



BETTER
RIDES

AFFORDABLE
FARES

SUSTAINABLE
PUBLIC
TRANSPORT

IMPROVING COMMUTER WELFARE

PUBLIC TRANSPORT COUNCIL

510 THOMSON ROAD,
#12-03, SLF BUILDING,
SINGAPORE 298135

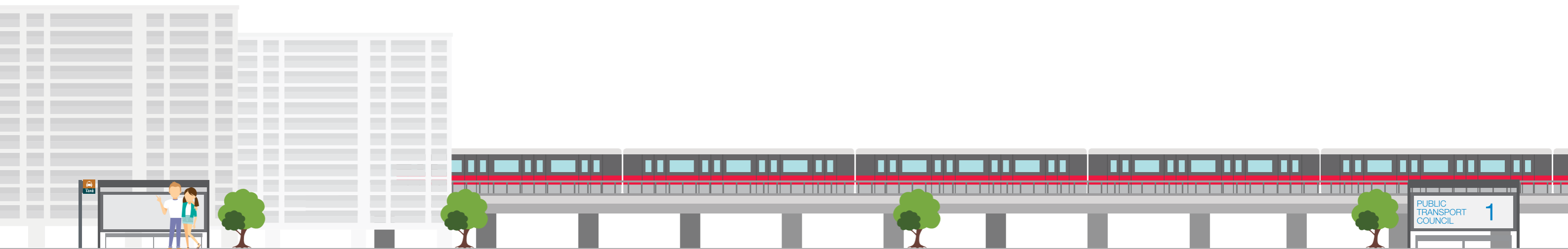
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ANNUAL REPORT 2015/2016

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CORPORATE IDENTITY

VISION STATEMENT

A sustainable public transport system, the preferred choice for all.

MISSION STATEMENT

To work in collaboration with commuters, transport operators and government agencies to improve our public transport system by:

- Keeping public transport fares affordable while ensuring the sustainability of the public transport system; and
- Providing objective, evidence-based advice to the Government to improve the service quality of public transport and commuters' travel experience

CORE VALUES

- PROFESSIONALISM** • Strive for service excellence in what we do and how we do it
- INTEGRITY** • Uphold high standards of moral and ethical principles
- OBJECTIVITY** • Be fair and open to differing views with the aim to achieving an optimal balance
- INNOVATION** • Seek new ways to improve public transport

CORPORATE LOGO

- 1 The single dot above each letter of P, T and C adds a human touch, which emphasises the Council's people-centric approach to soliciting feedback and views from stakeholders through open communication.
- 2 'P' stands for Public Transport Council; 'T' represents (Public) Transport Operators; and 'C' refers to Commuters. The three letters depict that PTC, public transport operators and commuters are working closely together towards better rides, affordable fares and sustainable public transport.
- 3 The 3 lines represent the three modes of public transport, namely bus, MRT and taxi. The lines converge on the right side to symbolise that the 3 modes are moving towards seamless travel on public transport.
- 4 Below the logo is our tagline 'Better Rides. Affordable Fares. Sustainable Public Transport' which addresses our core purpose and explains what we do.



HIGHLIGHTS OF THE YEAR

WORK COMPLETED FOR THE NEW ADVISORY ROLE

- Signed Memoranda of Understanding with **3 local universities** and **2 overseas institutions**
 - Commenced projects with **National University of Singapore-Institute of Systems Science** (NUS-ISS) on commuters' experiences at various public transport 'touchpoints' and **SIM University** (UniSIM) on comparison of fares across international cities; and
 - Commenced international benchmarking projects with institutions in **Tokyo** and **Seoul**
- Conducted in-depth interviews and focus group discussions involving some **280 respondents** as at end March 2016, to understand commuters' needs and expectations of our public transport system
- Surveyed **2,132 respondents** to understand areas of importance for commuters
- Engaged relevant stakeholders such as the **Land Transport Authority**, **public transport operators** and **union**

REGULATING PUBLIC TRANSPORT FARES

- Approved an overall fare reduction of **1.9%**
- Granted **1 to 4 cents** reduction in **adult card fares**
- Granted **1 to 2 cents** reduction in **senior citizen card fares**
- Granted **1 to 2 cents** reduction in **student card fares**
- Standardised key components of the taxi fare structure

DETECTING FARE EVASION

- Approved an increase in penalty fee amount from **S\$20 to S\$50** for commuters found not paying or underpaying their bus/train fares
- Approved an increase in penalties for taxi fare evasion from **S\$100 to S\$200** for the first offence and **S\$200 to S\$400** for the second offence
- Handled **1,960** bus/train fare evasion appeal cases and **262** taxi fare evasion cases in FY 2015/2016

REGULATING BUS SERVICES

- Licensed a total of **608 bus services**, including **110 Premium Bus Services**
- Approved a total of **38 new bus service applications** including **10 basic bus services** and **5 City Direct Services**
- Issued, amended and renewed **70 bus service licences**
- Relinquished and transferred the role of bus service regulator to the Land Transport Authority on **22 January 2016**

CONNECTING WITH COMMUTERS

- Processed a total of **559 public feedback** and **media queries**
- Issued **5 press releases**



MESSAGE FROM CHAIRMAN

The reporting year saw many significant and evolving changes to the public transport industry. This is an exciting time for the industry. The bus industry was reformed with the transition to the bus contracting model where public bus services are tendered out competitively in packages. The successful operators would operate the specified public bus services under defined service standards for a service fee. The Government would collect fares and bear revenue risks. Equally significant are the introduction of two new foreign bus operators, namely Tower Transit Group Limited (Tower Transit) and The Go-Ahead Group Plc. (Go-Ahead), who were awarded the Bulim and Loyang Packages in May 2015 and November 2015 respectively. The inauguration of Tower Transit and Go-Ahead will inject fresh competition, offerings and hopefully raise the standards of public bus services in Singapore. From 1 September 2016, SBS Transit and SMRT Buses will operate the remaining 11 bus packages under the bus contracting model, with contract durations

ranging from two to 10 years. This completes transition of the whole public bus industry to the bus contracting model.

With the transition to the bus contracting model, the Public Transport Council (PTC) relinquished and transferred its bus regulation function to the Land Transport Authority (LTA) in January 2016. In its place, it assumed a new role of an independent advisor to the Minister for Transport on public transport matters.

The new role will require PTC to objectively weigh the considerations of commuters, the Government and public transport operators, and provide balanced recommendations on how the public transport system can be improved. The new role will complement its existing mission of regulating public transport fares and ticket payment services, where it has to balance the interests of the public with the long-term sustainability of the public transport system.

The new remit will require PTC to undertake the responsibility to conduct research, public engagements and surveys on matters relating to the provision and improvement of public transport services. PTC will also conduct research on global trends, developments and best practices, in order to benchmark our public transport against that of comparable cities.

In order for PTC to perform these new functions effectively, it was reconstituted as a body corporate on 8 January 2016. This allows PTC to enter into contracts and agreements in its own name, and transact with entities outside of the Government. I am also pleased that we had appointed Mr Alvin Chia (incumbent Secretary of PTC) as the first Chief Executive of PTC on 8 January 2016.

Public transport exists for commuters. It is imperative to improve commuter welfare by enhancing their daily travel experiences. PTC will work hard to improve commuter welfare by engaging the different groups of

the public transport community to better understand their needs and concerns. The findings from these consultations will help shape the recommendations to the Minister for Transport to bring service improvements to our public transport system. PTC is honoured and glad to be able to contribute on this front.

On behalf of the Council, I would like to express our heartfelt gratitude to our stakeholders for the untiring support over the years. I look forward to working collectively with you towards our common goal of improving commuter welfare by enhancing our public transport system.

I would also like to take the opportunity to thank the Council members who had dedicated their time and energy to serve on the Council this year. The insightful views and unique experiences that you brought along had provided fresh perspectives to help us stay attuned to commuters' needs and concerns.

As we take on the new role as an independent advisor to the Minister for Transport on public transport matters and continue with the current role as the regulator of fares and ticket payment services, I am confident the Council members will join me in rendering our utmost commitment to propel the Council to fulfil these roles effectively. It is our aim to play our part in making our public transport even better than what we have today. Together, we can build a public transport system that will meet the needs of all Singaporeans, and make Singapore a great place to live, work and play!

Mr Richard Magnus
Chairman



MESSAGE FROM CHIEF EXECUTIVE

In many ways, this is a momentous year for PTC. On top of its primary role as the regulator of public transport fares and ticket payment services, PTC has been entrusted with an exciting new advisory role to look into avenues to improve bus, rail and taxi services. It is pivotal to focus on the softer aspects of our public transport system, to make it better.

We relish the opportunity to engage commuters and the key stakeholders in the industry to better understand the various commuter-related issues. We look forward to contributing in meaningful ways to a better public transport system. On a personal note, I am honoured and privileged to be given the opportunity to be part of this significant milestone for PTC.

The year had been most exciting and fruitful as we geared up for our new roles and responsibilities. With the re-constitution of the organisation, we took the opportunity to develop a new corporate identity. The new corporate logo, Vision and Mission statements, and core values will provide the necessary guidance and direction for the organisation. This is important as we expand the organisation and grow towards our goals.

“ We are excited and humbled to take on the new role as an advisor to the Minister for Transport on public transport matters. The new advisory role complements our long-standing mission of regulating public transport fares. While we continue to ensure the affordability and sustainability of the public transport system in relation to the setting of fares, we now have the added role to also look into the service quality and travel experience of commuters. This is a heavy responsibility. Over time, we aspire to make a difference to Singaporeans' commute experience by providing better rides at affordable fares in a sustainable manner. ”

Let me now invite you to join me in this report as we recollect our work and accomplishments for the past year.

BUS REGULATION - BUS SERVICE IMPROVEMENTS

Under the Bus Service Enhancement Programme (BSEP), 1,000 Government-funded buses will be injected into the public bus network by 2017. As at end March 2016, about 800 buses had already been deployed on the road to ease congestion on some 175 bus services. More than 60 bus routes were also introduced or extended since the BSEP was implemented. The BSEP, together with the on-going Bus Service Reliability Framework trial, resulted in more bus routes, less crowded buses, and more frequent and regular bus arrivals for commuters, especially during peak periods.

During the year, PTC approved a total of 10 new basic and 28 new non-basic bus services, including 5 City Direct Services and 8 premium bus services. These new bus services provided commuters with more choices and greater convenience.

On public transport service quality, we were encouraged by the results of the 2015 Public Transport Customer Satisfaction Survey which showed that public satisfaction with public transport services had improved to 91.8% in 2015, up from 91.3% in 2014. Satisfaction with bus services rose for the third consecutive year, with satisfaction levels improving from 90.2% in 2014 to 90.7% in 2015. In particular, service attributes such as bus waiting time and reliability had improved significantly. With the gradual transition to the bus contracting model, we can expect service levels to improve further to cater to commuters' needs.

FARE REGULATION - AFFORDABLE BUS AND TRAIN FARES

During the year, PTC approved an overall reduction in bus and train fares by 1.9 per cent, reflecting a fall in energy prices.

The fare reduction took effect on 27 December 2015, together with the opening of the Downtown Line Stage 2. Arising from the fare reduction, all card-paying commuters enjoyed fare savings on their rides. Adult card fares were lowered by 1 to 4 cents per journey, while concessionary card fares for senior citizens and students were reduced by 1 to 2 cents.

A STANDARDISED TAXI FARE STRUCTURE

To prevent taxi fares from becoming more complex for commuters in the future, PTC introduced regulations during the year to standardise the taxi fare structure. Taxi operators have since standardised their unit fares, surcharges, booking and additional passenger fees. In addition, they now have only one set of unit fares and booking fees for their standard cabs, and one set for premium ones. Such a standardised structure enables commuters to compare rates across taxi companies more easily.

DETERRING FARE EVASION ON PUBLIC TRANSPORT

PTC reviewed the penalty fee regime which was introduced in 2008 to deter fare evasion on our bus and train systems. From February 2016, commuters who do not pay or underpay their fares on public bus and train services are required to pay a higher penalty fee of S\$50, up from S\$20. In addition, enforcement will be tightened against commuters found attempting to travel without paying the appropriate fare, such as those tail-gating at fare gates, compared to the previous enforcement framework where action could only be taken against fare evaders after they had travelled a distance.

In the same vein, PTC also increased the penalties for taxi fare evasion. Passengers who do not pay their taxi fares are liable for a higher composition fine of S\$200 for the first offence and \$400 for the second offence, over and on top of the restitution payment of the unpaid taxi fare. The composition fines were previously \$100 and \$200 respectively. We hope the increased penalties will help to deter taxi fare evasion which affects the livelihood of taxi drivers.



