to sport for those who do not live near existing sport facilities, which are typically closer to town hubs.
- The general sentiment is to have more programming and facilities that would allow people to participate in sport more easily.

Volunteerism



- Volunteers expressed interest in engaging in more social activities that can strengthen bonds within Team Nila, engender a greater sense of belonging and give back to the community.
- Schools and corporates wish to be able to volunteer more with Team Nila.
- Team Nila volunteers may go beyond sport and tap resources offered by other agencies e.g. HDB's Friendly Faces, Lively Places Fund, which supports community-driven, place-making projects to develop strong bonds between neighbours.

eSport



- There is potential to include health and wellness in the narrative surrounding eSport and inculcate positive habits among participants (e.g. showcase the correlation between nutrition, sleep management, and eSport performance).
- Elite eSport individuals and teams have the potential to influence the community's perception of health and wellness.
- eSport can bring unique sport experiences to students. World Sailing launched its first virtual World Sailing Championships in 2018 on the platform 'Virtual Regatta', allowing those who do not have the physical aptitude for sailing to partake in the sport.

Technology



- Technology can create new value chains and user experience for sport. Sport ecosystem players should look for partnerships with innovative companies.

ANNEX C

Active Citizens Worldwide Report Findings

What is Active Citizens Worldwide?

Active Citizens Worldwide (ACW) is an initiative by Portas Consulting that helps cities gain a deeper understanding of their levels of physical activity. It uses data and analytics to provide better knowledge, insights, and ideas to help transform the physical activity profiles of cities. It allows for multi-city collaborations to promote the sharing of best practices and global benchmarking. Singapore, together with London and Auckland are the founding cities that worked with Portas Consulting. The first ACW Annual Report was launched at the World Cities Summit in Singapore in 2018.

ACW is designed to introduce an improved means of measuring sport and physical activity participation in a non-binary, globally consistent manner. Cities obtain a detailed analysis of what drives physical activity, physical activity outcomes, and scenario modelling to achieve specific goals. It also allows for systematic global benchmarking and access to best practices and lessons learned from a network of peer cities through annual conferences, webinars, and global forums.

Photo: Sanketa Anad

What are the Findings of ACW?

The figures below provide a snapshot of the analysis and key observations for Singapore.

PART 1: Trends & Interventions

Within the following three categories, ACW looked at six specific interventions:



Figure 1. The chart highlights interventions that the report has measured impact against.

Estimated influence of interventions on physical activity

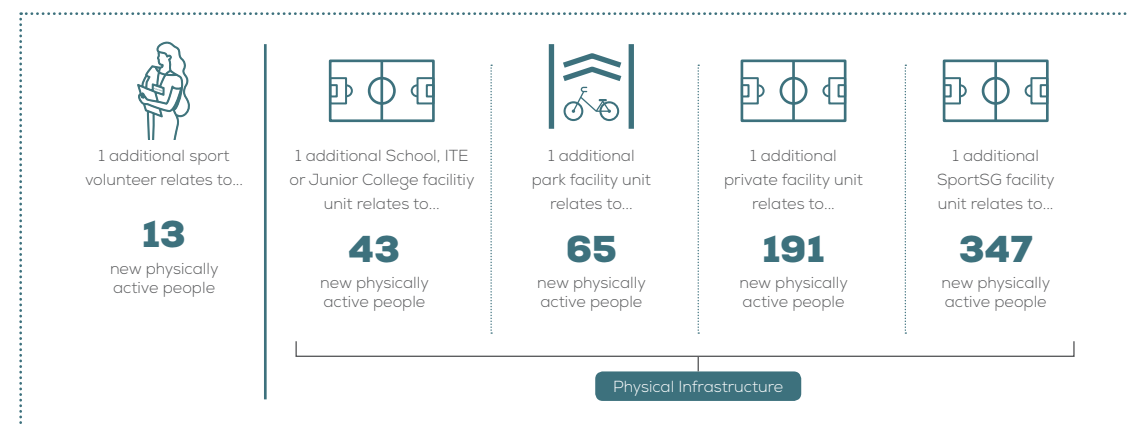
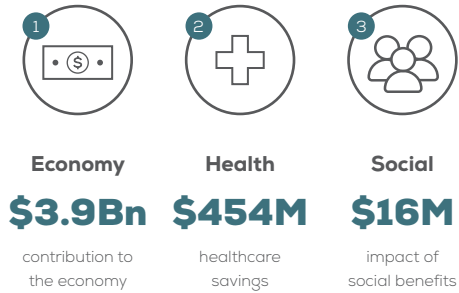


Figure 2. Of all interventions assessed, SportSG facilities have the potential to create the biggest waves in terms of increasing the number of physically active people. This finding supports our work in terms of improving our existing facilities, in-situ programming, and spaces for unstructured play.

