ABSTRACT

The Singapore Sports Council (SSC) is a statutory board, responsible for the promotion of sports in Singapore. One of its main functions is the management and maintenance of a large stock of public sports facilities. Over the past ten years, the SSC had been operating with the aid of large government subsidies (average of 54.8%) of its total annual expenditure. The SSC had been asked by the Ministry of Finance to explore ways of operating on a reduced subsidy level.

This study aims to determine if the SSC can operate on a reduced subsidy level. The management and maintenance policies and practices of the SSC with regards to the sports facilities, were examined to note the impact they have on the total operating costs. The components of operating costs of swimming complexes were analysed to see whether these can be reduced or eliminated. Similarly the components of revenue of swimming complexes were also explored for ways of increasing the total revenue.

The study revealed that the annual subsidies from the government can be reduced by a combination of reduction in operating costs as well as an increase in the revenue. This would however require the SSC to adopt a more aggressive approach towards the marketing of the facilities.

Key words: Reduced subsidy level, Reduction in costs, Increase in revenue.