COUNCIL MEMBERS

ADVISORY ROLE – COMMUTER ENGAGEMENTS, SURVEY AND RESEARCH

In preparation of the first Advisory Report, PTC has embarked on a series of engagements with commuters, stakeholder groups, and institutions. The engagements were done both locally and overseas and could be broadly categorised as follows:

Ground engagements: As at end March 2016, PTC carried out qualitative and quantitative research involving some 2,400 commuters from diverse profiles. The profiles were deliberately diverse to be as inclusive as practicable. These engagements gave us a better understanding of the travel experience and needs of commuters.

Stakeholder engagements: PTC also triangulated the commuters' views with our public transport operators, bus captains, taxi drivers, train station staff, the National Transport Workers' Union, National Taxi Association, Land Transport Authority, and other stakeholders for their reactions and considerations.

Collaboration with local tertiary institutions: For this financial year, PTC completed the signing of Memorandum of Understanding (MOU) with three local universities, namely Nanyang Technological University (NTU), National University of Singapore (NUS) and SIM University (UniSIM). These MOUs will allow us to leverage their respective areas of expertise in different aspects of our public transport system. This is work in progress.

Collaboration with overseas institutions: Besides local institutions, PTC also completed the signing of Memorandum of Understanding (MOU) with two overseas institutions in Tokyo and Seoul. These agreements marked the start of our benchmarking work with overseas cities of comparable population size

and mature public transport systems. The comparative studies will serve to examine best practices in the areas of service quality as well as the 'softer' aspects of the commute experience. The projects are work in progress.

IN CLOSING

We are excited and humbled to take on the new role as an advisor to the Minister for Transport on public transport matters. The new advisory role complements our long-standing mission of regulating public transport fares. While we continue to ensure the affordability and sustainability of the public transport system in relation to the setting of fares, we now have the added role to also look into the service quality and travel experience of commuters. This is a heavy responsibility. Over time, we aspire to make a difference to Singaporeans' commute experience by providing better rides at affordable fares in a sustainable manner.

Our work has just begun and the engagement process with commuters and other stakeholders is an ongoing and continuous one. We will work collaboratively with the Government as well as industry players to further improve our public transport system. Every small improvement matters and will bring us closer to a better, more inclusive public transport system to benefit all commuter groups. Over time, we hope to be able to make a difference to commuters' travel experience, and put a smile on every commuter's face.



Mr Alvin Chia
Chief Executive



Mr Richard Magnus
Chairman

Mr Magnus was appointed as Chairman of Public Transport Council (PTC) on 1 May 2014. He had served on the Council since February 2012 and led the Fare Review Mechanism Committee (FRMC) which undertook a review of the public transport fare review mechanism and fare concessionary framework. The recommendations of the FRMC were accepted by the Government in November 2013 and have been implemented progressively in 2014/2015. The fare review mechanism clinched the esteemed International Association of Public Transport's (UITP's) "Smart Financing and Business Model" finalist award at the 61st UITP World Congress & Exhibition in Milan. Prior to joining PTC, Mr Magnus was Board Director of the Land Transport Authority. He also chaired the Downtown Line's Financing Committee whose proposals were accepted. He has been appointed as Chairman of UITP Asia Pacific Organising Authority Platform effective from 17 October 2016.

Mr Magnus is Chairman and Board Director of several private companies and bodies. He is Singapore's First Representative to the ASEAN Inter-Governmental Commission on Human Rights; and Vice-Chairman of UNESCO's International Bioethics Committee as well as a Member of the Public Service Commission and the Ministry of Home Affairs' Independent Review Panel. For his contributions to Public Service, he was conferred the Public Administration Medal (Gold) (Bar) in 2003, the Meritorious Service Medal in 2009 and the Public Service Star Medal in 2015.



Mr Alvin Chia

Mr Chia was appointed Chief Executive of the Public Transport Council (PTC) following the reconstitution of PTC as a body corporate entity on 8 January 2016. Prior to that, Mr Chia had served on the Council as Secretary since June 2013. Mr Chia played an instrumental role in helping the Fare Review Mechanism Committee (FRMC) complete its review in 2013. He also led the 2013, 2014 and 2015 Fare Review Exercises. Under his leadership, Mr Chia steered efforts to ensure fare review exercises were conducted with thoughtful planning to take into consideration the interests of various commuter groups while meeting the rising cost pressures on the public transport operators. Mr Chia has more than 20 years of working experience in the land transport industry, with specialisation in land transport policies, public transport fares and bus service regulation. He holds a first class honours degree in Economics from the University of Calgary, Canada.

COUNCIL MEMBERS (CONT'D)



**Mr Abdullah Shafie
Bin Mohamed Sidik**

Mr Abdullah Shafie is Chairman of Siglap South Community Centre Management Committee, and Vice-Chairman of Joo Chiat Citizens' Consultative Committee and Joo Chiat Community Club Management Committee. Mr Abdullah Shafie is also President of the Singapore Silat Federation and a Board Member of People's Association. He is active in community and grassroots work. For his service to the community, Mr Abdullah Shafie was awarded the Public Service Star (BBM) in 2005.



**Mr Arasu s/o
Duraisamy**

Mr Arasu is General Secretary of Singapore Port Workers Union and a Member on NTUC Central Committee. He pursued the OTC Institute-UniSIM Diploma in Employment Relations (DER) and was awarded the Seah Mui Kok Award for Top Unionist in the DER programme.



Mr Chan Boon Fui

Mr Chan is Senior Director (Leadership Development and HR Policy) of the Public Service Division. He had previously held various appointments in the People's Association, Ministry of Trade and Industry, Ministry of Transport and Ministry of Defence. Mr Chan holds a Master of Science in Management from Stanford University.

COUNCIL MEMBERS



**Associate Professor
Vincent
Chua Cheng Huat**

Associate Professor Chua is Head (Research) in the Office of the President at SIM University. He obtained his PhD in Economics from the University of Chicago in 1989. His strong academic background and ground experience in public transport enable him to offer professional and valuable inputs to the Council. Associate Professor Chua was awarded the Public Service Medal (PBM) in 2007 and the Public Service Star (BBM) in 2015 in recognition of his contributions to the Council since 1999.



Ms Chua Lee Hoong

Ms Chua is Senior Director of the Resilience Policy and Research Centre, and Senior Director of the National Security Research Centre, in the Prime Minister's Office. Prior to that, she was with the Straits Times for 17 years, including two years as Features Editor, six years as Review Editor and four years as Political Editor. She was a Member of the Board of Directors of the Land Transport Authority from 2008-2014, and had served previously on the REACH Supervisory Panel, the Promote Mandarin Council, the Committee on Ageing Issues and the Bilingualism Fund Publicity and Outreach Committee.



Ms Anne Chua Tai Hua

Ms Chua is Head of Finance at CapitaLand Commercial Trust. She is a finance professional with more than 30 years of experience in the finance and treasury functions with local and multinational organisations. She also sits on the Valuation Review Board of the Ministry of Finance. Ms Chua has a Master's Degree of Professional Accounting from the Singapore Management University and a Master of Applied Finance Degree from MacQuarie University.

COUNCIL MEMBERS (CONT'D)



Mr Gopinath Menon

Mr Menon is a freelance transportation engineering consultant who is also a Senior Research Fellow at the Centre for Infrastructure Systems at Nanyang Technological University. He has vast experience in the transport field, specialising in traffic management, road pricing and bus priority schemes. Mr Menon was awarded the Public Service Star (BBM) in 2010.



Mr Karmjit Singh

Mr Singh is Chairman of the Chartered Institute of Logistics and Transport Singapore (CILT) where he is actively involved in logistics professional development for over 15 years. Previously, he had served as a Member on the Board of The Logistics Institute - Asia Pacific, National University of Singapore for several years. He is an Independent Board Director of the Keppel Telecommunications and Transportation Ltd, a subsidiary of Keppel Corporation. He is also Chairman of the Advisory Council for e-commerce for Singapore Post Limited. Mr Singh participated in the General Agreement in Trade and Services deliberations on air transport services in 1991.



Ms Lee Huay Leng

Ms Lee is the Editor of Lianhe Wanbao and Senior Vice President (New Growth) of Lianhe Zaobao. She started her journalistic career in Lianhe Zaobao in 1994 upon graduation. She was with the paper for 20 years in different roles as sports reporter, political reporter, Hong Kong correspondent, Beijing Bureau Chief, China Editor, News Editor and Deputy Editor. For public service, Huay Leng serves as a Board Member of the National Environment Agency, Board Director of the National Kidney Foundation, and Member of the Founders' Memorial Committee. She is also an active alumna of her alma mater.

COUNCIL MEMBERS



Mr Sng Chern Wei

Mr Sng is Director, Curriculum Planning and Development Division 1 at the Ministry of Education. He holds a Master's Degree from Harvard University. He also has a Professional Qualification in Leaders in Education Programme from the National Institute of Education. Mr Sng received the Public Administration Medal (Silver) in 2010.



Associate Professor Patricia Tan Mui Siang

Associate Professor Tan is Head of the Division of Accounting at Nanyang Business School, NTU. She has a PhD Degree in Accounting from the University of British Columbia, and is a Chartered Accountant of Singapore. Prior to joining academia, Associate Professor Tan worked as an external auditor in one of the international audit firms. Her research interests are in financial reporting issues and sustainability reporting. Her research has been published in both professional accounting and top academic journals in the field, and she has presented her research findings at numerous international conferences. She has also jointly conducted various financial reporting consultancy projects and currently serves on various committees in the accounting profession. She has taught courses at many levels, including undergraduate, MBA and Nanyang Fellows.



Mdm Tan Seow Peer

Mdm Tan is a practising lawyer with Jing Quee & Chin Joo. She is active in community work and is Chairperson of Tiong Bahru Community Centre Management Committee. Mdm Tan received the Public Service Star (BBM) Award in 2011.

COUNCIL MEMBERS (CONT'D)



Mr Tay Bok Hock Louis

Mr Tay is Chairman of Bukit Panjang Community Sports Club, Vice-Chairman of Bukit Panjang Citizens' Consultative Committee and Resource Person of the North West Community Development Council. He was awarded the Efficiency Medal, Public Service Medal, Public Service Medal Star, and Public Service Star (Bar) in 1997, 2000, 2005 and 2015 respectively. Mr Tay is currently holding the position of Head, Technical (BIM) Department in Lian Soon Construction Pte Ltd.



Mr Toh Hock Poh

Mr Toh is President of Metal Industries Workers' Union, and is an active unionist with more than 30 years of service in unions. He is also a Board Member of NTUC Learning Hub, Trustee of the NTUC Education and Training Fund, and NTUC Central Committee Member. Mr Toh received the Comrade of Labour Award at May Day Awards in 1998 and Public Service Medal (PBM) in 2009.



Mr Yeo Teck Guan

Mr Yeo is Group Director, Public Transport at the Land Transport Authority. He joined the Authority in 1998 and was Director, Public Transport Regulation from 2007 to 2012. He brings to the Council his extensive experience in the regulation of public transport services, and the transition of the public bus industry to a bus contracting model.

ORGANISATION STRUCTURE



**Chairman
Mr Richard Magnus**



**Chief Executive
Mr Alvin Chia**

Internal Auditor
Technical Agent



**Director
Corporate Services
Cheryl Ng**



**Director
Policy & Regulation
Daniel Lau**



**Director
Research & Advisory
Heng Ju-Li**



**Director
Communications
& Public Engagement
Janice Ng**

ABOUT PUBLIC TRANSPORT COUNCIL

The Public Transport Council (PTC) regulates public transport fares and ticket payment services. It also undertakes the role of an advisor to the Minister for Transport on public transport matters. Established in 1987 under the Public Transport Council Act (Cap 259B), PTC operates within the jurisdictions of the Public Transport Council Act and in accordance with overarching public transport policies.

The 17-member Council, by design has a broad and diverse representation from the society, which includes academia, labour union, industry and the people sector. Many of the Council members commute regularly by public transport for work and leisure, thus they share many of their views and concerns as commuters themselves. The multiplicity of representation and

experience of the Council members allow PTC to objectively weigh the considerations of commuters, the Government and public transport operators, so as to provide balanced recommendations to improve the public transport system.

