

# FY 2024/2025

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# Annual Report

& FINANCIAL STATEMENTS

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## CHAIRMAN'S REVIEW

Dear Residents,

This year, we launched the Tampines 5-Year Master Plan, marking the start of an exciting new chapter for everyone in the community. This plan is more than just a set of projects; it's a shared vision shaped by your voices, dreams, and ideas for a greener, more connected, and inclusive home.

Based on the feedback many of you have shared, we have identified key priorities for mobility, sustainability, and vibrant community spaces. One highlight is the bold re-imagination of the Tampines Regional Centre. It will build on what we already love about Tampines, while preparing us for the evolving needs of our residents.

While we look ahead, we remain firmly grounded in improving on what we already have. In the past financial year, we invested S\$19,447,324 supported by Community Improvement Projects Committee (CIPC) and Neighbourhood Renewal Programme (NRP) funds, to enhance your living environment with new and upgraded facilities. Another S\$23,224,278 was invested in cyclical maintenance works to maintain your estate in good condition. To ensure the safety of our lifts, we also invested S\$12,178,119 in replacing old lifts and upgrading 75 of them with enhanced features.

All of these wouldn't be possible without you. Your participation — whether it is through giving feedback, attending our events, or simply taking the time to chat with us — makes a real difference. We are grateful for your trust and continued support.

Let's continue this journey together. We look forward to hearing more from you and working alongside each of you to shape a Tampines that we can all proudly call home.

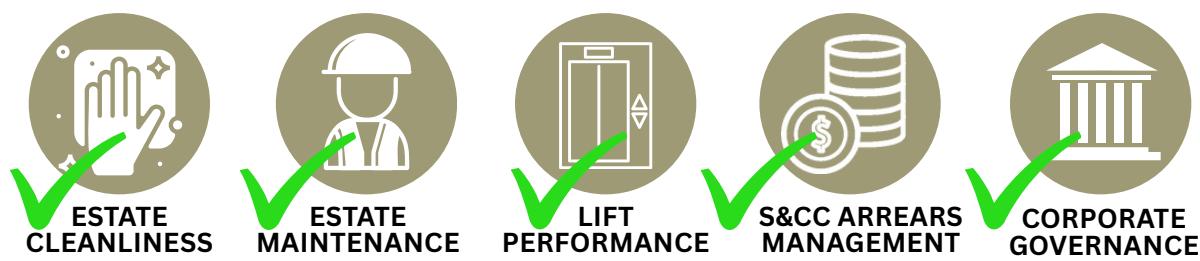
**Mr Baey Yam Keng**  
Chairman  
Tampines Town Council



# TOWN COUNCIL MANAGEMENT REPORT

## RESULTS FOR APRIL 2024 - MARCH 2025

The Ministry of National Development regularly monitors our performance and services. The Town Council Management Report (TCMR) is a framework that measures the Town Councils' performance across five categories:



The report is colour-coded to reflect performance. Green is the top band, followed by Amber and then Red. For the assessment period from April 2024 to March 2025, Tampines Town Council scored Green for Estate Cleanliness and Maintenance, Lift Performance and S&CC Arrears Management. The Corporate Governance rating has not been announced yet.

We would like to thank our residents for working with us to keep the estate clean and well-maintained. We will continue to work hard to ensure that Tampines is a clean and green town. With your support and feedback, we will build a better and more beautiful home for everyone.



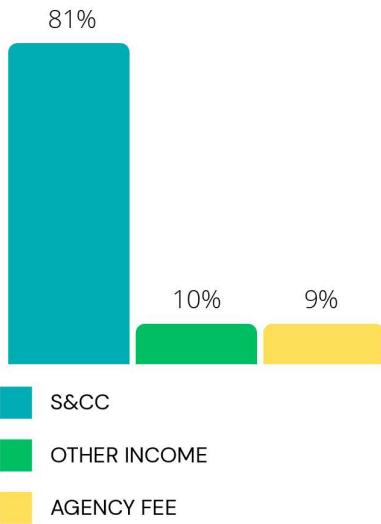


In FY 2024/2025, Tampines Town Council had an operating surplus of S\$0.6 million before taking into account government grants. Our Ordinary Sinking Fund was S\$48.1 million, our Lift Replacement Fund had a balance of S\$62.9 million and our total funds closed at S\$143.6 million.

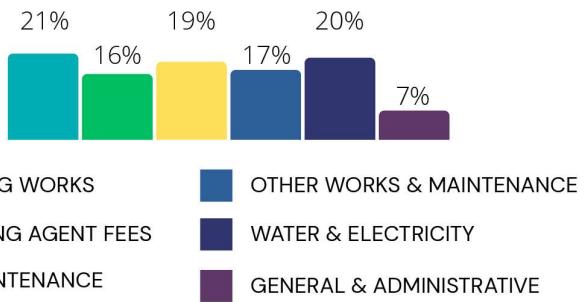
The Town Council is required to allocate at least 14% of their Services and Conservancy Charges (S&CC) collections and government grants to their Lift Replacement Funds. This is in addition to allocating at least 26% of the collections to the Ordinary Sinking Fund. These measures are designed to ensure the sustainability and ongoing cyclical maintenance of common properties in HDB estates, including lifts.

The Town Council constantly seeks to deliver a consistently high standard of estate management through its rigorous and stringent procurement process. As a result, cost-effective contract delivery is ensured when managing all improvement projects. We will continue to explore cost-saving processes to utilise the S&CC fees in a way that serves our residents better.

## OPERATING REVENUE



## OPERATING EXPENDITURE





# **CODE OF GOVERNANCE**

The Ministry of National Development has developed a Code of Governance to guide the Town Councils in better executing their fiduciary responsibilities and improving accountability. The Code sets out principles of good governance and highlights best practices that Town Councils are encouraged to adopt through a comply-or-explain regime.

In compliance with the Code using a checklist, the Council has implemented a comprehensive Risk Management Framework where key risks are identified and reported to the Council. An annual risk assessment has been performed and the effectiveness of internal control has been assessed. The Council is of the opinion that the Risk Management Framework and supporting internal control policies and procedures are adequate to address the risks of the Town Council.

## **SELECTION AND APPOINTMENT OF TOWN COUNCILLORS**

We have established the processes in place for the selection and appointment of Town Councillors. Generally, the selection, appointment and reappointment process of Town Councillors will take into account the composition of the Town Council and the characteristic of the Town.

In appointing the Town Councillors, the Council considers various factors, including their relevant skills, time commitment, and prior experience. At least two-thirds of the appointed Town Councillors must be residents of the HDB housing estates within the Town. In addition, the selection and appointment process are conducted in consultation with the Town Council Chairman and the elected members as and when necessary.

# PROJECTS IN FINANCIAL YEAR

**FY 2024/2025**

## **Cyclical and Improvement Works**

Over the last 12 months, the Town Council carried out S\$23 million worth of cyclical maintenance projects through the Repairs and Redecoration (R&R) Programme. Tampines benefitted from S\$1.6 million in town improvement works approved by the Community Improvement Projects Committee (CIPC). The Neighbourhood Renewal Programme (NRP) provided S\$13 million in funding for precinct improvements.

Together with the R&R Programme, Tampines Central, North and West HDB blocks were painted with heat-reflective cool paint under HDB Green Towns Programme. The project aims to reduce ambient temperatures by up to two degrees Celsius and therefore help tackle the urban heat island effect.





## Repairs & Redecoration Works

### COMPLETED AND ONGOING\* PROJECTS

#### TAMPINES CENTRAL

- Blk 881-886A, 868A-C, 869A-B
- Blk 858, 858A-B, 859, 859A, 860, 860A-B, 861, 861A, 875-880A, 830-856\*

#### TAMPINES EAST

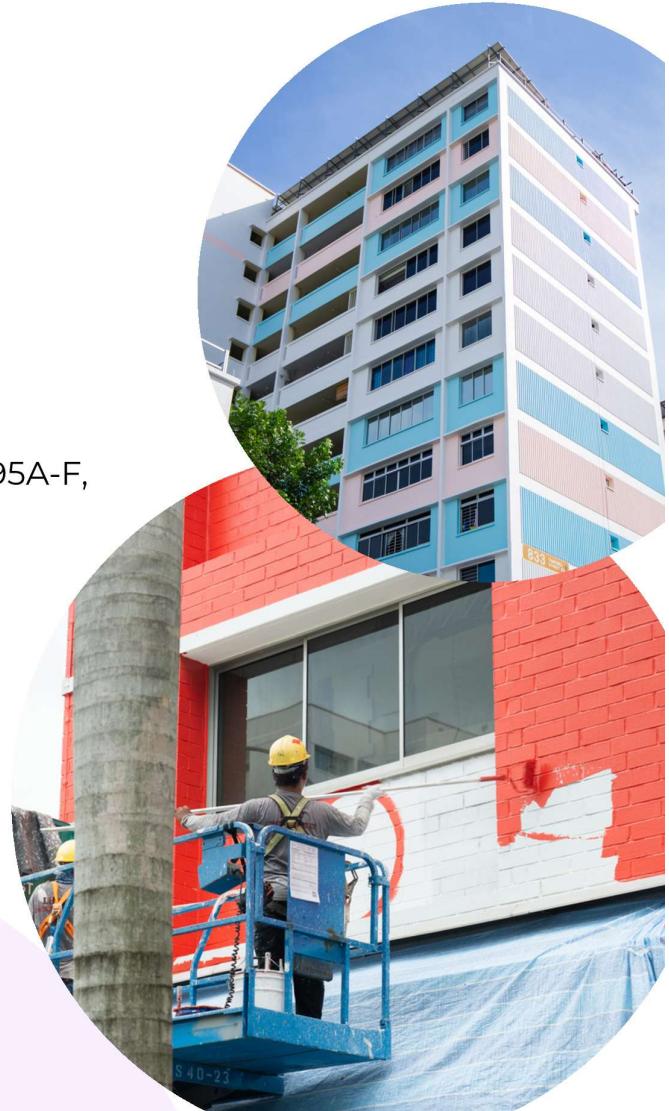
- Blk 210-230 (Zone 2)
- Blk 201A-E, Blk 202-209
- Blk 267-271

#### TAMPINES NORTH

- Blk 425-432, 472-484,
- Blk 450A-C
- Blk 451-460
- Blk 401-424, 433-450\*
- Blk 491A-H, 492B-D, 493A-E, 494B-C, 495A-F, 496B-G, 492E-H, 494, 494G, H, J\*

#### TAMPINES WEST

- Blk 156-166





## Neighbourhood Renewal Programme

### COMPLETED AND ONGOING\* PROJECTS

#### TAMPINES CENTRAL

- Ancillary project - Linkway from Blk 842D to bus stop

#### TAMPINES CHANGKAT

- Blk 124-127

#### TAMPINES EAST

- Blk 230B-J

#### TAMPINES NORTH

- Blk 485A-B, 486A-C, 487A-C, 488A-B, 489A-C, 490A-B ancillary works
- Blk 491A-H, 492A-D, 493A-E, 494A-C, 495A-F, 496A-G
- Blk 425-432, 451-460, 477-484\*





# TOWN IMPROVEMENT PROJECTS

## Completed & Ongoing\* Projects

### TAMPINES CENTRAL

- Blk 851/853 - Construction of high-low sheltered linkway
- Replacement of noticeboard - Palmwalk, Ville, Spring
- Blk 839, 851/853 Replacement of playground\*
- Blk 841 Replacement of fitness corner\*
- Blk 874 Replacement of fitness corner\*
- Blk 875/876 Construction of drop-off porch\*

### TAMPINES CHANGKAT

- Blk 278 Upgrading of multi-gen fitness corner
- Blk 295 Upgrading of playground
- Blk 312 Construction of bamboo garden
- Blk 318 Upgrading of multi-gen fitness corner
- Blk 335 Upgrading of playground

### TAMPINES EAST

- Blk 205/207 Upgrading of adult fitness corner
- Blk 209 Construction of drop-off porch with low sheltered linkway\*
- Blk 234/235 Construction of high-low sheltered linkway\*
- Blk 239 Construction of BFA ramp\*
- Blk 248 Upgrading of 3G fitness corner\*
- Blk 257 Upgrading of fitness corner\*
- Blk 257 Upgrading of senior citizen corner\*
- Blk 261 Upgrading of drop-off porch\*
- Blk 270 Upgrading of BBQ pit\*
- Blk 503/504 Upgrading of playground



# TOWN IMPROVEMENT PROJECTS

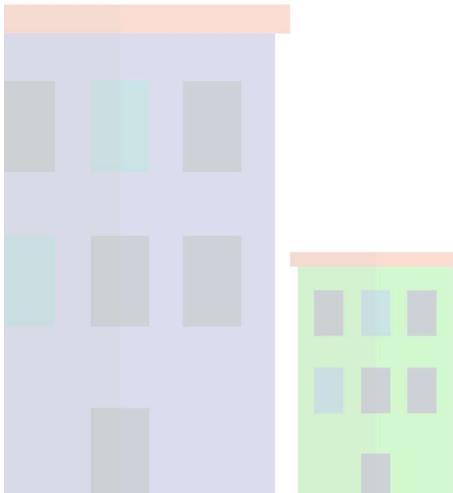
## Completed & Ongoing\* Projects

### TAMPINES NORTH

- Blk 408 to 409 Construction of high-low sheltered linkway
- Blk 408 to 410 Construction of high-low sheltered linkway
- Blk 409 to 413/414 Construction of high-low sheltered linkway
- Blk 410 to 411 Construction of high-low sheltered linkway
- Blk 412 to 414 Construction of high-low sheltered linkway
- Blk 416 to 417 Construction of high-low sheltered linkway
- Blk 462 Upgrading of fitness corner
- Blk 470 Upgrading of fitness corner
- Blk 442/443 Construction of drop-off porch\*
- Blk 496C/D Construction of Integrated family playground\*
- Blk 411/412 Construction of Integrated family playground\*

### TAMPINES WEST

- Blk 150 Construction of high-low sheltered linkway
- Blk 921A Construction of high-low sheltered linkway



# LIFT REPLACEMENT AND ENHANCEMENT PROJECTS

To ensure that our lifts function optimally, the Town Council has carried out S\$12.2 million worth of lift replacements.

