



# DISCOVER TRANSFORM ACHIEVE



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## VISION

An educational institution of choice for nurturing innovative, entrepreneurial and cultured professionals.

## MISSION

We nurture individuals to prepare them for a dynamic world in partnership with stakeholders, leveraging Problem-Based Learning.

## CORE VALUES - “ExCITE”

Fundamental to our success in realising this mission are the values we believe in and practise. Every employee is expected to demonstrate behaviours consistent with Republic Polytechnic’s Core Values.



**Excellence** – Continuous learning and innovation are crucial



**Customer-oriented** – Customers are the focus of everything we do



**Initiative** – We will be pro-active and progressive



**Teamwork** – We are a team



**Ethics** – Integrity is never compromised



# MESSAGE FROM CHAIRMAN & PRINCIPAL/CEO

**MR WONG CHEONG  
FOOK DAVID**  
Former Chairman  
Ascendas Funds  
Management (S) Ltd



**MR YEO LI PHEOW**  
Principal/Chief Executive  
Officer  
Republic Polytechnic



Since its inception in 2002, Republic Polytechnic (RP) has been at the forefront of introducing new and better ways to transform higher learning, inspiring its students to achieve outstanding accomplishments that go beyond academics. With 42 diplomas, seven specialist diplomas and more than 14,800 students for Academic Year 2015/2016, RP stays true to its vision to be an educational institution of choice for nurturing innovative, entrepreneurial and cultured professionals.

We are driven by a desire to help our students discover their talents, transform into the best they can be and achieve their goals. To accomplish this, we constantly seek innovative ways to enrich the educational experience, provide industry-relevant training, nurture character development and engage in knowledge-building.

### Discovering talents and opportunities

As a forward-thinking institution, RP thrives on self-discovery and innovation. It is this ethos that has seen us creating new platforms of learning for our students to better explore different industries. Testament to this is our new Diploma in Engineering Design with Business, which brings together knowledge and skills from different disciplines and encourages students to tackle problems from multi-disciplinary perspectives. We have renamed the Centre of Enterprise and Communication as the School of Management and Communication, to better reflect the multi-disciplinary approach of

school's many programmes as well as to mark an important transition from the earlier role of offering business and communication modules to other schools in RP to one which offers its own full-time and part-time programmes.

With the aim of fostering learning and deepening skills through internships and research, we inked several Memoranda of Understanding (MOUs) with leading industry and academic partners such as StarHub Ltd, SATS Ltd, Samsung Asia Pte Ltd, Siemens Healthcare Pte Ltd, DBS Bank Ltd, PSA Corporation Ltd, McKinsey & Company Singapore Pte Ltd, InterContinental Hotels Group (Asia Pacific) Pte Ltd, Hope Technik and more. The MOU with Vector Aerospace, a Canadian aircraft maintenance and repair firm, not only facilitates our collaboration on knowledge-sharing and joint projects, but also enables our final-year students to undergo internships and gain hands-on experience that will benefit their career development in Singapore's growing aerospace industry.

Another example of our focus on providing an authentic learning environment for our students comes from the School of Technology for the Arts, whose students partnered City Music to develop an SG50 keyboard that produces the sounds of 25 different traditional musical instruments from the Malay, Indian and Chinese ethnicities. The keyboard can be used to educate future generations on the different types of local music instruments and the richness of our national heritage.

RP also contributed to the SG50 celebrations in the opening act of the Golden Jubilee National Day Parade on 9 August 2015. A segment featuring Sang Nila Utama, Singapore's legendary founder, leading a fleet of ships had 300 RP performers comprising staff, students, alumni, trainers and coaches from Interest Groups led by RP's Director of Student and Graduate Affairs, Mr Ganesh Kalyanam. They were all decked out in elaborate costumes and carried intricate props.

### **Transforming desires into capabilities**

At RP, we strive to provide our students with vast opportunities to transform their interests into learning and their passion into career pathways. One way in which we achieve this is through our participation in SkillsFuture as the Programme Manager for the Earn & Learn Programme (ELP) in Logistics. Recently, we welcomed our inaugural batch of 39 polytechnic graduates in the 12-month work-study programme leading to a Specialist Diploma in Supply Chain Management. The latter is also offered as part of RP's Continuing Education and Training courses.

Through this, not only will our graduates deepen their skills and develop promising careers with small and medium-sized enterprises (SMEs), SMEs too will gain talented professionals to boost their capabilities. We are also happy to note that the ground work for the impending launch of the ELP for the Hotel Sector was laid in 2015 by the School of Hospitality and the SkillsFuture Office.

We also work closely with industry partners to translate academic theory into its real-world application. In view of this, we recently unveiled a sophisticated Supply Chain Innovation Lab. This facility will help SMEs develop and pilot new solutions to raise productivity in the industry. Logistics students will also have hands-on training in managing warehouse operations with innovations such as a driverless forklift, an automatic picking system and a robotic arm.

Our passion for inspiring the next generation of industry professionals extends beyond just the tertiary education landscape. We work closely with secondary school students and their teachers to enhance their skills and help them explore future careers. Besides providing education and career counselling through our Career Centre, we also organise regular events to inspire and encourage innovation and creativity from a young age.

### **Achieving dreams and realising goals**

Our students and graduates have always done us proud with their achievements. This year is no different. A total of 4,714 students graduated in 2015 – the biggest batch since the polytechnic's inception in 2002.

Testament to our innovative capabilities is a team of RP researchers who collaborated with the National University of Singapore to devise a diagnostic test kit that helps medical professionals differentiate between dengue and other viruses with similar symptoms, which will speed up the rate of diagnosis in patients for faster treatment.

Over in the sports arena, our School of Sports, Health & Leisure students continue to showcase their athletic prowess. Sprinting her way to victory is RP student Shanti Pereira, who blazed a trail into the record books in the 28th SEA Games to clinch Singapore's first gold track medal. Also making her mark is RP graduate and Youth Olympics and SEA Games silver medallist Isabelle Li. Isabelle graduated last year with a near-perfect GPA of 3.98 to be the only polytechnic recipient of the prestigious Public Service Commission scholarship.

We believe that our achievements also come in the form of societal contributions that improve lives. To this end, we are proud to have partnered with World Vision Singapore for the launch of the Youth Livelihood Programme. Through this pilot project, we hope to facilitate the transfer of knowledge, and cultivation of entrepreneurial and business skills from our students to Cambodian youths for their sustainable livelihood and growth of the economy.

Going forward, Republic Polytechnic will continue to inspire our students to discover their potential, transform themselves into well-respected industry professionals and achieve their aspirations as they take their places as the next-generation leaders of our society.

# BOARD OF GOVERNORS

FOR PERIOD BETWEEN 1 APR 2015 – 31 MAR 2016

## CHAIRMAN

**MR WONG CHEONG FOOK DAVID**  
Former Chairman  
Ascendas Funds Management (S) Ltd



## MEMBERS



**MR ANG HIN KEE**  
Executive Secretary  
Education Services Union



**PROF CHAN ENG SOON**  
Vice Provost (Special  
Duties)  
National University of  
Singapore



**MR PAUL CHONG**  
Group Chief Executive  
Officer  
Certis CISCO Security  
Pte Ltd



**DR CHONG YOKE SIN**  
Chief Executive Officer  
Integrated Health Information  
Systems Pte Ltd



**MRS DIANA EE-TAN**  
Chairman  
Mt Faber Leisure Group  
Director  
Far East Hospitality  
Holdings



**DR HEE SOO YIN**  
Director  
Learning and Professional  
Development Division  
Institute for Adult Learning



**DR SHASHI JAYAKUMAR**  
Senior Fellow & Head  
Centre of Excellence for  
National Security



**MR KOH CHIAP KHIONG**  
Group Chief Financial  
Officer  
Sembcorp Industries Ltd

## DEPUTY CHAIRMAN



**MR ONG CHAO CHOON**  
Advisory Leader  
PricewaterhouseCoopers LLP

## MEMBERS



**MS ISABELLA LOH**  
Chairman & Board Director  
Singapore Environment  
Council



**DR MASZENAN BIN  
ABDUL MAJID**  
Senior Research Fellow  
Nanyang Environment and  
Water Research Institute  
Nanyang Technological  
University



**MR OON JIN TEIK**  
Chief Operating Officer  
Singapore Sports Hub



**COL TAN CHENG KWEE**  
Commander  
7th Singapore Infantry  
Brigade



**MR WILSON TAN**  
Chief Executive Officer  
CapitaMall Trust Management  
Limited



**MR CHRISTOPHER TANG**  
Chief Executive Officer  
Frasers Centrepoint  
Commercial  
Chief Executive Officer  
Greater China  
Frasers Centrepoint Limited



**MR YEO LI PHEOW**  
Principal/Chief Executive  
Officer  
Republic Polytechnic



**MR ZAHIDI BIN ABDUL  
RAHMAN**  
Principal Architect  
Zahidi A.R. Arkitek

# SENATE

FOR PERIOD BETWEEN 1 APR 2015 – 31 MAR 2016

## CHAIRMAN

**Yeo Li Pheow**  
Principal/CEO

## MEMBERS

**Boo Chong-Han**  
Senior Director  
(Special Projects)  
and  
Director  
School of Infocomm

**Ashley Chua**  
Director  
School of Applied Science

**Dr Wang Jianguo**  
Director  
School of Engineering

**Goy Soon Lan**  
Director  
School of Sports, Health and  
Leisure

**Lee Kok Wai James**  
Director  
School of Hospitality  
(from 7 Dec 2015)

**Warren Wang**  
Director  
School of Management and  
Communication  
(Previously known as Centre for  
Enterprise and Communication)

**Sharen Liu**  
Director  
School of Technology for the Arts

## APPOINTED MEMBERS

**Dr Michael Koh**  
Deputy Principal  
Academic Services  
(Deputy Chairman of Senate)

**Seto Lok Yin**  
Deputy Principal  
(Industry Services)

**Fong Yew Chan**  
Senior Director  
Student Services and Planning

**Sundar Windersalam**  
Registrar  
Office of the Registrar  
(Secretary of Senate)

**Chng Jiun Yih**  
Director  
Office of Planning

**Albert Toh**  
Director  
Academy for Continuing  
Education@RP  
(from 1 Dec 2015)

**Chua Ying Hwee**  
Director  
Centre for Educational  
Development

## ELECTED MEMBERS

**Dr Girija**  
Deputy Director  
School of Applied Science

**Grain Baysa-Pee**  
Assistant Director (Academic)  
School of Sports, Health  
and Leisure

**Kiu Cheong Mau**  
Assistant Director (Academic)  
Centre for Educational  
Development

**Leslie Sim**  
Assistant Director (Academic)  
School of Management and  
Communication  
(Previously known as Centre for  
Enterprise and Communication)

**Ramanathan Mohandas**  
Assistant Director  
(Capability & Industry)  
and  
Programme Chair  
School of Engineering

**Zek Hazley**  
Programme Chair  
School of Infocomm



# SENIOR MANAGEMENT

FOR PERIOD BETWEEN 1 APR 2015 – 31 MAR 2016

## CORPORATE OFFICES

### **Yeo Li Pheow**

Principal/Chief Executive Officer

### **Seto Lok Yin**

Deputy Principal (Industry Services)

### **Dr Michael Koh**

Deputy Principal (Academic Services)

### **Fong Yew Chan**

Senior Director (Student Services and Planning)

### **Eric Teo**

Senior Director (Corporate Services)

### **Boo Chong-Han**

Senior Director (Special Projects)  
*(from 1 Jan 2016)*

### **Sundar Windersalam**

Registrar  
 Office of the Registrar

### **Geraldine Ang**

Chief Financial Officer and  
 Director  
 Office of Finance

### **Neo Yong Chiang**

Chief Information Officer and  
 Director  
 Office of Information Services

### **Dr Albert Miao**

Director  
 Office of Academic Services

### **Albert Toh**

Director  
 SkillsFuture Office  
*(till 30 Nov 2015)*

### **Tan Huan Peow**

Director  
 SkillsFuture Office  
*(from 1 Dec 2015)*

### **Chng Jiun Yih**

Director  
 Office of Planning and  
 Director (Covering)  
 School of Hospitality  
*(1 Oct to 6 Dec 2015)*

### **Ronald Wong**

Director  
 Office of Corporate Communications

### **Chia Chew Lee**

Director  
 Office of Human Resources

### **Dr Terence Chong**

Director  
 Office of International Relations

### **Ng Tion Huat**

Director  
 Office of Procurement and Business  
 Continuity

### **John Young**

Director  
 Office of Organisation and Service  
 Excellence

### **Ganesh Kalyanam**

Director  
 Office of Student and Graduate  
 Affairs and The Republic Cultural  
 Centre

### **Lee Yat Cheong**

Director  
 Office of Estates

### **Dr Lim Boon Whatt**

Deputy Director (Covering Director)  
 Office of Technology Development

### **Tui Jurn Mun**

Director  
 Office of Industry and Collaboration

## ACADEMIC SCHOOLS / CENTRES

### **Ashley Chua**

Director  
 School of Applied Science

### **Dr Wang Jianguo**

Director  
 School of Engineering

### **Ben Tan**

Deputy Director  
 (Covering Director)  
 School of Hospitality  
*(till 30 Sep 2015)*

### **James Lee**

Director  
 School of Hospitality  
*(from 7 Dec 2015)*

### **Boo Chong-Han**

Director  
 School of Infocomm

### **Goy Soon Lan**

Director  
 School of Sports, Health and Leisure

### **Sharen Liu**

Director  
 School of Technology for the Arts

### **Warren Wang**

Director  
 School of Management and  
 Communication

### **Dr Michael Koh**

Director (Covering)  
 Centre for Educational Development  
*(till 30 Jun 2015)*

### **Chua Ying Hwee**

Director  
 Centre for Educational Development  
*(from 1 Jul 2015)*

### **Dennis Quek**

Director  
 Centre of Innovation for Supply Chain  
 Management & Logistics Project  
 Office