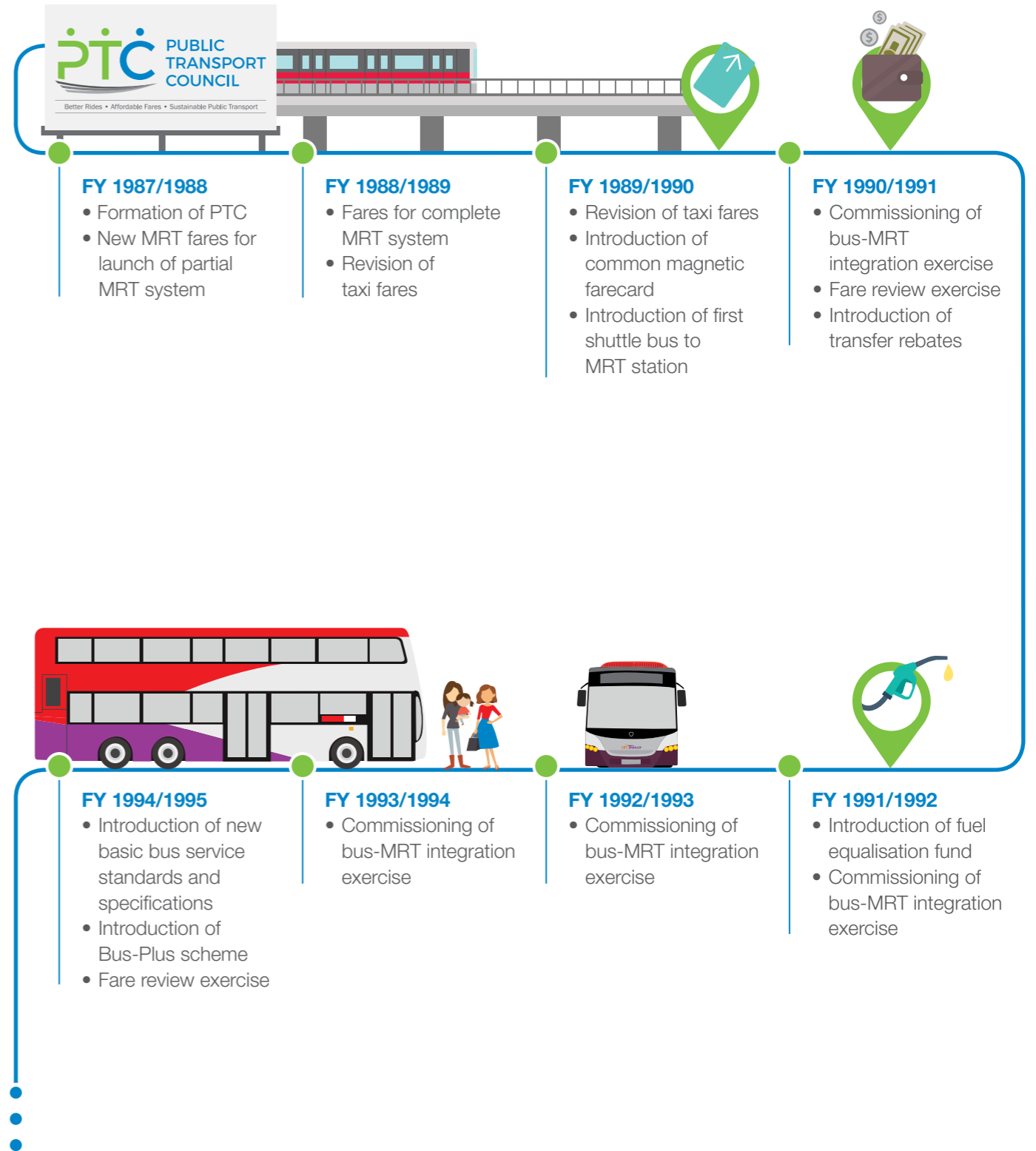
The key statutory powers of PTC include:

- Regulating bus and train fares (taxi fares had been deregulated since 1 September 1998);
- Regulating ticket payment services for buses and trains;
- Regulating penalty fees to deter fare evasion; and
- Advising the Minister for Transport on public transport matters

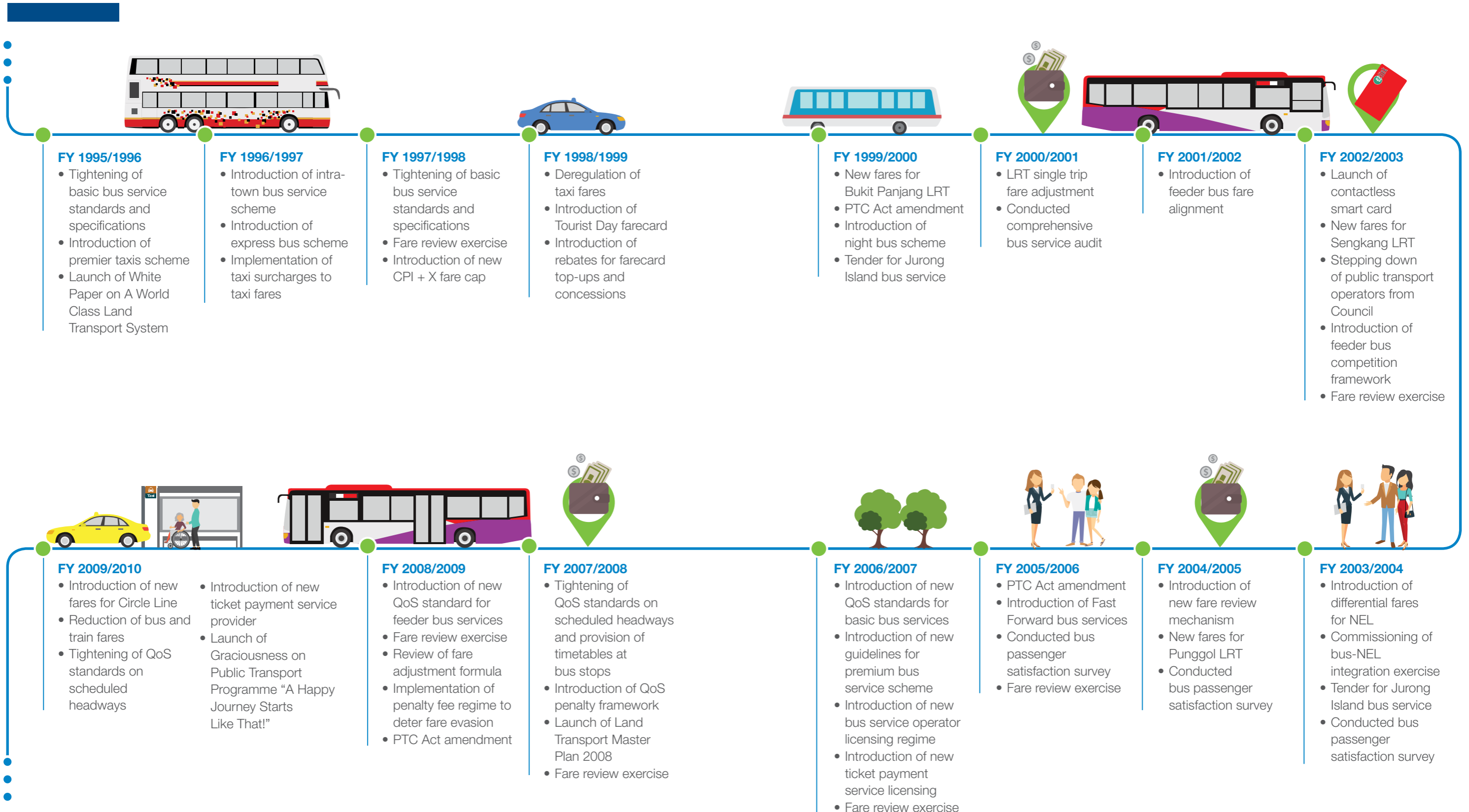


PTC strives to keep public transport fares affordable for commuters while ensuring the sustainability of the public transport system. It also endeavours to enhance the service quality and travel experience of commuters by providing objective and evidence-based advice to the Minister for Transport. It works closely with the public transport industry players and Government agencies such as the Ministry of Transport and the Land Transport Authority.

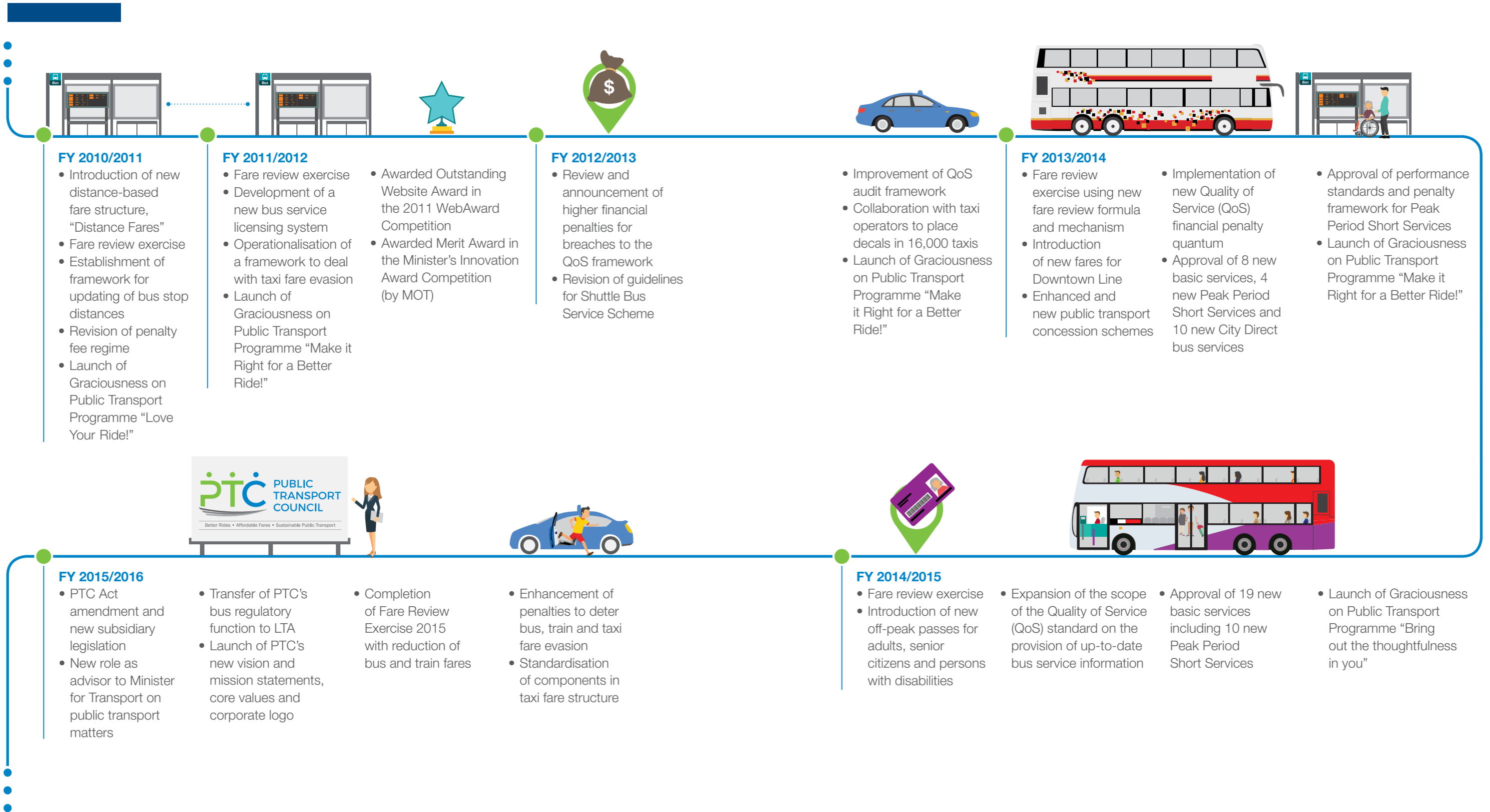
MILESTONES



MILESTONES (CONT'D)



MILESTONES (CONT'D)



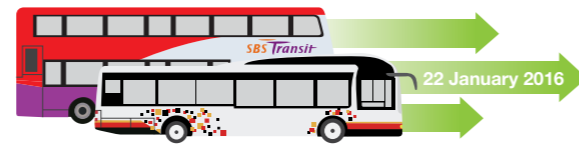
ENSURING A **COMPREHENSIVE** AND **INTEGRATED** **BUS NETWORK**



ENSURING A COMPREHENSIVE AND INTEGRATED BUS NETWORK

TRANSFER OF BUS SERVICE REGULATION FROM PTC TO LTA

On 22 January 2016, the regulation of bus services was transferred from PTC to LTA to allow all planning, regulation and contracting of bus services to be done in a holistic manner.