In FY 2024/2025, we continued to enhance our lifts under the Lift Enhancement Programme. 75 lifts are being enhanced with better features such as high-tech sensors to monitor the lift speed and emergency communication system.

Additionally, all lifts in Tampines are installed with the lift surveillance system to curb the misuse of lifts, such as jamming of the doors, damaging of buttons and vandalism. Real-time functional status of lifts is tracked by our officers and lift maintenance companies through a tele-monitoring system. In the event of a breakdown, our team will be notified automatically to carry out repair and rescue works. The Town Council will continue to follow a stringent maintenance process to reduce incidents of breakdown.

We will also continue to work with the HDB and BCA to ensure that the procurement process and technical specifications for new lifts achieve an efficient operating life cycle.



# **BLOCKS THAT HAVE BENEFITTED FROM LIFT ENHANCEMENT PROGRAMME (LEP)**

Blk 219, 228

Blk 408, 409, 410, 411, 413

Blk 857A, 857B, 862, 862A, 863A, 863B, 864, 864A, 881

Blk 887, 888, 894

# **BLOCKS THAT HAVE BENEFITTED FROM LIFT REPLACEMENT PROGRAMME (LRP)**

Blk 346-370

Blk 497A, 497C, 497D, 497F, 497G, 497H, 497J,  
498A, 498B, 498D, 498E, 498F, 498G, 498H, 498J,  
498K, 498L, 498M

Blk 718-734





# COMMUNITY ENGAGEMENT EVENTS

MAY 2024



# COMPLETION CEREMONY OF TAMPINES BLK 295 & 335 PLAYGROUND

The completion ceremony of the upgraded playground at Tampines Blk 295 and 335 was a lively and heartwarming event for the community.

What made it even more meaningful was the involvement of children from the nearby preschool, who shared their ideas during the planning stage—and we listened! It's incredible to see their ideas come to life in a fun, interactive space designed for exploration, imagination, and play.

The new playground will benefit children for years to come, providing a safe and engaging environment right in the heart of our neighbourhood.



MAY 2024



# TAMPINES NORTH BATCH 14 NEIGHBOURHOOD RENEWAL PROGRAMME

## CONSENSUS GATHERING

The Tampines North Zone 7 Neighbourhood Renewal Programme (NRP) Batch 14 Consensus Gathering showcased preliminary design plans for Blk 497A to L and Blk 498A to N.

The event was held to gather and share proposed plans and feedback from residents. Residents, including families with young children and elderly, were actively engaged, and their input helped shape a space that truly reflects the community's needs and aspirations.





Tampines residents are the first to enjoy fish that's farmed in their own neighbourhood.

Each jade perch is carefully farmed and harvested by Our Fish Storey, Singapore's first container fish farm located within an HDB town. This innovative setup brings fresh, locally farmed fish directly to the community, with jade perch sold at stalls in the Tampines Round Market & Food Centre—offering residents a sustainable and nutritious choice right at their doorstep.



JUNE 2024



# BUILDING OUR TAMPINES HOME TOGETHER, NOW & ALWAYS ROVING SHOWCASE @ OUR TAMPINES HUB

The first of many roving exhibitions, highlighting the progress and achievements that have shaped Tampines over the past five years—setting the stage for future celebrations of our community's continued growth.

From essential amenities to cutting-edge projects that protect our environment, residents learnt about the achievements of our collective efforts as ONE Tampines.



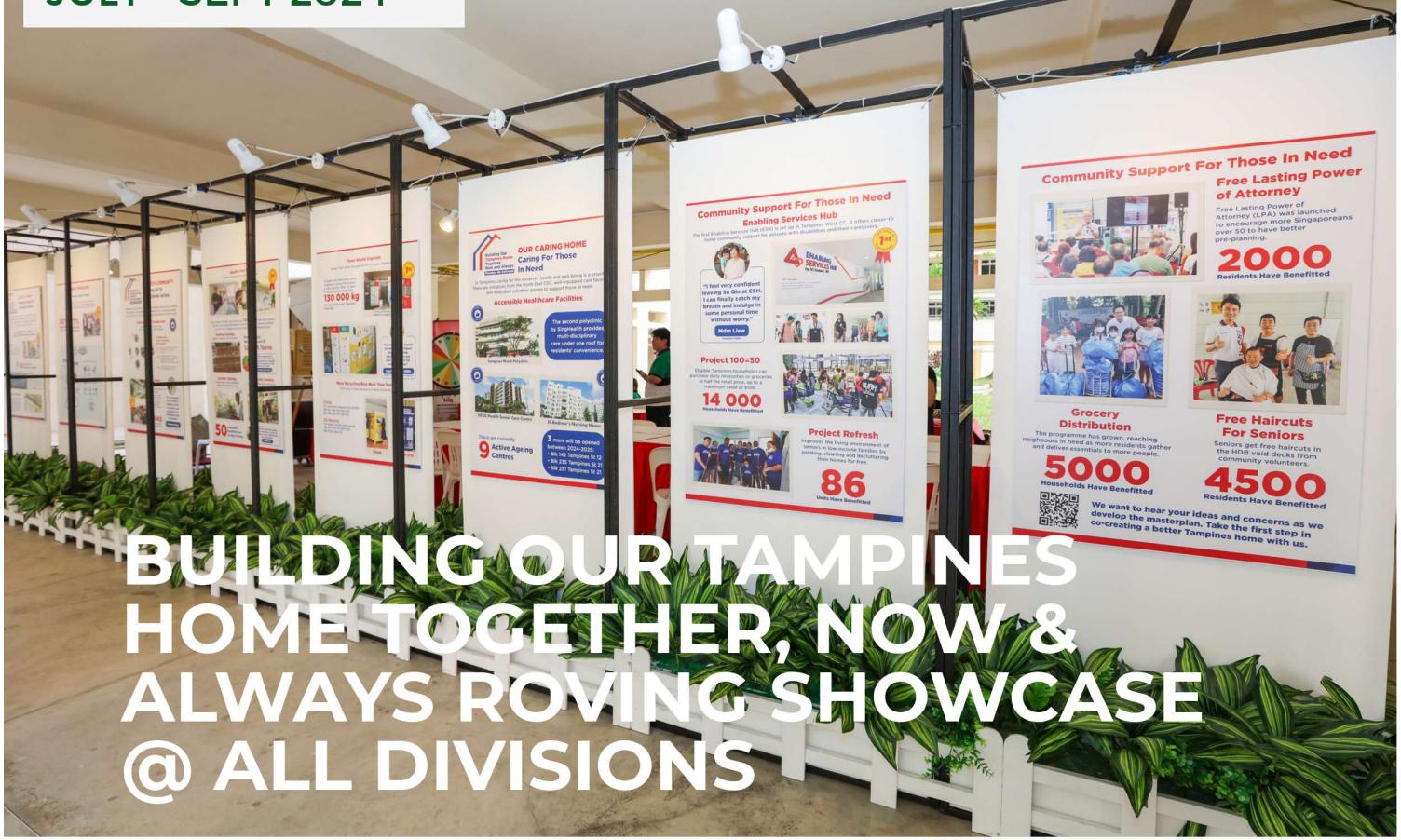
JULY 2024



A special appreciation dinner was hosted by the then Chairman, Mr Desmond Choo, to express our heartfelt gratitude to the dedicated cleaners who work tirelessly every day to keep our estate clean and pleasant for all residents.



# BUILDING OUR TAMPINES HOME TOGETHER, NOW & ALWAYS ROVING SHOWCASE @ ALL DIVISIONS



Five roving exhibitions were held across all divisions to reach out to and engage residents from every part of the community. These exhibitions provided an opportunity for residents to learn more about the various estate upgrading projects, community programmes, and Eco-Town initiatives that have been developed for Tampines over the past five years.

Through informative displays and interactive sessions, the roving exhibitions highlighted the progress made and the collective efforts that have shaped Tampines into a more caring, sustainable, and well-connected town.



SEPT 2024



# TAMPINES NORTH BATCH 9 NEIGHBOURHOOD RENEWAL PROGRAMME

## COMPLETION CEREMONY

Following months of careful planning and community engagement during the Neighbourhood Renewal Programme (NRP), residents in Tampines North Zones 3 and 6 are now enjoying the upgraded amenities.

The improvements include enhanced sheltered connectivity, making travelling around the neighbourhood more comfortable. The new community spaces provide a welcoming environment for residents of all ages to gather, interact, and spend quality time together — strengthening community bonds and enhancing overall liveability.



FEB 2025

# LAUNCH OF THE TAMPINES 5-YEAR MASTER PLAN ON TREE PLANTING DAY

The launch of the Tampines 5-Year Master Plan took place alongside the annual Tree Planting Day, marking a significant milestone in the town's development journey.

The launch unveiled many exciting initiatives aimed at enhancing community spaces, sustainability, and overall quality of life for our residents. The event also provides a valuable opportunity for engagement with residents, fostering dialogue, gathering feedback, and strengthening the sense of community ownership in shaping the future of Tampines.



MAR 2025

TAMPINES NORTH  
NEIGHBOURHOOD RENEWAL PROGRAMME



BATCH 6 COMPLETION CEREMONY  
BLOCKS 485A-B, 486A-C, 487A-C, 488A-B, 489A-C, 490A-B

# TAMPINES NORTH BATCH 6 NEIGHBOURHOOD RENEWAL PROGRAMME

## COMPLETION CEREMONY

As part of the ongoing Neighbourhood Renewal Programme (NRP), residents in Tampines Blk 485A-B, 486A-C, 487A-C, 488A-B, 489A-C, 490A-B are now benefitting from a refreshed living environment.

The enhancements — shaped through months of planning and resident feedback — include improved sheltered walkways that offer greater convenience and comfort. In addition, newly created communal spaces provide more opportunities for families, to interact and build stronger community ties.



Dear Tampines Residents of  
Blocks 485A-B, 486A-C, 487A-C,  
488A-B, 489A-C, 490A-B

Thank you for your support during the implementation of the NRP Batch 6. Your feedback has been invaluable in making the programme a success.

We hope you are enjoying the new amenities built with your needs in mind.

I will continue to work with everyone and build a more better place for everyone, a place everyone can be proud of.



# FINANCIAL STATEMENTS

## TAMPINES TOWN COUNCIL

(ESTABLISHED UNDER THE TOWN COUNCILS ACT 1988)  
FOR THE YEAR ENDED 31 MARCH 2025

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**Report on the Audit of the Financial Statements**

*Opinion*

We have audited the financial statements of Tampines Town Council (the "Town Council"), which comprise the statement of financial position as at 31 March 2025, the statement of income and expenditure, statement of comprehensive income, statement of changes in Town Council funds and statement of cash flows of the Town Council for the financial year then ended, and notes to the financial statements, including a summary of material accounting policy information.

In our opinion, the accompanying financial statements of the Town Council are properly drawn up in accordance with the provisions of the Town Councils Act 1988 (the "Act") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Town Council as at 31 March 2025, and of the financial performance, changes in Town Council funds and cash flows of the Town Council for the financial year ended on that date.

*Basis for Opinion*

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Town Council in accordance with the Accounting and Corporate Regulatory Authority ("ACRA") Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

*Other Matter*

The financial statements of the Town Council for the financial year ended 31 March 2024 were audited by another firm of auditors who expressed an unmodified opinion on those statements on 24 September 2024.

*Other Information*

Management is responsible for the other information. The other information comprises the Chairman's Review in the Annual Report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

*Responsibilities of Management and Those Charged with Governance for the Financial Statements*

Management is responsible for the preparation and fair presentation of financial statements in accordance with the provisions of the Act and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

A Town Council is established under the Town Councils Act and may be dissolved by the Singapore Minister's order published in the Gazette of Singapore. In preparing the financial statements, management is responsible for assessing the Town Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless there is intention to wind up the Town Council or for the Town Council to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Town Council's financial reporting process.

*Auditor's Responsibilities for the Audit of the Financial Statements*

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Town Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
TAMPINES TOWN COUNCIL**  
(Established under the Town Councils Act 1988)



*Auditor's Responsibilities for the Audit of the Financial Statements (cont'd)*

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Town Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Town Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the management and with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

**Report on Other Legal and Regulatory Requirements**

*Opinion*

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Town Council during the financial year ended 31 March 2025 are, in all material respects, in accordance with the provisions of the Act; and
- (b) proper accounting and other records have been kept, including records of all assets of the Town Council whether purchased, donated or otherwise.

*Basis for Opinion*

We conducted our audit in accordance with SSAs. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Compliance Audit* section of our report. We are independent of the Town Council in accordance with the ACRA Code together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

*Responsibilities of Management for Compliance with Legal and Regulatory Requirements*

Management is responsible for ensuring that the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act. This responsibility includes implementing accounting and internal controls as management determines are necessary to enable compliance with the provisions of the Act.

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF  
TAMPINES TOWN COUNCIL**  
(Established under the Town Councils Act 1988)



*Auditor's Responsibilities for the Compliance Audit*

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We planned and performed the compliance audit to obtain reasonable assurance about whether the receipts, expenditure, investment of moneys and the acquisition and disposal of assets, are in accordance with the provisions of the Act.

Our compliance audit includes obtaining an understanding of the internal control relevant to the receipts, expenditure, investment of moneys and the acquisition and disposal of assets; and assessing the risks of material misstatement of the financial statements from non-compliance, if any, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Because of the inherent limitations in any accounting and internal control system, non-compliances may nevertheless occur and not be detected.