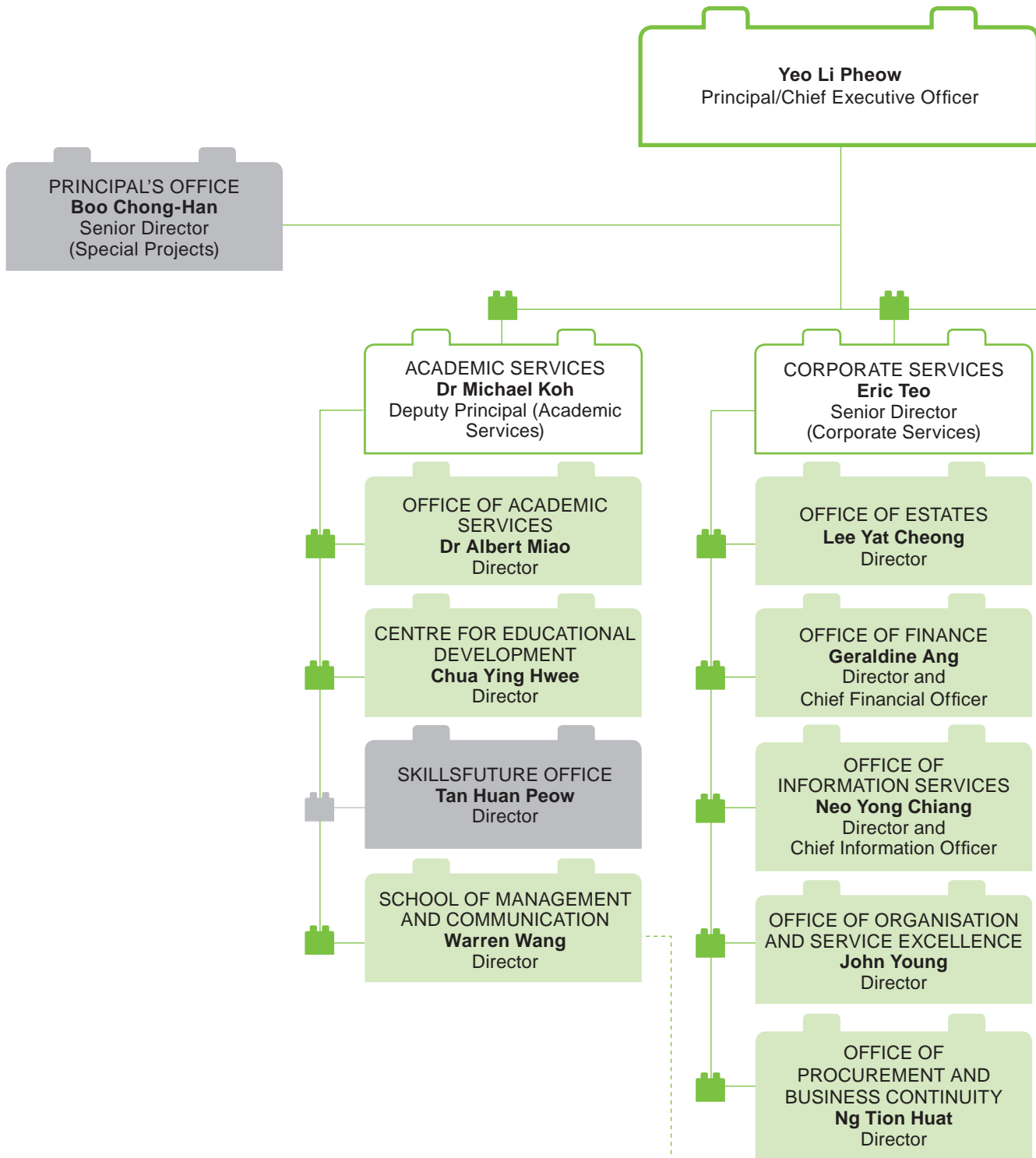
### **Tan Huan Peow**

Director  
 Academy for Continuing  
 Education@RP  
*(till 30 Nov 2015)*

### **Albert Toh**

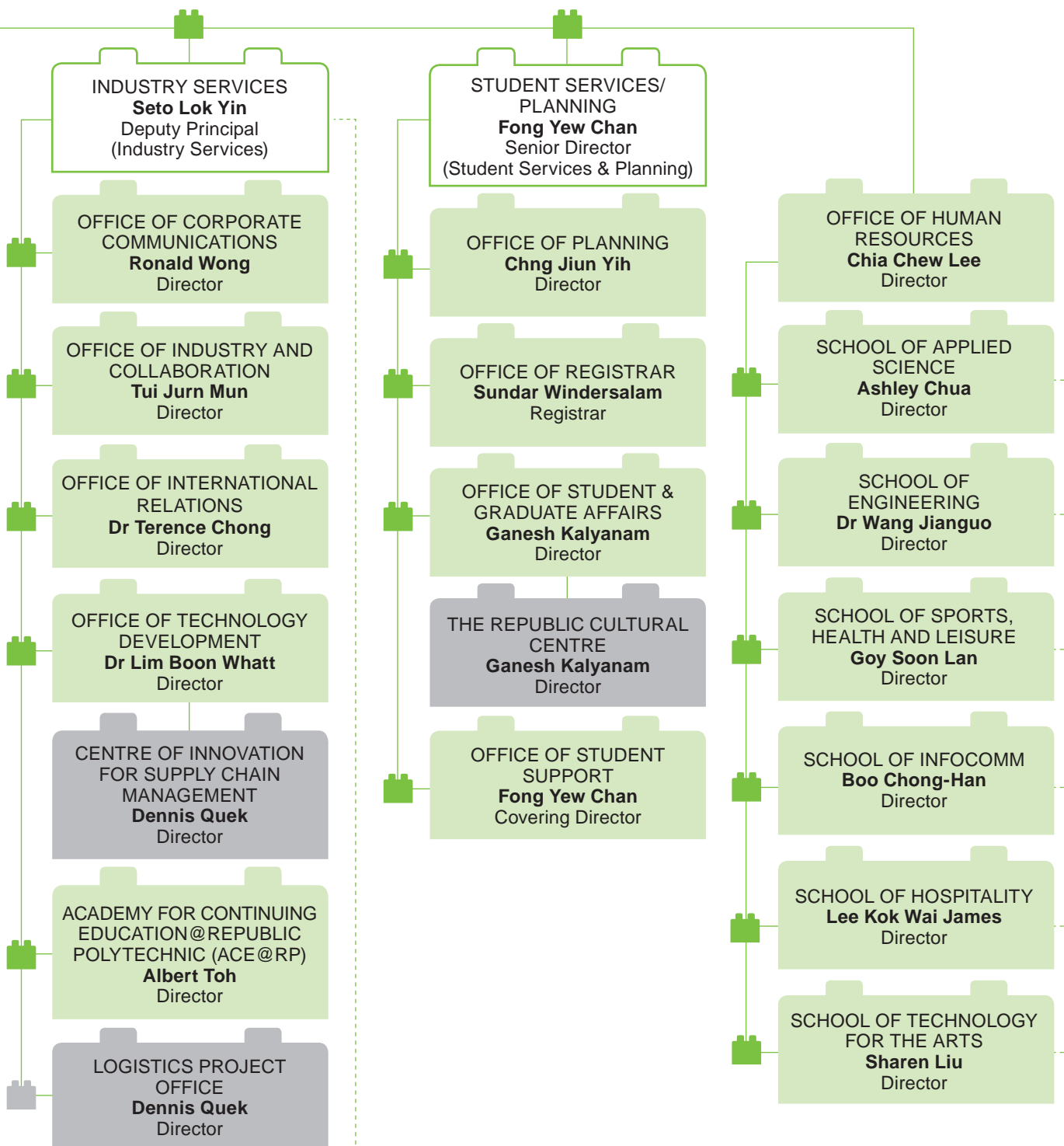
Acting Director  
 Academy for Continuing  
 Education@RP  
*(2 Jun 2015 to 30 Nov 2015)*  
 and  
 Director  
 Academy for Continuing  
 Education@RP  
*(from 1 Dec 2015)*

# ORGANISATION CHART



Department Unit

As at 1 Apr 2016



# ADVISORY COMMITTEES

## FOR PERIOD BETWEEN 1 APR 2015 – 31 MAR 2016

### SCHOOL OF APPLIED SCIENCE

#### CHAIRMAN

**Ms Isabella Loh**  
Chairman  
Singapore Environmental Council

#### MEMBERS

**Associate Professor Matthew Tan**  
Chief Risk Officer/Chief Technology Officer  
Oceanus Group Ltd

**Associate Professor Gan Chee Lip**  
Director  
Temasek Laboratories@NTU  
Nanyang Technological University

**Ms Young Siew Lee**  
Senior Manager  
Accenture

**Associate Professor Lee Yuan Kun**  
Associate Professor  
Dept. of Microbiology  
Yong Loo Lin School of Medicine  
National University of Singapore

**Dr Camilla Wong Ming Lee**  
Director  
Allied Health Division  
Sengkang Health

Head  
Allied Health  
Sengkang Health

Deputy Group Director  
Group Allied Health  
SingHealth

**Dr Conor Delahunty**  
Vice President  
Innovation Flavor & Nutrition,  
Asia Pacific  
Symrise Asia Pacific Pte Ltd

### SCHOOL OF ENGINEERING

#### CHAIRMAN

**Prof Chan Eng Soon**  
Vice Provost (Special Duties)  
National University of Singapore

#### MEMBERS

**Mr Loh Chen Yu, Mark**  
Vice President  
Operations  
Airbus Helicopters Southeast Asia Pte Ltd

**Mr Ang Cheng Nam**  
Vice President  
Changi Airport Group  
(Singapore) Pte Ltd

**Er. Yap Tiem Yew**  
Group Director  
Building and Infrastructure Group  
Housing and Development Board

**Prof Yu Ching Man, Simon**  
Programme Director  
(Sustainable Infrastructure Engineering)  
Academic Programmes Division  
Singapore Institute of Technology

**Mr Pee Beng Kong**  
Director (Electronics)  
Singapore Economic Development Board

**Mr Jerome Tjia**  
Senior Director  
Head of Development Centre  
Infineon Technologies Asia Pacific Pte Ltd

**Mr Leslie Wong**  
Deputy Director  
(Learning & Programmes)  
Land Transport Authority Academy  
Land Transport Authority

**Mr Khoo Seng-Thiam**  
Managing Director  
Federal Express (S) Pte Ltd  
(from 1 July 2015)

### SCHOOL OF HOSPITALITY

#### CHAIRMAN

**Dr Richard C Helfer**  
Chairman  
RCH International Pte Ltd

#### MEMBERS

**Mrs Diana Ee-Tan**  
Chairman  
Mt Faber Leisure Group  
Director  
Far East Hospitality Holdings

**Mr Alan Tang**  
Chief Operating Officer  
Frasers Hospitality Pte Ltd

**Mr Chin Yau Seng**  
President  
Singapore Airlines Cargo

**Mr John R Hallenbeck**  
Senior Vice President  
Attractions  
Resorts World Sentosa Pte Ltd  
(till 30 June 2015)

**Ms Kathy Lai Sou Tien**  
Chief Executive Officer  
National Arts Council

**Ms Chan Yit Foon**  
Senior Vice President  
Human Resource  
Marina Bay Sands Pte Ltd

**Mr Ignatius Chan**  
Founder  
Iggy's Pte Ltd

**Mr Yap Chin Siang**  
Assistant Chief Executive  
Policy & Planning  
Singapore Tourism Board

**Mr Ralph Hendrich**  
General Manager  
Koelnmesse Pte Ltd

**Mr Andrew Gibson**  
Vice President  
Spa and Wellness  
FRHI Hotels & Resorts  
(from 15 July 2015)

### SCHOOL OF INFOCOMM

#### CHAIRMAN

**Dr Chong Yoke Sin**  
Chief Executive Officer  
Integrated Health Information Systems Pte Ltd

#### MEMBERS

**Mr Lim Swee Cheang**  
Vice-Dean Executive Development Program (EDP)  
School of Continuing and Lifelong Education (SCALE)  
National University of Singapore (NUS)

**Mr Tan Shong Ye**  
Partner  
PricewaterhouseCoopers LLP

**Mr Yap Chee Yuan**  
Executive Vice President  
Corporate Services  
Genting Singapore PLC

**Dr Christopher Boesch**  
Associate Professor of Information Systems (Practice)  
School of Information Systems  
Singapore Management University

**Mr Joshua Soh**  
Chief Executive Officer  
HealthSTATS International Pte Ltd

**Mr Sujimy Mohamed**  
Director & Founder  
ScreenBox Pte Ltd

**Dr Lim Woo Lip**  
Vice President  
StarHub Ltd

**Mr Alex Tan**  
Regional Chief Information Officer, Asia Pacific  
DB Schenker

**Mr Ong Hian Leong**  
Managing Director and Director of Technology  
GIC

**Prof David S Rosenblum**  
Professor and Dean  
School of Computing  
National University of Singapore

**SCHOOL OF  
SPORTS, HEALTH  
AND LEISURE**

**CHAIRMAN**

**Mr Oon Jin Teik**  
Chief Operating Officer  
Singapore Sports Hub

**MEMBERS**

**Mr Adrian Wee**  
Director  
F1 Recreations Pte Ltd

**Dr Bervyn Lee Peng Hui**  
Associate Dean of Students  
Singapore Management  
University

**Mr Nicholas Conceicao**  
Executive Director  
Outward Bound Singapore c/o  
National Youth Council

**Mr Peter Goh**  
General Manager  
Orchid Country Club

**Dr Robert Sloan**  
Senior Assistant Professor  
Fitness Scientist  
Kagoshima University  
Graduate School of Medical &  
Dental Sciences

**Mr Chua Song Khim**  
Chief Executive Officer  
NTUC Health Co-operative  
Limited

**Mr Lenard Raymond  
Pattiselanno**  
Director  
Business Partnership  
Sport Singapore

**SCHOOL OF  
TECHNOLOGY  
FOR THE ARTS**

**CHAIRMAN**

**Mr Zahidi Bin Abdul Rahman**  
Principal Architect  
Zahidi A R Arkitek

**MEMBERS**

**Mr Colin Goh**  
Chief Executive Officer  
The Rice Company Limited

**Mr Mike Wiluan**  
Chief Executive Officer  
Infinite Frameworks

**Mr Tan Chih Chong**  
Managing Director  
Sitting in Pictures

**Mr Chris Wiseman**  
User Experience Director  
OgilvyOne, Singapore

**Mr Seah Wee Thye**  
Director – Entertainment  
and Events  
Resort World Sentosa

**Ms Edwina Tang**  
Deputy Director  
Arts & Heritage Division  
Ministry of Culture,  
Community and Youth

**Mr Daniel Loh**  
Technical Director  
The Star Performing Arts  
Centre

**Mr Rennie Gomes**  
Managing Director  
Yellow Box Studios

**Mr Roland Ong**  
Chief Executive Officer  
IAH Games

**Ms Lee Lie Yen**  
Director, Industry Strategy and  
Resource Management  
Media Development Authority

**Mr Vinson Chua**  
Senior Assistant Director  
Sector Development  
Design Singapore Council  
Ministry of Communications and  
Information

**Mr Seng Choon Meng**  
Chief Executive Officer  
Scrawl Studios

**SCHOOL OF  
MANAGEMENT AND  
COMMUNICATION**

**CHAIRMAN**

**Mr Shashi Jayakumar**  
Senior Fellow & Head  
Centre of Excellence for  
National Security

**MEMBERS**

**Dr Aw Chye Huat**  
Executive Director  
Kimen Pte Ltd

**Ms Cheah Kim Lean**  
Founder & Chief Executive  
Officer  
Acorn Marketing and  
Research Consultants Pte Ltd

**Mr Peter Lee Hwai Kiat**  
Executive Director  
Chief Financial Officer &  
Company Secretary  
OSIM International Ltd

**Mr Viswa Sadasivan**  
Chief Executive Officer  
Strategic Moves Pte Ltd

**Ms Tan Lek Hwa**  
Senior Vice President  
Current Affairs  
(Branded Content and  
Programme Production)  
Mediacorp Pte Ltd

**Mr Ryan Lim**  
Principal Consultant &  
Founding Partner  
QED Consulting Pte Ltd

**Mr Jayson Goh**  
Senior Vice President  
Airport Operations  
Management  
Changi Airport Group

**CENTRE FOR  
EDUCATIONAL  
DEVELOPMENT**

**CHAIRMAN**

**Dr Maszenan Bin  
Abdul Majid**  
Senior Research Fellow  
Nanyang Environment and  
Water Research Institute  
Nanyang Technological  
University

**MEMBERS**

**Associate Professor  
Chee Yam San**  
Associate Professor  
Learning Sciences &  
Technologies  
National Institute of  
Education  
Nanyang Technological  
University

**Assistant Professor  
Chew Lee Chin**  
Sub-Dean, Higher Degrees  
by Coursework  
Office of Graduate Studies  
and Professional Learning  
Psychological Studies  
National Institute of  
Education  
Nanyang Technological  
University

# FACTS & FIGURES

## ACADEMIC YEAR 2015/2016

### 1. Student Enrolment



**14,826**

FULL-TIME STUDENTS

comprising 14,690 students at diploma level and 136 students at foundation level attended Republic Polytechnic (RP) in the Academic Year 2015.