COMPREHENSIVE BASIC BUS SERVICES

Before introduction of the bus contracting model, basic bus services were provided by two public bus operators, SBS Transit Ltd (SBS Transit) and SMRT Buses Ltd (SMRT Buses), which were licensed by PTC. The operators were responsible for planning and operating their respective bus services to meet the mobility needs of commuters within their assigned Areas of Responsibility (AoR). They could also propose bus routes to serve areas outside their AoR for PTC to consider. To protect commuters' interests, PTC set the Quality of Service (QoS) standards which basic bus operators were required to comply with. Basic bus

service operators must also fulfil the Universal Service Obligation (USO), which required them to provide at least one basic bus service to within 400 metres of any development, subject to a minimum demand. These services must be operated daily, throughout the entire day and at an acceptable headway, even if they were unprofitable.

The public bus industry had completed transition to the bus contracting model on 1 September 2016. Under this model, operators will be paid a service fee to operate the services, while LTA will determine the bus services to be provided and set service standards.

- SBS Transit's Areas of Responsibility
- SMRT Buses' Areas of Responsibility



MORE PREMIUM BUS SERVICES

PTC revised the Premium Bus Service (PBS) Scheme in 2007 to provide commuters with more options for public transport. Responses to the scheme remain positive. As

of 21 January 2016, there were 110 licensed PBS, up from 42 in January 2008.

A SPECTRUM OF BUS SERVICES TO MEET DIFFERENT NEEDS

With the transition to the bus contracting model, PTC relinquished and transferred its bus regulation function to LTA in January 2016. Before that, PTC granted bus service licences for five main types of bus services, i.e. basic, supplementary, basic-plus, premium and special (including temporary or short term ad-hoc) bus services.

Basic Bus Services

Basic bus services include trunk, feeder, and intra-town services. The buses deployed must comply with specific vehicle standards set by LTA, and the services are only allowed to charge fares at levels approved by PTC.



Supplementary Bus Services

Supplementary bus services complement basic bus services by providing additional capacity primarily during peak hours. These services are provided by private bus operators such as private-hire or school bus operators that operate Scheme B services.



Basic-Plus Bus Services

Basic-Plus bus services are non-basic services operated only by basic bus service operators to serve selected niche markets and charge fares that are different from the basic bus services. Examples include express and fast-forward services.



Special Bus Services

Special bus services provide public transport during specific time periods, to specific locations and for special occasions and events. They can be temporary/ad-hoc. Examples include point-to-point shuttle services between condominiums, shopping centres, industrial parks and MRT stations, as well as ad-hoc services for special events and during festive periods.



Premium Bus Services

Premium bus services aim to provide a faster and more comfortable point-to-point connection. Operated by both private and public bus operators, these services charge fares which are at least 1.5 times higher than basic bus services, and have to be fully air-conditioned with seats for all passengers. Examples of such services include point-to-point services between housing estates and the city centre.

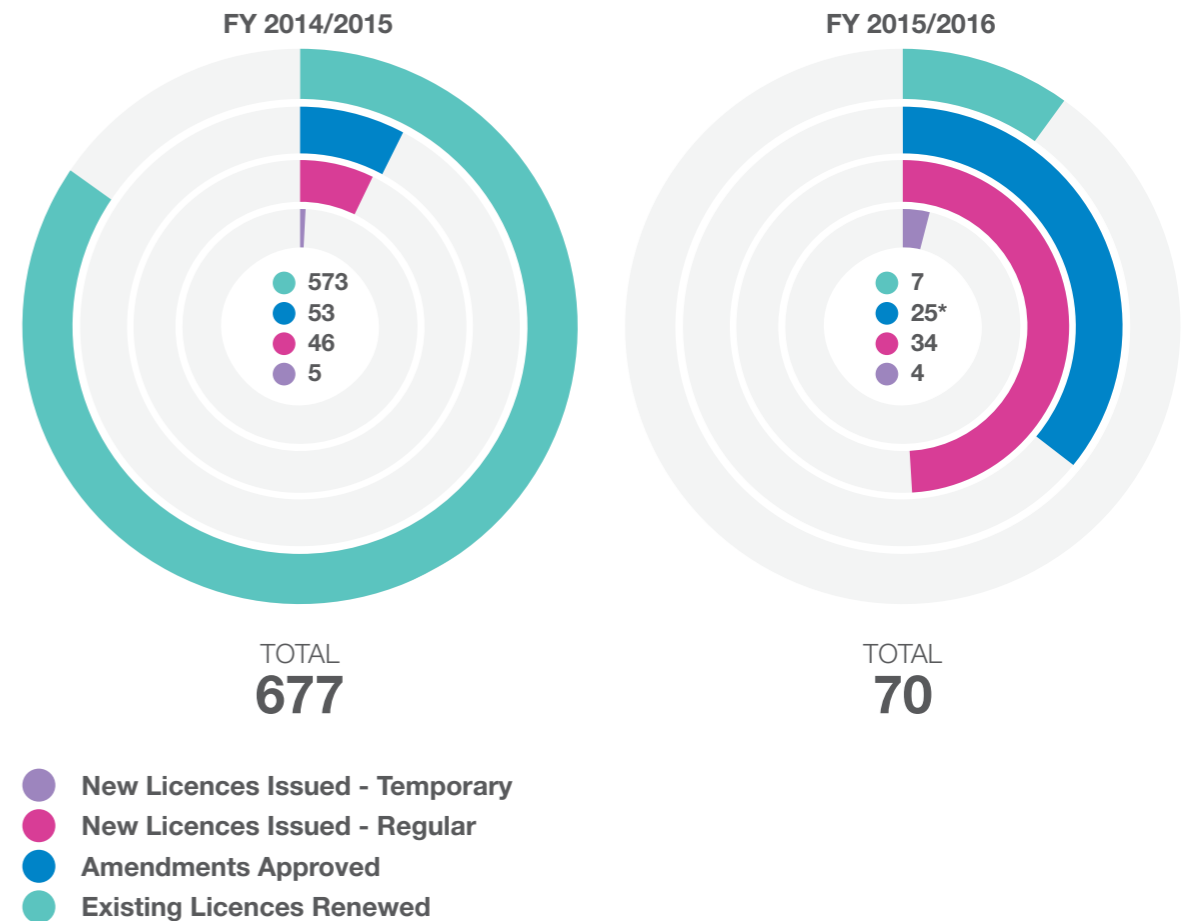


Bus operators were required to apply to PTC for licences to operate bus services. They were required to place security deposits which can be forfeited in part or in whole in the event of non-compliance with the conditions of bus service licences granted by PTC. Since 1 January 2007, regular bus services had been issued with up to two-year licences. These were renewable upon expiry, subject to satisfactory performance. Temporary or ad-hoc bus services were licensed for a period of up to six

months while Scheme B bus services were licensed for a period of six months on a per bus basis.

During the year, PTC approved 38 new bus services. It also issued, amended and renewed a total of 70 bus service licences. As of 21 January 2016, there were a total of 608 licensed bus services, of which about 50% were basic bus services.

BUS SERVICE LICENCES ISSUED/AMENDED/RENEWED



* Figure excludes other minor amendments that had been dealt with administratively.

OVERVIEW OF LICENSED BUS SERVICES, FY 2015/2016

Type of Service	Services Licensed during FY 2015/2016 [#]	Services Licensed as of 21 January 2016 [^]
Basic Services		
SBS Transit	216	216
SMRT Buses	76	76
Peak Period Short Service	14	14
Supplementary Services		
Scheme B/Mini Aircon/Race Course	6	6
Premium Bus Services		
Premium Bus Services	117	110
Basic-Plus Services		
SBS Transit		
Night	6	6
Express and Fast Forward	13	13
Others (Parks and Chinatown Services)	4	4
SMRT Buses		
Night	7	7
Express	10	10
Others (BPS1 and Service 926)	2	2
Special Services (Regular)*		
City Direct	15	15
Condominium	27	22
Employee	47	43
Tourist	17	15
Little India	21	21
Cross-border	6	6
Others	25	22
Special Services (Temporary)+		
Special Services (Temporary)	4	0
TOTAL	633	608

[^] PTC relinquished the role of bus service regulator on 22 January 2016.

[#] Figures include those services that ceased operation during the period under review but exclude inter-state bus services (including the Singapore-Johore Express Service) which ceased to be licensed by PTC w.e.f. 1 January 2005.

* Regular special services are licensed for up to 2 years.

+ Temporary special services are licensed for up to 6 months.

LICENSING OF BUS SERVICE OPERATORS

Between 1 September 2006 and January 2016, any bus operator who ran 10 or more bus service routes was required to have a Bus Service Operator's Licence (BSOL) unless exempted by PTC. Smaller private bus operators (e.g. ComfortDelgro Bus Pte Ltd) were exempted.

BSOL holders were required to comply with licence conditions (including the QoS standards), codes of practices and directions as may be issued by PTC.



BUS OPERATORS' MARKET SHARE

	As of 31 March 2015			As of 21 January 2016 [^]		
	Trunk	Feeder	Total	Trunk	Feeder	Total
SBS Transit	169	39	208	176	40	216
SMRT Buses	51	23	74	52	24	76
TOTAL	220	62	282	228	64	292

[^] PTC relinquished the role of bus service regulator on 22 January 2016.

ENSURING QUALITY BASIC BUS SERVICES

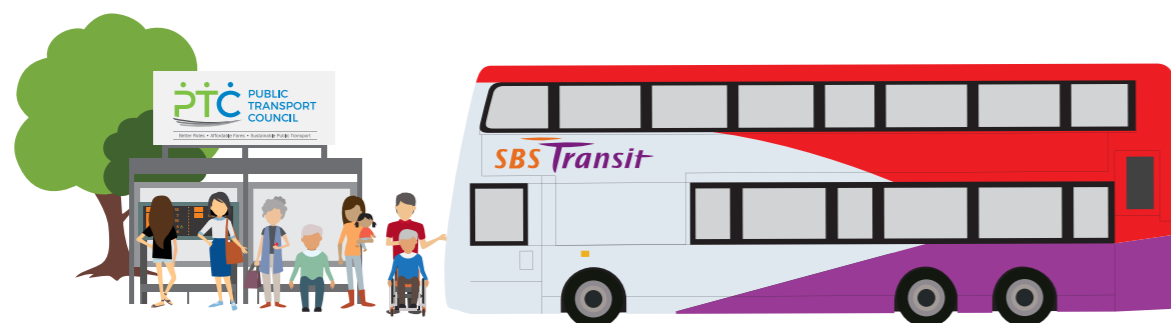


ENSURING QUALITY BASIC BUS SERVICES

QUALITY OF SERVICE (QOS) STANDARDS FOR BASIC BUS SERVICES

Before transition to the bus contracting model, PTC set basic bus service standards to safeguard commuters' interest. Since the introduction of the revised QoS standards in 2006, PTC had been tracking and ensuring that the standards remained

relevant to commuters' experience. Full details of the QoS standards are set out on pages 108 and 109. With the transition to the bus contracting model, PTC relinquished and transferred its bus regulation function to LTA in January 2016.



BUS OPERATORS' PERFORMANCE

The penalty framework took effect from October 2007. Since 1 April 2013, the financial penalty quantum for non-compliance with the QoS standards for basic bus services was revised. The new penalty quantum ranged from S\$2,000 per day per bus service to S\$100,000 per month per standard. This was significantly higher than the old penalty quantum which ranged from S\$100 per day per bus service to S\$10,000 per month per standard. PTC took a serious view of non-compliance with the QoS standards and expected the public bus operators to keep service lapses to a minimum.

Results of the bus operators' performance in the QoS standards were released every six months, starting from April 2008. The full details of the penalty framework and operators' performances are set out on pages 110 to 112.

For the two 6-month assessment periods - from 1 June 2014 to 30 November 2014 and from 1 December 2014 to 31 May 2015 - both SBS Transit and SMRT Buses had complied with all the QoS standards. PTC was pleased to note that the bus operators had kept up with their good performance.



RATING OF SERVICE DELIVERY

According to the results of the 2015 Public Transport Customer Satisfaction Survey, commuters' satisfaction with bus services rose from 90.2% in 2014 to 90.7% in 2015. Most key service attributes such as waiting time, service reliability and comfort had improved.



Details on the satisfaction ratings and percentage of commuters who were satisfied with the various bus service attributes are presented in the table below.