PART 2: Economic, Health & Social Impact

CURRENT estimated value generated by Singapore's physically active citizens



ADDITIONAL estimated value 10,000 newly active Singaporeans would generate

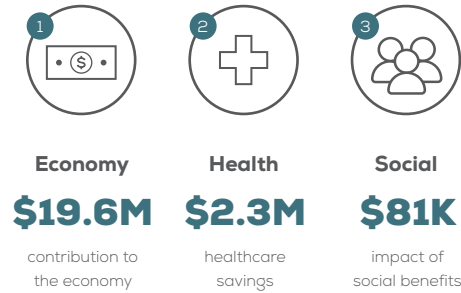


Figure 3. Economic, health, and social benefits that physically active citizens can bring to Singapore.

10,000 Newly Active People

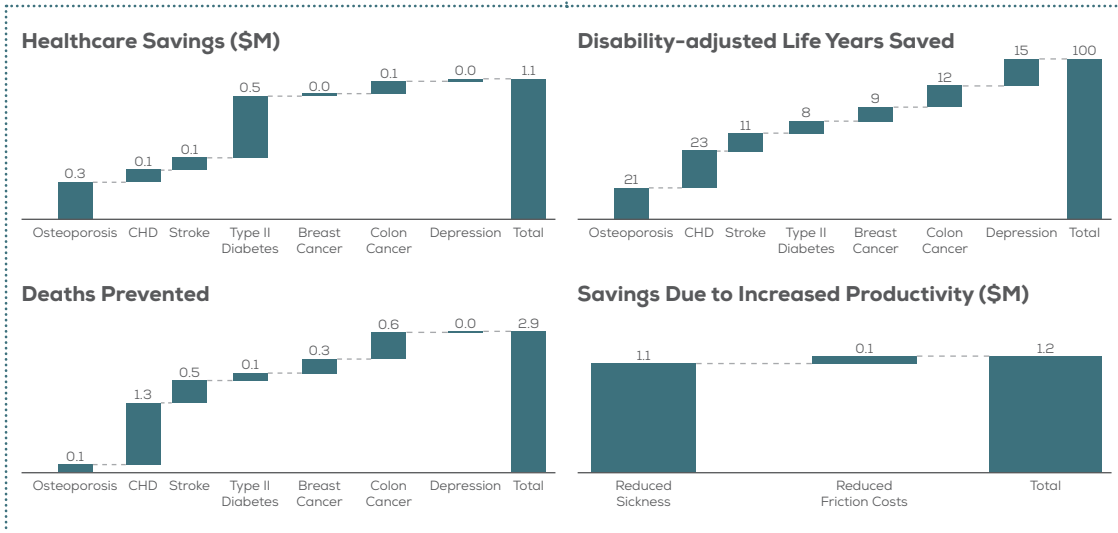


Figure 4. On the healthcare front, impact is measured as healthcare savings, disability-adjusted life years (DALYs), mortality, and economic savings from having a healthier workforce.

10,000 Newly Active People

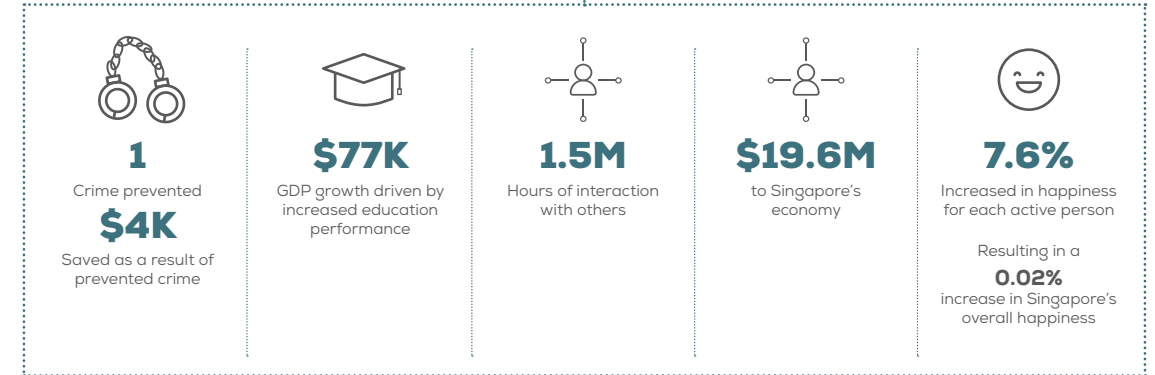
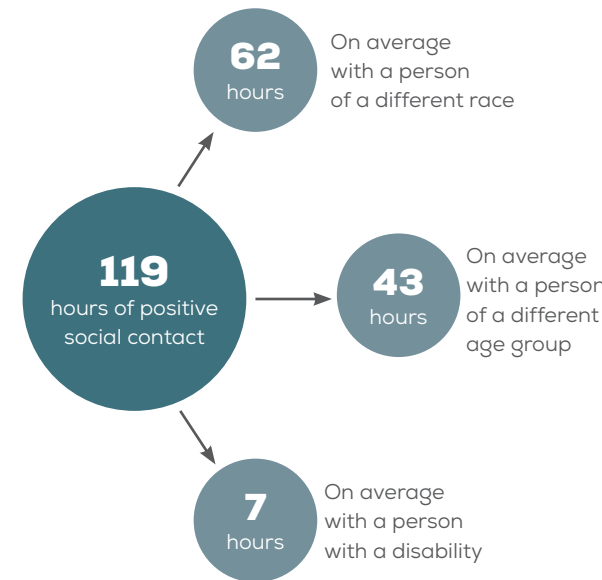


Figure 5. Effect on social benefits assessed based on 4 segments: prevention of crime; increased education; hours of interaction with others; and the individual's happiness level.