### 2. Graduate Output

**4,614**  
STUDENTS GRADUATED FROM  
FULL-TIME DIPLOMA  
PROGRAMMES



**202**  
STUDENTS GRADUATED FROM  
PART-TIME PROGRAMMES

### 3. Staff Strength



**1,099** STAFF  
MEMBERS



**706** ACADEMIC  
STAFF



**393** NON-ACADEMIC  
STAFF

created a vibrant campus which was conducive for learning.

### 4. Co-Curricular Activities



**87** INTEREST GROUPS &  
**13** CLUBS

A total of 100 Co-Curricular Activities, in myriad areas such as sports, adventure, leadership, service-learning and arts offered many opportunities for our students to discover and transform themselves.

### 5. Diploma Programmes



**42**  
FULL-TIME DIPLOMA  
PROGRAMMES  
AND ONE COMMON  
ENGINEERING PROGRAMME

offered by seven Schools, including two new diplomas launched in Academic Year 2015 – Diploma in Engineering Systems and Management, and Diploma in Infocomm Security Management.

### 6. Internships










FINAL-YEAR STUDENTS

took part in work attachments with the industry, allowing them a chance to learn and sharpen work-related skills, and build important industry networks to enhance their employability.

# STUDENT INTAKE & ENROLMENT

## ACADEMIC YEAR 2015/2016

	FULL-TIME PROGRAMMES	INTAKE	ENROLMENT
	<b>POLYTECHNIC FOUNDATION PROGRAMME</b>	<b>136</b>	<b>136</b>
	<b>SCHOOL OF MANAGEMENT AND COMMUNICATION</b> Diploma in Consumer Behaviour and Research Diploma in Communication and Information Design Diploma in Mass Communication Diploma in Human Resource Management with Psychology Diploma in Social Enterprise Management	255 48 106 54 47	773 157 9 385 98 124
	<b>SCHOOL OF APPLIED SCIENCE</b> Diploma in Biotechnology Diploma in Biomedical Sciences Diploma in Environmental Science Diploma in Marine Science and Aquaculture Diploma in Materials Science Diploma in Pharmaceutical Sciences	727 121 147 108 42 122 187	2,251 375 453 334 93 370 626
	<b>SCHOOL OF ENGINEERING</b> Common Engineering Programme Diploma in Aerospace Avionics Diploma in Aerospace Engineering Diploma in Aviation Management Diploma in Biomedical Electronics Diploma in Civil Aviation Diploma in Digital Entertainment Electronics Diploma in Electrical and Electronic Engineering Diploma in Engineering Systems and Management Diploma in Green Building Energy Management Diploma in Industrial and Operations Management Diploma in Micro and Nanotechnology Diploma in Renewable Energy Engineering Diploma in Supply Chain Management	1,170 365 79 84 105   226 50 75 99  87	3,032 365 297 303 218 14 118 8 697 50 75 363 10 180 334
	<b>SCHOOL OF SPORTS, HEALTH AND LEISURE</b> Diploma in Healthcare Administration Diploma in Health Management and Promotion Diploma in Health Services Management Diploma in Outdoor and Adventure Learning Diploma in Sports Coaching Diploma in Sports and Exercise Sciences Diploma in Sports and Leisure Management	601 107 125 69 53 149 98	2,003 283 339 125 293 158 424 381
	<b>SCHOOL OF HOSPITALITY</b> Diploma in Customer Relationship and Service Management Diploma in Hotel and Hospitality Management Diploma in Integrated Events Management Diploma in Restaurant and Culinary Operations Diploma in Wellness, Lifestyle and Spa Management	735 202 154 198 103 78	2,511 760 502 695 280 274
	<b>SCHOOL OF INFOCOMM</b> Diploma in Business Applications Diploma in Business Information Systems Diploma in Interactive and Digital Media Diploma in Infocomm Security Management Diploma in Information Technology Diploma in Mobile Software Development Diploma in IT Service Management	851 173 181 105 83 173 67 69	2,660 578 600 333 83 656 187 223
	<b>SCHOOL OF TECHNOLOGY FOR THE ARTS</b> Diploma in Arts and Theatre Management Diploma in Design for Interactivity Diploma in Design for User Experience Diploma in Game Design Diploma in Media Production and Design Diploma in New Media Diploma in Sonic Arts Diploma in Technology and Arts Management	467 97  91 64 141 74	1,460 183 187 91 201 293 194 209 102
	<b>Total</b>	<b>4,942</b>	<b>14,826</b>

# MILESTONES

MAR



## RP HOSTS 4TH INTERNATIONAL PROBLEM-BASED LEARNING SYMPOSIUM

Republic Polytechnic (RP) annually hosts the 4th International Problem-based (PBL) Symposium, which serves to provide educators with a platform to share their experiences with the PBL pedagogy. The 4th edition this year saw 400 local and overseas educational practitioners from around the world gathering to discuss the relevance and best practices of PBL across different disciplines in ensuring that students can cope with the ever-evolving demands of the workplace in future.



## RP STUDENTS PRODUCE KEYBOARD THAT PLAYS SOUNDS OF ETHNIC MUSICAL INSTRUMENTS



In celebration of SG50, our students, together with City Music, produced a keyboard that plays the sounds of 25 different traditional musical instruments from the Malay, Indian and Chinese ethnicities. The sounds were recorded by five students from the School of Technology for the Arts (STA): Azurah Jan Che Onn Azahar, 23; Noris Sufiqah Suhaimi, 21; Mohd Ibraq Mohamed Basir, 21; Joey Lim, 22; and Faith Teo, 20.

Developed and manufactured by KORG, the keyboard has been sold exclusively in Singapore from June 2015. There are also plans to introduce the keyboard to schools to educate the younger generation on the different types of ethnic musical instruments.





APR



**ACE@RP LAUNCHES NEW DRONE-TRAINING COURSE**



In line with a growing interest in drone videography, ACE@RP launched a specialised drone-training course – the first-of-its-kind offered at the polytechnic level. Targeted at professionals and hobbyists, this two-day programme will focus on aerial videography and photography, and includes a theory component, computer simulation, and actual drone flying. Many corporate businesses have shown interest in the new course.



**BONDING WITH THE ELDERLY OVER TECHNOLOGY AND NEW MEDIA**

300 RP students bonded with senior citizens over technology and new media at the launch of the rpBuddy Connection Programme. An RP-led community project, the initiative served to strengthen intergenerational ties while enhancing the technological capabilities of Singapore's ageing population. Mayor of North West District Dr Teo Ho Pin graced the launch of the event, which saw the elderly participating in various courses and workshops on technology and new media such as smartphone usage, YouTube and taking selfies. Such activities encourage community interaction and bonding, a goal that the North West District is working towards.



# MILESTONES

MAY



## BIGGEST BATCH OF GRADUATES SINCE INCEPTION

It was a proud day for RP when a total of 4,714 RP students graduated, marking the biggest batch of graduates since the institution's inception in 2002. Mr Chan Chun Sing, Minister, Prime Minister's Office and Secretary General, National Trades Union Congress, graced the graduation ceremony on the first day of Graduation Week.



## MEMORANDUM OF UNDERSTANDING WITH HEXAGON METROLOGY



RP signed a Memorandum of Understanding with Hexagon Metrology, a global player in industrial metrology applications, to collaborate on knowledge-sharing and joint projects on manufacturing applications, and processes. With the aim of providing a full suite of solutions in product realisation, the partnership will include the setting-up of a joint laboratory. Our students from Diploma in Industrial and Operations Management will also benefit from internships with the company.



## MEMORANDUM OF UNDERSTANDING WITH VECTOR AEROSPACE



With the aim of boosting the education and technical training of future Singaporeans, Vector Aerospace inked a three-year Memorandum of Understanding with RP. As part of the collaboration, RP students will be able to undertake internships at the company's new maintenance, repair and overhaul facility for up to six months. They will also have the opportunity to acquire the industry-wide Non-Destructive Testing Level II certification.



In addition, RP students can look forward to scholarships from Vector Aerospace, and even full-time positions like technicians and engineers. These initiatives will go towards building a strong local workforce and boosting Singapore's efforts in developing critical manpower capabilities for the aerospace industry.

JUN



**RP'S STRONG SHOWING  
IN THE SEA GAMES 2015**



SEA Games 2015 was indeed an event with several national firsts. Diploma of Sports & Leisure Management student Veronica Shanti Pereira, 18, did RP proud when she stormed to victory in the women's 200m final at the SEA Games. Her impressive timing of 23.60s was not only her personal best but also a new national record. Veronica is the first Singaporean female sprinter to win a gold medal at the Games in 42 years, since the legendary Glory Barnabas in 1973.

Also showing their sporting prowess were Sasha Christian and Kimberly Lim, who both contributed to Singapore's first Games gold in Women's Slalom and Netball, respectively. We are proud to announce that the total medal tally from our 30 RP students and 34 alumni was 11 Gold, nine Silver and 21 Bronze.

RP staff and students were also involved in the execution and operations of the event. More than 400 student volunteers took on 21 different roles, and 15 staff supported the Games either as short-term assigned staff or technical officials. RP is honoured to be part of this momentous event that marked the nation's best-ever medal haul.

JUL



**SINGAPORE'S TABLE  
TENNIS ACE AWARDED  
PSC SCHOLARSHIP**

Local table tennis starlet and RP's Diploma of Sports & Leisure Management graduate, Isabelle Li was awarded the prestigious Public Service Commission scholarship. The 20-year-old Youth Olympics and SEA Games silver medalist juggled training, and studying successfully and graduated from RP in 2014 with a near-perfect grade point average of 3.98 out of 4. She was the only recipient from a polytechnic, out of 75 recipients, to clinch the scholarship. Isabelle is planning to pursue liberal arts at Yale-NUS College.



# MILESTONES

AUG



## RP AND NUS DEVELOPS TEST KIT TO DIFFERENTIATE MOZZIE VIRUSES



A research team from RP and the National University of Singapore has developed a single diagnostic test kit that can differentiate between dengue and the chikungunya mosquito-borne viruses. As dengue and chikungunya tend to exhibit similar symptoms, this test kit will help prevent one virus from being mistaken for the other. This is especially important for the diagnosis of potentially deadly dengue serotypes. The team is also in talks with biotechnology companies to explore commercialising the solution.



## RP OPENS NDP 2015

The Golden Jubilee National Day Parade was both a nostalgic reminder of Singapore's roots, as well as a celebration of how far the nation has come in 50 years. RP is proud to have been part of the opening act, where Sang Nila Utama, Singapore's legendary founder, "sailed in" dramatically leading a fleet of ships. 300 performers from RP, comprising staff, students, alumni, and trainers/coaches from Interest Groups donned elaborate costumes and intricate props for the performance. Even our Director of Student and Graduate Affairs, Mr Ganesh Kalyanam, joined in the portrayal of early migrants to re-enact Singapore's days as a bustling trading post.



Year  
2015



OCT



### LAUNCH OF EARN & LEARN PROGRAMME FOR LOGISTICS



To nurture talent and support the growth of the logistics sector, the Workforce Development Agency has selected RP to launch the SkillsFuture Earn & Learn Programme for logistics. The new initiative was unveiled in conjunction with the opening of the three-day TechFest@RP. We are also the Programme Manager for this sector. Under the scheme, polytechnic graduates will work towards a Specialist Diploma in Supply Chain Management and receive on-the-job training from logistics companies involved in the programme.

The Specialist Diploma received a record 59 applications, out of which 39 students were enrolled. Each successful applicant has to be hired as a full-time staff before they can be enrolled into the course.



### OPENING OF SUPPLY CHAIN INNOVATION LAB

RP unveiled the Supply Chain Innovation Lab, a state-of-the-art applied learning facility which features a driverless forklift working in tandem with an automatic picking system and robotic arm. The fully automated forklift operates independently to lift and move palletised goods from one point to another within the facility. The laboratory, which simulates an integrated distribution centre environment, will enable students to understand real-world operations behind logistics and learn new concepts through hands-on learning and skills training. It also provides a good platform to promote cooperation between industry partners and the school.



### MEMORANDUM OF UNDERSTANDING WITH PSA



RP signed a Memorandum of Understanding with PSA to provide students with practical industry skills and exposure to jobs in the port industry. Under the agreement, both organisations will collaborate to incorporate content on port operations, planning and logistics in the Diploma in Industrial and Operations Management, and Diploma in Supply Chain Management curricula. Also in the works is a PSA-themed laboratory with visual displays that will enable students to gain a deeper insight into the port's operations and IT planning and deployment systems. In addition, PSA will be conducting short-term trainings for RP lecturers to align classroom teachings to the latest industry requirements.

# MILESTONES

NOV



## FIRST BATCH OF RP'S SPECIALIST DIPLOMA IN CAREER COUNSELLING GRADUATES



The first cohort of RP's Specialist Diploma in Career Counselling, comprising 27 students, have graduated, marking the end of a one-year programme, in which students learnt counselling techniques, on-the-job market analysis and labour market trends. RP is the

only polytechnic to offer such a course, which has been benchmarked against international career counselling standards. To develop this programme, the school consulted with many human resource experts from private and public organisations, to ensure that it meets the needs of various industries in Singapore.



## AGREEMENT WITH SINGAPORE MALAY CHAMBER OF COMMERCE & INDUSTRY

The Singapore Malay Chamber of Commerce & Industry inked an agreement with RP to collaborate and address the challenges faced in the spa and wellness sector, and to attract more people, including housewives, into the industry. This follows the identification of key issues, one of which is the lack of accredited professionals or nationally-recognised certifications, which has been noticed to be more prevalent in the Malay/Muslim community. Diploma in Wellness, Lifestyle and Spa Management students from RP's School of Hospitality, will be involved in the awareness-building programmes that result from this agreement.

DEC



## MEMORANDUM OF UNDERSTANDING WITH WORLD VISION AND JOINT ORGANISATION OF YOUTH FORUM



RP and World Vision Singapore signed a Memorandum of Understanding to launch the "Youth Livelihood" programme. Through this initiative, Diploma in Social Enterprise Management students are able to put their knowledge to good use to help the poor. In 2016, 24 RP students travelled to Cambodia. Over 10 days, they worked closely with the Cambodian youths, helping them develop financial and business skills to prepare them for the workforce. In total, our students helped 313 youths. On another note, both organisations also jointly conducted a youth forum themed "Redefining Volunteerism", which attracted about 150 attendees.

DEC



**REPUBLIC POLYTECHNIC INTRODUCES MULTI-DISCIPLINARY ENGINEERING COURSE**

From academic year 2016, RP's School of Engineering will take in 60 students for the inaugural batch of its new Diploma in Engineering Design with Business. This is in line with Singapore's national aim to develop an innovation-driven economy, focusing on business capabilities and product innovation, which will increase demand for engineering professionals with multi-disciplinary skills in engineering, innovation and business management.

The new diploma will train students to be proficient in the design, development and implementation of engineering solutions, offering them a foundation in engineering, coupled with a focus on innovation. It will also prepare engineering graduates for careers in technological innovation and groom them as future entrepreneurs.



**ORIENTATION PROGRAMME FOR SMES' MENTORS**

RP is honoured to have hosted the official launch of the SPRING Singapore's SkillsFuture Mentors Programme. The event kickstarted the Government enterprise development agency's aim of building up a pool of 400 mentors who will offer support to 2,000 SMEs over the next three years. SPRING Singapore has budgeted \$45 million to help SMEs develop the skills of their employees through a training and development programme, with the eventual goal of SMEs joining the SkillsFuture Earn and Learn Programme.