Satisfaction Ratings and Percentage of Commuters Satisfied with Bus Service Attributes

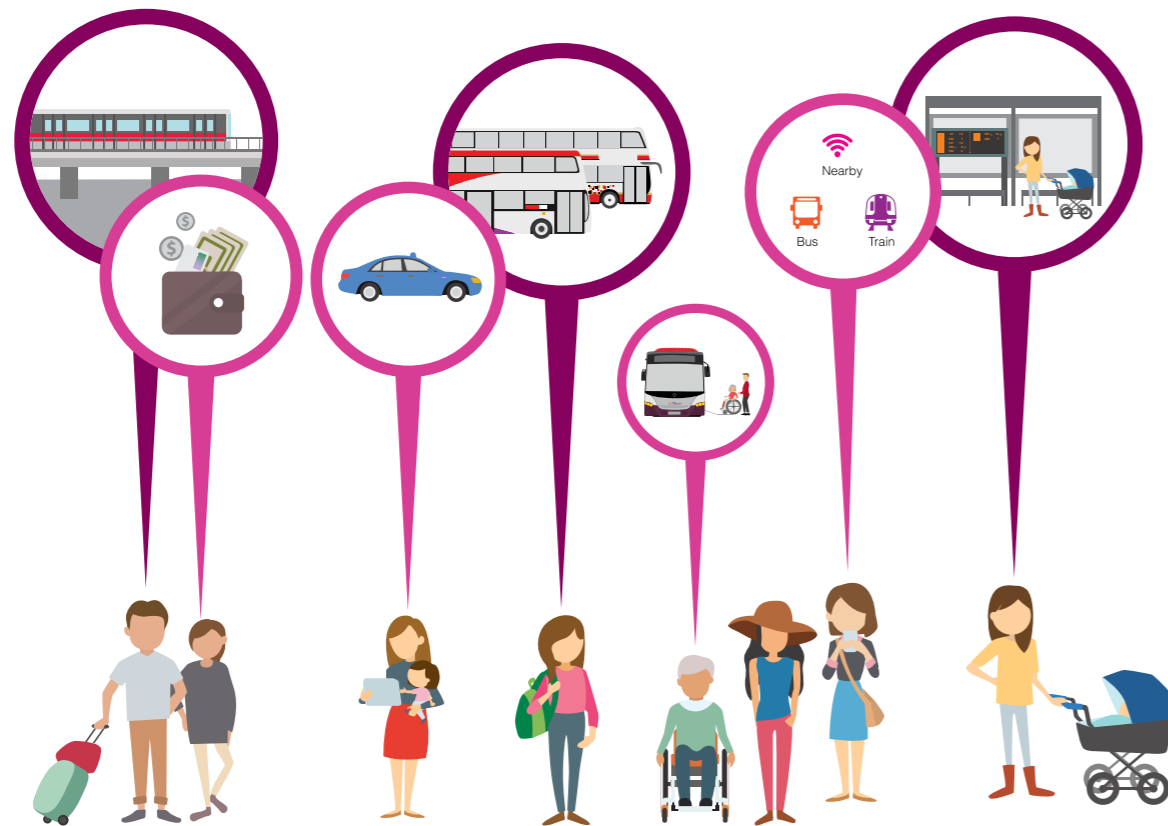
Bus Service Attributes	Satisfaction Ratings		Satisfied (%)	
	2014	2015	2014	2015
Waiting Time	6.0	6.5	61.8	72.4
Reliability	6.8	7.1	78.8	84.2
Service Information	7.2	7.3	84.7	85.1
Bus Interchange/Bus Stop/ MRT Station Accessibility	7.3	7.4	87.5	89.4
Comfort	7.2	7.3	86.1	87.8
Travel Time	6.8	7.1	80.6	84.0
Customer Service	7.0	7.3	80.5	84.2
Safety and Security	7.4	7.5	86.6	87.8
OVERALL SATISFACTION	7.0	7.2	90.2	90.7

REGULATING PUBLIC TRANSPORT FARES



REGULATING PUBLIC TRANSPORT FARES

More than 6 million trips are made on public buses and trains every day and it is important that they remain affordable and accessible to the general public. In regulating bus and train fares, the role of PTC is to safeguard commuters' interest by keeping fares affordable while ensuring the sustainability of our public transport system.



FARE REVIEW MECHANISM

In conducting fare reviews, PTC takes guidance from the fare review mechanism that has been adopted since 2013. Under the fare review mechanism, a formula is used to determine the fare adjustment that could be granted in a given year. The formula ensures that the public transport operators cannot simply pass on their cost increases to commuters by raising fares based on what they think commuters can bear.

Within the formula, there is a productivity extraction component that allows the public transport operators to share their productivity gains with commuters. The equal sharing of productivity gains would incentivise the operators to continue to improve productivity while commuters are able to benefit in the form of smaller fare adjustments.

The existing fare formula, used to compute the quantum of annual fare adjustment, applies from 2013 to 2017:

$$\text{Fare adjustment} = 0.4 \Delta \text{cCPI} + 0.4 \Delta \text{WI} + 0.2 \Delta \text{EI} - 0.5\%$$

Where,

ΔcCPI = Year-on-year change in core Consumer Price Index;

ΔWI = Year-on-year change in Average Monthly Earnings (National Average), adjusted for any change in the employer's CPF contribution rate;

ΔEI = Year-on-year change in Energy Index which is a composite index derived from diesel cost and electricity tariff; and

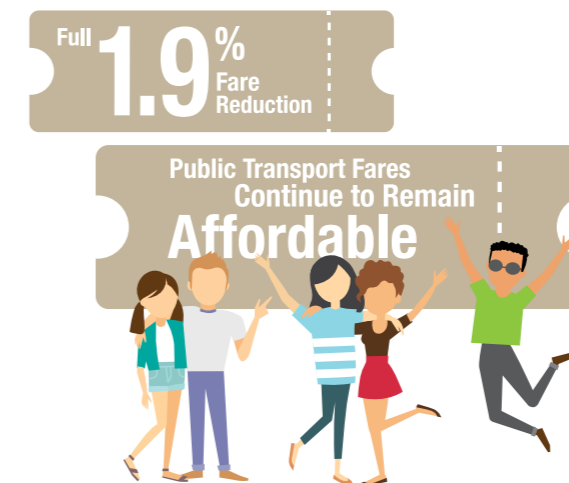
0.5% = Productivity extraction component that is based on half of the public transport operators' average productivity gains.

PTC has the discretion to grant a smaller fare adjustment under circumstances that could include adverse economic conditions, high unemployment, etc. In such situations, the portion of the fare quantum that is not granted will be carried forward to the next fare review exercise.

2015 FARE REVIEW EXERCISE

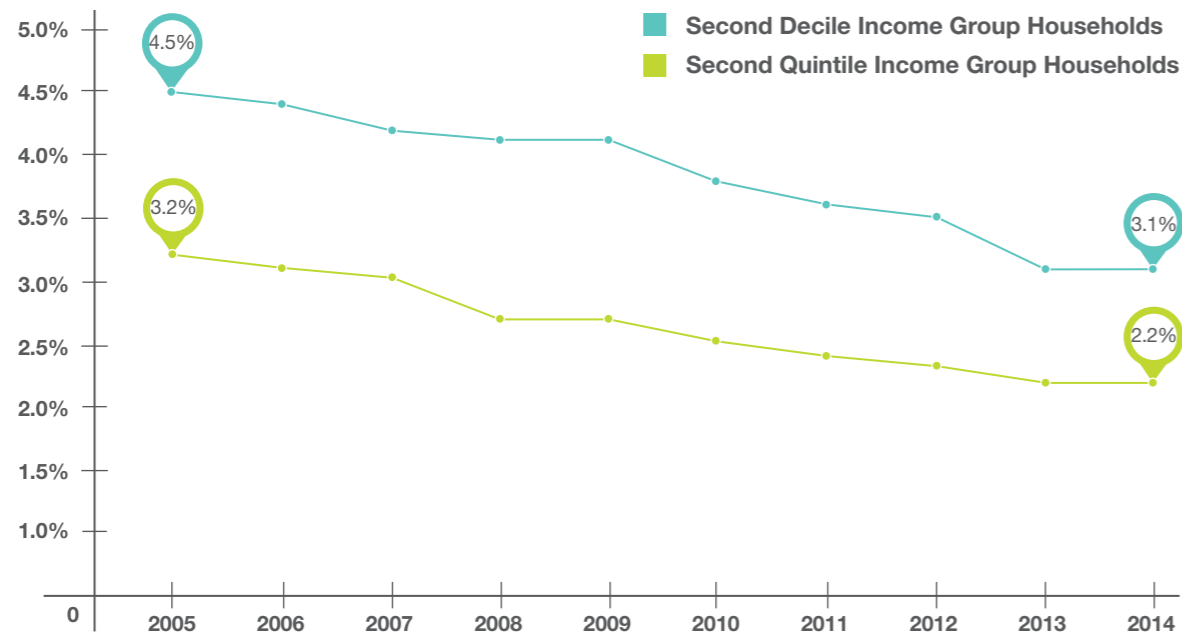
Based on the fare adjustment formula, the allowable fare adjustment quantum for the 2015 fare review exercise was negative 1.9 per cent. PTC decided to grant the full 1.9% fare reduction so that commuters could enjoy the full benefits of the downward fare adjustment.

Card fares for commuters were reduced across the board. Adult commuters saw their fares being lowered by 1 to 4 cents per journey, depending on travel distance. Senior citizen and student concessionary card fares were reduced by 1 to 2 cents. The fare reductions were implemented together with the opening of the Downtown Line 2 on 27 December 2015.



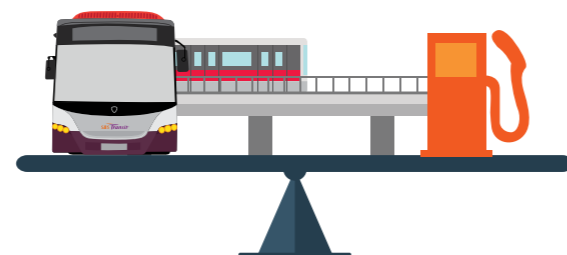
Overall, public transport fares continued to remain affordable with respect to the annual increase in wage levels. The indicators for the second quintile households and second decile households showed improvements in fare affordability from 2003 to 2014. This indicated that these households have been spending proportionately less of their monthly income on rides on public transport.

MONTHLY PUBLIC TRANSPORT EXPENDITURE AS A PERCENTAGE OF HOUSEHOLD INCOME



FUEL EQUALISATION FUND

The Fuel Equalisation Fund (FEF) is a mechanism to ensure that sharp and transient spikes in fuel and energy prices will not have a significant impact on public transport fares. Any draw down from the FEF by the public transport operators is subject to PTC's approval on a case by case basis. The FEF balance of the public transport operators is shown on the next page.



PUBLIC TRANSPORT OPERATORS' FUEL EQUALISATION FUND (S\$MIL)



TAXI FARE STRUCTURE

During the year, legislative amendments were made to empower PTC to standardise the taxi fare structure. While a standardised structure would allow commuters to compare fares across taxi companies more easily, taxi fares remained deregulated and could still be adjusted according to market forces within this structure. With the standardised structure, each taxi company now has only one set of unit fares for all its standard taxis and one set of unit fares for all its premium taxis. In addition, each taxi company now has



only one booking fee each for peak-period, off-peak and advance bookings for all its standard taxis, and similarly for all its premium taxis.

REGULATING TICKET PAYMENT SERVICES



REGULATING TICKET PAYMENT SERVICES



To safeguard commuters' interest in the mode of payment for public transport fares, PTC is mandated to regulate and license ticket payment services on public transport. Ticket payment services include services for the following:

- i) clearing of ticket transactions; and
- ii) sale, top-up, replacement, refund, or management of the use of a mode of payment for tickets (e.g. ez-link cards, NETS FlashPay cards)

Only service providers which clear a total transit transaction value exceeding S\$300 million per year are required to be licensed. Currently, EZ-Link Pte Ltd, Transit Link Pte Ltd and Network for Electronic Transfers (Singapore) Pte Ltd are regulated under this regime. During the year, PTC issued an exemption order for ticket payment service licence.



The CEPAS-compliant (Contactless e-Purse Application Standard) card, which was introduced in 2008, is the common mode of payment for public transport fares. To safeguard commuters' interest, fees and charges related to the CEPAS-compliant cards are regulated by PTC.

There are currently more than 800 service points at bus interchanges, bus terminals, bus stops and RTS stations that offer the sale, top-up, replacement and refund of cards. All top-up of cards at such service points continue to be free of charge.



DETECTING FARE EVASION



DETECTING FARE EVASION

Fare evasion constitutes travelling or attempting to travel on public transport without paying the appropriate fare. Such dishonest behaviour leads to the loss of fare revenue and should not be condoned. In 2008, PTC implemented the penalty fee regime in collaboration with LTA and public transport operators to deter fare evasion in our bus and train systems. The fare evasion rate on buses had since declined after the regime was implemented.

During the year, PTC revised the penalty framework and introduced more rigorous enforcement action in view of a rising trend in fare evasion. From 29 February 2016, commuters found not paying or underpaying their bus or train fares face a higher penalty fee amount of S\$50, up from the earlier penalty fee of S\$20. Under the revised penalty framework, the composition sum for the offences has been increased from S\$50 to S\$100. In addition, enforcement action will be taken against

those who try to travel without paying the appropriate fare, such as “tail-gating” other commuters past the train fare gate and those who travel or attempt to travel with an invalid ticket.