**JR CHAN COMPANY**  
Public Accountants and  
Chartered Accountants

Singapore

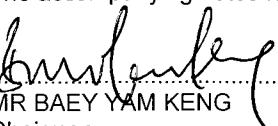
22 September 2025

# **Statement of financial position**

**as at 31 March 2025**

	Note	2024/2025 S\$	2023/2024 S\$
<b>TOWN COUNCIL FUND</b>			
<b>RESIDENTIAL PROPERTY</b>			
Accumulated surplus	3	21,025,565	17,499,787
Ordinary Sinking fund	4	31,942,360	33,254,592
Lift Replacement fund	5	54,327,220	49,041,151
Town improvement and project fund	6	4,661,810	1,824,569
		<b>111,956,955</b>	<b>101,620,099</b>
<b>COMMERCIAL PROPERTY</b>			
Accumulated surplus	3	5,590,440	4,587,672
Ordinary Sinking fund	4	16,132,939	16,248,372
Lift Replacement fund	5	8,529,629	7,909,866
Town improvement and project fund	6	308,940	530,345
		<b>30,561,948</b>	<b>29,276,255</b>
<b>CAR PARK</b>			
Accumulated surplus	3	<b>1,126,973</b>	-
		<b>143,645,876</b>	<b>130,896,354</b>
<hr/>			
<b>Represented by:</b>			
<b>NON-CURRENT ASSETS</b>			
Plant and equipment	8	778,370	452,080
Right-of-use assets	9	891,048	1,077,402
		<b>1,669,418</b>	<b>1,529,482</b>
<b>CURRENT ASSETS</b>			
Receivables for Neighbourhood Renewal Programme and Electrical Load Upgrading Programme	7	11,173,349	7,055,512
Conservancy and service fee receivables	10	1,880,262	1,713,640
Other receivables	11	11,494,396	10,226,830
Prepayments		314,616	285,625
Cash and cash equivalents	12	133,549,572	122,080,894
		<b>158,412,195</b>	<b>141,362,501</b>
<b>TOTAL ASSETS</b>		<b>160,081,613</b>	<b>142,891,983</b>
<b>Less:</b>			
<b>NON-CURRENT LIABILITIES</b>			
Payables and accrued expenses	15	-	78,610
Provision for restoration costs		82,270	82,270
Lease liabilities	16	718,640	884,579
		<b>800,910</b>	<b>1,045,459</b>
<b>CURRENT LIABILITIES</b>			
Conservancy and service fee received in advance	14	1,642,377	1,585,049
Advances for Neighbourhood Renewal Programme and Electrical Load Upgrading Programme	7	2,025,795	1,838,696
Payables and accrued expenses	15	9,070,763	4,849,165
Lease liabilities	16	165,940	160,052
Grants received in advance	17	712,778	849,084
Current tax payable		2,017,174	1,668,124
		<b>15,634,827</b>	<b>10,950,170</b>
<b>TOTAL LIABILITIES</b>		<b>16,435,737</b>	<b>11,995,629</b>
<b>NET ASSETS</b>		<b>143,645,876</b>	<b>130,896,354</b>

The accompanying notes form an integral part of and should be read in conjunction with the financial statements.

  
 MR BAEY YAM KENG  
 Chairman  
 Date: 22-SEP-2025

  
 MR WANG YAM PENG  
 Secretary

**TAMPINES TOWN COUNCIL**  
**(Established under the Town Councils Act 1988)**

**Statement of Income and expenditure statement**  
for the financial year ended 31 March 2025

	Note	2024/2025 S\$	2023/2024 S\$
<b>OPERATING INCOME</b>			
Conservancy and service fees	3	63,775,758	59,151,333
Less: Operating transfer to ordinary sinking fund (minimum required by law)	3, 4	(16,581,721)	(15,379,355)
Operating transfer to lift replacement fund (minimum required by law)	3, 5	(8,928,612)	(8,281,194)
		<b>38,265,425</b>	35,490,784
Agency fees	18	5,029,702	4,441,127
Other income	19	4,131,115	4,392,872
		<b>47,426,242</b>	44,324,783
Less:			
<b>OPERATING EXPENDITURE</b>			
Cleaning works	20	9,686,814	9,049,444
Managing agent's fees		7,701,578	7,289,606
Lift maintenance		8,945,932	8,133,425
Other works and maintenance		7,732,900	7,156,749
Water and electricity		9,415,650	10,450,044
General and administrative expenditure	21	3,491,023	3,004,882
		<b>(46,973,897)</b>	(45,084,150)
<b>OPERATING SURPLUS / (DEFICIT)</b>		<b>452,345</b>	(759,367)
Add:			
<b>NON-OPERATING INCOME</b>			
Interest income	3	600,543	495,712
<b>SURPLUS / (DEFICIT) BEFORE TAXATION AND GOVERNMENT GRANTS</b>		<b>1,052,888</b>	(263,655)
Less:			
Income tax	3, 22	(448,220)	(470,562)
<b>SURPLUS/ (DEFICIT) AFTER TAXATION BUT BEFORE GOVERNMENT GRANTS</b>		<b>604,668</b>	(734,217)
Add:			
Government grants	3, 27	22,142,438	20,572,658
Less: Transfer to ordinary sinking fund	3, 4, 27	(3,922,040)	(3,579,999)
Less: Transfer to lift replacement fund	3, 5, 27	(7,604,040)	(7,074,224)
Less: Transfer to town improvement and project fund	3, 6, 27	(1,565,507)	(1,656,909)
		<b>9,050,851</b>	8,261,526
<b>SURPLUS FOR THE YEAR</b>		<b>9,655,519</b>	7,527,309
Add:			
Accumulated surplus at 1 April		22,087,459	15,560,150
Less:			
Appropriation to town improvement and project fund	3, 6	(4,000,000)	(1,000,000)
<b>ACCUMULATED SURPLUS AT 31 MARCH</b>		<b>27,742,978</b>	22,087,459

The accompanying notes form an integral part of and should be read in conjunction with the financial statements.

**Statement of comprehensive income**  
 for the financial year ended 31 March 2025

Note	2024/2025 \$	TOTAL 2023/2024 \$	2024/2025 \$	2023/2024 \$	RESIDENTIAL PROPERTY		COMMERCIAL PROPERTY		CARPARK	
					2024/2025 \$	2023/2024 \$	2024/2025 \$	2023/2024 \$	2024/2025 \$	2023/2024 \$
Surplus/(deficit) for the year:										
- Accumulated surplus	3	<b>9,655,519</b>	7,527,309	<b>7,525,778</b>	5,562,738	<b>1,002,768</b>	1,005,968	<b>1,126,973</b>	958,603	
- Ordinary Sinking fund	4	<b>(1,427,665)</b>	2,909,413	<b>(1,312,232)</b>	2,890,575	<b>(115,433)</b>	18,838	-	-	
- Lift replacement fund	5	<b>5,905,832</b>	10,505,494	<b>5,286,069</b>	9,894,428	<b>619,763</b>	611,066	-	-	
- Town improvement and project fund	6	<b>(1,384,164)</b>	(1,144,994)	<b>(1,162,759)</b>	(1,010,204)	<b>(221,405)</b>	(134,790)	-	-	
Total surplus for the year		<b>12,749,522</b>	19,797,222	<b>10,336,856</b>	17,337,537	<b>1,285,693</b>	1,501,082	<b>1,126,973</b>	958,603	
Other comprehensive income, net of tax		-	-	-	-	-	-	-	-	
Total comprehensive income for the year attributable to Town Council Fund		<b>12,749,522</b>	19,797,222	<b>10,336,856</b>	17,337,537	<b>1,285,693</b>	1,501,082	<b>1,126,973</b>	958,603	

The accompanying notes form an integral part of and should be read in conjunction with the financial statements.

**Statement of changes in funds**  
 for the financial year ended 31 March 2025

	<b>TOTAL</b> S\$	<b>RESIDENTIAL PROPERTY</b> S\$	<b>COMMERCIAL PROPERTY</b> S\$	<b>CARPARK</b> S\$
Balance at 1 April 2023	111,099,132	78,933,454	27,775,173	4,390,505
Total comprehensive income for the year	19,797,222	17,337,537	1,501,082	958,603
Transfer of Surplus from Carpark to Residential Property	-	5,349,108	-	(5,349,108)
<b>Balance at 31 March 2024</b>	<b>130,896,354</b>	<b>101,620,099</b>	<b>29,276,255</b>	<b>-</b>
Balance at 1 April 2024	130,896,354	101,620,099	29,276,255	-
Total comprehensive income for the year	12,749,522	10,336,856	1,285,693	1,126,973
<b>Balance at 31 March 2025</b>	<b>143,645,876</b>	<b>111,956,955</b>	<b>30,561,948</b>	<b>1,126,973</b>

The accompanying notes form an integral part of and should be read in conjunction with the financial statements.

## **Statement of cash flows**

for the financial year ended 31 March 2025

	Note	<b>2024/2025</b> S\$	<b>2023/2024</b> S\$
<b>Cash Flows from Operating Activities</b>			
Surplus/(Deficit) in statement of income and expenditure before taxation and government grants		<b>1,052,888</b>	(263,655)
Adjustments for:			
Conservancy and service fees transferred to ordinary sinking fund	3, 4	<b>16,581,721</b>	15,379,355
Conservancy and service fees transferred to lift replacement fund	3, 5	<b>8,928,612</b>	8,281,194
Depreciation of plant and equipment	8, 21	<b>274,704</b>	329,363
Depreciation of right-of-use assets	9, 21	<b>186,354</b>	183,961
Allowance/(Reversal) for impairment in conservancy and service fees	10, 21	<b>88,404</b>	(94,934)
Bad debts written off	21	<b>17,585</b>	100,875
Lease interest expense	21	<b>48,572</b>	32,113
Interest and investment income	3	<b>(600,543)</b>	(495,712)
Operating surplus before working capital changes		<b>26,578,297</b>	23,452,560
Increase in conservancy and service fee and other receivables		<b>(2,283,007)</b>	(286,918)
Increase in prepayments		<b>(28,992)</b>	(19,085)
Increase/(decrease) in payables and accrued expenses and conservancy and service fee received in advance		<b>4,200,316</b>	(2,626,247)
(Increase)/decrease in Lift Enhancement Programme receivables		<b>(644,840)</b>	(1,423,603)
Net movement in advances received or receivables for Neighbourhood Renewal Programme and Electrical Load Upgrading Programme		<b>(3,930,738)</b>	(2,395,614)
Cash generated from operations		<b>23,891,036</b>	16,701,093
Ordinary Sinking fund expenditure	4	<b>(23,224,278)</b>	(17,333,926)
Lift replacement fund expenditure	5	<b>(12,178,119)</b>	(6,341,523)
Town improvement and project fund expenditure	6	<b>(2,949,671)</b>	(2,801,903)
Income tax paid		<b>(632,616)</b>	(431,158)
Net cash used in operating activities		<b>(15,093,648)</b>	(10,207,417)
<b>Cash Flows from Investing Activities</b>			
Purchase of plant and equipment	8	<b>(600,994)</b>	(82,122)
Interest and investment income received		<b>4,542,227</b>	3,343,815
Net cash generated from investing activities		<b>3,941,233</b>	3,261,693
<b>Cash Flows from Financing Activities</b>			
Government grants received	27	<b>22,829,716</b>	21,694,246
Lease payments	16	<b>(160,051)</b>	(178,724)
Interest paid		<b>(48,572)</b>	(32,113)
Net cash generated from financing activities		<b>22,621,093</b>	21,483,409
Net increase in cash and cash equivalents		<b>11,468,678</b>	14,537,685
Cash and cash equivalents at beginning of year		<b>122,080,894</b>	107,543,209
Cash and cash equivalents at end of year	12	<b>133,549,572</b>	122,080,894

# Notes to the financial statements

## for the financial year ended 31 March 2025

### **1 GENERAL INFORMATION**

The Town Council was established on 5 August 1990 under the Town Councils Act 1988. The functions of the Town Council are to control, manage, maintain and improve the common property of residential and commercial property in the housing estates of the Housing and the Development Board ("HDB") within the Town. The town consists of the Tampines Group Representation Constituency and Tampines Changkat Single Member Constituency.

By virtue of the writ of election issued on 15 April 2025, there are changes to the boundaries of Tampines Town Council. With effect from 1 August 2025, Blk 951A to 954D Tampines St 96, have been transferred from Aljunied-Hougang Town Council and Blk 960A to 965D Tampines St 96 have been transferred from East Coast Town Council. Further, the Town Council must transfer 80% of its surpluses in any fund (other than sinking funds) established under Section 48 of the Town Council Act 1988 to its relevant Sinking funds (i.e. 65% to ordinary Sinking Funds and 35% to Lift Replacement Funds).

The financial statements of the Town Council for the financial year ended 31 March 2025 were authorised for issue by the members of Town Council.

The head office of the Town Council is situated at:  
Blk 136 Tampines Street 11  
Singapore 521136

### **2 MATERIAL ACCOUNTING POLICY INFORMATION**

#### **(a) ACCOUNTING CONVENTION**

The financial statements have been prepared in accordance with the Financial Reporting Standards in Singapore ("FRSs") as issued by the Singapore Accounting Standards Council as well as all related interpretations to FRSs ("INT FRSs") and the Town Councils Act 1988. The financial statements are prepared on a going concern basis under the historical cost convention except where an FRS requires an alternative treatment (such as fair values) as disclosed, where appropriate, in these financial statements.

#### **(b) BASIS OF PREPARATION OF FINANCIAL STATEMENTS**

(i) The preparation of financial statements in conformity with generally accepted accounting principles requires the management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. The estimates and assumptions are reviewed on an ongoing basis. Apart from those involving estimations, management has made judgements in the process of applying the Town Council's accounting policies. The areas requiring management's most difficult, subjective or complex judgements, or areas where assumptions and estimates are significant to the financial statements, are disclosed in Note 2(w).

#### **New or revised accounting standards and interpretations not yet effective**

In the current financial year, the Town Council has adopted all the new and revised FRS and INT FRS that are relevant to its operations and effective for the current financial year. The adoption of these new/revised FRS and INT FRS does not result in changes to the Town Council's accounting policies and has no material effect on the amounts reported for the current year.

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(b) BASIS OF PREPARATION OF FINANCIAL STATEMENTS (CONT'D)***FRS and INT FRS issued but not yet effective*

At the date of authorisation of these statements, the following FRS and INT FRS that are relevant to the Town Council were issued but not yet effective:

	<i>Description</i>	<i>Effective date (annual periods beginning on or after)</i>
FRS 109	Amendments to FRS 109 Financial Instruments	1 January 2026
FRS 107	Amendments to FRS 107 Financial Instruments: Disclosures: Amendments to the Classification and Measurement of Financial Instruments	1 January 2026
	Annual Improvement to FRSs Volume 11	1 January 2026
FRS 118	FRS 118 Presentation and Disclosure in Financial Statements	1 January 2027
FRS 119	FRS 119 Subsidiaries without Public Accountability: Disclosures	1 January 2027
FRS 110	Amendments to FRS 110 Consolidated Financial Statements	To be determined

Consequential amendments were also made to various standards as a result of these new/revised standards.