A pilot pool of 18 mentors completed an orientation programme conducted by RP. This will enable them to develop effective coaching and mentoring skills that will complement their technical knowledge.



**MEMORANDUM OF UNDERSTANDING WITH HOPE TECHNIK**



RP officially joined forces with HOPE Technik, signing a Memorandum of Understanding. This partnership will elevate RP's relationship with HOPE Technik to a whole new level and open the door to future opportunities for collaboration in other School of Engineering diploma courses as well as the Centre of Innovation for Supply Chain Management. Other aspects of the agreement include exploring the use of HOPE Technik's autonomous ground vehicles and indoor application drones for supply chain warehousing applications. Both organisations will also continue to collaborate on internship and Final-Year Project opportunities for Diploma in Aerospace Avionics students.

# MILESTONES

JAN



## NEW BIOMEDICAL SCIENCES ENHANCED INTERNSHIP FOR POLYTECHNIC AND ITE STUDENTS

RP announced details of the Enhanced Internship Programme for the Biomedical Sciences sector at an event graced by Assoc Prof Dr Muhammad Faishal Ibrahim, Parliamentary Secretary, Ministry of Education & Ministry of Social and Family Development.

In consultation with over 40 industry players, the Sector Coordinator Team led by RP has enhanced several aspects of internships for Biomedical Sciences students. For example, the duration of an internship programme for all ITE and Polytechnic students enrolled in Biomedical Sciences courses will be raised to a minimum of 16 weeks and up to 24 weeks, from the current baseline of eight weeks. Specific internship learning outcomes will be defined based on respective job profiles, and tasks will be assigned to students to achieve the desired learning objectives, allowing them to achieve mastery of industry-relevant skills.



## RP LAUNCHES NEW FOOD FORMULATION LABORATORY

RP unveiled its new food formulation lab during Open House 2016. Aptly called Nu3Lab, the facility serves to support the growing needs of the food manufacturing industry in addressing consumer demands, and introducing new and improved products with health benefits. With a focus on functional food formulation, the lab comprises three specialised units: a Food Formulation unit designed to support applied research, teaching, training, and workshops for students and food and beverage industry collaborators; a



Sensory Evaluation unit, which provides a controlled environment for sensory analysis of food products; and a dedicated Food Processing unit, a sterile facility for housing equipment such as ice-cream machines and ultra-heat treatment systems for food processing. This new facility will provide hands-on learning experience for RP's School of Applied Science students and strengthen the capabilities of industry players.





JAN



**AGREEMENT WITH EMPLOYMENT AND EMPLOYABILITY INSTITUTE (E2I)**



With the aim of providing our students with industry knowledge across different sectors, RP signed an agreement with the Employment and Employability Institute. To further support our students, we have also established a career centre for students to tap on career resources and prepare them for work stints through counselling and workshops.



**IMPROVING INTERNSHIP OUTCOMES THROUGH TECHNOLOGY AND INDUSTRY PARTNERSHIPS**

Students from the School of Infocomm (SOI) can look forward to a new internship mobile application, "MyInternshipBuddy@WORK", which will serve as a one-stop resource companion during their internships. Developed in collaboration with the Infocomm Development Authority, the application will allow lecturers and company supervisors to contribute content for more structured and deeper learning at the workplace.

SOI also signed Memoranda of Understanding with Changi General Hospital, Eastern Health Alliance, Element14, Integrated Health Information Systems, SAS Institute, SEC Consult, Spirent Communications and Vital.ORG at Open House 2016. Through these new partnerships, SOI students can benefit from more industry-relevant training opportunities.



**MEMORANDUM OF UNDERSTANDING WITH ACTION COMMUNITY FOR ENTREPRENEURSHIP**

Three RP schools – School of Engineering, School of Infocomm and School of Management and Communication, entered a partnership with the Action Community for Entrepreneurship (ACE). The partnership, which includes industry collaboration projects among other programmes, will see RP students working with ACE's industry partners. ACE will also assist students in linking them up with companies for internships and the SkillsFuture Earn and Learn Programme.



# MILESTONES

FEB



## YIP PIN XIU CROWNED ATHLETE OF THE YEAR 2015

RP alumni and national para-swimmer, Yip Pin Xiu did RP proud when she was named The Straits Times Athlete of the Year, edging out accomplished athletes such as Shanti Pereira and Joseph Schooling. Born with muscular dystrophy, she is recognised by many as an inspirational role model. Grace Fu, Minister for Culture, Community and Youth, also paid tribute to Pin Xiu for embodying the values of overcoming adversities, pursuing one's dreams and not giving up by working hard.



MAR



### STRENGTH OF THE HUMAN SPIRIT EXHIBITION

Nine RP students from the School of Management and Communication shared stories of the survivors of Japan's 2011 quake through a roving exhibition called The Strength Of The Human Spirit. The exhibits showcased the students' experiences, while working in collaboration with the Singapore Red Cross (SRC) in some of the worst-hit coastal communities. Besides displaying their photos and videos from the trip, the students also launched a photo book. All sales proceeds were donated to the welfare services run by the SRC.



### SYMBIOSIS 2016 – GRADUATION SHOWCASE



It was a proud moment for the graduating students of the School of Technology for the Arts when they held their graduate showcase at Symbiosis 2016. The event featured a diverse range of works, including collaborative projects between students and industry partners in design, video, music, games and art. Highlights include a series of projects and products that benefit society, such as an application to help special needs individuals who are working for social enterprises, a video game to promote healthy living, and a music programme to help the elderly improve their cognitive ability. Other projects showcased include puzzle games, beautiful soundscapes and theatre-related projects.



### MEMORANDUM OF UNDERSTANDING WITH SIM UNIVERSITY

To enhance the learning journey of our students, RP signed a Memorandum of Understanding with SIM University. With this official partnership, our Specialist Diploma in Supply Chain Management graduates have a direct path into SIM University's Bachelor of Science in Logistics and Supply Chain Management. The programme encompasses three focal aspects: on-the-job training and mentorship, combined work and study methods, and hands-on learning approaches.



# REPUBLIC POLYTECHNIC EDUCATION FUND (RPEF)

IPC REGISTRATION NUMBER: IPC000070 UEN: T03CC1740J CHARITY REGISTRATION DATE: 15 NOV 2003  
 REGISTERED ADDRESS: 9 WOODLANDS AVENUE 9, SINGAPORE 738964

## OBJECTIVES OF THE FUND

- To provide bursaries, equipment loans, and other forms of financial assistance schemes to students, as well as scholarships/ book prizes to students who excel academically and in co-curricular activities.
- To provide funding support for activities associated with student development, welfare and social activities. This includes donation of computer and other equipment in lieu of cash.
- To provide funding for continuing education, upgrading courses/seminars/lectures, and other programmes for staff.
- To fund the setting up and upgrading of physical infrastructure, equipment and applications which are in line with the development of technological skills and special projects undertaken by the polytechnic for the students. This includes donation of equipment and other donation in kind besides cash.

## MANAGEMENT COMMITTEE

The appointment of the Management Committee of RPEF shall be for a term of two years. They are eligible for re-appointment after the term of their current appointment. The following committee members are appointed for the term from 1 January 2015 to 31 December 2016:

Appointment	Name and Designation
Chairman:	Mr Fong Yew Chan Senior Director, Student Services and Planning
Deputy Chairman:	Mr Ganesh Kalyanam Director, Office of Student and Graduate Affairs
Member:	Dr Wang Jianguo Director, School of Engineering
Secretary:	Mr Tui Jurn Mun Director, Office of Industry and Collaboration
Treasurer:	Ms Geraldine Ang Chief Financial Officer and Director, Office of Finance

RPEF does not remunerate the committee members for their services rendered to RPEF.

## FUNDING SOURCES

In the financial year 2015, RPEF's funding sources comprised donations from individuals, organisations, foundations, and interest income generated from endowment funds.

## CONFLICT OF INTEREST POLICY

Upon assuming their appointment, the committee members of RPEF are required to read and understand the conflict of interest policy as prescribed under the Code of Governance guideline for Charities and Institutions of a Public Character. They are also required to make full disclosure of any interest and relationship that could potentially result in conflict of interests in the course of operation. When a conflict of interest situation arises, the affected member(s) shall abstain from discussion, decision making and voting of such transaction.

## RESERVES POLICY

Donations received are well-defined by various donors to be executed for specific purposes which include scholarships, bursaries, book prizes, the Student Emergency Money Scheme (SEMS) and the Student Pocket Money Scheme (SPMS).

RPEF does not set aside reserves. In the event that a donation is not utilised in the current financial year, the donation will be carried forward to the subsequent financial year to be utilised for the same purpose.

RPEF's received donations for the financial year ended 31 March 2016:

	2016 \$'000	2015 \$'000	% Increase/ (Decrease)
<b>Accumulated surplus<sup>1</sup></b>	<b>3,059</b>	<b>3,518</b>	<b>(13%)</b>
Endowed Donation	11,487	11,306	2%
Matching Grants	12,880	10,701	20%
<b>Endowment Fund</b>	<b>24,367</b>	<b>22,007</b>	<b>11%</b>
<b>Total Funds<sup>2</sup></b>	<b>27,426</b>	<b>25,525</b>	<b>7%</b>
<b>Expenditure<sup>3</sup></b>	<b>2,247</b>	<b>1,783</b>	<b>26%</b>
<b>Ratio of non-endowed donations<sup>1</sup> to expenditure<sup>3</sup></b>	<b>1.36 : 1</b>	<b>1.97 : 1</b>	

## PROGRAMMES & ACTIVITIES

RPEF awarded various scholarships, bursaries, book prizes and other financial assistance to deserving Republic Polytechnic (RP) students. The table below shows the number of disbursements made out of RPEF for the financial year ended 31 March 2016.

Type of Awards	Scholarships	Bursaries	Book Prizes	SEMS	SPMS
Number of Awards	267	1577	394	14	423

### Scholarships

Scholarships are awarded to RP students based on merits of their academic and co-curricular activity achievements.

### Bursaries

Bursaries are awarded to RP students who come from low-income families. The gross household income, number of family members in the household, and special needs or medical challenges are taken into consideration when RP evaluates the applications.

### Book Prizes

Book prizes are awarded to RP students who have excelled in their studies.

### Student Emergency Money Scheme

SEMS aims to provide compassionate assistance to needy RP students from low-income families. It is intended to assist needy students during times of crisis by providing financial support where a clear need exists such as sudden death or hospitalisation of the family members of the needy students.

### Student Pocket Money Scheme

SPMS aims to support needy RP students from low-income families who are struggling with their daily expenses on transportation or meals in school.

<sup>1</sup> Unutilised non-endowed donation and interest income that is carried forward to new financial year

<sup>2</sup> Total funds include non-endowed donation and endowment fund

<sup>3</sup> Disbursement and expenses as supported/specified by donors





# FINANCIAL STATEMENTS

## Polytechnic Information

### **ADDRESS**

9 Woodlands Avenue 9 Singapore 738964

### **CHAIRMAN, BOARD OF GOVERNORS**

Mr Wong Cheong Fook David

### **PRINCIPAL/CHIEF EXECUTIVE OFFICER**

Mr Yeo Li Pheow

### **INDEPENDENT AUDITOR**

Deloitte & Touche LLP  
Public Accountants and  
Chartered Accountants  
6 Shenton Way,  
OUE Downtown 2 #33-00  
Singapore 068809

REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

**FINANCIAL STATEMENTS**

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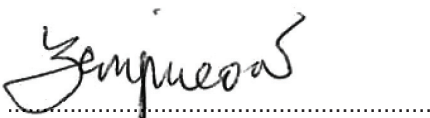
**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY****Statement by Board of Governors  
For the financial year ended 31 March 2016**

In the opinion of the Board of Governors, the accompanying financial statements set out on pages 35 to 73 of Republic Polytechnic (the “Polytechnic”) and its subsidiary (collectively the “Group”) are drawn up so as to present fairly, in all material respects, the financial position of the Group and Polytechnic as at 31 March 2016, and the financial performance, changes in accumulated surplus and cash flows of the Group and the financial performance and changes in accumulated surplus of the Polytechnic for the year then ended, in accordance with the provisions of the Republic Polytechnic Act, Chapter 270 (the “Act”), the Singapore Charities Act, Chapter 37 (the “Charities Act”) and Statutory Board Financial Reporting Standards.

On behalf of the Board of Governors



.....  
**WONG CHEONG FOOK DAVID**  
Chairman, Board of Governors



.....  
**YEO LI PHEOW**  
Principal/Chief Executive Officer

28 June 2016

## **INDEPENDENT AUDITORS' REPORT TO THE BOARD OF GOVERNORS OF REPUBLIC POLYTECHNIC**

### **Report on the Financial Statements**

We have audited the accompanying financial statements of Republic Polytechnic (the "Polytechnic") and its subsidiary (collectively the "Group"), which comprise the consolidated statement of financial position of the Group and statement of financial position of the Polytechnic as at 31 March 2016, and the statements of profit or loss and other comprehensive income and statements of changes in accumulated surplus of the Group and Polytechnic and the consolidated statement of cash flows of the Group for the year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 35 to 73.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with the provisions of the Republic Polytechnic Act, Chapter 270 (the "Act"), the Singapore Charities Act, Chapter 37 (the "Charities Act") and Statutory Board Financial Reporting Standards ("SB-FRS"), and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditors' Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Singapore Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

## **INDEPENDENT AUDITORS' REPORT TO THE BOARD OF GOVERNORS OF**

### **REPUBLIC POLYTECHNIC (cont'd)**

#### **Opinion**

In our opinion, the consolidated financial statements of the Group and the statement of financial position, statement of profit or loss and other comprehensive income and statement of changes in accumulated surplus of the Polytechnic are properly drawn up in accordance with the provisions of the Act, the Charities Act and SB-FRS so as to present fairly, in all material respects, the financial position of the Group and the Polytechnic as at 31 March 2016 and the financial performance, changes in accumulated surplus and cash flows of the Group and the financial performance and changes in accumulated surplus of the Polytechnic for the year ended on that date.

#### **Report on Other Legal and Regulatory Requirements**

##### **Management's Responsibility 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.

##### **Auditors' Responsibility**

Our responsibility is to express an opinion on management's compliance based on our audit of the financial statements. We conducted our audit in accordance with Singapore Standards on Auditing. 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.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion on management's compliance.

**INDEPENDENT AUDITORS' REPORT TO THE BOARD OF GOVERNORS OF  
REPUBLIC POLYTECHNIC (cont'd)**

**Opinion**

In our opinion:

- (a) the receipts, expenditure, investment of moneys and the acquisition and disposal of assets by the Polytechnic during the year 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 Polytechnic and of the subsidiary incorporated in Singapore of which we are the auditors whether purchased, donated or otherwise.

During the course of our audit in relation to the Republic Polytechnic Education Fund (the "Fund"), nothing has come to our attention that causes us to believe that during the year:

- (a) the use of donation moneys was not in accordance with the objectives of the Polytechnic as required under regulation 16 of the Charities (Institutions of a Public Character) Regulations; and
- (b) the Polytechnic has not complied with the requirements of regulation 15 (Fund-raising expenses) of the Charities (Institutions of a Public Character) Regulations.

There was no fund raising appeal conducted by the Fund during the year ended 31 March 2016.