Under the regime, PTC appoints trained employees of the public transport operators as Public Transport Officials to undertake enforcement against fare evasion. Commuters who are imposed with the penalty fee but feel that they have meritorious grounds or are facing difficult circumstances may appeal to PTC via its e-appeal portal to have their cases reviewed. PTC considers all appeals carefully, and may grant leniency for deserving and meritorious cases.

In the year ending 31 March 2016, 8,976 fare evasion cases were detected. About 78% of the cases were settled by the fare evaders through payment of the penalty fee or composition sum.



Under Payment



Tail-Gating

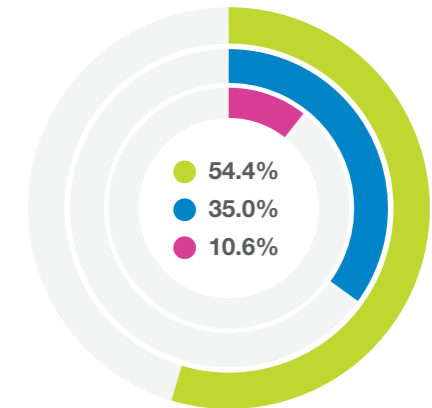


Misuse of Concession

In the same period, 1,960 appeals were processed.

Appeals According to Penalty Type for FY 2015/2016

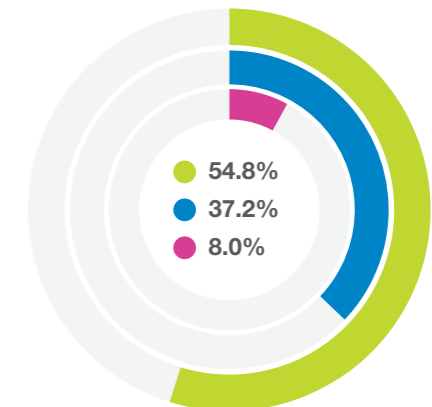
- Non-payment
- Under-payment
- Misuse of concession & non-transferable ticket



On buses, non-payment of fares was the most common type of fare evasion, followed by under-payment of fares.

Bus Fare Evasion According to Penalty Type for FY 2015/2016

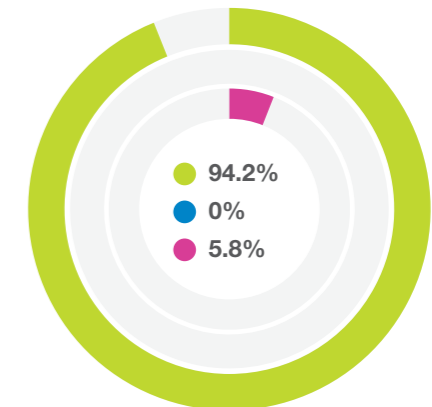
- Non-payment
- Under-payment
- Misuse of concession & non-transferable ticket



On trains, non-payment of fares constituted the largest proportion of fare evasion cases.

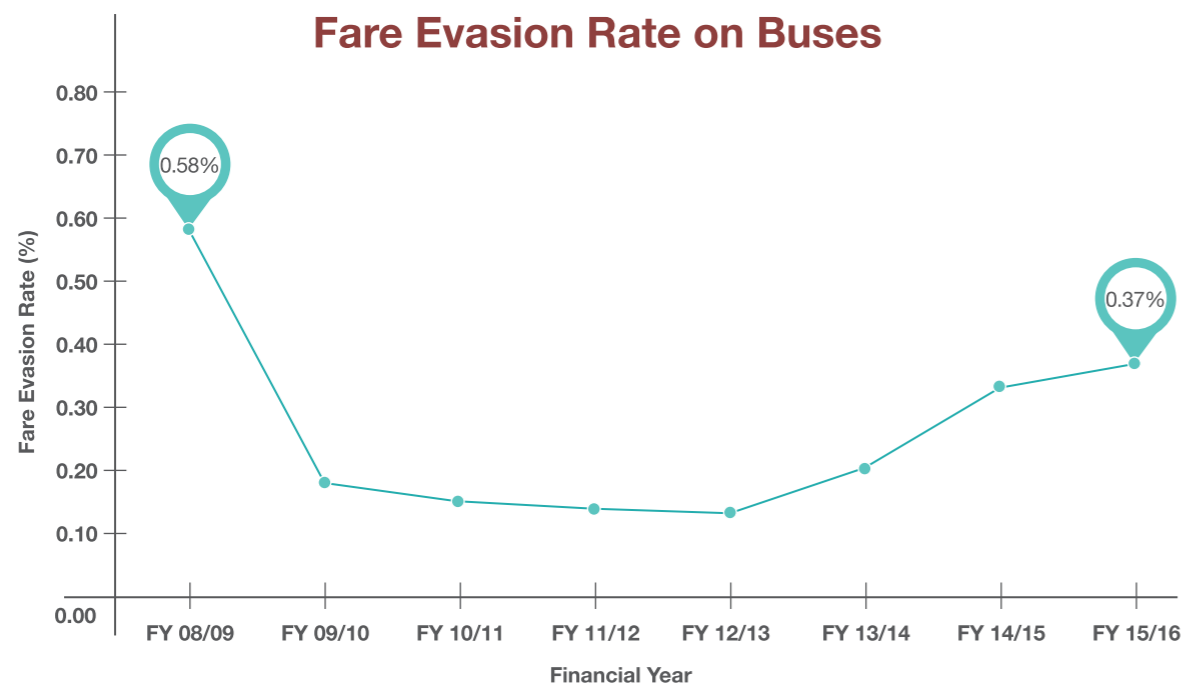
Train Fare Evasion According to Penalty Type for FY 2015/2016

- Non-payment
- Under-payment
- Misuse of concession & non-transferable ticket



EFFECTIVENESS

The fare evasion rate on buses had dropped significantly following the introduction of penalty fee regulation in 2008, but rose again in recent years. Going forward, PTC will fine tune the regulation where necessary to ensure that it remains effective and relevant in the deterrence against fare evasion.



TAXI FARE EVASION



Taxi fare evasion affects the livelihood of taxi drivers. In consultation with the National Taxi Association and taxi companies, PTC and LTA jointly operationalised in 2012 the process for taxi companies to refer taxi fare evasion cases to PTC/LTA for investigations after the identified passenger had failed to respond to the taxi company to settle the taxi fare.

Non-payment of taxi fare is an offence under Section 24D of the PTC Act. A passenger found guilty of failing or refusing to pay the taxi fare as indicated on the taximeter could be fined up to S\$1,000. Repeat offenders could be fined up to S\$2,000 or jailed up to 6 months, or both.

Since the referral process came into operations, about 700 cases had been referred to PTC/LTA for investigations. During the year, PTC/LTA handled 262 taxi fare evasion cases referred for investigations. Of these cases, 22 passengers were imposed penalties for non-payment of taxi fares and 141 taxi drivers managed to recover their taxi fares with the help of PTC/LTA.

Today, most taxis in Singapore are installed with decals to inform passengers of the penalties for taxi fare evasion offences. In our continual efforts to deter taxi fare evasion, PTC will continue to work closely with LTA and taxi operators to educate and remind taxi passengers of the consequences of evading taxi fares.



ADVISORY ROLE



ADVISORY ROLE – IMPROVING PUBLIC TRANSPORT SERVICES



By playing an arbiter's role, PTC aims to strike a good equilibrium in the aspects of enhancing public transport travel experience, fare affordability and sustainability of the public transport system. PTC's role is to protect the collective interests of different stakeholder groups. As such, PTC adopts an evidence-based, multi-pronged approach by engaging different stakeholder groups for their inputs through various platforms. PTC believes that this approach will not only ensure that the interests of all parties are well-represented, but also allow PTC

to be cognisant of the different perspectives which is critical for coming up with our recommendations.

This year, PTC carried out an inaugural series of commuter-related surveys, and also reached out to various stakeholder groups from the Government and industry. PTC also worked with academics and institutions both locally and abroad for collaborations on studies pertaining to service quality and best practices in public transport.

GROUND ENGAGEMENTS



PTC carried out a series of quantitative and qualitative research on the ground to better understand commuters' travel experience and expectations.

A total of 2,132 respondents from various profiles were surveyed in February this year. They were randomly selected from 15 MRT stations and 15 bus stops island-wide.

As at end March 2016, a total of 38 in-depth interviews and 38 focus group discussions of some 280 commuters from diverse profiles were conducted. These engagements were conducted in English and other local languages, including dialects. This also reflected the profile of our commuters. Many of these engagements were conducted in the evenings, on weekends or public holidays for the convenience of commuters. The backgrounds and profiles were deliberately diverse to be as inclusive and as practicable as possible.

STAKEHOLDER ENGAGEMENTS



During the year, PTC reached out to various stakeholders from the Government and industry. To name a few, they were the Land Transport Authority, National Transport Workers' Union, National Taxi Association, SBS Transit Ltd, SMRT Corporation Ltd and Tower Transit Group Limited. A variety of topics pertaining to buses, trains, and taxis were discussed at the management level, as well as with the ground staff. Focus group discussions, wherever relevant,

were conducted with the ground staff, including bus captains, train station staff and taxi drivers.

Our engagements with commuters and other stakeholders provided us with a more holistic view of the current state of the public transport system in Singapore to see what could be done in order to enhance it.

COLLABORATION WITH LOCAL TERTIARY INSTITUTIONS

PTC also signed Memorandum of Understanding (MOU) with Nanyang Technological University (NTU), National University of Singapore (NUS) and SIM University (UniSIM). These collaborations enabled us to leverage their respective expertise in various areas such as public transport service quality, commuter experience and public transport fares. For instance,

as part of PTC's collaboration with NUS, we examined commuters' experience at various public transport 'touchpoints', through interviews and focus group discussions. Besides helping PTC facilitate joint research, these collaborations also allowed for the exchange of information and knowledge.



MOU-Signing with UniSIM



MOU-Signing with NUS



MOU-Signing with NTU

COLLABORATION WITH OVERSEAS INSTITUTIONS

Besides a better understanding of the local scene, it is also imperative for PTC to develop international relationships and stay abreast of emerging trends in the public transport industry overseas. During the year, PTC initiated study delegations to Hong Kong, London, Seoul and Tokyo. These trips enabled us to connect with other regulators, institutions and academics to share notes, experiences and best practices. The trips also helped us establish networks for future collaborations. Through these close collaborations, we endeavour to develop a good working framework for our work in research and benchmarking with international cities.

PTC completed the signing of Memorandum of Understanding (MOU) with the Institute for Transport Policy Studies (ITPS)¹ in Tokyo and the Korean Transport Institute (KOTI)² in Seoul. Under the agreements, PTC will embark on benchmarking projects and/or comparative studies related to public transport service quality and customer experience with Tokyo and Seoul.

Both institutes have done think-tank work to understand some of the Asian transport systems, the problem areas as well as future trends and developments in public transport. By working with cities with mature public transport systems, Singapore hopes to be able to glean best practices in their systems. In addition, the intent of these overseas collaborations is also to realise our longer term vision of developing a systematic and rigorous framework for benchmarking of public transport indicators, commuter travel experience and



MOU-Signing with ITPS



MOU-Signing with KOTI

sharing of best practices between Singapore and other cities. These will help chart the path towards achieving Singapore's car-lite vision.

¹ The Institute for Transport Policy Studies (ITPS) is an independent, non-profit arm under the Japanese Ministry of Land, Infrastructure and Transport (MLIT). It evaluates transport policies and proposes recommendations to the Japanese government and relevant stakeholders on transport policy issues.

² The Korean Transport Institute (KOTI) is a core research think-tank in South Korea that plays a critical role in establishing its national transport and logistics policies.

OTHER AREAS



Besides direct engagements with different stakeholder groups, PTC also monitored content from the mainstream and social media, publications by international agencies such as Eurotransport, as well as the results from surveys conducted by other institutions, which included the Public Transport

Customer Satisfaction Survey (PTCSS) and Taxi Customer Satisfaction Survey (TCSS) which were commissioned by LTA. With effect from FY 2016/2017, both the PTCSS and TCSS will come under the purview of PTC.