The Town Council is in the process of reviewing the presentation and disclosures in the financial statements under FRS 118 and expect that the adoption of this standard and the above will have no material impact on the financial statements in the year of initial application.

**(c) FUNDS****TOWN COUNCIL FUND**

In accordance with Section 47(1) of the Town Councils Act, separate funds are established to account for the management of the various types of properties. The types of properties under the management of the Town Council are as follows:

Residential Property  
Commercial Property

Car parks are maintained by the Town Council for Housing and Development Board ("HDB") on an agency basis.

These funds together with the Ordinary Sinking Fund, Lift Replacement Fund and Town Improvement and Project Fund form the Town Council Fund.

All moneys received by the Town Council are paid into and related expenses are met out of the appropriate funds set up for each property type managed.

Assets and liabilities of the various funds of the Town Council are pooled in the statement of financial position.

**ORDINARY SINKING FUND**

In accordance with Section 47(4) of the Town Councils Act, a separate Ordinary Sinking Fund is established for the improvement to, management and maintenance of Residential Property and Commercial Property.

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(c) FUNDS (CONT'D)**

Under the Town Councils Act, the Minister for National Development may, from time to time, prescribe the minimum amount of service and conservancy charges and grants-in-aid to be paid into the Ordinary Sinking Fund. The ordinary sinking fund are maintained as part of the Town Council fund.

The minimum amounts to be paid into the Ordinary Sinking Fund is 26% of service and conservancy charges and grants-in-aid, excluding the LRF matching grant-in-aid for Residential Property and Commercial Property.

These minimum contributions are treated as operating transfers and netted off against the service and conservancy charges and government grants in the income and expenditure statement. The Ordinary Sinking Fund is utilised for cyclical major repainting, renewal or replacement of roofing system, water tanks, pumps and water supply system, rewiring, lightning protection system, installation of any sensor and starter controller to the time-controlled booster pumping system, major repairs and maintenance of the common area and contributions to the HDB in respect of general upgrading works carried out on the common property under the Housing and Development Act.

**LIFT REPLACEMENT FUND ("LRF")**

In accordance with Section 47(5) of the Town Councils Act, a separate Lift Replacement Fund is established to meet the cost of any capital expenditure related to the replacement of lifts or lift upgrading works on Residential Property and Commercial Property.

To assist Town Councils in building up the LRF, the Ministry of National Development ("MND") will provide a 50% matching grant to the following contributions Town Councils make to the LRF:

- (i) Quarterly contributions to the LRF from service and conservancy charges collections and other grants-in-aids, including voluntary contributions beyond the minimum LRF contribution rate; and
- (ii) Voluntary contributions of Operating Fund surpluses to the LRF at the end of a financial year, as allowed under Section 47(12) of the Town Councils Act.

Under the Town Councils Act, the Minister for National Development may, from time to time, prescribe the minimum amount of service and conservancy charges and grants-in-aid to be paid into the Lift Replacement Fund. The lift replacement fund is maintained as part of the Town Council fund.

The minimum amounts to be paid into the Lift Replacement Fund is 14% of service and conservancy charges and grants-in-aid, excluding the LRF matching grant-in-aid for Residential Property and Commercial Property.

This minimum contribution is treated as operating transfers and netted off against the service and conservancy charges and government grants in the statement of income and expenditure.

**TOWN IMPROVEMENT AND PROJECT FUND**

Town Improvement and Project Fund is established and maintained as part of the Town Council Fund. These Funds are utilised for improvement and development works in the Town.

These funds are set up by transfer from the Accumulated Surplus based on specific projects to be carried out. In addition, the Town Council receives payments from Citizens' Consultative Committees for approved projects.

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(c) FUNDS (CONT'D)**

Expenditure on Town Improvement Projects is taken directly to the Town Improvement and Project Fund. Payments from Citizens' Consultative Committee ("CCC") are shown as part of Government Grants in the statement of income and expenditure and then transferred to the Town Improvement and Project Fund.

**(d) ALLOCATION OF GENERAL OVERHEADS**

Expenditure not relating specifically to any property type managed, for example, administrative overheads, tree planting, pruning etc is allocated to the various property types using equivalent dwelling units as follows:

<u>Property type</u>	<u>Equivalent Dwelling Unit(s)</u>
1 residential property unit	1
1 commercial property unit	2
6 car lots or 36 motor cycle lots or 4 lorry lots	1

**(e) GOVERNMENT GRANTS**

The Town Council receives six types of grants from the Government, namely, Service and Conservancy Charge Grant, payments from Citizens' Consultative Committees, Goods and Services Tax ("GST") Subvention Grant, Lift Maintenance Grant, LRF Matching Grant and Special Funding Support.

Service and Conservancy Charge Grants are given to meet the current year's operating expenditure are taken to the statement of income and expenditure.

Payments from Citizen's Consultative Committees are given as reimbursement claims under the Community Improvement Projects Committee scheme.

The GST subvention grant is given as a grant-in-aid and is granted to Town Councils for absorbing the GST increases in service and conservancy charge for HDB residential flats.

The Lift Maintenance Grant helps Town Councils cope with the higher lift-related servicing and maintenance costs.

The LRF Matching Grant is to assist Town Councils in building up the LRF.

The Time-Limited Special Funding Support is provided to the Town Council that need to adjust S&CC to meet their long-term financial sustainability. This funding support is meant to buffer Town Councils and residents from the full impact of the rising maintenance costs. The Town Council is eligible for the special funding support (SFS) grant for the financial year 2023 and 2024 following an announcement of increase in S&CC on 1 July 2023 and 1 July 2024. The amount is subjected to a cap of 13% based on the TC's residential S&CC income in FY2022 audited financial statements.

Government grants are recognised at their fair value where there is reasonable assurance that the grants will be received and all required conditions will be complied with. Grants to meet the current year's operating expenditure are taken to the statement of income and expenditure.

**(f) FUNDS WITH FUND MANAGER**

Funds with a fund manager represent the cost of the portfolio of assets placed with the fund manager at the beginning of each management term plus investment income less management fees payable during the management term.

Funds with fund manager comprises mainly Treasury bill, cash and fixed deposits. Treasury bills are classified as financial assets at fair value through profit or loss in the statement of financial position.

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(g) PLANT AND EQUIPMENT**

Plant and equipment are carried at cost on initial recognition and after initial recognition at cost less any accumulated depreciation and any accumulated impairment losses. The gain or loss arising from the derecognition of an item of plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item and is recognised in the income and expenditure statement. The residual value and the useful life of an asset is reviewed at least at each financial year-end and, if expectations differ from previous estimates, the charges are accounted for as a change in an accounting estimates, and the depreciation charge for the current and future periods are adjusted.

Cost also includes acquisition cost, any cost directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by Town Council. Dismantlement, removal or restoration costs are included as part of the cost of plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset. Subsequent costs are recognised as an asset only when it is probable that future economic benefits associated with the item will flow to the Town Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the income and expenditure statement when they are incurred.

Depreciation is provided on a straight-line basis to allocate the gross carrying amounts less their residual values over their estimated useful lives of each part of an item of these assets. The annual rates of depreciation are as follows:

Furniture, Fixtures and Fittings	5 years
Data Processing Equipment	3 - 6 years
Office Equipment	3 - 5 years
Renovation	5 years

An asset is depreciated when it is available for use until it is derecognised even if during that period the item is idle. Fully depreciated assets still in use are retained in the financial statements. Depreciation is charged from the month of asset acquisition. For disposal of assets, depreciation is charged up to the previous month of disposal. Plant and equipment costing below S\$1,000 each and purchase of computer software are charged to the income and expenditure statement in the year of purchase.

**(h) IMPAIRMENT OF NON-FINANCIAL ASSETS**

The Town Council assesses at the end of each reporting period whether there is any indication that those assets may be impaired. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss.

Where it is not possible to estimate the recoverable amount of an individual asset, the Town Council estimates the recoverable amount of the cash-generating unit to which the asset belongs. If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount and the impairment losses are recognised as an expense in statement of income and expenditure.

Where an impairment loss subsequently reverses, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but only to the extent that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. A reversal of an impairment loss is recognised as income in statement of income and expenditure.

**(i) FINANCIAL ASSETS****(i) Initial recognition and measurement**

Financial assets are recognised when, and only when the entity becomes party to the contractual provisions of the instruments.

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(i) FINANCIAL ASSETS (CONT'D)**

At initial recognition, the Town Council measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in the statement of income and expenditure.

Conservancy and service fee receivables are measured at the amount of consideration to which the Town Council expects to be entitled in exchange for transferring promised services, excluding amounts collected on behalf of third party, if the conservancy and service fee receivables do not contain a significant financing component at initial recognition.

**(ii) Subsequent measurement**

Financial assets mainly comprise receivables for Neighbourhood Renewal Programme and Electrical Load Upgrading Programme, conservancy and service fee receivables, other receivables, and cash and cash equivalents.

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains and losses are recognised in the statement of income and expenditure when the assets are derecognised or impaired, and through the amortisation process.

The Town Council only has debt instruments at amortised cost.

**(iii) Derecognition**

The Town Council derecognises a financial asset when the contractual rights to the cash flows from the financial asset expire, or it transfers the rights to receive the contractual cash flows in a transaction in which substantially all of the risks and rewards of ownership of the financial asset are transferred or in which the Town Council neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

**(iv) Impairment**

The Town Council recognises an allowance for expected credit losses ("ECLs") for all financial assets not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Town Council expects to receive, discounted at an approximation of the original effective interest rate.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For conservancy and service fee receivables, the Town Council applies a simplified approach in calculating ECLs. Therefore, the Town Council does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. The Town Council uses the practical expedient under FRS 109 in the form of allowance matrix to measure the ECL for conservancy and service fee receivables, where the loss allowance is equal to lifetime ECL.

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(i) FINANCIAL ASSETS (CONT'D)****(v) Impairment**

Any subsequent changes in lifetime ECL, both positive and negative, will be recognised immediately in the statement of income and expenditure.

The Town Council considers a financial asset to be in default when internal or external information indicates that the Town Council is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Town Council. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

**(j) CASH AND CASH EQUIVALENTS**

Cash and cash equivalents comprise cash at bank and on hand, fixed deposits, treasury bills and cash balance with fund manager that are readily convertible to known amount of cash and which are subject to a known amount of cash and be subject to an insignificant risk of changes in value.

**(k) FAIR VALUE OF FINANCIAL INSTRUMENTS**

The carrying values of current financial assets and financial liabilities including cash, accounts receivable, accounts payable approximate their fair values due to the short-term maturity of these instruments. Disclosures of fair value are not made when the carrying amount is a reasonable approximation of fair value. The fair values of non-current financial instruments may not be disclosed unless there are significant items at the end of the year and in that event, the fair values are disclosed in the relevant notes. The maximum exposure to credit risk is the fair value of the financial instruments at the end of the reporting period. The fair value of a financial instrument is derived from an active market. The appropriate quoted market price for an asset held or liability to be issued is usually the current bid price without any deduction for transaction costs that may be incurred on sale or other disposal and, for an asset to be acquired or liability held, the asking price. If there is no market, or the markets available are not active, the fair value is established by using a valuation technique. Valuation techniques include using recent arm's length market transactions between knowledgeable, willing parties, if available, reference to the current fair value of similar instruments and incorporates all factors that market participants would consider in setting a price and is consistent with accepted economic methodologies for pricing financial instruments. As far as unquoted equity instruments are concerned, in cases where it is not possible to reliably measure the fair value, such instruments are carried at cost less accumulated allowance for impairment.

**(l) FINANCIAL LIABILITIES**

Initial recognition and measurement:

A financial liability is recognised on the statement of financial position when, and only when, the entity becomes a party to the contractual provisions of the instrument. The initial recognition of financial liability is at fair value normally represented by the transaction price. The transaction price for financial liability not classified at fair value through profit or loss includes the transaction costs that are directly attributable to the acquisition or issue of the financial liability. Transaction costs incurred on the acquisition or issue of financial liability classified at fair value through profit or loss is expensed immediately. The transactions are recorded at the trade date.

Subsequent measurement:

Subsequent measurement based on the classification of the financial liabilities in one of the following two categories is as follows:

(i) Liabilities at fair value through profit or loss: As at year end date, there were no financial liabilities classified in this category.

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(l) FINANCIAL LIABILITIES (CONT'D)**

(ii) Other financial liabilities: All liabilities, which have not been classified as in the previous category fall into this residual category. These liabilities are carried at amortised cost using the effective interest method. Creditors and accrued expenses are classified in this category. Items classified within current payables are not usually re-measured, as the obligation is usually known with a high degree of certainty and settlement is short-term.

**(m) PROVISIONS**

A provision is recognised when there is a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. Provisions are made using best estimates of the amount required in settlement and where the effect of the time value of money is material, the amount recognised is the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense. Changes in estimates are reflected in the statement of income and expenditure in the period they occur.

**(n) LEASES AS A LESSEE**

The Town Council assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As a lessee, the Town Council applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Town Council recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

***Right-of-use assets***

The Town Council recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Town Council at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

***Lease liabilities***

At the commencement date of the lease, the Town Council recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Town Council and payments of penalties for terminating the lease, if the lease term reflects the Town Council exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(n) LEASES AS A LESSEE (CONT'D)**

In calculating the present value of lease payments, the Town Council uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g. changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The lease liabilities of the Town Council are included in Note 16.

**(o) INCOME TAX**

Income tax is provided on the following income:

- (i) Income derived from investments and bank deposits;
- (ii) Fees, rent and other charges received from non-residents or non-owners of properties in the Town for maintenance and use of common property, and car park where the Town Council opts to maintain and/or manage them;
- (iii) Donations from non-residents or non-owners of properties in the Town; and
- (iv) Agency fee derived from acting as agents for HDB.