Public Accountants and  
Chartered Accountants  
Singapore

28 June 2016

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

STATEMENTS OF FINANCIAL POSITION  
As at 31 March 2016

	Note	Group		Polytechnic	
		2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>Accumulated surplus</b>					
General fund	3	261,961	229,505	261,906	229,452
Other funds		3,059	3,518	3,059	3,518
		<u>265,020</u>	<u>233,023</u>	<u>264,965</u>	<u>232,970</u>
<b>Endowment fund (Capital)</b>	4	24,367	22,007	24,367	22,007
<b>Total capital and other funds</b>		<u>289,387</u>	<u>255,030</u>	<u>289,332</u>	<u>254,977</u>
Represented by:					
<b>Assets</b>					
<b>Non-current assets</b>					
Property, plant and equipment	5	376,864	406,388	376,864	406,388
Subsidiary	6	-	-	60	60
Held-to-maturity investments	7	44,797	40,628	44,797	40,628
		<u>421,661</u>	<u>447,016</u>	<u>421,721</u>	<u>447,076</u>
<b>Current assets</b>					
Held-to-maturity investments	7	2,596	1,999	2,596	1,999
Trade and other receivables	8	13,269	14,192	13,294	14,220
Cash and bank balances	9	299,241	246,520	299,051	246,308
		<u>315,106</u>	<u>262,711</u>	<u>314,941</u>	<u>262,527</u>
<b>Current liabilities</b>					
Government grants received in advance	10	58,213	46,586	58,213	46,586
Non-government grant received in advance		557	566	557	566
Trade and other payables	11	30,327	26,325	30,316	26,310
Fees received in advance	12	4,137	3,911	4,098	3,855
		<u>93,234</u>	<u>77,388</u>	<u>93,184</u>	<u>77,317</u>
<b>Net current assets</b>		<u>221,872</u>	<u>185,323</u>	<u>221,757</u>	<u>185,210</u>
<b>Non-current liabilities</b>					
Fees received in advance	12	8,829	6,269	8,829	6,269
Provision for reinstatement of land	13	2,200	2,200	2,200	2,200
Deferred capital grants:					
- Government	14	342,116	368,264	342,116	368,264
- Non-government	14	1,001	576	1,001	576
		<u>354,146</u>	<u>377,309</u>	<u>354,146</u>	<u>377,309</u>
<b>Net assets</b>		<u>289,387</u>	<u>255,030</u>	<u>289,332</u>	<u>254,977</u>
<b>Funds managed on behalf of others</b>	15	<u>11,506</u>	<u>9,464</u>	<u>11,506</u>	<u>9,464</u>

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

REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME  
For the financial year ended 31 March 2016

	Note	General Fund		Other Funds				Total	
		2016	2015	RPEF		Endowment Fund		2016	2015
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Group</b>									
<b>Operating income</b>									
Student fees		44,098	44,327	-	-	-	-	44,098	44,327
Donations:									
- Tax deductible		-	-	889	1,768	-	-	889	1,768
- Non tax deductible		179	128	91	205	-	-	270	333
Rental income		4,024	3,248	-	-	-	-	4,024	3,248
Other operating income	16	2,281	2,372	-	-	-	-	2,281	2,372
		<u>50,582</u>	<u>50,075</u>	<u>980</u>	<u>1,973</u>	<u>-</u>	<u>-</u>	<u>51,562</u>	<u>52,048</u>
<b>Operating expenditure</b>									
Staff costs	17	144,232	138,031	-	-	-	-	144,232	138,031
Depreciation	5	41,237	39,630	-	-	-	-	41,237	39,630
Repairs, maintenance and utilities		28,241	26,565	-	-	-	-	28,241	26,565
Office equipment and furniture		501	601	-	-	-	-	501	601
Computing resources		673	775	-	-	-	-	673	775
Travelling and communication		1,378	1,198	-	-	-	-	1,378	1,198
Student welfare and activities		3,363	3,614	1,936	1,438	311	345	5,610	5,397
Teaching materials and resources		2,517	2,373	-	-	-	-	2,517	2,373
Public relations and publicity		2,291	2,349	-	-	-	-	2,291	2,349
Consultancy, legal and other professional services		8,385	8,236	-	-	-	-	8,385	8,236
Office supplies and stationery		534	644	-	-	-	-	534	644
Rental expense		145	145	-	-	-	-	145	145
Other expenditure	18	722	630	-	-	-	-	722	630
		<u>234,219</u>	<u>224,791</u>	<u>1,936</u>	<u>1,438</u>	<u>311</u>	<u>345</u>	<u>236,466</u>	<u>226,574</u>
Operating (deficit) surplus		(183,637)	(174,716)	(956)	535	(311)	(345)	(184,904)	(174,526)
<b>Non-operating income (expense)</b>									
Interest income		2,492	1,716	30	17	778	468	3,300	2,201
Gain (Loss) on disposal of property, plant and equipment,		62	(424)	-	-	-	-	62	(424)
(Deficit) Surplus before grants		<u>(181,083)</u>	<u>(173,424)</u>	<u>(926)</u>	<u>552</u>	<u>467</u>	<u>123</u>	<u>(181,542)</u>	<u>(172,749)</u>
<b>Grants</b>									
Deferred capital grants amortised:									
- Government	14	36,943	35,864	-	-	-	-	36,943	35,864
- Non-Government	14	453	333	-	-	-	-	453	333
Grants utilised:									
- Government	10	4,246	2,810	-	-	-	-	4,246	2,810
- Non-Government		1,665	1,840	-	-	-	-	1,665	1,840
Operating grants from:									
- Government	19	169,778	165,177	-	-	-	-	169,778	165,177
- Non-Government		454	544	-	-	-	-	454	544
		<u>213,539</u>	<u>206,568</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>213,539</u>	<u>206,568</u>
Surplus (Deficit) after grants		32,456	33,144	(926)	552	467	123	31,997	33,819
Income tax	20	-	-	-	-	-	-	-	-
Surplus (Deficit) for the year, representing total comprehensive income for the year		<u>32,456</u>	<u>33,144</u>	<u>(926)</u>	<u>552</u>	<u>467</u>	<u>123</u>	<u>31,997</u>	<u>33,819</u>

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY**
**STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME (cont'd)**  
**For the financial year ended 31 March 2016**

	Note	General Fund		Other Funds				Total	
		2016	2015	RPEF		Endowment Fund		2016	2015
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Polytechnic</b>									
<b>Operating income</b>									
Student fees		44,240	44,452	-	-	-	-	44,240	44,452
Donations:									
- Tax deductible		-	-	889	1,768	-	-	889	1,768
- Non tax deductible		179	128	91	205	-	-	270	333
Rental income		4,024	3,248	-	-	-	-	4,024	3,248
Other operating income	16	2,076	2,190	-	-	-	-	2,076	2,190
		<u>50,519</u>	<u>50,018</u>	<u>980</u>	<u>1,973</u>	<u>-</u>	<u>-</u>	<u>51,499</u>	<u>51,991</u>
<b>Operating expenditure</b>									
Staff costs	17	144,180	137,976	-	-	-	-	144,180	137,976
Depreciation	5	41,237	39,630	-	-	-	-	41,237	39,630
Repairs, maintenance and utilities		28,241	26,565	-	-	-	-	28,241	26,565
Office equipment and furniture		501	601	-	-	-	-	501	601
Computing resources		673	775	-	-	-	-	673	775
Travelling and communication		1,369	1,194	-	-	-	-	1,369	1,194
Student welfare and activities		3,352	3,605	1,936	1,438	311	345	5,599	5,388
Teaching materials and resources		2,517	2,373	-	-	-	-	2,517	2,373
Public relations and publicity		2,291	2,349	-	-	-	-	2,291	2,349
Consultancy, legal and other professional services		8,398	8,242	-	-	-	-	8,398	8,242
Office supplies and stationery		534	644	-	-	-	-	534	644
Rental expense		145	145	-	-	-	-	145	145
Other expenditure	18	720	627	-	-	-	-	720	627
		<u>234,158</u>	<u>224,726</u>	<u>1,936</u>	<u>1,438</u>	<u>311</u>	<u>345</u>	<u>236,405</u>	<u>226,509</u>
Operating (deficit) surplus		(183,639)	(174,708)	(956)	535	(311)	(345)	(184,906)	(174,518)
<b>Non-operating income (expense)</b>									
Interest income		2,492	1,716	30	17	778	468	3,300	2,201
Gain (Loss) on disposal of property, plant and equipment,		62	(424)	-	-	-	-	62	(424)
(Deficit) Surplus before grants		<u>(181,085)</u>	<u>(173,416)</u>	<u>(926)</u>	<u>552</u>	<u>467</u>	<u>123</u>	<u>(181,544)</u>	<u>(172,741)</u>
<b>Grants</b>									
Deferred capital grants amortised:									
- Government	14	36,943	35,864	-	-	-	-	36,943	35,864
- Non-Government	14	453	333	-	-	-	-	453	333
Grants utilised:									
- Government	10	4,246	2,810	-	-	-	-	4,246	2,810
- Non-Government		1,665	1,840	-	-	-	-	1,665	1,840
Operating grants from:									
- Government	19	169,778	165,177	-	-	-	-	169,778	165,177
- Non-Government		454	544	-	-	-	-	454	544
		<u>213,539</u>	<u>206,568</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>213,539</u>	<u>206,568</u>
Surplus (Deficit) for the year, representing total comprehensive income for the year		<u>32,454</u>	<u>33,152</u>	<u>(926)</u>	<u>552</u>	<u>467</u>	<u>123</u>	<u>31,995</u>	<u>33,827</u>

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

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

## STATEMENTS OF CHANGES IN ACCUMULATED SURPLUS

For the financial year ended 31 March 2016

	General Fund		Other Funds				Total	
	2016	2015	RPEF		Endowment Fund		2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Group</b>								
Balance at 1 April	<b>229,505</b>	196,361	<b>2,938</b>	2,386	<b>580</b>	457	<b>233,023</b>	199,204
Surplus (Deficit) for the year, representing total comprehensive income for the year	<b>32,456</b>	33,144	<b>(926)</b>	552	<b>467</b>	123	<b>31,997</b>	33,819
Balance at 31 March	<b>261,961</b>	<u>229,505</u>	<b>2,012</b>	<u>2,938</u>	<b>1,047</b>	<u>580</u>	<b>265,020</b>	<u>233,023</u>
<b>Polytechnic</b>								
Balance at 1 April	<b>229,452</b>	196,300	<b>2,938</b>	2,386	<b>580</b>	457	<b>232,970</b>	199,143
Surplus (Deficit) for the year, representing total comprehensive income for the year	<b>32,454</b>	33,152	<b>(926)</b>	552	<b>467</b>	123	<b>31,995</b>	33,827
Balance at 31 March	<b>261,906</b>	<u>229,452</u>	<b>2,012</b>	<u>2,938</u>	<b>1,047</b>	<u>580</u>	<b>264,965</b>	<u>232,970</u>

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



## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

CONSOLIDATED STATEMENT OF CASH FLOWS  
For the financial year ended 31 March 2016

	<u>Note</u>	<b>2016</b> \$'000	2015 \$'000
<b>Cash Flows from Operating Activities</b>			
Deficit before grants		<b>(181,542)</b>	(172,749)
Adjustments for:			
Interest income		<b>(3,300)</b>	(2,201)
(Gain) Loss on disposal of property, plant and equipment		<b>(62)</b>	424
Impairment loss and bad debts	18	<b>35</b>	5
Depreciation of property, plant and equipment	5	<b>41,237</b>	39,630
Deficit before working capital changes		<b>(143,632)</b>	(134,891)
Changes in working capital:			
Trade and other receivables		<b>(612)</b>	2,787
Trade and other payables		<b>3,060</b>	(1,856)
Fees received in advance		<b>2,786</b>	1,635
Cash used in operations		<b>(138,398)</b>	(132,325)
Interest received		<b>1,730</b>	885
Net cash used in operating activities		<b>(136,668)</b>	(131,440)
<b>Cash Flows from Investing Activities</b>			
Purchase of property, plant and equipment	5	<b>(12,263)</b>	(28,221)
Proceeds from disposal of property, plant and equipment		<b>2</b>	98
Proceeds from redemption of bonds		<b>2,000</b>	2,000
Investment in quoted bonds		<b>(7,087)</b>	(12,994)
Interest received from held-to-maturity investments		<b>1,722</b>	1,407
Net cash used in investing activities		<b>(15,626)</b>	(37,710)
<b>Cash Flows from Financing Activities</b>			
Government grants received:			
- Operating grants		<b>169,310</b>	164,812
- Development grants		<b>3,597</b>	9,155
- Information technology and furniture and equipment grants		<b>23,694</b>	24,071
- Other grants		<b>2,368</b>	2,162
Operating grants received from non-government organisations		<b>2,251</b>	2,922
Contributions received for Endowment Fund (Capital)		<b>2,360</b>	10,165
Net cash from financing activities		<b>203,580</b>	213,287
Net increase in cash and cash equivalents		<b>51,286</b>	44,137
Cash and cash equivalents at beginning of the year		<b>244,323</b>	200,186
Cash and cash equivalents at end of the year	9	<b>295,609</b>	244,323

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

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

#### 1 General information

Republic Polytechnic (the “Polytechnic”) was established in 2002 under the Republic Polytechnic Act, Chapter 270 (the “Act”) and domiciled in the Republic of Singapore.

The Polytechnic is located at 9 Woodlands Avenue 9, Singapore 738964.

The principal activities of the Polytechnic are to provide diploma level education and training in preparation for career in domains associated with engineering, science and technology, sports and wellness management, creative arts and hospitality.

The principal activities of the subsidiary are disclosed in Note 6 to the financial statements.

The consolidated financial statements relate to the Polytechnic and its subsidiary (referred to as the “Group”). The consolidated financial statements of the Group and statement of financial position, statement of profit or loss and other comprehensive income and statement of changes in accumulated surplus of the Polytechnic for the year ended 31 March 2016 were authorised for issue by the Board of Governors on 28 June 2016.

#### 2(a) Basis of accounting

The financial statements have been prepared in accordance with the provisions of the Act and the Statutory Board Financial Reporting Standards (“SB-FRS”). SB-FRS include Statutory Board Financial Reporting Standards, Interpretations of SB-FRS and SB-FRS Guidance Notes as promulgated by the Accountant-General.

The financial statements have been prepared on the historical cost basis except as disclosed in the accounting policies below.

The financial statements are presented in Singapore dollars which is the functional currency of the Polytechnic. All financial information presented in Singapore dollars has been rounded to the nearest thousand, unless otherwise stated.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

### NOTES TO THE FINANCIAL STATEMENTS For the financial year ended 31 March 2016

#### 2(a) Basis of accounting (cont'd)

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or a liability, the Group takes into account the characteristics of the asset or liability which market participants would take into account when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these consolidated financial statements is determined on such a basis, except for share-based payment transactions that are within the scope of SB-FRS 102 *Share-based Payment*, leasing transactions that are within the scope of SB-FRS 17 *Leases*, and measurements that have some similarities to fair value but are not fair value, such as net realisable value in SB-FRS 2 *Inventories* or value in use in SB-FRS 36 *Impairment of Assets*.

In addition, for financial reporting purposes, fair value measurements are categorised into Level 1, 2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

#### Significant accounting estimates and judgements

The preparation of the financial statements in conformity with SB-FRS requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Critical assumptions used and accounting estimates in applying accounting policies are described below:

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY****NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 March 2016****2(a) Basis of accounting (cont'd)****Significant accounting estimates and judgements (cont'd)**Depreciation of property, plant and equipment

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. 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. The carrying amounts of property, plant and equipment are disclosed in Note 5 to the financial statements.