ENGAGING THE PUBLIC



ENGAGING THE PUBLIC THROUGH FEEDBACK

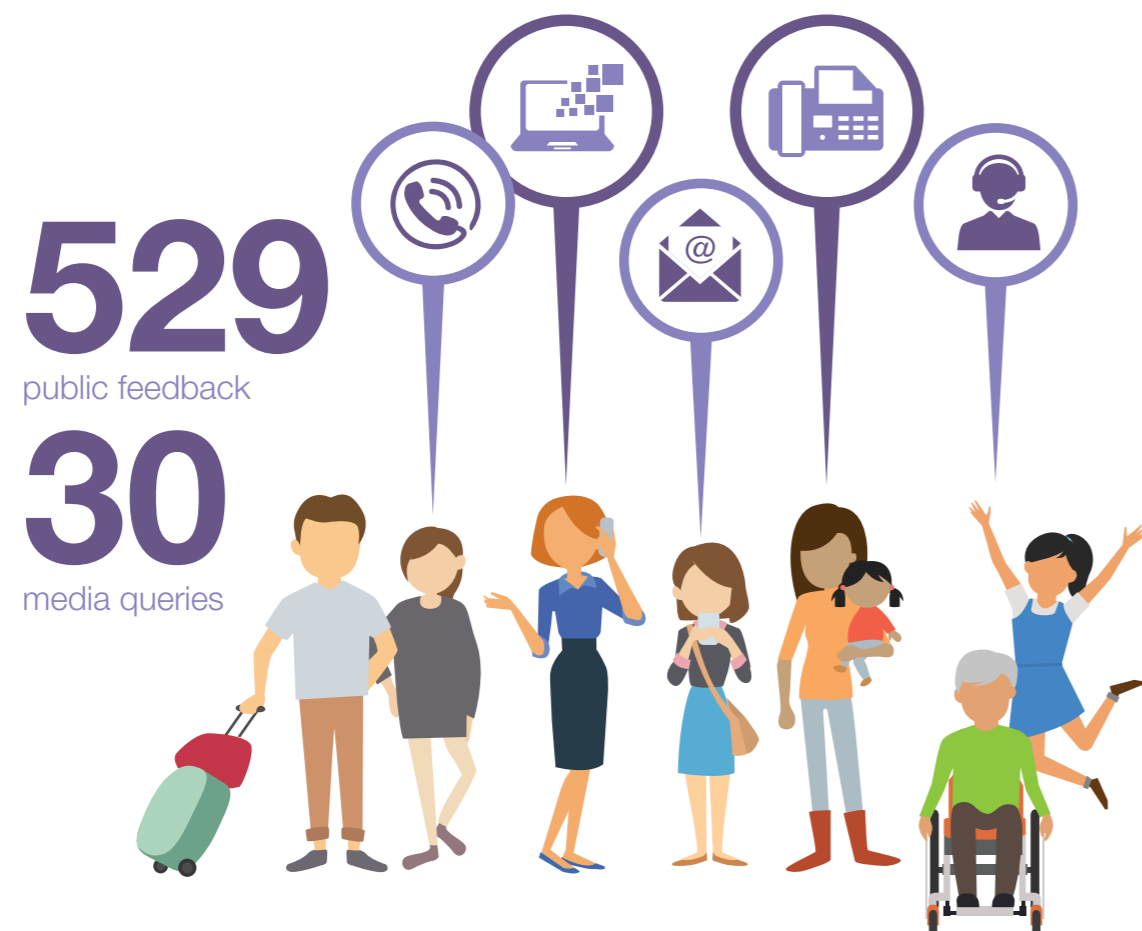
Public feedback is a form of ground sensing which allows us to understand commuters' areas of satisfaction and concerns, as well as gain insight into commuters' travel experience and expectations. This in turn will enable us to identify service gaps and look at areas for improvements to enhance the public transport system.

Indeed, public feedback not only allows us to feel the pulse on the ground, but is also indicative of public reaction to existing or new policies. This enables us to review the adequacy and relevance of our policies to better meet commuters' needs and manage their expectations. By engaging the public through various

feedback channels, we are also able to clarify policy intents that could have been misconstrued.

PTC welcomes members of the public to provide their feedback to us through various channels, including the toll-free hotline, online feedback portal, email, facsimile and the REACH (Reaching Everyone for Active Citizenry @ Home) portal. PTC treats all public feedback seriously and endeavours to respond effectively and expeditiously to address commuters' concerns.

During the year, we received a total of 529 public feedback and 30 media queries.



PUBLIC FEEDBACK AND MEDIA QUERIES RECEIVED BY PTC

Types	FY 2015/2016		FY 2014/2015	
	Feedback	Media Query	Feedback	Media Query
Bus service matters (i.e. bus service reliability, bus service connectivity, bus route matters, QoS standards and penalty framework, etc.)	134	1	136	2
Fares and concession matters (i.e. fare review exercise, concession schemes, transfer rules, etc.)	175	17	175	25
Fare evasion (i.e. bus and train fare evasion, taxi fare evasion, etc.)	10	8	10	6
Ticketing matters (i.e. ez-link cards, NETS FlashPay cards, standard tickets, card top-up services, etc.)	5	0	2	2
Others (i.e. taxi services, train services, public transport operators' customer service, conduct of drivers, Graciousness on Public Transport Programme, bus stops and road matters, etc.)	205	4	149	7
TOTAL	529	30	472	42

GRACIOUSNESS ON PUBLIC TRANSPORT PROGRAMME

The Graciousness on Public Transport Programme was first launched in 2009 to encourage simple acts of thoughtful behaviour on public transport such as giving up seats to others who need them more, queuing up and giving way to others, and moving in on the bus and train to allow for a more pleasant commute. The five graciousness characters – Stand-Up Stacey, Give-Way Glenda, Move-In Martin, Bag-Down Benny and Hush-Hush Hannah - were introduced in 2014 to profile thoughtful commuting behaviour.

During the year, PTC continued to support LTA (lead agency for the programme) and other participating partners such as the Singapore Kindness Movement and public transport operators to promote graciousness on public transport. According to LTA's Commuter

Graciousness Index, the graciousness levels have risen over the years from 38.6% in 2012 to 61.3% in 2014. The Commuter Graciousness Index measured the perceived change in three core thoughtful behaviour of commuters on public transport - queuing up and giving way to fellow commuters, giving up seats to those who need them more, and moving in to make way for others. We were encouraged by the findings that commuters on public transport had become more gracious.

PTC will continue to support LTA and participating partners to further encourage commuters to display gracious behaviour when travelling on public transport, with the end in mind to make public transport journey a pleasant experience for everyone.



BUS CARNIVAL



PTC supported LTA in its inaugural Bus Carnival which showcased the Past, Present and Future of the Singapore Public Bus industry. The Bus Carnival aimed to take the public on a journey through time to celebrate and mark the key milestones and evolution of the bus industry. LTA had chosen to hold the Bus Carnival in 2016 as the year will mark the symbolic transition of the bus industry to the bus contracting model.

Families enjoyed games and fun-filled activities at the Bus Carnival which was held over three weekends in March and April 2016 at Ngee Ann City's Civic Plaza, VivoCity's Outdoor Plaza and Toa Payoh's HDB Hub. The festivities were divided into three zones – Past, Present and Future. The Past Zone brought the public back in time to experience for themselves the changes to our bus infrastructure. The Present Zone provided an insight into the careers in the bus industry by allowing the public to interact with representatives from the public transport operators to learn more about the perks and challenges of their jobs. In the Future Zone,



the public had a peek into some future bus models and technology initiatives.

At the Bus Carnival, the voted colour for the Singapore Bus was also unveiled. The public had voted in favour of Lush Green which depicted environmental friendliness and was a symbol of growth, vitality, prosperity and progress. The new Singapore Buses have started to ply the roads from this May.

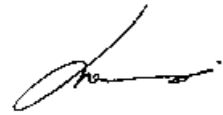
FINANCIAL STATEMENTS



STATEMENT BY THE MEMBERS OF PUBLIC TRANSPORT COUNCIL ("COUNCIL")

In our opinion, the financial statements set out on pages 71 to 89 are drawn up in accordance with Statutory Board Financial Reporting Standards and the provisions of the Public Transport Council Act, Cap. 259B (the "Act") so as to give a true and fair view of the state of affairs of the Council as at 31 March 2016 and the results, changes in accumulated surplus and cash flows of the Council for the financial year ended and there are reasonable grounds to believe that the Council will be able to pay its debts when they fall due.

On behalf of the Council,



RICHARD MAGNUS
Chairman



ALVIN CHIA BENG TECK
Chief Executive

Singapore, 7 July 2016

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PUBLIC TRANSPORT COUNCIL

for the financial year ended 31 March 2016

(Constituted under the Public Transport Council Act, Cap 259B)

Report on the Financial Statements

We have audited the accompanying financial statements of the Public Transport Council (the "Council") which comprise the balance sheet as at 31 March 2016, statement of comprehensive income, statement of changes in accumulated surplus and statement of cash flows of the Council for the financial year then ended, and a summary of significant accounting policies and other explanatory information.

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 Public Transport Council Act, Cap. 259B (the "Act") and Statutory Board Financial Reporting Standards, 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.

Auditor's 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 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 controls 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 controls. 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 that we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements are properly drawn up in accordance with the provisions of the Act and Statutory Board Financial Reporting Standards so as to present fairly, in all material aspects, the state of affairs of the Council as at 31 March 2016 and the results, changes in accumulated surplus and cash flows of the Council for the financial year ended on that date.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF PUBLIC TRANSPORT COUNCIL

for the financial year ended 31 March 2016

(Constituted under the Public Transport Council Act, Cap 259B)

Report on Other Legal and Regulatory Requirements

Management's Responsibility for the Compliance with Legal and Regulatory Requirements

Management is responsible for ensuring that the receipts, expenditure, investment of monies 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.

Auditor's 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, investments 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 monies 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.

Opinion

In our opinion,

- (a) the receipts, expenditure, investments of moneys and the acquisition and disposal of assets by the Public Transport Council during the financial year are, in all material aspects, in accordance with the provisions of the Act; and
- (b) proper accounting and other records have been kept, including records of all the provisions of the Public Transport Council whether purchased, donated or otherwise.

ASSURANCE PARTNERS LLP

Public Accountants and Chartered Accountants

Singapore, 7 July 2016

BALANCE SHEET

as at 31 March 2016

	Note	31.3.2016 S\$	31.3.2015 S\$
ACCUMULATED SURPLUS	5	396,238	331,031
REPRESENTED BY:			
NON-CURRENT ASSETS			
Property, plant and equipment	6	164,641	151,155
CURRENT ASSETS			
Other receivables	7	167,351	372,636
Bank balances	8	884,256	485,083
		1,051,607	857,719
LESS: CURRENT LIABILITIES			
Other payables		3,000	3,000
Security deposits	9	12,500	149,500
Accrued operating expenses		626,513	359,162
Consolidated fund payable	13	13,356	15,026
		655,369	526,688
Net current assets		396,238	331,031
Less:			
NON-CURRENT LIABILITY			
Deferred capital grants	10	(164,641)	(151,155)
Total net assets		396,238	331,031

The accompanying notes form an integral part of these financial statements.

STATEMENT OF COMPREHENSIVE INCOME

for the financial year ended 31 March 2016

	Note	2015/2016 S\$	2014/2015 S\$
INCOME			
Interest income		51	76
Penalty fee and composition fine		178,063	139,134
Security deposits forfeited		1,950	-
		<u>180,064</u>	<u>139,210</u>
LESS: EXPENDITURE			
Audit fees		2,500	2,950
Council members' allowance		106,291	20,499
Depreciation on property, plant and equipment	6	56,514	37,337
Plant and equipment written off		-	11,021
Entertainment and refreshments		3,476	2,573
General administration		49,987	51,444
IT expenditure/maintenance	18,19	452,358	398,447
Others		46,496	7,901
Penalty fee scheme		483,929	459,753
Publicity		11,802	2,096
Rental of office		207,364	163,386
Staff costs			
- Staff salaries, allowances and benefits		1,325,511	726,294
- Central Provident Fund contributions		170,438	68,760
Staff training		149,046	102,807
Transport		13,968	9,275
		<u>3,079,680</u>	<u>2,064,543</u>
Deficit before Government Grants		(2,899,616)	(1,925,333)
GOVERNMENT GRANTS			
Deferred capital grants amortised	10	56,514	48,358
Operating grants	11	<u>2,921,665</u>	<u>1,965,364</u>
Surplus before contributions to consolidated fund		78,563	88,389
LESS: CONTRIBUTIONS TO CONSOLIDATED FUND			
- Current year's contributions	13	<u>13,356</u>	<u>15,026</u>
Surplus for the year		65,207	73,363
Other comprehensive income		-	-
Total comprehensive income for the year		<u>65,207</u>	<u>73,363</u>

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CHANGES IN ACCUMULATED SURPLUS

for the financial year ended 31 March 2016

	Accumulated Surplus S\$
Balance as at 31 March 2014	257,668
Total comprehensive income for the year	<u>73,363</u>
Balance as at 31 March 2015	331,031
Total comprehensive income for the year	<u>65,207</u>
Balance as at 31 March 2016	<u>396,238</u>

The accompanying notes form an integral part of these financial statements.