The income taxes are accounted using the liability method that requires the recognition of taxes payable or refundable for the current year and deferred tax liabilities and assets for the future tax consequence of events that have been recognised in the financial statements or tax returns. The measurements of current and deferred tax liabilities and assets are based on provisions of the enacted or substantially enacted tax laws; the effects of future changes in tax laws or rates are not anticipated. Income tax expense represents the sum of the tax currently payable and deferred tax. Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same income tax authority. The carrying amount of deferred tax assets is reviewed at the end of each reporting period and is reduced, if necessary, by the amount of any tax benefits that, based on available evidence, are not expected to be realised. A deferred tax amount is recognised for all temporary differences. In respect of government grant received, the Town Council has been granted remission under Section 92(2) of the Income Tax Act 1947.

**(p) RECOGNITION OF INCOME**

Revenue is recognised when the Town Council satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the goods or services. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised in Singapore is the amount allocated to the satisfied performance obligation.

- (i) Conservancy and service fees which measures the continuous service performance are recognised over time.
- (ii) Agency fees are fees received for routine maintenance of HDB's carparks and are recognised over time.
- (iii) Interest income from fixed deposits is recognised on a time proportion basis that takes into account the effective yield on the asset.
- (iv) Other income comprises mainly temporary occupation licenses ("TOL"), liquidated damages claims and other miscellaneous income and are recognised when due.

**(q) INTER-FUND TRANSFERS**

The Town Council may make inter-fund transfers in accordance with Sections 47(12) and 57(1)(i) of the Town Councils Act 1988, and Rule 11A of the Town Councils Financial Rules.

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(r) FUNCTIONAL CURRENCY**

Items included in the financial statements of the Town Council are measured using the currency of the primary economic environment in which the Town Council operates ("the functional currency"). The financial statements of the Town Council are presented in Singapore dollars which is also the functional currency of the Town Council.

**(s) RECEIVABLES/ADVANCES RECEIVED FOR NEIGHBOURHOOD RENEWAL PROGRAMME**

Neighbourhood Renewal Programme ("NRP") was established in 2007 to upgrade the quality of HDB estates. This programme is fully funded by the Government and implemented by the Town Councils.

The funding for the programme belongs to the government which is for the specific use of projects under the programme. For projects approved prior to 2015, the Town Council received funding of S\$3,400 per dwelling unit to cover NRP construction costs, professional and consultancy fees. In addition, the Town Council was also entitled to a sum of S\$150 per dwelling unit or S\$125,000, whichever is higher, to cover miscellaneous costs relating to the NRP project. However, if the cost of project works incurred exceeds the funding provided, the Town Council has to bear the cost of excess expenditure.

From 2015, the NRP included repainting of blocks and repair works for items such as spalling concrete/crack lines, apron drains and apron floors, etc. This allows the NRP works to be better coordinated with the Town Council's routine maintenance programme, thus enabling blocks and precincts to be more comprehensively enhanced without inconveniencing residents twice. As such, the NRP budget was increased from S\$3,400 to S\$4,700 per flat to fund the additional upgrading works. In 2024, HDB has increased the NRP budget from S\$4,700 to S\$6,100 for selected NRP works.

**(t) RECEIVABLES/ADVANCES RECEIVED FOR ELECTRICAL LOAD UPGRADING PROGRAMME**

The Electrical Load Upgrading Programme ("ELU") was introduced to upgrade the incoming electrical supply for HDB apartment blocks with a 40amps main switch instead of 30amps.

This programme is fully funded by HDB and implemented by the Town Council. HDB reimburses the Town Council for the expenses incurred on behalf.

**(u) CURRENT VERSE NON-CURRENT CLASSIFICATION**

The Town Council presents assets and liabilities in statement of financial position based on current/non-current classification. An asset is current when it is:

- (i) Expected to be realised or intended to be sold or consumed in normal operating cycle.
- (ii) Held primarily for the purpose of trading.
- (iii) Expected to be realised within twelve months after the reporting period.
- (iv) Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- (i) It is expected to be settled in normal operating cycle.
- (ii) It is held primarily for the purpose of trading.
- (iii) It is due to be settled within twelve months after the reporting period.
- (iv) There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Town Council classifies all other liabilities as non-current.

Deferred tax assets and liabilities, if any, are classified as non-current assets and liabilities.

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(v) RELATED PARTIES**

A related party is defined as follows:

- a) A person or close member of that person's family is related to the Town Council if that person:
  - (i) has control or joint control over the Town Council;
  - (ii) has significant influence over the Town Council; or
  - (iii) is a member of the key management personnel of the Town Council or of a parent of the Town Council.
- b) An entity is related to the Town Council if any of the following conditions applies:
  - (i) the entity and the Town Council are members of the same Town Council (which means that each parent, subsidiary and fellow subsidiary is related to the others);
  - (ii) one entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a Town Council of which the other entity is a member);
  - (iii) both entities are joint ventures of the same third party;
  - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity;
  - (v) the entity is a post-employment benefit plan for the benefit of employees of either the Town Council or an entity related to the Town Council. If the Town Council is itself such a plan, the sponsoring employers are also related to the Town Council;
  - (vi) the entity is controlled or jointed controlled by a person identified in (a); and
  - (vii) a person identified in (a)(i) has significant influence over the entity or is a member of the key management personnel of the entity (or of a parent of the entity).

**(w) EMPLOYEE BENEFITS**

The Town Council operates a defined contribution plan in the form of Central Provident Fund. The Town Council's obligation, in regard to the defined contribution plan, is limited to the amount it contributes to the fund.

Employee entitlements to annual leave are recognised when they accrue to employees. Accrual is made for unconsumed leave as a result of services rendered by employees up to the end of the reporting period.

**(x) OFFSETTING FINANCIAL ASSETS AND FINANCIAL LIABILITIES**

Financial assets and liabilities are offset, and the net amount reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis or realise the asset and settle the liability simultaneously. The legally enforceable right must not be contingent on future events and must be enforceable in the normal course of business and in the event of default, insolvency or bankruptcy of the counterparty.

**(y) CRITICAL JUDGEMENTS, ASSUMPTIONS AND ESTIMATION UNCERTAINTIES**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. Apart from information disclosed elsewhere in these financial statements, the following summarises estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year and significant judgements made in the process of applying the Town Council's accounting policies.

The key assumptions and judgements concerning the future, and other key sources of estimation uncertainty at the end of the reporting period, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities are discussed below:

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(y) CRITICAL JUDGEMENTS, ASSUMPTIONS AND ESTIMATION UNCERTAINTIES (CONT'D)****(i) Expected credit loss on receivables**

The Town Council uses provision matrix to calculate ECLs for conservancy and service fee receivables. The provision rates are estimated based on age of debts, results recovery efforts and historical experience.

The provision matrix is based on the Town Council's historical observed default rates calibrated to adjust historical credit loss experience with forward-looking information. At every reporting date, historical defaults are updated and changes in the forward-looking estimates are analysed.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Town Council's historical credit loss experience and forecast economic conditions may also not be representative of the actual default in the future. The information about the ECLs on the Town Council's conservancy and service fee receivables is disclosed in Note 29.

The ECL for conservancy and service fee receivables amounted to S\$2,697,485 (2023/2024 - S\$2,609,081).

For other receivables, the allowance for ECL is based on the Town Council's assessment of the collectability of each debtor taking into consideration the credit worthiness and financial condition of those debtors. If there is deterioration of debtor's financial condition, the Town Council may have to adjust the allowance for credit losses, which would affect the statement of income and expenditure in the period that adjustments are made.

**(ii) Determination of lease term of contracts with renewal options**

The Town Council has significant lease contracts for office premises that include renewal options. The Town Council applies judgement in evaluating whether it is reasonably certain that the option to renew these leases will be exercised. That is, it considers all relevant factors that create an economic incentive for it to exercise the renewal. After the commencement date, the Town Council reassesses the lease term whether there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew.

The Town Council included the lease renewal in the recognition of right-of-use assets and lease liabilities for office premises because of the Town Council's intention to exercise these renewal options.

**2 MATERIAL ACCOUNTING POLICY INFORMATION (CONT'D)****(y) CRITICAL JUDGEMENTS, ASSUMPTIONS AND ESTIMATION UNCERTAINTIES (CONT'D)****(iii) Leases – estimating the incremental borrowing rate**

The Town Council cannot readily determine the interest rate implicit in its leases, therefore, it uses estimated incremental borrowing rate to measure lease liabilities. The incremental borrowing rate is the rate of interest that the Town Council would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The incremental borrowing rate therefore reflects what the Town Council 'would have to pay', which requires estimation when no observable rates are available or when they need to be adjusted to reflect the terms and conditions of the lease. The Town Council estimates the incremental borrowing rate using observable inputs (such as market interest rates) and is required to make certain entity-specific estimates.

**(iv) Town Improvement Projects grant income**

The Town Council receives grants under Community Improvement Projects Committee ("CIPC") scheme for approved improvement and development works in the Town. Such grants are pre-approved in principle. Accruals for grants are made at year end based on the lower of the value of work completed that is eligible for CIPC funding or the approved CIPC funding for each specific project. Judgement is required for such accrual, which are made based on the Town Council's assessment of the value of work completed and the claims made for each town improvement project.

**(v) Time-limited special funding support**

As disclosed in Note 2(e), the Town Council received the second tranche of the time-limited special funding support equivalent to the additional S&CC income generated from gazette S&CC increases from FY2023 to FY2024, subject to a cap of 13% based on the TC's residential S&CC income in FY2022 audited financial Statements. The Town Council exercised judgement and recognised the time-limited special funding support grant income evenly over twelve months commencing from July 2024 (the month in which the gazette S&CC was increased). As a result, the Town Council recognised the time-limited special funding support grant income of S\$2,987,419 in the financial year ended 31 March 2025 and a deferred grant of S\$712,778 which will be recognised as grant income in the next financial year.

**(vi) Depreciation of plant and equipment**

Plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of plant and equipment between 3 to 6 years. The carrying amount of the plant and equipment as at 31 March 2025 was S\$778,370 (2023/2024 - S\$452,080). Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, therefore future depreciation charges could be revised.

**(vii) Income tax**

Significant judgement is required in determining the deductibility of certain expenses during the estimation of the provision for income tax. There are also claims for which the ultimate tax determination is uncertain during the ordinary course of operation. The Town Council recognises liabilities for expected tax issues based on estimates of whether additional taxes will be due. When the final tax outcome of these matters is different from the amounts that were initially recognised, such differences will impact the income tax provisions in the period in which such determination is made.

**TAMPINES TOWN COUNCIL**  
**(Established under the Town Councils Act 1988)**  
**Notes to the financial statements for the financial year ended 31 March 2025**

**3 ACCUMULATED SURPLUS**

The surplus/(deficit) for the year attributable to the various activities is carried forward as Accumulated Surplus in the respective funds as follows:

	Note	2024/2025 \$	TOTAL 2023/2024 \$	RESIDENTIAL PROPERTY 2024/2025 \$	COMMERCIAL PROPERTY 2024/2025 \$	CARPARK 2023/2024 \$	2024/2025 \$	2023/2024 \$	2024/2025 \$	CARPARK 2023/2024 \$
<b>OPERATING INCOME</b>										
Conservancy and service fees		<b>63,775,758</b>	59,151,333	<b>60,204,490</b>	55,889,637	<b>3,571,268</b>	3,261,696	-	-	-
Less: Operating transfer to ordinary sinking fund (minimum required by law)	4	<b>(16,581,721)</b>	(15,379,355)	<b>(15,653,192)</b>	(14,531,313)	<b>(928,529)</b>	(848,042)	-	-	-
Operating transfer to lift replacement fund (minimum required by law)	5	<b>(8,928,612)</b>	(8,281,194)	<b>(8,428,633)</b>	(7,824,555)	<b>(499,979)</b>	(456,639)	-	-	-
Agency fees	18	<b>38,265,425</b>	35,490,784	<b>36,122,665</b>	33,533,769	<b>2,142,760</b>	1,957,015	-	-	-
Other income	19	<b>5,029,702</b>	4,441,127	<b>4,392,872</b>	3,361,116	<b>3,536,658</b>	<b>685,726</b>	783,007	<b>5,029,702</b>	4,441,127
		<b>47,426,242</b>	44,324,783	<b>39,483,781</b>	37,070,427	<b>2,828,486</b>	2,740,022	<b>5,113,975</b>	84,273	73,207
Less:										
OPERATING EXPENDITURE		<b>(46,973,897)</b>	(45,084,150)	<b>(41,119,109)</b>	(39,768,580)	<b>(1,854,649)</b>	(1,758,219)	<b>(4,000,139)</b>	(3,557,351)	956,983
Operating (deficit)/surplus		<b>452,345</b>	(759,367)	<b>(1,635,328)</b>	(2,698,153)	<b>973,837</b>	981,803	<b>1,113,836</b>		
Add:										
NON-OPERATING INCOME - interest and investment income		<b>600,543</b>	495,712	<b>528,677</b>	437,719	<b>17,627</b>	14,625	<b>54,239</b>	43,368	
<b>SURPLUS/(DEFICIT) BEFORE TAXATION AND GOVERNMENT GRANTS</b>										
Less: INCOME TAX	22	<b>1,052,888</b>	(263,655)	<b>(1,106,651)</b>	(2,260,434)	<b>991,464</b>	996,428	<b>1,168,075</b>	1,000,351	
<b>SURPLUS/(DEFICIT) AFTER TAXATION BUT BEFORE GOVERNMENT GRANTS</b>										
Add: Government Grants		<b>604,668</b>	(734,217)	<b>(1,500,681)</b>	(2,675,140)	<b>978,376</b>	982,320	<b>1,126,973</b>	958,603	
Less: Transfer to ordinary sinking fund	4	<b>22,142,438</b>	20,572,658	<b>21,848,624</b>	20,301,085	<b>293,814</b>	271,573	-	-	-
Transfer to lift replacement fund	5	<b>(3,922,040)</b>	(3,579,999)	<b>(3,911,469)</b>	(3,569,749)	<b>(10,571)</b>	(10,250)	-	-	-
Transfer to Town improvement and project fund	6	<b>(7,604,040)</b>	(7,074,224)	<b>(7,345,189)</b>	(6,836,549)	<b>(258,851)</b>	(237,675)	-	-	-
		<b>(1,565,507)</b>	(1,656,909)	<b>(1,565,507)</b>	(1,656,909)	-	-	-	-	-
<b>SURPLUS FOR THE YEAR</b>										
Add: Accumulated surplus at 1 April		<b>9,655,519</b>	7,527,309	<b>7,525,778</b>	5,562,738	<b>1,002,768</b>	1,005,968	<b>1,126,973</b>	958,603	
Transfer of Surplus from Carpark to Residential Property		<b>22,087,459</b>	15,560,150	<b>17,499,787</b>	7,587,941	<b>4,587,672</b>	3,581,704	-	4,390,505	
Less: Appropriation to Town improvement and project fund										(5,349,108)
Accumulated surplus at 31 March	6	<b>(4,000,000)</b>	(1,000,000)	<b>(4,000,000)</b>	(1,000,000)	<b>21,025,565</b>	17,499,787	<b>5,550,440</b>	4,587,672	<b>1,126,973</b>