Impairment of trade and other receivables

Impairment of bad and doubtful debts is based on an assessment of the recoverability of trade and other receivables. Impairment is applied to trade and other receivables where events or changes in circumstances indicate that the balances may not be collectible. The identification of bad and doubtful debts requires the use of judgement and estimates. Where the expected outcome is different from the original estimate, such difference will impact carrying value of trade and other receivables and doubtful debt expenses in the period in which such estimate has been changed. The carrying amounts of trade and other receivables are disclosed in Note 8 to the financial statements.

Provision for reinstatement of land

As described in Note 13, the provision for reinstatement of land is based on the best estimate of the direct expenditures to be incurred which are both necessarily entailed by the reinstatement of land and not associated with the on-going activities of the Group. Changes in the expected cost of reinstatement, changes in the lease and reinstatement terms may significantly impact the value of reinstatement asset, liability and annual charge on recognition of depreciation.

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

### NOTES TO THE FINANCIAL STATEMENTS For the financial year ended 31 March 2016

#### 2(b) Adoption of new and revised standards

On 1 April 2015, the Group adopted all the new and revised SB-FRSs and Interpretations to SB-FRS (“INT SB-FRSs”) that are effective from that date and are relevant to its operations. The adoption of these new/revised SB-FRS and INT SB-FRSs does not result in changes to the Group’s accounting policies and has no material effect on the amounts reported for the current or prior years.

At the date of authorisation of the financial statements, the following new/revised SB-FRSs, INT SB-FRSs and amendments to SB-FRS that are relevant to the Group were issued but not yet effective.

- SB-FRS 1001 *Accounting and disclosure for non-exchange revenue*

SB-FRS 1001 will take effect from financial years beginning on or after 1 January 2017. The Group is currently evaluating the impact of the changes in the period of initial adoption.

#### 2(c) Summary of significant accounting policies

##### **Fund accounting**

###### General Fund

Income and expenditure relating to the main activities of the Group are accounted for in the “General Fund” column in the statements of profit or loss and other comprehensive income.

###### Other funds

Funds are set up to account for contributions received and expenditure incurred for specific purposes, mainly to cater for financial assistance to students, scholarships, staff development and ad-hoc projects undertaken by the academic staff/students. Income and expenditure relating to these funds are accounted for in the “Other funds” column in the statements of profit or loss and other comprehensive income. The assets and liabilities of these funds are accounted for separately. For presentation purposes, the assets and liabilities of these funds are pooled together with those of the General Fund in the statement of financial position.

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

### NOTES TO THE FINANCIAL STATEMENTS For the financial year ended 31 March 2016

#### 2(c) Summary of significant accounting policies (cont'd)

##### Fund accounting (cont'd)

Other funds comprise the following funds:

- (i) *Republic Polytechnic Education Fund ("RPEF") (UEN: T03CC1740J, effective from 15 November 2003)*

The purpose of this fund is to provide scholarship, bursaries, equipment loans, etc to students as well as to fund student development and welfare activities.

This fund is also used to fund continuing education, upgrading of the Polytechnic's physical infrastructure, equipment and special projects of the staff.

Income and expenditure of the Republic Polytechnic Education Fund are accounted for in the "Other Funds – RPEF" column in the statement of profit or loss and other comprehensive income.

- (ii) *Endowment Fund*

The Endowment Fund provides financial assistance to needy students, promotes excellence in teaching amongst the academic staff. Income and expenditure of the Endowment Fund are accounted for in the "Other Funds – Endowment Fund" column in the statement of profit or loss and other comprehensive income.

##### Endowment fund (capital)

This fund consists of donations or contributions which are specifically designed to be kept intact to earn income. The principal sum is kept intact and presented separately in the statement of financial position. The fund's income and expenditure are taken to the statement of profit or loss and other comprehensive income as described in "Other Funds - Endowment Fund".

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY****NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 March 2016****2(c) Summary of significant accounting policies (cont'd)****Consolidation**

The consolidated financial statements incorporate the financial statements of the Polytechnic and entities controlled by the Polytechnic (its subsidiary). Control is achieved where the Polytechnic:

- Has power over the investee;
- Is exposed, or has rights, to variable returns from its involvement with the investee; and
- Has the ability to use its power to affect its returns.

The Polytechnic reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

Consolidation of a subsidiary begins when the Polytechnic obtains control over the subsidiary and ceases when the Polytechnic loses control of the subsidiary. Specifically, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Polytechnic gains control until the date when the Polytechnic ceases to control the subsidiary.

Where necessary, adjustments are made to the financial statements of the subsidiary to bring its accounting policies into line with the Group's accounting policies.

In the Polytechnic's separate financial statements, investment in subsidiary is carried at cost less any impairment in net recoverable value that has been recognised in profit or loss.

**Property, plant and equipment and depreciation**

Property, plant and equipment are stated at cost less accumulated depreciation and any accumulated impairment losses. Donated assets are stated at valuation at initial recognition.

The cost of property, plant and equipment includes expenditure that is directly attributable to the acquisition of the items. Dismantlement, removal or restoration costs are included as part of the cost of property, plant and equipment if the obligation for dismantlement, removal or restoration is incurred as a consequence of acquiring or using the asset.

Property, plant and equipment costing less than \$2,000 each, building renovations below \$200,000 and library books are expensed as incurred.

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

### NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

#### 2(c) Summary of significant accounting policies (cont'd)

##### Property, plant and equipment and depreciation (cont'd)

Depreciation on property, plant and equipment is calculated using the straight-line method over their estimated useful lives as follows:

Leasehold land and buildings	-	Lease period of 30 years
Building improvements	-	5 years
Building systems	-	10 to 20 years
Computer systems	-	3 to 5 years
Computer software	-	3 to 5 years
Furniture, fittings and equipment	-	5 to 10 years

No depreciation is computed on capital work-in-progress. Depreciation will commence when the asset is completed and ready for its intended use.

Depreciation methods, useful lives and residual values of property, plant and equipment are reviewed and adjusted as appropriate at each reporting date.

Subsequent expenditure relating to property, plant and equipment that has already been recognised is added to the carrying amount of the asset when it is probable that future economic benefits, in excess of the standard of performance of the asset before that expenditure was made, will flow to the Group and the cost can be reliably measured. Other subsequent expenditure is recognised as an expense during the financial year in which it is incurred.

Fully depreciated property, plant and equipment are retained in the financial statements until they are no longer in use.

The gain or loss arising from disposal or retirement of an item of plant and equipment is determined as the difference between the sales proceeds and the carrying amounts of the asset and is recognised in the statement of profit or loss and other comprehensive income.

##### Foreign currency

Transactions in foreign currencies are translated to the functional currency of the Polytechnic and its subsidiary at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortised cost in foreign currency translated at the exchange rate at the end of the year.



## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

### NOTES TO THE FINANCIAL STATEMENTS For the financial year ended 31 March 2016

#### 2(c) Summary of significant accounting policies (cont'd)

##### Foreign currency (cont'd)

Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on retranslation are recognised in statement of profit or loss and other comprehensive income.

##### Financial instruments

Financial assets and financial liabilities are recognised on the Group's statement of financial position when the Group becomes a party to the contractual provisions of the instrument.

##### Effective interest method

The effective interest method is a method of calculating the amortised cost of a financial instrument and of allocating interest income or expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash receipts or payments (including all fees on points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial instrument, or where appropriate, a shorter period. Income and expense is recognised on an effective interest basis for debt instruments.

##### Financial assets

All financial assets are recognised and de-recognised on a trade date where the purchase or sale of an investment is under a contract whose terms require delivery of the investment within the timeframe established by the market concerned, and are initially measured at fair value plus transaction costs.

The Group determines the classification of its financial assets at the time of initial recognition.

##### Held-to-maturity investments

Bonds with fixed or determinable payments and fixed maturity dates where the Group has a positive intent and ability to hold to maturity are classified as held-to-maturity investments. Held-to-maturity investments are recorded at amortised cost using the effective interest method less impairment, with revenue recognised on an effective yield basis.

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY****NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 March 2016****2(c) Summary of significant accounting policies (cont'd)****Loans and receivables**

Trade and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as "loans and receivables". Loans and receivables are initially measured at fair value and subsequently measured at amortised cost using the effective interest method less impairment. Interest is recognised by applying the effective interest rate method, except for short-term receivables when the recognition of interest would be immaterial.

**Impairment of financial assets**

Financial assets are assessed for indicators of impairment at the end of each reporting period. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been impacted.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount, and the present value of the estimated future cash flows discounted at the original effective interest rate.

Individually significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

All impairment losses are recognised in the statement of profit or loss and other comprehensive income.

**Derecognition of financial assets**

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity, if the Group neither transfers nor retains substantially all the risk and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay. If the Group retains substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY****NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 March 2016****2(c) Summary of significant accounting policies (cont'd)****Cash and cash equivalents**

Cash and cash equivalents comprise cash balances and bank deposits and other short-term highly liquid investments which are readily convertible to cash and which are subject to an insignificant risk of changes in value.

**Financial liabilities**

The Group's financial liabilities include trade and other payables.

Financial liabilities are recognised when the Group becomes a party to the contractual agreements of the instrument.

Trade and other payables are initially measured at fair value, and subsequently measured at amortised cost, using the effective interest method, with interest expense recognised on an effective yield basis.

**Derecognition of financial liabilities**

The Group derecognises a financial liability when its contractual obligations are discharged, cancelled or they expire.

**Offsetting arrangements**

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when the Polytechnic and the Group has a legally enforceable right to set off the recognised amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. A right to set-off must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency or bankruptcy.

**Grants**

Government grants and contributions from other organisations for the purchase of depreciable assets or to finance research or capital projects are taken to the grants received in advance account in the first instance. They are taken to the deferred capital grants account upon the utilisation of the grants for purchase of assets, which are capitalised, or to the statement of profit or loss and other comprehensive income for purchase of assets which are written off in the year of purchase.

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY****NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 March 2016****2(c) Summary of significant accounting policies (cont'd)****Grants (Cont'd)**

Deferred capital grants are recognised in the statements of profit or loss and other comprehensive income over the periods necessary to match the depreciation, write off and/or impairment loss of the assets purchased with the related grants. Upon the disposal of property, plant and equipment, the balance of the related deferred capital grants is recognised in the statement of profit or loss and other comprehensive income to match the carrying amount of the property, plant and equipment written off.

Government grants to meet the current year's operating expenses are recognised as income in the same year. Government grants are accounted for on the accrual basis.

**Impairment of non-financial assets**

The carrying amounts of non-financial assets subject to impairment are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated.

If it is not possible to estimate the recoverable amount of the individual asset, then the recoverable amount of the cash-generating unit to which the assets belong will be identified.

For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). As a result, some assets are tested individually for impairment and some are tested at cash-generating unit level.

Individual assets or cash-generating units are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's or cash-generating unit's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of fair value, reflecting market conditions less costs to sell, and value in use, based on an internal discounted cash flow evaluation. Impairment loss is charged pro rata to other assets in the cash-generating unit. All assets are subsequently reassessed for indications that an impairment loss previously recognised may no longer exist.

Any impairment loss is charged to the statement of profit or loss and other comprehensive income unless it reverses a previous revaluation in which case it is charged to equity.

An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount or when there is an indication that the impairment loss recognised for the asset no longer exists or decreases.

An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined if no impairment loss had been recognised.

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

### NOTES TO THE FINANCIAL STATEMENTS For the financial year ended 31 March 2016

#### 2(c) Summary of significant accounting policies (cont'd)

##### Provisions

Provisions are recognised when the Group has 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.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation. Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, the receivable is recognised as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

A provision for reinstatement of land is recognised for the expected costs associated with reinstatement of land used by the Group (Note 13). The provision is based on the best estimate of the direct expenditures to be incurred which are both necessarily entailed by the reinstatement of land and not associated with the on-going activities of the Group.

##### Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the lessee. All other leases are classified as operating leases.

##### The Group as lessor

Rental income from operating leases is recognised on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which use benefit derived from the leased asset is diminished. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight-line basis over the lease term.

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY****NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 March 2016****2(c) Summary of significant accounting policies (cont'd)****Leases (cont'd)**The Group as lessee

Rentals payable under operating leases are charged to statement of profit or loss and other comprehensive income on a straight-line basis over the term of the relevant lease unless another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed. Contingent rentals arising under operating leases are recognised as an expense in the period in which they are incurred.

In the event that lease incentives are received to enter into operating leases, such incentives are recognised as a liability. The aggregate benefit of incentives is recognised as a reduction of rental expense on a straight-line basis, except where another systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

**Employee benefits***Defined contribution plans*

Contributions on the employees' salaries are made to the Central Provident Fund ("CPF") as required by law. The CPF contributions are recognised as expenses in the period when the employees rendered their services.

*Short term employee benefits*

All short term employee benefits, including entitlement to annual leave are recognised when they accrue to employees. A provision is made for the estimated liability.

**Key management personnel**

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the Group. Principal, Deputy Principals and Directors are considered key management personnel.

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY****NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 March 2016****2(c) Summary of significant accounting policies (cont'd)****Revenue recognition**

Student fees and other fees for the academic year are recognised on an accrual basis.

Donations which are unconditional are recognised upon receipt.

Rental income is recognised on a straight-line basis over the lease term.

Revenue from workshops are recognised when conducted.

Interest income is recognised on a time proportionate basis using the effective interest method.

Income from consultancy projects is recognised when the project is completed.

**Income tax**

The Polytechnic is registered as a charitable institution.

With effect from the Year of Assessment 2008 or the financial year ended 31 March 2007, all registered charities will enjoy automatic income tax exemption without having the need to meet the 80% spending rule and there is no need to file income tax returns by virtue of Section 13(1)(zm) of the Income Tax Act, Chapter 134.

The subsidiary of the Polytechnic is subject to tax under Singapore income tax legislation.

Income tax for the financial year comprises current and deferred tax.

Current tax is the expected tax payable on the taxable income for the year, using tax rates (and tax laws) enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised, using the balance sheet method, providing for all temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the tax rates (and tax laws) that have been enacted or substantively enacted by the end of the reporting period.

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 2(c) Summary of significant accounting policies (cont'd)

## Income tax (cont'd)

A deferred tax asset is recognised to the extent that it is probable that future taxable income will be available against which temporary differences can be utilised. Deferred tax assets are reviewed at the end of the reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Current and deferred tax are recognised as an expense or income in profit or loss, except when they relate to items credited or debited outside profit or loss (either in other comprehensive income or directly in equity), in which case the tax is also recognised outside profit or loss (either in other comprehensive income or directly in equity, respectively).

## 3 General fund

The use of accumulated surplus to fund the Polytechnic's purchase of property, plant and equipment is approved by the Board. Such funds for purchase of property, plant and equipment which are not directly funded by government grants is set aside as capital reserves in the year of purchase and transferred back to general reserves to match the amounts taken to the statement of profit or loss and other comprehensive income when the property, plant and equipment are depreciated over their useful lives or upon their disposal or retirement.