MEASURING SOCIAL INTEGRATION

Hours of positive social contact has been used as a metric to calculate social integration.

- 'Contact theory' states that positive contact between different groups of people increases social integration.
- Sport provides intergroup contact that occurs in a positive and structured way.

FURTHER ANALYSIS TO BE CONDUCTED

The ACW analysis will look at how social contact varies across types of sport and for different demographic groups.

Figure 6. With every active Singapore resident who partakes in any number of sport for any amount of time, 119 hours of positive social contact (regardless of sociodemographic group) is generated a year.

ANNEX D

List of Abbreviations

Abbreviation	Description
ADMC	Admiralty Medical Centre
AIC	Agency for Integrated Care
AEP	Active Enabler Programme
ASEAN	Association of Southeast Asian Nations
ASIA	Association of Sport Institutes in Asia
ACW	Active Citizens Worldwide
A&C	ActiveSG Academies and Clubs
AHL(s)	Active Health Lab(s)
ARISE	Ageing Research Institute for Society and Education
APG	ASEAN Para Games
C3A	Council for the Third Age
CGH	Changi General Hospital
CoE(s)	Centre(s) of Excellence
CYS	Children and Youth Sport
CCA	Co-Curricular Activity
CCE	Continuing Coaching Education
CoC	Communities of Care
CPR-AED	Cardiopulmonary Resuscitation and Automated External Defibrillator
DSMP	Disability Sport Master Plan
DUS	Dual Use Scheme
e2i	NTUC's Employment and Employability Institute
F&B	Food and Beverage
FMS	Fundamental Movement Skills
GDP	Gross Domestic Product
GFL	Game for Life
HBB	Heartbeat@Bedok
HPB	Health Promotion Board
HPS	High Performance Sport
ICC	International Champions Cup
IHL(s)	Institute(s) of Higher Learning
IOC	International Olympic Council
ITE	Institute of Technical Education
JSA	Junior Sports Academy
KFH	Kallang Football Hub

Abbreviation	Description
KTC	Kallang Tennis Centre
KTPH	Khoo Teck Puat Hospital
MICE	Meetings, Incentives, Conventions and Exhibitions
MOE	Ministry of Education
MOH	Ministry of Health
MOM	Ministry of Manpower
MMS	Membership Management System
MCCY	Ministry of Culture, Community and Youth
MSF	Ministry of Social and Family Development
NBA	National Basketball Association
NROC	National Registry of Coaches
NParks	National Parks Board
NUS	National University of Singapore
NTU	Nanyang Technological University
NSA(s)	National Sport Association(s)
NSPS	National Sport Participation Survey
NYC	National Youth Council
NYSI	National Youth Sports Institute
OTH	Our Tampines Hub
PA	People's Association
PR	Permanent Resident
PwD(s)	Person(s) with Disabilities
RSC	Regional Sport Centres
SCSM	Standard Chartered Singapore Marathon
SEA Games	Southeast Asian Games
SFMP	Sport Facilities Master Plan
SG-Coach	Singapore Coach Excellence
SIP	Sport-in-Precinct
SNL	Saturday Night Lights
SUSS	Singapore University of Social Sciences
SportSG	Sport Singapore
SPED	Special Education
SSP	Singapore Sports School
SSI	Singapore Sport Institute
SSMN	Singapore Sport Medicine Network
SSTRG	Singapore Sport Science & Technology Research Grant
SNOC	Singapore National Olympic Council
SPF	Singapore Police Force

Abbreviation	Description
SNPC	Singapore National Paralympic Council
SUTD	Singapore University of Technology and Design
TTSH	Tan Tock Seng Hospital
TS	Team Singapore
TSC	Town Sport Centres
URA	Urban Redevelopment Authority
UNESCO	United Nations Educational, Scientific and Cultural Organization
WTA	Women's Tennis Association
VPS	Values and Principles in Sport
VWO(s)	Voluntary Welfare Organisation(s)
NSYS	National Standards for Youth Sport

3 Stadium Drive
Singapore 397630
T. 65 6500 5000
F. 65 6440 9205

sportsingapore.gov.sg

Copyright © 2019 Sport Singapore.

All rights reserved. No part of this publication may be reproduced, distributed, or transmitted in any form or by any means, including photocopying, recording, or other electronic or mechanical methods, without the prior written permission of the publisher.