**TAMPINES TOWN COUNCIL**  
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**Notes to the financial statements for the financial year ended 31 March 2025**

**4 ORDINARY SINKING FUND**

	Note	2024/2025 S\$	TOTAL S\$	RESIDENTIAL PROPERTY		COMMERCIAL PROPERTY	
				2023/2024 S\$	2023/2024 S\$	2024/2025 S\$	2023/2024 S\$
Balance at 1 April		49,502,964	46,593,551	33,254,592	30,384,017	16,248,372	16,229,534
Add:							
INCOME	24(a)	1,533,057	1,546,182	1,483,553	1,496,163	49,474	50,019
Operating transfers from Conservancy and service fees (minimum required by law)		16,581,721	15,379,355	15,653,192	14,531,313	928,529	848,042
		18,114,778	16,925,537	17,136,775	16,027,476	978,003	898,061
Add:							
Transfers from Government Grants		776,729	662,286	776,729	662,286	-	-
- Special Funding Support		3,145,311	2,917,713	3,134,740	2,907,463	10,571	10,250
- Other government grants		3,922,040	3,579,999	3,911,469	3,569,749	10,571	10,250
Less: EXPENDITURE	3, 27 24(b) 22	(23,224,278) (240,205)	(17,333,926) (262,197)	(22,128,006) (23,470)	(16,453,079) (253,571)	(1,096,272) (7,735)	(880,847) (8,626)
Less: INCOME TAX							
(DEFICIT)/SURPLUS FOR THE YEAR		(1,427,665)	2,909,413	(1,312,232)	2,890,575	(115,483)	18,838
Balance at 31 March		48,075,299	49,502,964	31,942,360	33,254,592	16,132,939	16,248,372

Represented by:

**CURRENT ASSETS**

Conservancy and service fee receivables	571,990	512,883
Amount due from Operating Fund	5,921,429	4,735,958
Other receivables	1,515,390	2,015,502
Cash and cash equivalents	43,892,835	44,589,238
Total assets	51,901,644	51,853,581
Less:		
<b>CURRENT LIABILITIES</b>		
Current tax payable	502,380	379,689
Grants received in advance	185,322	220,762
Payables and accrued expenses	3,138,643	1,750,166
Total liabilities	3,826,345	2,350,617
NET ASSETS	48,075,299	49,502,964

**TAMPINES TOWN COUNCIL**

(Established under the Town Councils Act 1988)

**Notes to the financial statements for the financial year ended 31 March 2025**

**5 LIFT REPLACEMENT FUND**

	Note	2024/2025		TOTAL		2023/2024		RESIDENTIAL PROPERTY		COMMERCIAL PROPERTY	
		SS	SS	SS	SS	SS	SS	SS	SS	SS	2023/2024
Balance at 1 April		<b>56,951,017</b>		46,445,523		<b>49,041,151</b>		39,146,723		<b>7,909,866</b>	7,298,800
Add:											
INCOME											
Operating transfer from Conservancy and service fees (minimum required by law)	25(a)	<b>1,844,540</b>		<b>1,795,487</b>		<b>1,785,019</b>		<b>1,737,400</b>		<b>59,521</b>	<b>58,087</b>
	3	<b>8,928,612</b>		<b>8,281,194</b>		<b>8,428,633</b>		<b>7,824,555</b>		<b>499,979</b>	<b>456,639</b>
		<b>10,773,152</b>		<b>10,076,681</b>		<b>10,213,652</b>		<b>9,561,955</b>		<b>559,500</b>	<b>514,726</b>
Add:											
Transfer from Government Grants											
- LRF Matching Grant		<b>5,492,172</b>		<b>5,146,531</b>		<b>5,239,012</b>		<b>4,914,374</b>		<b>253,160</b>	<b>232,157</b>
- Special Funding Support		<b>418,239</b>		<b>356,616</b>		<b>418,239</b>		<b>356,616</b>		<b>5,691</b>	<b>5,518</b>
- Other government grants		<b>1,693,629</b>		<b>1,571,077</b>		<b>1,687,938</b>		<b>1,565,559</b>			
3,27		<b>7,604,040</b>		<b>7,074,224</b>		<b>7,345,189</b>		<b>6,836,549</b>		<b>258,851</b>	<b>237,675</b>
25(b)		<b>(12,178,119)</b>		<b>(6,341,523)</b>		<b>(11,988,973)</b>		<b>(6,210,186)</b>		<b>(189,146)</b>	<b>(131,337)</b>
	22	<b>(293,241)</b>		<b>(303,888)</b>		<b>(283,799)</b>		<b>(293,890)</b>		<b>(9,442)</b>	<b>(9,998)</b>
Less: EXPENDITURE											
Less: INCOME TAX											
<b>SURPLUS FOR THE YEAR</b>		<b>5,905,832</b>		<b>10,505,494</b>		<b>5,286,069</b>		<b>9,894,428</b>		<b>619,763</b>	<b>611,066</b>
Balance at 31 March		<b>62,856,849</b>		<b>56,951,017</b>		<b>54,327,220</b>		<b>49,041,151</b>		<b>8,529,629</b>	<b>7,909,866</b>

Represented by:

**CURRENT ASSETS**

Conservancy and service fee receivables

<b>307,995</b>	<b>276,168</b>
<b>2,548,004</b>	<b>2,319,206</b>
<b>4,241,574</b>	<b>3,329,852</b>
<b>56,714,427</b>	<b>51,777,831</b>
<b>63,812,000</b>	<b>57,703,057</b>

Less:

**CURRENT LIABILITIES**

Current tax payable

Grants received in advance

Payables and accrued expenses

Total liabilities

<b>597,139</b>	<b>414,713</b>
<b>99,789</b>	<b>118,872</b>
<b>258,223</b>	<b>218,455</b>
<b>955,151</b>	<b>752,040</b>

<b>NET ASSETS</b>	<b>62,856,849</b>	<b>56,951,017</b>
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**TAMPINES TOWN COUNCIL**  
**(Established under the Town Councils Act 1988)**  
**Notes to the financial statements for the financial year ended 31 March 2025**

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**6 TOWN IMPROVEMENT AND PROJECT FUND**

	Note	2024/2025 S\$	TOTAL 2023/2024 S\$	RESIDENTIAL PROPERTY		COMMERCIAL PROPERTY	
				2024/2025 S\$	2023/2024 S\$	2024/2025 S\$	2023/2024 S\$
Balance at 1 April		2,354,914	2,499,908	1,824,569	1,834,773	530,345	665,135
Add:							
Transfer from Government Grants	3	1,565,507	1,656,909	1,565,507	1,656,909	-	-
Less:							
Expenditure		(2,949,671)	(2,801,903)	(2,728,266)	(2,667,113)	(221,405)	(134,790)
Deficit for the year		(1,384,164)	(1,144,994)	(1,162,759)	(1,010,204)	(221,405)	(134,790)
Appropriation from accumulated surplus	3	4,000,000	1,000,000	4,000,000	1,000,000	-	-
Balance at 31 March		4,970,750	2,354,914	4,661,810	1,824,569	308,940	530,345
Represented by:							
CURRENT ASSETS							
Other receivables		2,382,163	3,332,321				
Amount due from Operating Fund		2,943,663	-				
Total assets		5,325,826	3,332,321				
Less:							
CURRENT LIABILITIES							
Payables and accrued expenses		355,076	191,435				
Amount due to Operating Fund		-	785,972				
Total liabilities		355,076	977,407				
NET ASSETS		4,970,750	2,354,914				

These projects are funded using the Town Council Fund and funds administered by the Citizens Consultative Committee ("CCCC").

Out of the total of S\$2,949,671 (2023/2024 - S\$2,801,903) spent on town improvement projects, S\$1,565,507 (2023/2024 - S\$1,656,909) was met by payment from CCC.

**7 RECEIVABLES / (ADVANCES RECEIVED) FOR NEIGHBOURHOOD RENEWAL PROGRAMME AND ELECTRICAL LOAD UPGRADING PROGRAMME**

	2024/2025 S\$	2023/2024 S\$
Balance at 1 April	5,216,816	2,821,202
Funding from government	(12,566,915)	(9,269,416)
Payment to contractors	16,497,653	11,665,030
Balance at 31 March	<b>9,147,554</b>	5,216,816

Represented by:

Receivables for Neighbourhood Renewal Programme	9,625,356	6,970,933
Receivables for Electrical Load Upgrading Programme	1,547,993	84,579
Receivables for Neighbourhood Renewal Programme and Electrical Load Upgrading Programme	<b>11,173,349</b>	7,055,512
Advances received for Neighbourhood Renewal Programme	(1,150,948)	(1,496,215)
Advances received for Electrical Load Upgrading Programme	(874,847)	(342,481)
Advances received for Neighbourhood Renewal Programme and Electrical Load Upgrading Programme	<b>(2,025,795)</b>	(1,838,696)
	<b>9,147,554</b>	5,216,816

**8 PLANT AND EQUIPMENT**

	Furniture, fixtures and fittings S\$	Data processing equipment S\$	Office equipment S\$	Renovation S\$
<b><u>Cost</u></b>				
Balance at 1 April 2024	2,499,048	383,311	1,091,366	312,665
Additions during the year	600,994	320,070	3,548	21,090
Written off	(313,714)	(284,231)	-	(29,483)
Balance at 31 March 2025	<b>2,786,328</b>	<b>419,150</b>	<b>1,094,914</b>	<b>304,272</b>
				<b>967,992</b>

**Accumulated depreciation**

Balance at 1 April 2024	2,046,968	377,414	745,362	276,190	648,002
Depreciation during the year	274,704	16,784	172,916	17,029	67,975
Written off	(313,714)	(284,231)	-	(29,483)	-
Balance at 31 March 2025	<b>2,007,958</b>	<b>109,967</b>	<b>918,278</b>	<b>263,736</b>	<b>715,977</b>

**Carrying Net book value**

Balance at 31 March 2025	778,370	309,183	176,636	40,536	252,015
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**Cost**

Balance at 1 April 2023	2,416,926	379,461	1,059,774	265,985	711,706
Additions during the year	82,122	3,850	31,592	46,680	-
Balance at 31 March 2024	<b>2,499,048</b>	<b>383,311</b>	<b>1,091,366</b>	<b>312,665</b>	<b>711,706</b>

**Accumulated depreciation**

Balance at 1 April 2023	1,717,605	376,426	556,682	258,645	525,852
Depreciation during the year	329,363	988	188,680	17,545	122,150
Balance at 31 March 2024	<b>2,046,968</b>	<b>377,414</b>	<b>745,362</b>	<b>276,190</b>	<b>648,002</b>

**Carrying Net book value**

Balance at 31 March 2024	452,080	5,897	346,004	36,475	63,704
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**9 RIGHT-OF-USE ASSETS**

The Town Council has leases for office premises and office equipment. No renewal options were granted for the leases of the office equipment. The lease term for the office premises was 3 years with a renewal option for another 3 years. The Town Council renewed the office premises during the financial year ended 31 March 2024.

Management exercises significant judgement and determined that these renewal options are reasonably certain to be exercised.

Town Council has obtained quotation for office restoration costs. Town Council has assessed the impact of the cost restoration and provision for office restoration costs is recognised during the financial year ended 31 March 2025.

	Office premises S\$	Office equipment S\$	Total S\$
<b><u>Cost</u></b>			
Balance at 1 April 2024	1,982,477	15,003	1,997,480
Written-off	-	(15,003)	(15,003)
<b>Balance at 31 March 2025</b>	<b>1,982,477</b>	-	<b>1,982,477</b>
<b><u>Accumulated depreciation</u></b>			
Balance at 1 April 2024	907,074	13,004	920,078
Depreciation for the year	184,355	1,999	186,354
Written-off	-	(15,003)	(15,003)
<b>Balance at 31 March 2025</b>	<b>1,091,429</b>	-	<b>1,091,429</b>
<b><u>Carrying Net book value</u></b>			
<b>Balance at 31 March 2025</b>	<b>891,048</b>	-	<b>891,048</b>
<b><u>Cost</u></b>			
Balance at 1 April 2023	1,410,912	30,706	1,441,618
Additions during the year	571,565	-	571,565
Written-off	-	(15,703)	(15,703)
<b>Balance at 31 March 2024</b>	<b>1,982,477</b>	<b>15,003</b>	<b>1,997,480</b>
<b><u>Accumulated depreciation</u></b>			
Balance at 1 April 2023	727,859	23,961	751,820
Depreciation for the year	179,215	4,746	183,961
Written-off	-	(15,703)	(15,703)
<b>Balance at 31 March 2024</b>	<b>907,074</b>	<b>13,004</b>	<b>920,078</b>
<b><u>Carrying Net book value</u></b>			
<b>Balance at 31 March 2024</b>	<b>1,075,403</b>	<b>1,999</b>	<b>1,077,402</b>

**10 CONSERVANCY AND SERVICE FEE RECEIVABLES**

	2024/2025 S\$	2023/2024 S\$
Conservancy and service fee receivables	2,593,061	2,338,069
Interest receivable on late payments	1,832,087	1,828,731
Legal fees receivable	152,476	155,798
Disbursement fees receivable	123	123
Less: Allowance for impairment	(2,697,485)	(2,609,081)
<b>1,880,262</b>	<b>1,713,640</b>	

**10 CONSERVANCY AND SERVICE FEE RECEIVABLES (CONT'D)**

	2024/2025 S\$	2023/2024 S\$
Movements in above allowance:		
Balance at 1 April	2,609,081	2,704,015
Charge / (Reversal) made for the financial year (Note 21)	88,404	(94,934)
Balance at 31 March	<u>2,697,485</u>	2,609,081

Conservancy and service fee receivables are due on the first day of the month and are generally on a credit term of 30 days. Payments made within the month will not be liable for late payment penalty. Conservancy and service fee receivables with short duration are not discounted and the carrying amounts are assumed to be a reasonable approximation of fair value.