	<u>General Fund</u>				<u>Total</u>	
	General Reserves		Capital Reserves		2016	2015
	2016	2015	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Group</b>						
At 1 April	<b>203,206</b>	172,169	<b>26,299</b>	24,192	<b>229,505</b>	196,361
Surplus for the year, representing total comprehensive income for the year	<b>32,456</b>	33,144	-	-	<b>32,456</b>	33,144
Transfer to capital reserves	<b>(1,607)</b>	(5,906)	<b>1,607</b>	5,906	-	-
Transfer to general reserves	<b>2,899</b>	3,799	<b>(2,899)</b>	(3,799)	-	-
Adjustment <sup>(1)</sup>	<b>1,879</b>	-	<b>(1,879)</b>	-	-	-
At 31 March	<b><u>238,833</u></b>	<u>203,206</u>	<b><u>23,128</u></b>	<u>26,299</u>	<b><u>261,961</u></b>	<u>229,505</u>



## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS  
For the financial year ended 31 March 2016

## 3 General fund (cont'd)

	<b>General Fund</b>					
	General Reserves		Capital Reserves		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b><u>Polytechnic</u></b>						
At 1 April	<b>203,153</b>	172,108	<b>26,299</b>	24,192	<b>229,452</b>	196,300
Surplus for the year, representing total comprehensive income for the year	<b>32,454</b>	33,152	-	-	<b>32,454</b>	33,152
Transfer to capital reserves	<b>(1,607)</b>	(5,906)	<b>1,607</b>	5,906	-	-
Transfer to general reserves	<b>2,899</b>	3,799	<b>(2,899)</b>	(3,799)	-	-
Adjustment <sup>(1)</sup>	<b>1,879</b>	-	<b>(1,879)</b>	-	-	-
At 31 March	<b><u>238,778</u></b>	<u>203,153</u>	<b><u>23,128</u></b>	<u>26,299</u>	<b><u>261,906</u></b>	<u>229,452</u>

<sup>(1)</sup> Relates to over-accrual for additions to property, plant and equipment of \$1,269,000 (Note 5) in 2015; and the reclassification of \$610,000 of additions to property, plant and equipment in 2015 from capital reserves to drawdown from government grants as these additions were eligible for government grant funding (Note 10).

4 Endowment fund (capital)	<b>Group and Polytechnic</b>	
	2016 \$'000	2015 \$'000
At 1 April	<b>22,007</b>	13,604
Endowed donation received	<b>181</b>	2,517
Matching grant from MOE	<b>2,179</b>	5,886
At 31 March	<b><u>24,367</u></b>	<u>22,007</u>
Represented by:		
Cash placed with Accountant-General's Department	<b>2,179</b>	5,886
Bonds (at amortised cost)	<b><u>22,188</u></b>	<u>16,121</u>
	<b><u>24,367</u></b>	<u>22,007</u>

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS  
For the financial year ended 31 March 2016

## 5 Property, plant and equipment

<u>Group and Polytechnic</u>	Leasehold land and building	Building improvements	Building systems	Computer systems	Computer software	Furniture, fittings and equipment	Capital work-in-progress	Total
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
<b>Cost</b>								
At 1 April 2014	427,499	2,727	129,894	28,720	39,995	115,176	19,807	763,818
Additions	-	66	105	625	1,374	2,244	27,236	31,650
Transfers	32,737	-	9,807	146	828	3,263	(46,781)	-
Disposals	(836)	-	(11)	(380)	(432)	(4,236)	-	(5,895)
At 31 March 2015	<b>459,400</b>	<b>2,793</b>	<b>139,795</b>	<b>29,111</b>	<b>41,765</b>	<b>116,447</b>	<b>262</b>	<b>789,573</b>
Additions	-	1,722	26	3,580	2,474	3,831	1,349	12,982
Transfers	-	267	-	-	892	-	(1,159)	-
Adjustment (Note 3)	(4,912)	644	3,480	-	-	(481)	-	(1,269)
Disposals	-	-	-	(3,270)	(1,635)	(3,943)	-	(8,848)
<b>At 31 March 2016</b>	<b>454,488</b>	<b>5,426</b>	<b>143,301</b>	<b>29,421</b>	<b>43,496</b>	<b>115,854</b>	<b>452</b>	<b>792,438</b>
<b>Accumulated depreciation</b>								
At 1 April 2014	134,940	1,624	62,252	24,252	21,371	104,489	-	348,928
Additions	15,968	416	8,916	3,172	6,835	4,323	-	39,630
Disposals	(321)	-	(6)	(380)	(432)	(4,234)	-	(5,373)
At 31 March 2015	<b>150,587</b>	<b>2,040</b>	<b>71,162</b>	<b>27,044</b>	<b>27,774</b>	<b>104,578</b>	<b>-</b>	<b>383,185</b>
Additions	16,978	582	9,864	2,087	7,343	4,383	-	41,237
Disposals	-	-	-	(3,270)	(1,635)	(3,943)	-	(8,848)
<b>At 31 March 2016</b>	<b>167,565</b>	<b>2,622</b>	<b>81,026</b>	<b>25,861</b>	<b>33,482</b>	<b>105,018</b>	<b>-</b>	<b>415,574</b>
<b>Carrying amount</b>								
<b>At 31 March 2016</b>	<b>286,923</b>	<b>2,804</b>	<b>62,275</b>	<b>3,560</b>	<b>10,014</b>	<b>10,836</b>	<b>452</b>	<b>376,864</b>
At 31 March 2015	308,813	753	68,633	2,067	13,991	11,869	262	406,388

During the year, the Group and the Polytechnic accrued for the acquisition of property, plant and equipment with an aggregate cost of \$3,019,000 (2015 : \$3,569,000). The cash outflow on acquisition of plant and equipment amounted to \$12,263,000 (2015 : \$28,221,000).

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY****NOTES TO THE FINANCIAL STATEMENTS**  
For the financial year ended 31 March 2016**6 Subsidiary**

		<b><u>Polytechnic</u></b>	
		<b>2016</b>	2015
		<b>\$'000</b>	\$'000
Investment, at cost		<b><u>60</u></b>	<u>60</u>
		<b>Effective equity interest held by the Polytechnic</b>	
		<b>2016</b>	2015
		<b>%</b>	%
Name of subsidiary (Country of incorporation)	Principal activities (Place of business)		
Republic Polytechnic International Pte. Ltd. (The Republic of Singapore)	To support the Polytechnic's students overseas programme (The Republic of Singapore)	<b>100</b>	100

**7 Held-to-maturity investments**

		<b><u>Group and Polytechnic</u></b>	
		<b>2016</b>	2015
		<b>\$'000</b>	\$'000
Held-to-maturity quoted bonds, at amortised cost		<b><u>47,393</u></b>	<u>42,627</u>
Fair value		<b><u>47,175</u></b>	<u>42,845</u>
Represented by:			
Current		<b>2,596</b>	1,999
Non-current		<b><u>44,797</u></b>	<u>40,628</u>
		<b><u>47,393</u></b>	<u>42,627</u>

The bonds bear interest ranging from 2.82% to 5.75% (2015 : 2.82% to 5.75%) per annum. The effective interest rate ranges from 1.80% to 4.33% (2015 : 1.80% to 4.33%) per annum. The maturity period of the bonds ranges from May 2016 to January 2028 (2015 : October 2015 to November 2024).

At the reporting date, the fair values of the quoted bonds were determined by reference to published market prices.

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS  
For the financial year ended 31 March 2016

## 8 Trade and other receivables

	<u>Group</u>		<u>Polytechnic</u>	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Receivables from students	847	863	847	863
Allowance for impairment loss	<u>(159)</u>	<u>(156)</u>	<u>(159)</u>	<u>(156)</u>
	688	707	688	707
Receivables from non-students	<u>1,263</u>	<u>972</u>	<u>1,259</u>	<u>971</u>
	1,951	1,679	1,947	1,678
Non-trade amount owing by subsidiary	-	-	29	29
Other receivables	1,086	811	1,086	811
Cash advances	<u>24</u>	<u>14</u>	<u>24</u>	<u>14</u>
	3,061	2,504	3,086	2,532
Operating government grants receivable	5,914	8,386	5,914	8,386
Goods and services tax receivable	989	546	989	546
Non-government grant receivables	1,445	708	1,445	708
Prepayments	<u>1,860</u>	<u>2,048</u>	<u>1,860</u>	<u>2,048</u>
	<u>13,269</u>	<u>14,192</u>	<u>13,294</u>	<u>14,220</u>

The average credit period on trade receivables from students is 7 to 14 days (2015 : 7 to 14 days). No interest is charged on the outstanding trade receivables.

## (i) Analysis of receivables from students and non-students

Student receivables:

	<u>Group and Polytechnic</u>	
	2016 \$'000	2015 \$'000
Not past due and not impaired	640	667
Past due but not impaired	48	40
Impaired receivables	<u>159</u>	<u>156</u>
Total	847	863
Less: Allowance for impairment	<u>(159)</u>	<u>(156)</u>
	<u>688</u>	<u>707</u>

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY**
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 March 2016**
**8 Trade and other receivables (cont'd)**

(i) Analysis of receivables from students and non-students (cont'd)

Non-student receivables:

	<u>Group</u>		<u>Polytechnic</u>	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Not past due and not impaired	<b>605</b>	669	603	668
Past due but not impaired	<b>658</b>	<u>303</u>	<b>656</b>	<u>303</u>
	<b><u>1,263</u></b>	<u>972</u>	<b><u>1,259</u></b>	<u>971</u>

(i) Aging of receivables that are past due but not impaired:

Student receivables:

	<u>Group and Polytechnic</u>	
	2016	2015
	\$'000	\$'000
Past due 1 semester*	<b><u>48</u></b>	<u>40</u>

\*Semesters at the Polytechnic can range between 137 to 148 days.

Non-student receivables:

	<u>Group</u>		<u>Polytechnic</u>	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Past due less than 30 days	<b>125</b>	224	<b>125</b>	224
Past due 31 to 60 days	<b>499</b>	29	<b>497</b>	29
Past due 61 to 90 days	<b>18</b>	18	<b>18</b>	18
Past due over 90 days	<b>16</b>	<u>32</u>	<b>16</b>	<u>32</u>
	<b><u>658</u></b>	<u>303</u>	<b><u>656</u></b>	<u>303</u>

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS  
For the financial year ended 31 March 2016

## 8 Trade and other receivables (cont'd)

(iii) Movements in allowance for impairment:

Allowance for impairment of student receivables:

	<b>Group and Polytechnic</b>	
	<b>2016</b>	2015
	<b>\$'000</b>	\$'000
At 1 April	<b>156</b>	182
Amounts written off during the year	<b>(37)</b>	(32)
Amounts recovered during the year	<b>(91)</b>	(121)
Increase in allowance recognised in the statement of profit or loss and other comprehensive income	<b>131</b>	127
Impairment loss recognised (Note 18)	<b>40</b>	6
At 31 March	<b><u>159</u></b>	<u>156</u>

## 9 Cash and bank balances

	<b>Group</b>		<b>Polytechnic</b>	
	<b>2016</b>	2015	<b>2016</b>	2015
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
Cash at bank	<b>1,120</b>	1,691	<b>1,050</b>	1,629
Cash placed with Accountant-General's Department	<b>298,001</b>	244,679	<b>298,001</b>	244,679
Fixed deposits	<b>120</b>	150	-	-
	<b><u>299,241</u></b>	<u>246,520</u>	<b><u>299,051</u></b>	<u>246,308</u>
Less: Cash held in trust [Note 15 (ii) and (iii)]	<b><u>(3,632)</u></b>	<u>(2,197)</u>	<b><u>(3,632)</u></b>	<u>(2,197)</u>
Net cash and cash equivalents in consolidated statement of cash flows	<b><u>295,609</u></b>	<u>244,323</u>	<b><u>295,419</u></b>	<u>244,111</u>

The effective interest rate for cash placed with Accountant-General's Department at the reporting date is 1.5% (2015 : 1.0%) per annum. Interest rates are repriced within 12 months.

As at the end of the reporting period, the Group's fixed deposits bear effective interest of 0.05% to 0.25% (2015 : 0.05% to 0.20%) per annum and for a tenure of approximately 30 days to 12 months (2015 : 30 days to 9 months).

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 10 Government grants received in advance

	<u>Group and Polytechnic</u>	
	<b>2016</b>	2015
	<b>\$'000</b>	\$'000
At 1 April	<b>46,586</b>	29,565
Grants received/receivable during the year:		
- Development grants	<b>606</b>	12,146
- Information technology and furniture and equipment grants	<b>23,694</b>	24,071
- Other grants	<b>2,368</b>	2,198
Amount taken to the statement of profit or loss and other comprehensive income (Note*)	<b>(4,246)</b>	(2,810)
Adjustment (Notes 3 and 14)	<b>(610)</b>	-
Grants utilised during the year (Note 14)	<b>(10,185)</b>	(18,584)
At 31 March	<b><u>58,213</u></b>	<u>46,586</u>

\* Note: This represents property, plant and equipment expensed off and project staff expenses funded by MOE.

## 11 Trade and other payables

	<u>Group</u>		<u>Polytechnic</u>	
	<b>2016</b>	2015	<b>2016</b>	2015
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
MOE (Tuition Fee and Study Loan Scheme (Note 15(i)))	<b>151</b>	108	<b>151</b>	108
Khoo Teck Puat International Opportunity Trust Fund Scheme (Note 15(ii))	<b>49</b>	7	<b>49</b>	7
Opportunity Fund Scheme (Note 15(iii))	<b>3,583</b>	2,190	<b>3,583</b>	2,190
Sundry payables	<b>8,496</b>	<u>5,539</u>	<b>8,495</b>	<u>5,538</u>
	<b>12,279</b>	7,844	<b>12,278</b>	7,843
Accrued expenses	<b>5,045</b>	6,031	<b>5,037</b>	6,017
Accrued capital expenditure	<b>3,019</b>	3,569	<b>3,019</b>	3,569
CPF payable	<b>8,339</b>	7,279	<b>8,339</b>	7,279
Provision for unconsumed leave	<b>318</b>	335	<b>318</b>	335
Advance payments received	<b>415</b>	323	<b>415</b>	323
Other payables and deposits	<b>912</b>	944	<b>910</b>	944
	<b><u>30,327</u></b>	<u>26,325</u>	<b><u>30,316</u></b>	<u>26,310</u>

Trade payables have credit terms of between 30 to 90 days (2015 : 30 to 90 days).

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 12 Fees received in advance

	<u>Group</u>		<u>Polytechnic</u>	
	<b>2016</b> <b>\$'000</b>	2015 \$'000	<b>2016</b> <b>\$'000</b>	2015 \$'000
Fees received in advance	<b><u>12,966</u></b>	<u>10,180</u>	<b><u>12,927</u></b>	<u>10,124</u>
Represented by:				
Current				
(i) Service fees	<b>625</b>	625	<b>625</b>	625
(ii) Student and other fees	<b><u>3,512</u></b>	<u>3,286</u>	<b><u>3,473</u></b>	<u>3,230</u>
	<b><u>4,137</u></b>	<u>3,911</u>	<b><u>4,098</u></b>	<u>3,855</u>
Non-current				
(i) Service fees	<b><u>8,829</u></b>	<u>6,269</u>	<b><u>8,829</u></b>	<u>6,269</u>
	<b><u>12,966</u></b>	<u>10,180</u>	<b><u>12,927</u></b>	<u>10,124</u>

- (i) The Polytechnic received fees in advance from Singapore Institute of Technology ("SIT") during the financial year for the usage of the Polytechnic's facilities by SIT students. The fees received in advance will only be recognised as revenue when services are rendered by the Polytechnic in accordance to the service agreement between the Polytechnic and SIT.
- (ii) The fees received in advance are mainly enrolment fees (for Singaporean/ PR students) and Academic Year 2016/2017 (2015 : Academic Year 2015/2016) Semester 1 advance fees (required only for international students) from all international students. These payments will be used to offset the tuition and supplementary fees chargeable for the new academic year starting April 2016 (2015 : April 2015).

## 13 Provision for reinstatement of land

Under the land lease agreement, the Polytechnic has the obligation to reinstate the land to its original state when the lease expires if the lessor so required. In compliance with SB-FRS 16, an estimation of the cost to remove all buildings and structures on the land has been made and a provision made amounting to \$1,750,000 in 2007, with additional provision of \$220,000 made in 2011 and \$230,000 made in 2014 to reflect the best estimate of the direct expenditures to be incurred which are entailed by the reinstatement of land.



## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS  
For the financial year ended 31 March 2016

## 14 Deferred capital grants

	Government		Non-Government		Total	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
<b>Group and Polytechnic</b>						
Balance at 1 April	368,264	385,544	576	791	368,840	386,335
Adjustment (Note 10)	610	-	-	-	610	-
Grants utilised during the year (Note 10):						
- Development grants	29	14,350	-	-	29	14,350
- Information technology and furniture and equipment grants	9,957	3,977	-	-	9,957	3,977
- Other grants	199	257	878	118	1,077	375
	10,185	18,584	878	118	11,063	18,702
Amount taken to the statement of profit or loss and other comprehensive income	(36,943)	(35,864)	(453)	(333)	(37,396)	(36,197)
Balance at 31 March	<u>342,116</u>	<u>368,264</u>	<u>1,001</u>	<u>576</u>	<u>343,117</u>	<u>368,840</u>

## 15 Funds managed on behalf of others

	Group and Polytechnic	
	2016 \$'000	2015 \$'000
(i) Tuition fee and Study loans	7,874	7,267
(ii) Khoo Teck Puat International Opportunity Programme Trust Fund	49	7
(iii) Opportunity Fund	3,583	2,190
	<u>11,506</u>	<u>9,464</u>

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 15 Funds managed on behalf of others (cont'd)

## (i) Tuition fee and study loans

The Polytechnic acts as an agent for the Ministry of Education (the "MOE") to disburse student loans on behalf of MOE.

Tuition fee loans and study loans funds are provided by MOE to students and administered by financial institutions appointed by the Polytechnic. The interest rate policy for the tuition fee and study loans is governed by MOE. The Polytechnic draws down the loans from MOE for student tuition fees when the loans are approved. In accordance with student loan terms, students make loan repayment to financial institutions.

The Polytechnic will return the funds back to MOE after receiving the loan repayments from the financial institutions. Accordingly, the carrying amounts of tuition fee and study loans approximate their fair values. The disclosure on allowance of impairment for funds managed on behalf of others does not have any financial impact to the Group's and the Polytechnic's statement of profit or loss and other comprehensive income.

	<b><u>Group and Polytechnic</u></b>	
	<b>2016</b>	2015
	<b>\$'000</b>	\$'000
At 1 April	<b>7,974</b>	7,175
Funds received from MOE	<b>2,184</b>	2,196
Funds repaid to MOE	<b>(1,467)</b>	(1,289)
Funds pending repayment to MOE (Note 11)	<b><u>(151)</u></b>	<u>(108)</u>
	<b>8,540</b>	7,974
Allowance for impairment loss	<b><u>(666)</u></b>	<u>(707)</u>
At 31 March	<b><u><u>7,874</u></u></b>	<u><u>7,267</u></u>

Movement of the allowance for impairment is as follows:

At 1 April	<b>707</b>	749
Amounts written off during the year	<b>(58)</b>	(35)
Amounts reversed during the year	<b>(56)</b>	(54)
Increase in allowance recognised	<b><u>73</u></b>	<u>47</u>
At 31 March	<b><u><u>666</u></u></b>	<u><u>707</u></u>

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY**
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 March 2016**
**15 Funds managed on behalf of others (cont'd)**
**(ii) Khoo Teck Puat International Opportunity Programme Trust Fund**

The Estate of Tan Sri Khoo Teck Puat launched the Khoo Teck Puat Education Fund on 18 December 2007. The Khoo Teck Puat International Opportunity Programme (“KTPIOP”) is supported by this fund. This programme aims to provide needy students from the Polytechnic with an opportunity to obtain an overseas education experience. The fund is managed by MOE and is disbursed to the Group and Polytechnic for administration of application and awards processing on behalf of the donor.

	<b><u>Group and Polytechnic</u></b>	
	<b>2016</b>	<b>2015</b>
	<b>\$'000</b>	<b>\$'000</b>
At 1 April	7	105
Funds received during the year from MOE	98	-
Funds disbursed during the year	<u>(56)</u>	<u>(98)</u>
At 31 March (Note 11)	<u><u>49</u></u>	<u><u>7</u></u>
Represented by:		
Cash and bank balances	<u><u>49</u></u>	<u><u>7</u></u>

**(iii) Opportunity Fund**

The Opportunity Fund (“OF”) scheme was established in 2006 to level up enrichment opportunities for Singapore Citizen (“SC”) students from lower income household groups from all schools, junior colleges and centralised institutes and the Institute of Technical Education. This scheme was extended to the polytechnics in 2013 and aims to provide needy SC students with assistance for overseas trips, local enrichment programmes and personal computer purchases. This fund is managed by MOE and is disbursed to the Group and the Polytechnic for administration of application and awards processing on behalf of MOE.

These funds are to be utilised over a three-year period and any unutilised amounts will be returned to MOE at the end of each three-year period.

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

## NOTES TO THE FINANCIAL STATEMENTS

For the financial year ended 31 March 2016

## 15 Funds managed on behalf of others (cont'd)

## (iii) Opportunity Fund (cont'd)

	<u>Group and Polytechnic</u>	
	2016	2015
	\$'000	\$'000
At 1 April	2,190	3,531
Funds received (refunded) during the year from MOE	3,061	(10)
Funds disbursed during the year	<u>(1,668)</u>	<u>(1,331)</u>
At 31 March (Note 11)	<u>3,583</u>	<u>2,190</u>
Represented by:		
Cash and bank balances	<u>3,583</u>	<u>2,190</u>

## 16 Other operating income

	<u>Group</u>		<u>Polytechnic</u>	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
Income from workshops	953	956	740	766
Income from provision of shared services	18	202	18	202
Management fee income from subsidiary	-	-	12	10
Sundry income	691	547	687	545
Income from consultancy projects	619	667	619	667
	<u>2,281</u>	<u>2,372</u>	<u>2,076</u>	<u>2,190</u>

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY**
**NOTES TO THE FINANCIAL STATEMENTS**

For the financial year ended 31 March 2016

**17 Staff costs**

	<u>Group</u>		<u>Polytechnic</u>	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Salaries and related costs	128,112	124,010	128,060	123,955
CPF contributions	16,120	14,021	16,120	14,021
	<u>144,232</u>	<u>138,031</u>	<u>144,180</u>	<u>137,976</u>

The above includes remuneration of key management personnel during the year as follows:

	<u>Group</u>		<u>Polytechnic</u>	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Salaries and related costs	6,937	6,254	6,937	6,254
CPF contributions	477	371	477	371
	<u>7,414</u>	<u>6,625</u>	<u>7,414</u>	<u>6,625</u>

**18 Other expenditure**

	<u>Group</u>		<u>Polytechnic</u>	
	2016 \$'000	2015 \$'000	2016 \$'000	2015 \$'000
Impairment loss recognised on student receivables (Note 8)	40	6	40	6
Impairment loss on amount owing by non-students	-	1	-	1
Bad debts recovered	(5)	(2)	(5)	(2)
Staff recruitment expenses	189	147	189	147
License fees and property taxes	491	403	491	403
Miscellaneous expenses	7	75	5	72
	<u>722</u>	<u>630</u>	<u>720</u>	<u>627</u>

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS  
For the financial year ended 31 March 2016

## 19 Operating grants from Government

	<b><u>Group and Polytechnic</u></b>	
	<b>2016</b>	2015
	<b>\$'000</b>	\$'000
Operating grants received / receivable during the year	<b><u>169,778</u></b>	<u>165,177</u>

MOE has reimbursed \$18,830,278 (2015 : \$18,341,692) for the amount of output goods and services tax on the full tuition fees paid to the Inland Revenue Authority of Singapore. This amount is not included in the above operating grants received from Government.

## 20 Income tax

Domestic income tax is calculated at 17% (2015 : 17%) of the estimated assessable profit for the year.

The income tax for the year can be reconciled to the accounting profit as follows:

	<b><u>Group</u></b>	
	<b>2016</b>	2015
	<b>\$'000</b>	\$'000
Surplus after grants	<b><u>31,997</u></b>	<u>33,819</u>
Tax expense at domestic tax rate of 17% (2015 : 17%) in determining taxable profit	<b>5,439</b>	5,749
Effect of income that is exempt from taxation	<b>(5,438)</b>	(5,750)
Deferred tax assets on losses not recognised	-	1
Utilisation of deferred tax benefits previously not recognised	<b><u>(1)</u></b>	<u>-</u>
Total income tax	<b><u>-</u></b>	<u>-</u>

Subject to the agreement by the tax authorities, at the end of the reporting period, the Group had unutilised tax losses of \$17,000 (2015 : \$21,000) available for offset against future profits. No deferred tax assets has been recognised in respect of \$3,000 (2015 : \$4,000) due to the unpredictability of future profit streams.

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY**
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the financial year ended 31 March 2016**
**21 Commitments**
**(a) Capital commitments**

	<b><u>Group and Polytechnic</u></b>	
	<b>2016</b>	2015
	<b>\$'000</b>	\$'000
Commitments approved and contracted for but not provided for	<b>8,216</b>	4,769
Commitments approved but not contracted for	<b><u>216</u></b>	<u>574</u>

The capital commitments are mainly funded from government grants.

**(b) Operating lease commitments (non-cancellable)**
Where the Group is the lessor

At the reporting date, the Group had the following rentals receivable under non-cancellable operating leases for leasing its premises to third parties.

	<b><u>Group and Polytechnic</u></b>	
	<b>2016</b>	2015
	<b>\$'000</b>	\$'000
Rental income due:		
Within one year	<b>2,870</b>	2,846
More than one year but less than five years	<b>3,132</b>	6,143
More than five years	<b><u>5,080</u></b>	<u>7,048</u>

## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS  
For the financial year ended 31 March 2016

## 22 Related party transactions

Some of the Group's transactions and arrangements are with related parties and the effect of these on the basis determined between the parties is reflected in these financial statements. The balances are unsecured, interest-free and repayable on demand unless otherwise stated.

Other than disclosed elsewhere in the financial statements, the Group entered into the following significant transactions with its parent Ministry, MOE, and other related parties during the financial year:

	<u>Group</u>		<u>Polytechnic</u>	
	2016	2015	2016	2015
	\$'000	\$'000	\$'000	\$'000
<b>MOE</b>				
<u>Grants</u>				
Operating grants	169,778	165,177	169,778	165,177
Development grants	606	12,146	606	12,146
Information technology and furniture and equipment grants	23,694	24,071	23,694	24,071
Other grants	2,368	2,198	2,368	2,198
Matching grants	2,179	5,886	2,179	5,886
	<u>198,625</u>	<u>209,478</u>	<u>198,625</u>	<u>209,478</u>
<b>Subsidiary</b>				
Management fee income from subsidiary	-	-	12	10
Re-charge of payroll costs for staff seconded to subsidiary	-	-	54	46
Charges for services rendered to subsidiary	-	-	186	158
Charges for services provided by subsidiary	-	-	(23)	(15)
	<u>-</u>	<u>-</u>	<u>239</u>	<u>219</u>
<b>Entities affiliated to Board of Governors</b>				
Outsourced manpower services	335	362	335	362
Rental of venue and income from workshops	-	11	-	11
Maintenance services	592	667	592	667
	<u>927</u>	<u>1,040</u>	<u>927</u>	<u>1,040</u>



## REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY

NOTES TO THE FINANCIAL STATEMENTS  
For the financial year ended 31 March 2016

## 23 Financial instruments, financial risks and capital risks management

## (a) Categories of financial instruments

The following table sets out the financial instruments as at the end of the reporting period:

	<u>Group</u>		<u>Polytechnic</u>	
	<b>2016</b>	2015	<b>2016</b>	2015
	<b>\$'000</b>	\$'000	<b>\$'000</b>	\$'000
<b>Financial assets</b>				
Loans and receivables (including cash and cash equivalents)	<b>302,302</b>	249,024	<b>302,137</b>	248,840
Held-to-maturity investments	<b>47,393</b>	42,627	<b>47,393</b>	42,627
Total	<b><u>349,695</u></b>	<u>291,651</u>	<b><u>349,530</u></b>	<u>291,467</u>
<b>Financial liabilities</b>				
Liabilities at amortised cost	<b><u>29,912</u></b>	<u>26,002</u>	<b><u>29,901</u></b>	<u>25,987</u>

## (b) Financial instruments subject to offsetting, enforceable master netting agreements and similar arrangements

The Group does not have any financial instruments which are subject to offsetting, enforceable master netting agreements or similar netting arrangements.

## (c) Financial risk management policies and objectives

The Group's overall financial risk management programme seeks to minimise potential adverse effects of financial performance of the Group. There has been no change to the Group's exposure to these financial risks or the manner in which it manages and measures the risk.

## (i) Foreign currency risk management

The Group is not exposed to significant foreign currency risk as its transactions, financial assets and liabilities are denominated in Singapore dollars.

## (ii) Interest rate risk management

As the Group does not have any financial assets and liabilities which bear interest at floating rates, no sensitivity analysis is prepared.

The interest rates for cash placed with Accountant-General's Department disclosed in Note 9 to the financial statements are based on deposit rates determined by financial institutions with which cash are deposited and are expected to move in tandem with market interest rate movements.

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY****NOTES TO THE FINANCIAL STATEMENTS  
For the financial year ended 31 March 2016****23 Financial instruments, financial risks and capital risks management (cont'd)****(c) Financial risk management policies and objectives (cont'd)****(ii) Interest rate risk management (cont'd)**

Reasonable changes in interest rates for cash placed with Accountant-General's Department would not have a material effect on the Group's income and expenditure and equity.

**(iii) Credit risk management**

Credit risk refers to the risk that students and non-students will default on their obligations to repay the amount owing to the Group, resulting in financial loss to the Group. The Group has adopted procedures in monitoring collections from students and in monitoring default of payments from students and non-students.

At the reporting date, there is no significant concentration of credit risk. Concentration of credit risk relating to trade receivables is limited due to the Group's varied customer base. Credit risk of grant receivables is remote as claims made are within funding guidelines and it is unlikely that the Government will default on payment. Cash and cash equivalents are placed with banks and financial institutions which are regulated.

The cash with Accountant-General's Department under Centralised Liquidity Management ("CLM") are placed with high credit quality financial institutions and are available upon request. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statements of financial position.

Further details of credit risk on trade and other receivables are disclosed in Note 8.

**(iv) Liquidity risk management**

The Group monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate to finance the Group's operations and to mitigate the effects of fluctuations in cash flows.

**(v) Fair value of financial assets and financial liabilities**

The fair value of held-to-maturity investments is disclosed in Note 7 to the financial statements. The carrying amounts of financial assets and liabilities approximate their fair values due to the relatively short-term maturity of these financial instruments unless otherwise disclosed.

The fair values of quoted equity investments that are traded on active liquid markets are determined with reference to quoted market prices and are categorised into Level 1 of the fair value hierarchy. There were no significant transfers between Level 1 and Level 2 of the fair value hierarchy in the period.

**REPUBLIC POLYTECHNIC AND ITS SUBSIDIARY****NOTES TO THE FINANCIAL STATEMENTS****For the financial year ended 31 March 2016****23 Financial instruments, financial risks and capital risks management (cont'd)****(d) Capital risk management policies and objectives**

The Group regularly reviews and manages its capital structure to ensure that the Group will be able to continue as a going concern. The capital structure of the Group comprises only accumulated surplus and endowment fund. The Group's overall strategy remains unchanged from prior year.