The Town Council's conservancy and service fee receivables do not have a significant financing component. In order to determine the amount of expected credit loss to be recognised in the financial statements, it has set up a provision matrix based on its historically observed default rates, adjusted for forward-looking estimates as follows:

	Current S\$	Past due				Total S\$
		Less than 6 months S\$	6 to 12 months S\$	12 to 24 months S\$	More than 24 months S\$	
<b>2024/2025</b>						
Conservancy and service fee receivables	386,735	748,314	636,572	722,647	2,083,479	4,577,747
Loss allowance	-	(93,539)	(159,143)	(361,324)	(2,083,479)	<u>(2,697,485)</u>
						<u>1,880,262</u>
<b>2023/2024</b>						
Conservancy and service fee receivables	361,727	682,750	541,146	697,294	2,039,804	4,322,721
Loss allowance	-	(85,344)	(135,286)	(348,647)	(2,039,804)	<u>(2,609,081)</u>
						<u>1,713,640</u>

**11 OTHER RECEIVABLES**

	2024/2025 S\$	2023/2024 S\$
Claims for Citizens' Consultative Committee Funding	2,382,163	3,332,321
Conservancy and Service Grant Receivable	33,549	63,683
Deposits	1,528,392	564,022
Goods and Services Tax Receivable	1,221,897	-
GST Subvention Grant Receivable	892,567	825,157
Interest Receivable	773,409	1,337,496
Lift Replacement Fund Matching Grant Receivable	1,193,243	1,103,945
Receivables from Housing & Development Board ("HDB")	1,318,660	1,486,270
Recoverable from HDB for Lift Enhancement Programme ("LEP")	2,082,953	1,438,113
Sundry Receivables	67,563	75,823
	<u>11,494,396</u>	10,226,830

Current receivables with a short duration are not discounted and the carrying amounts are assumed to be a reasonable approximation of fair values.

**12 CASH AND CASH EQUIVALENTS**

	2024/2025 S\$	2023/2024 S\$
Cash and bank balances	24,245,541	13,257,154
Fixed deposits	69,071,324	108,823,740
Cash and fixed deposits held by fund managers	5,075,766	-
Treasury bills held in trust by fund managers	35,156,941	-
	<u>133,549,572</u>	<u>122,080,894</u>
Taken up in:		
Accumulated surplus:		
- Cash and bank balances	17,298,517	10,129,808
- Fixed deposits	15,643,793	15,584,017
	<u>32,942,310</u>	<u>25,713,824</u>
Ordinary Sinking Funds:		
- Cash and bank balances	5,220,075	1,882,251
- Fixed deposits	18,554,334	42,706,987
- Cash and fixed deposits held by fund managers	25,541	-
- Treasury bills held in trust by fund managers	20,092,885	-
	<u>43,892,835</u>	<u>44,589,238</u>
Lift Replacement Funds:		
- Cash and bank balances	1,726,949	1,245,095
- Fixed deposits	34,873,197	50,532,736
- Cash and fixed deposits held by fund managers	5,050,225	-
- Treasury bills held in trust by fund managers	15,064,056	-
	<u>56,714,427</u>	<u>51,777,831</u>
Total cash and bank balances	<b>133,549,572</b>	<b>122,080,894</b>

The fixed deposits mature within 12 months (2023/2024 - within 12 months) from the end of the financial year. The interest rates of fixed deposits as at 31 March 2025 ranged from 2.32% to 3.61% (2023/2024 – 3.20% to 4.61%) per annum.

**13 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS**

Financial assets at fair value through profit or loss represents funds together with the related profits placed with professional fund managers.

The funds with fund managers are administered by UOB Asset Management Ltd who was appointed on 26 November 2024 to invest and manage funds on behalf of the Town Council for a period of 1 year commencing 17 January 2025. The terms of the agreement are as follows:

- (i) Fund manager shall only invest in Singapore Treasury bills and MAS bills of different maturities, and / or SGD denominated Fixed Deposits.
- (ii) The fund manager will be paid an administration fee.
- (iii) The investments are invested in accordance with the Town Councils Act.

Funds with a fund manager are designated at fair value through profit or loss at inception.

	2024/2025 S\$	2023/2024 S\$
Balance at 1 April	40,000,000	-
Add/(Less):		
Management fees	(4,435)	-
Fair value gain	232,707	-
Balance at 31 March	<u>40,228,272</u>	<u>-</u>

**13 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS (CONT'D)**

	2024/2025 S\$	2023/2024 S\$
Represented by:		
Treasury Bills	<u>35,156,941</u>	-
<b>Financial assets at fair value through profit or loss</b>	<b>35,156,941</b>	-
Cash and fixed deposits	5,049,444	-
Accrued interest	26,322	-
Fee payable to fund managers	(4,435)	-
	<u>40,228,272</u>	-

The fair value of treasury bills is determined by reference to stock exchange quoted bid prices.

The treasury bills managed by fund managers bear interest rates per annum ranging from 2.66% to 3.05% (2024 – Nil) to be received semi-annually in arrears.

**14 CONSERVANCY AND SERVICE FEE RECEIVED IN ADVANCE**

Conservancy and service fee received in advance is a contract liability relating to the Town Council's obligation to transfer goods or services to customers for which the Town Council has received advances from customers for goods or services to be delivered. Contract liabilities are recognised as income as the Town Council performs under the contract.

Conservancy and service fee income recognised during the financial year ended 31 March 2025 included in contract liabilities at the beginning of the financial year was S\$1,585,049 (2023/2024 - S\$1,255,018).

**15 PAYABLES AND ACCRUED EXPENSES**

	2024/2025 S\$	2023/2024 S\$
Accrued operating expenses	312,371	270,234
Goods and Services Tax Payable	-	167,758
Refundable deposits	78,070	318,138
Payables to contractors	7,580,716	3,722,585
Other creditors	1,099,606	449,060
	<u>9,070,763</u>	4,927,775
Current: Due within 12 months	9,070,763	4,849,165
Non-current: Due after 1 year but within 5 years	-	78,610
	<u>9,070,763</u>	4,927,775

**16 LEASE LIABILITIES**

The Town Council has leases for office premises and office equipment. The carrying amount of lease liabilities are as follows:

	2024/2025 S\$	2023/2024 S\$
Current: Due within 12 months	165,940	160,052
Non-current: Due after 1 year but within 5 years	718,640	716,456
Due more than 5 years	-	168,123
	<u>718,640</u>	884,579
	<u>884,580</u>	1,044,631

**16 LEASE LIABILITIES (CON'T)****Reconciliation of liabilities arising from financing activities**

The table below details changes in the Town Council's liabilities arising from financing activities, including both cash and non-cash changes. Liabilities arising from financing activities are those for which cash flows were, or future cash flows will be, classified in the Town Council's statement of cash flows as cash flows from financing activities.

	At 1 April S\$	Non-cash - additions S\$	Financing cash flows - lease payments S\$	At 31 March S\$
<b>2024/2025</b>				
Lease liabilities	<b>1,044,631</b>	-	<b>(160,051)</b>	<b>884,580</b>
<b>2023/2024</b>				
Lease liabilities	734,060	489,295	(178,724)	1,044,631

**17 GRANTS RECEIVED IN ADVANCE**

	2024/2025 S\$	2023/2024 S\$
Government grant		
- Current	<b>712,778</b>	849,084
	<b>712,778</b>	849,084

**18 AGENCY FEES**

Agency fees are for routine maintenance of HDB's car parks and common property within the Town Council.

**19 OTHER INCOME**

	2024/2025 S\$	2023/2024 S\$
Late Payment Penalty	<b>250,483</b>	283,854
Liquidated Damages	<b>416,559</b>	454,251
Others Income	<b>242,329</b>	133,775
Rental of Community Hall	<b>13,750</b>	11,000
Sale of Tender Documents	<b>21,370</b>	16,265
Sundry Fines and Income	<b>204,857</b>	244,370
Temporary Occupation Licence Income	<b>2,550,501</b>	2,909,209
Use of Common Property and Void Decks	<b>32,330</b>	31,030
Use of Water and Electricity in Void Decks	<b>398,936</b>	309,118
	<b>4,131,115</b>	4,392,872

**20 MANAGING AGENT'S FEES**

The Town Council's daily operations have been outsourced to a managing agent during the financial year. The managing agent's fee for the year ended are as follows:

	2024/2025 S\$	2023/2024 S\$
Facility Management and Maintenance	<b>7,020,601</b>	6,637,303
Community Engagement and Communications	<b>680,977</b>	652,303
	<b>7,701,578</b>	7,289,606

**21 GENERAL AND ADMINISTRATIVE EXPENDITURE**

The general and administrative expenditure comprises the following:

	2024/2025 S\$	2023/2024 S\$
Advertising, publicity and public relations	717,347	376,103
Audit fee	60,000	64,400
Bad Debts written off	17,585	100,875
Computer services fee	349,957	356,165
Depreciation of plant and equipment (Note 8)	274,704	329,363
Depreciation of right-of-use assets (Note 9)	186,354	183,961
Doubtful Debts (S&CC - Note 10)	88,404	(94,934)
Fees and charges	337,405	300,925
Irrecoverable goods and services tax (Note 23)	403,327	305,594
Lease Interest Expense	48,572	32,113
Office upkeep expenses	168,926	175,545
Office supplies and stationery	222,611	219,562
Property tax	252,853	296,304
Town Councillors' allowances *	320,056	310,938
Others	42,922	47,968
	<b>3,491,023</b>	<b>3,004,882</b>

\*With effect from 1 August 2022, Town Council started to have payroll expenses. Salaries and other related staff costs are included herein.

**22 INCOME TAX**

	Statement of Income & Expenditure S\$	Ordinary Sinking Fund Statement S\$	Lift Replacement Fund Statement S\$	Total S\$
Taken up in:				
<b>2024/2025</b>				
Current income tax provision	448,257	240,224	293,279	981,760
(Over)/Under-provision in prior year	(37)	(19)	(38)	(94)
	<b>448,220</b>	<b>240,205</b>	<b>293,241</b>	<b>981,666</b>
 <b>2023/2024</b>				
Current income tax provision	469,434	262,175	303,898	1,035,507
(Over)/Under-provision in prior year	1,128	22	(10)	1,140
	<b>470,562</b>	<b>262,197</b>	<b>303,888</b>	<b>1,036,647</b>

The income tax expense on the surplus for the financial year varies from the amount of income tax determined by applying the Singapore statutory rate of income tax to taxable income due to the following factors:

	2024/2025 S\$	2023/2024 S\$
Interest income	3,749,868	3,837,381
Grant and other income	24,509,211	23,186,126
Allowable expenses	(320,315)	(336,428)
	<b>27,938,764</b>	<b>26,687,079</b>
 Tax at statutory rate of 17%	4,749,590	4,536,803
Tax exempt income	(17,425)	(17,425)
Tax remission of government grants under section 92(2) of Singapore Income Tax	(3,750,405)	(3,483,919)
Under provision in prior year	(94)	1,140
Others	-	48
	<b>981,666</b>	<b>1,036,647</b>

**23 IRRECOVERABLE GOODS AND SERVICES TAX**

Government grants received by the Town Council are considered non-taxable supplies. Therefore, input tax claimable is based on a formula determined by the Inland Revenue Authority of Singapore. The unclaimed portion is charged to the Statement of Income and Expenditure, Ordinary Sinking Fund Statement and Lift Replacement Fund Statement during the financial year.

**24 ORDINARY SINKING FUND INCOME AND EXPENDITURE****(a) Income**

	2024/2025 S\$	2023/2024 S\$
Interest Income - Bank fixed deposits/current account	1,416,849	1,546,182
Gain on financial assets at Fair value through Profit or loss	116,208	-
	<b>1,533,057</b>	<b>1,546,182</b>

**(b) Expenditure**

	2024/2025 S\$	2023/2024 S\$
Centralised Refuse Chute System's Refuse Handling Equipment	-	25,900
Electrical Rewiring	60,092	894,241
General and Administrative Expenses	270	110
Irrecoverable Goods & Services Tax (Note 23)	242,706	186,822
Project Management Fees	897,586	636,265
Redecoration and Repainting	15,451,111	12,080,777
Replacement of Water pump	503,635	561,500
Replacement of Water Pipes	1,073,479	825,821
Replacement of Water Tanks	12,180	-
Replacement of Lamp Post	2,297,559	1,671,105
Replacement of Individual Refuse Chute Flushing System	23,500	-
Re-roofing Works	2,662,160	429,385
Replacement of Escalator Parts	-	22,000
	<b>23,224,278</b>	<b>17,333,926</b>

**25 LIFT REPLACEMENT FUND INCOME AND EXPENDITURE****(a) Income**

	2024/2025 S\$	2023/2024 S\$
Interest income from fixed deposits/current account	1,732,476	1,795,487
Gain on financial assets at Fair value through Profit or loss	112,064	-
	<b>1,844,540</b>	<b>1,795,487</b>

**(b) Expenditure**

	2024/2025 S\$	2023/2024 S\$
General and Administrative Expenses	332	110
Irrecoverable Goods & Services Tax (Note 23)	463,227	360,749
Lift Enhancement Programme ("LEP") *	69,096	560,080
Lift Overhaul / Total Replacement Works	6,387,028	1,173,717
Project Management Fees	497,785	308,113
Replacement of ARD Battery	593,592	114,749
Replacement of EBOPS Battery	237,350	89,171
Replacement of Inverter Units	1,070,259	375,701
Replacement of Lift Position Display Panel (CPI/HPI)	713,468	1,382,907
Replacement of Main Sheaves / Ropes	2,145,982	1,944,150
Replacement of Heat Detector	-	32,076
	<b>12,178,119</b>	<b>6,341,523</b>

**25 LIFT REPLACEMENT FUND INCOME AND EXPENDITURE (CONT)**

\* The LEP was introduced to support town councils in funding the installation of enhanced lift safety features as recommended by the Building and Construction Authority (BCA). Under this programme, the HDB will fund the enhancement cost for lifts eligible for LEP on a per-lift basis, capped at 92.5% of the cost, which is derived from summing the individual caps on each component.

**26 SIGNIFICANT RELATED PARTY TRANSACTIONS**

Related party relates to the managing agent of the Town Council which manages the operations of the Town Council and town councillors. The following significant transactions with related parties on terms mutually agreed during the financial year are as follows:

## (i) E M Services Pte Ltd, as managing agent

	2024/2025 S\$	2023/2024 S\$
Managing agent's fees	7,701,578	7,289,606
Project management fee	1,839,336	1,395,808
Energy saving costs *	51,539	1,213,134
Repairs and maintenance service fee	1,533,037	1,399,845
Lift Upgrading Programme	<u>280,296</u>	<u>731,475</u>

\* The Town Council has entered into an agreement with the related party to supply and install Light Emitting Diode ("LED") luminaries at the HDB blocks at no costs to the Town Council. Under the terms of the agreement, certain percentage of the energy cost saved from the usage of the LED will be shared with the related party.

The balances due to E M Services Pte Ltd was S\$311,321 (2023/2024 - S\$180,979) as at 31 March 2025.

## (ii) Town Councillors and key management compensation

During the financial year, the town councillors' allowances and key management compensation was S\$320,056 (2023/2024 - S\$310,938).

27 GOVERNMENT GRANTS

Government grants taken to the statement of income and expenditure during the year are as follows:

**28 COMMITMENTS FOR CAPITAL EXPENDITURE**

Capital expenditure approved by the Town Council but not provided for in the financial statements is as follows:

	2024/2025 S\$	2023/2024 S\$
Amounts approved and contracted for	37,357,837	42,086,698
Amounts approved but not contracted for	56,788,041	38,724,180
	<b>94,145,878</b>	<b>80,810,878</b>

**29 RISK MANAGEMENT POLICIES FOR FINANCIAL INSTRUMENTS****GENERAL RISK MANAGEMENT PRINCIPLES**

The Town Council has a system of controls in place to create an acceptable balance between the costs of risks occurring and the cost of managing the risks. The main risks arising from the Town Council's financial instruments are credit risk and market price risk comprising interest rate risk. The Town Council is not exposed to any foreign exchange risk and there is no significant liquidity risk as it maintains sufficient cash to meet its operating cash flow requirements. The Town Council reviews and monitors policies for managing each of these risks and they are summarised below.

**CREDIT RISK ON FINANCIAL ASSETS**

Financial assets that are potentially subject to credit risk and failures by counterparties to discharge their obligations consist principally of cash and cash equivalents, conservancy and service fee receivables and other receivables.

The carrying amount of conservancy and service fee receivables, other receivables, cash and cash equivalents represent the Town Council's maximum exposure to credit risk. No other financial assets carry a significant exposure to credit risk.

Credit risk on bank balances is limited because the counter-parties are banks with high credit ratings.

Ongoing credit evaluation is performed on the debtors' financial condition and any loss on impairment is recognised in the statement of income and expenditure. There is no significant concentration of credit risk, as the exposure is spread over a large number of counter-parties and customers, unless otherwise disclosed in the notes to the financial statements.

The Town Council considers the probability of default upon initial recognition of asset and whether there has been a significant increase in credit risk on an ongoing basis throughout each reporting period.

The Town Council has determined the default event on a financial asset to be when internal and/or external information indicates that the financial asset is unlikely to be received, which include significant difficulty of the counterparty.

Financial assets are written off when there is evidence indicating that the debtor is in severe financial difficulty and the debtor has no realistic prospect of recovery. Cash and cash equivalents are subject to immaterial credit loss.

The Town Council's internal credit risk grading categories are as follows:

Category	Description	Basis of recognising ECL
1	Counterparty has a low credit risk <sup>Note 1</sup> and does not have any past due amounts	12-months ECL
2	Significant increase in credit risk since initial recognition <sup>Note 2</sup> or financial asset is > 30 days past due	Lifetime ECL – not credit impaired
3	Evidence indicates that financial asset is credit-impaired <sup>Note 3</sup>	Difference between financial asset's gross carrying amount and present value of estimated future cash flows discounted at the financial asset's original effective interest rate
4	Evidence indicates that the management has no reasonable expectations of recovering the write-off amount <sup>Note 4</sup>	Written off

**29 RISK MANAGEMENT POLICIES FOR FINANCIAL INSTRUMENTS (CON'T)****Note 1. Low credit risk**

The financial asset is determined to have low credit risk if the financial assets have a low risk of default, the counterparty has a strong capacity to meet its contractual cash flow obligations in the near term and adverse changes in economic and business conditions in the longer term may, but will not necessarily, reduce the ability of the counterparty to fulfill its contractual cash flow obligations. Generally, this is the case when the Town Council assesses and determines that the debtor has been, is in and is highly likely to be, in the foreseeable future and during the (contractual) term of the financial asset, in a financial position that will allow the debtor to settle the financial asset as and when it falls due.

**Note 2. Significant increase in credit risk**

In assessing whether the credit risk of the financial asset has increased significantly since initial recognition, the Town Council compares the risk of default occurring on the financial asset as of reporting date with the risk of default occurring on the financial asset as of date of initial recognition, and considered reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition. In assessing the significance of the change in the risk of default, the Town Council considers both past due (i.e. whether it is more than 30 days past due) and forward-looking quantitative and qualitative information. Forward-looking information includes the assessment of the latest performance and financial position of the debtor, adjusted for the Town Council's future outlook of the industry in which the debtor operates and the most recent news or market talks about the debtor, as applicable. In its assessment, the Town Council will generally, for example, assess whether the deterioration of the financial performance and/or financial position, adverse change in the economic environment (country and industry in which the debtor operates), deterioration of credit risk of the debtor, etc. is in line with its expectation as of the date of initial recognition of the financial asset. Irrespective of the outcome of the above assessment, the Town Council presumes that the credit risk on a financial asset has increased significantly since initial recognition when contract payments are >30 days past due, unless the Town Council has reasonable and supportable information that demonstrates otherwise.

**Note 3. Credit impaired**

In determining whether financial assets are credit-impaired, the Town Council assesses whether one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit impaired includes the following observable data:

- Significant financial difficulty of the debtor;
- Breach of contract, such as a default past due event;
- It is becoming probable that the debtor will enter bankruptcy or other financial reorganisation; or
- the disappearance of an active market for the financial asset because of financial difficulties.

**Note 4. Write off**

Generally, the Town Council writes off, partially or fully, the financial asset when it assesses that there is no realistic prospect of recovery of the amount as evidenced by, for example, the debtor's lack of assets or income sources that could generate sufficient cash flows to repay the amounts subjected to the write-off.

The Town Council performs ongoing credit evaluation of its counterparties' financial condition and generally does not require collateral.

The Town Council does not have any significant credit exposure to any single counterparty or any groups of counterparties having similar characteristics.

As at the end of the financial year, there was no significant concentration of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statements of financial position.

**29 RISK MANAGEMENT POLICIES FOR FINANCIAL INSTRUMENTS (CONT)**Other receivables

The Town Council uses the practical expedient under FRS 109 in the form of allowance matrix to measure the ECL for other receivables, where the loss allowance is equal to lifetime ECL.

The ECL for other receivables are estimated using an allowance matrix by reference to the historical credit loss experience of the customers for the last 3 years prior to the respective reporting dates for various customer groups that are assessed by service types and customer ratings, adjusted for forward looking factors specific to the debtors and the economic environment which could affect the ability of the debtors to settle the financial assets. In considering the impact of the economic environment on the ECL rates, the Town Council assesses the growth rates of the major industries which its customers operate in.

The estimated credit loss of other receivables is as follows:

	2025	Rate of Provision	2024	Rate of Provision
	\$	%	\$	%
<u>Based on invoice date</u>				
Arrears in excess of 1 months	93,539	12.5	85,344	12.5
Arrears in excess of 6 months	159,143	25.0	135,286	25.0
Arrears in excess of 12 months	361,324	50.0	348,647	25.0
Arrears in excess of 24 months	1,764,044	100	1,731,973	100
Ex-arrears	319,435	100	307,831	100
Expected Credit Loss at 31 March	<u>2,697,485</u>		<u>2,609,081</u>	

other receivables are written off when there is evidence to indicate that the customer is in severe financial difficulty such as being under liquidation or bankruptcy and there are no reasonable expectations for recovering the outstanding balances.

The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

**INTEREST RATE RISK**

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. Fair value interest rate risk is the risk that the value of financial instrument will fluctuate because of changes in market interest rates.

The Town Council's exposure to movements in market interest rates relate primarily to its fixed deposits placed with financial institutions.

The Town Council's policy is to obtain the most favourable interest rates available for placement of its fixed deposits.

Surplus funds are placed with reputable banks.

If Singapore dollars interest rates had been 25 (2023/2024 - 25) basis points lower/higher with all other variables held constant, the Town Council's surplus before government grants for the year would have been S\$292,751 (2023/2024 - S\$244,033) higher/lower, arising mainly as a result of lower/higher interest income from the Town Council's fixed deposits with banks.

**29 RISK MANAGEMENT POLICIES FOR FINANCIAL INSTRUMENTS (CONT'D)****LIQUIDITY RISK**

The Town Council adopts prudent liquidity risk management by maintaining sufficient funds to meet its operating, ordinary sinking fund and lift replacement expenditure.

The table below analyses the maturity profile of the Town Council's financial assets and liabilities based on contractual undiscounted cash flows:

As at 31 March 2025	Carrying amount S\$	Contractual cash flows S\$	Less than 1 year S\$	Within 1 to 5 S\$	After 5 years S\$
Receivables for Neighbourhood					
Renewal Programme and Electrical					
Load Upgrading Programme	11,173,349	11,173,349	11,173,349	-	-
Conservancy and service fee					
receivables	1,880,262	1,880,262	1,880,262	-	-
Other receivables	10,272,499	10,272,499	10,272,499	-	-
Cash and cash equivalents	133,549,572	133,549,572	133,549,572	-	-
	156,875,682	156,875,682	156,875,682	-	-
Advances for Neighbourhood					
Renewal Programme and Electrical					
Load Upgrading Programme	2,025,795	2,025,795	2,025,795	-	-
Payables and accrued expenses	9,070,763	9,070,763	9,070,763	-	-
Lease liabilities	884,580	997,600	206,400	791,200	-
	11,981,138	12,094,158	11,302,958	791,200	-
As at 31 March 2024	S\$	S\$	S\$	S\$	S\$
Receivables for Neighbourhood					
Renewal Programme and Electrical					
Load Upgrading Programme	7,055,512	7,055,512	7,055,512	-	-
Conservancy and service fee					
receivables	1,713,640	1,713,640	1,713,640	-	-
Other receivables	10,226,830	10,226,830	10,226,830	-	-
Cash and cash equivalents	122,080,894	122,080,894	122,080,894	-	-
	141,076,876	141,076,876	141,076,876	-	-
Advances for Neighbourhood					
Renewal Programme and Electrical					
Load Upgrading Programme	1,838,696	1,838,696	1,838,696	-	-
Payables and accrued expenses	4,927,775	4,927,775	4,849,165	78,610	-
Lease liabilities	1,044,631	1,206,224	208,624	825,600	172,000
	7,811,102	7,972,695	6,896,485	904,210	172,000

**30 MANAGEMENT OF TOWN COUNCIL'S FUNDS**

The Town Council's objectives when managing the funds are:

- (a) To safeguard the Town Council's ability to continue as a going concern;
- (b) To support the Town Council's stability and growth; and
- (c) To provide funds for the purpose of strengthening the Town Council's risk management capability.

The Town Council actively and regularly reviews and manages its fund's structure to ensure optimal structure, taking into consideration the future funds requirements of the Town Council and fund efficiency, prevailing and projected profitability, projected operating cash flows, projected capital expenditures and projected strategic investment opportunities.

The Town Council is not subject to externally imposed requirements. As at end of the reporting date, the Town Council's total funds amounted to S\$143,645,876 (2023/2024 - S\$130,896,354).

**31 COMPARATIVE FIGURES**

The financial statements of the Town Council for the financial year ended 31 March 2024 were audited by another firm of auditors who expressed an unmodified opinion on those statements on 24 September 2024.

**32 SUBSEQUENT EVENTS****Changes in electoral boundaries**

By virtue of the writ of election issued on 15 April 2025, a general election was called for on 3 May 2025. As a result of the redrawing of the electoral boundaries after the general election, the Town Council will take over for approximately 1,108 equivalent dwelling units (EDU) from Aljunied-Hougang Town Council and 1,820 equivalent dwelling units (EDU) from East Coast Town Council.

Following the reconstitution, the constituencies under the Town Council are Tampines GRC and Tampines Changkat SMC. There is no change to the name of the Town Council following the reconstitution.

Further, as the members elected for the constituency stood in elections for the same political party, hence there will be a transfer of 80% surpluses as at 31 March 2024 after Parliamentary election to the Ordinary Sinking Funds and Lift Replacement funds of the Town Council, in accordance with Section 48 of the Town Council Act 1988. The Surpluses as at 31 March 2024 would be reduced by approximately S\$13.4m for transfer to ordinary Sinking Funds and Lift Replacement Funds after taking into consideration of capital commitments of Town improvement works and capital expenditures as at 14 Apr 2025, the day before the writ of election.