STATEMENT OF CASH FLOWS

for the financial year ended 31 March 2016

Note	2015/2016 S\$	2014/2015 S\$
CASH FLOWS FROM OPERATING ACTIVITIES		
Surplus before contributions to consolidated fund	78,563	88,389
Adjustments for:		
Depreciation on property, plant and equipment	56,514	37,337
Plant and equipment written off	-	11,021
Deferred capital grant amortised	(56,514)	(48,358)
Interest income	(51)	(76)
Surplus before working capital changes	<u>78,512</u>	<u>88,313</u>
Decrease/(increase) in receivables	205,285	(305,800)
Increase in payables	130,351	84,333
Cash generated from/ (used in) operations	<u>414,148</u>	<u>(133,154)</u>
Interest received	51	76
Contributions to consolidated fund	(15,026)	(1,231)
Net cash generated from/ (used in) operating activities	<u>399,173</u>	<u>(134,309)</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property, plant and equipment	(70,000)	(72,168)
Cash used in investing activities	<u>(70,000)</u>	<u>(72,168)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Capital grants received	70,000	72,168
Cash generated from financing activities	<u>70,000</u>	<u>72,168</u>
Net changes in cash and cash equivalents	399,173	(134,309)
Bank balances at beginning of the year	485,083	619,392
Bank balances at end of the year	8 <u>884,256</u>	<u>485,083</u>

The accompanying notes form an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

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

1. THE COUNCIL'S INFORMATION

The Public Transport Council (the "Council") was constituted under the Public Transport Council Act, Cap. 259B.

The Council's principal place of operations is located at 510 Thomson Road, #12-03, SLF Building, Singapore 298135.

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Basis of Preparation

The Council presents its financial statements in Singapore dollars ("S\$"), which is also its functional currency. These financial statements are prepared in accordance with the historical cost convention except as disclosed in the accounting policies below, and comply with Statutory Board Financial Reporting Standards ("SB-FRS"), including related Interpretations promulgated by the Accountant-General and the provisions of the Public Transport Council Act, Cap. 259B.

During the financial year, the Council adopted all the applicable new/revised SB-FRSs which are effective for the annual periods beginning on or after 1 April 2015, as follows:

Description	Effective for annual periods beginning on or after
Amendments to SB-FRS 19 <i>Defined Benefit Plans: Employee Contributions</i>	1 July 2014
Improvements to SB-FRSs (<i>January 2014</i>)	1 July 2014
Improvements to SB-FRSs (<i>February 2014</i>)	1 July 2014

The adoption of these new/revised SB-FRSs did not have any material effect on the Council's financial statements and did not result in substantial changes to the Council's accounting policies.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(b) SB-FRS and INT SB-FRS not yet effective

The Council has not applied any new SB-FRS or INT SB-FRS (Interpretations of Statutory Board Financial Reporting Standards) that has been issued as at the balance sheet date but is not yet effective. The Management does not anticipate the adoption of the new SB-FRS and INT SB-FRS in future financial periods to have any material impact on the Council's financial statements in the period of initial application.

At the date of authorisation of these financial statements, the applicable new/revised SB-FRSs which are issued but not yet effective are as follows:

Description	Effective for annual periods beginning on or after
Amendments to SB-FRS 16 <i>Clarification of Acceptable Methods of Depreciation and Amortisation</i>	1 January 2016
Improvements to SB-FRS (November 2014)	1 January 2016
Improvements to SB-FRS (November 2014) <i>Disclosure Initiative</i>	1 January 2016
SB-FRS 109 <i>Financial Instruments Illustrative Examples Implementation Guidance</i>	1 January 2018

(c) Contribution to Consolidated Fund

The contribution to the consolidated fund is required under Section 3(a) of the Statutory Corporations (Contribution to Consolidated Fund) Act (Cap. 319(A)). The contribution is pegged at the prevailing statutory income tax rate for corporate bodies. Accounting surplus would be used for the purpose of computing the contribution and this is accounted for on an accrual basis.

(d) Employee Benefits

Defined Contribution Plans

The Council makes contributions to the state provident fund (Central Provident Fund). Such contributions are recognised as compensation expenses in the same period as the employment that gave rise to the contributions.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(e) Revenue Recognition

Interest income is recognised on accrual basis.

Penalty fee and composition fine are recognised at the point of collection of the settlement.

(f) Property, Plant and Equipment

Property, plant and equipment are stated at cost less accumulated depreciation and impairment loss, if any. Depreciation is calculated on the straight line basis so as to write off the cost of the assets over their estimated useful lives. The annual rates of depreciation are as follows:

Renovation	5 years
Furniture and fittings	5 years
Computer equipment	3 years
Office equipment	5 years
Computer software	5 years

Property, plant and equipment costing below S\$1,000 per item are charged to the statement of comprehensive income during the financial year.

(g) Impairment of Non-Financial Assets

The carrying amounts of the Council's assets subject to impairment are reviewed at each balance sheet date to determine whether there is any indication of impairment. If such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognised whenever the carrying amount of an asset exceeds its recoverable amount. The recoverable amount is the greater of the asset's net selling price and its value in use. The value in use is the present value of estimated future cash flows expected to arise from the continuing use of the asset and from its disposal at the end of its useful life.

An impairment loss is charged to the statement of comprehensive income. 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.

(h) Financial Assets

Classification

The Council classifies its financial assets in the following category: loans and receivables. The classification depends on the nature of the asset and the purpose for which the assets were acquired. Management determines the classification of its financial assets at initial recognition.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(h) Financial Assets (cont'd)

Classification (cont'd)

Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Loans and receivables comprise "bank balances" and "other receivables" and they are presented as current assets on the balance sheet.

Recognition and Derecognition

The Council initially recognises loans and receivables on the date that they are originated.

Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Council has transferred substantially all risks and rewards of ownership. On disposal of a financial asset, the difference between the carrying amount and the sale proceeds is recognised in income or expenditure.

Initial Measurement

Financial assets are initially recognised at fair value plus transaction costs.

Subsequent Measurement

Loans and receivables are subsequently carried at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a financial instrument and allocating the 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, to the net carrying amount of the financial instrument. Income and expense are recognised on an effective interest basis for debt instruments other than those financial instruments at fair value through profit or loss.

Impairment

A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset. 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.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(i) Other Receivables

Other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less allowance for impairment. Receivables with a short duration are not discounted.

When there is objective evidence that the Council will not be able to collect all amounts due according to the original terms of the receivables, an impairment loss is recognized. The amount of the impairment loss is measured as the difference between the carrying value of the receivable and the present value of the estimated future cash flows discounted at the original effective interest rate. The carrying amount of the receivable is reduced directly or through the use of an allowance account. The amount of the loss is recognised in the profit or loss.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss shall be reversed either directly or by adjusting an allowance account. The amount of the reversal shall be recognised in the profit or loss.

(j) Other Payables

Other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

(k) Government Grants

Government grants for the purchase of depreciable property, plant and equipment are taken to the Deferred Capital Grants Account. The deferred grants are recognised in the statement of comprehensive income over the periods necessary to match the depreciation of the property, plant and equipment purchased with the grants.

Government grants to meet the current financial year's operating expenses are recognised as income in the same financial year.

Government grants are accounted for on an accrual basis.

(l) Leases

Operating Leases

Leases whereby the lessor effectively retains substantially all the risks and benefits of ownership of the leased item are classified as operating leases.

When the Council is the lessee, operating lease payments are recognised as an expense in the income and expenditure statement on a straight line basis over the lease term.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

2. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

(m) Related Parties

A related party is defined as follows:

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

Key management personnel

Key management personnel refers to the Council members and Directors having the authority and responsibility for planning, directly and controlling the activities of the Council.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

3. SIGNIFICANT ACCOUNTING JUDGEMENTS AND ESTIMATES

Estimates, assumptions and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Impairment of Loans and Receivables

Management reviews its loans and receivables for objective evidence of impairment. Judgements are made as to whether there is observable data indicating that there has been a significant change in the recoverability of the loans and receivables.

Where there is objective evidence of impairment, judgements are required as to whether an impairment loss should be recorded as an expense.

(b) Estimated useful lives of Property, Plant and Equipment

Property, plant and equipment are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these plant and equipment to be within 3 to 5 years. Changes in the expected level of usage and technological developments could impact the useful economic lives and the residual values, if any, of these assets, therefore future depreciation charges could be revised.

(c) Impairment of Property, Plant and Equipment

The above assets are reviewed for impairment whenever there is an indication that these assets may be impaired. The Council considers the guidance of SB-FRS 36 in assessing whether there is any indication that an item of the above assets may be impaired. This assessment requires significant judgement.

If any such indication exists, the recoverable amount of the assets is estimated to ascertain the amount of impairment loss. The recoverable amount is defined as the higher of the fair value less cost to sell and value-in-use.

In determining the value-in-use of assets, the Council applies a discounted cash flow model where the future cash flows derived from such assets are discounted at an appropriate rate. Forecasts of future cash flow are estimated based on financial budgets and forecasts approved by the management.

4. PRINCIPAL ACTIVITIES

The principal activities of the Council under the Public Transport Council Act, Cap. 259B are:

- (a) to receive and consider applications for the grant of bus service licences, bus service operator's licences and ticket payment service licences;
- (b) to receive and consider applications for approval of bus, taxi and rapid transit system fares;
- (c) to regulate bus services, bus service operators, ticket payment services and bus, taxi and rapid transit system fares; and
- (d) to engage in such other activities and to perform such functions as the Minister may permit or assign to it by order published in the Gazette.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

4. PRINCIPAL ACTIVITIES (CONT'D)

With effect from 8 January 2016, the principal activities were amended to include as follows:

- (a) to set or approve fares and fare pricing policies for bus services, train services and taxi services in Singapore;
- (b) to promote and facilitate the integration of bus fares and train fares to ensure the provision of efficient public passenger transport services and facilities;
- (c) to evaluate and recommend to the Government improvements to, or otherwise advise the Government in respect of, bus services, train services and taxi services in Singapore so that they —
 - (i) may satisfy all reasonable passenger demands in Singapore for bus services, train services and taxi services;
 - (ii) may offer an attractive alternative to private motor vehicle transport, and the extent of such travel, in Singapore;
 - (iii) are effectively and efficiently integrated so as to facilitate seamless travel for passengers within and between different modes of land transport and greater mobility within communities in Singapore; and
 - (iv) provide viable public passenger transport services at a reasonable cost to the community and the Government.
- (d) to undertake surveys or other arrangements to obtain public feedback on any matter relating to the provision of bus services, train services and taxi services in Singapore;
- (e) to exercise licensing and regulatory functions in respect of the provision of ticket payment services in Singapore; and
- (f) to perform such functions as the Minister may, by order published in the Gazette, assign.

5. ACCUMULATED SURPLUS

The balance represents unutilised surplus of the Council.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

6. PROPERTY, PLANT AND EQUIPMENT

	<u>Renovation</u> S\$	<u>Furniture and fittings</u> S\$	<u>Computer equipment/ Software</u> S\$	<u>Office equipment</u> S\$	<u>Total</u> S\$
2015/2016					
<i>Cost</i>					
Beginning of financial year	68,066	19,022	148,792	5,022	240,902
Additions	52,880	17,120	-	-	70,000
End of financial year	<u>120,946</u>	<u>36,142</u>	<u>148,792</u>	<u>5,022</u>	<u>310,902</u>
<i>Accumulated depreciation</i>					
Beginning of financial year	6,807	15,262	62,656	5,022	89,747
Depreciation charge	23,308	3,674	29,532	-	56,514
End of financial year	<u>30,115</u>	<u>18,936</u>	<u>92,188</u>	<u>5,022</u>	<u>146,261</u>
<i>Carrying amount</i>					
End of financial year	<u>90,831</u>	<u>17,206</u>	<u>56,604</u>	<u>-</u>	<u>164,641</u>

	<u>Renovation</u> S\$	<u>Furniture and fittings</u> S\$	<u>Computer equipment/ Software</u> S\$	<u>Office equipment</u> S\$	<u>Total</u> S\$
2014/2015					
<i>Cost</i>					
Beginning of financial year	93,323	20,144	150,395	10,489	274,351
Additions	68,067	4,101	-	-	72,168
Write-offs	(93,324)	(5,223)	(1,603)	(5,467)	(105,617)
End of financial year	<u>68,066</u>	<u>19,022</u>	<u>148,792</u>	<u>5,022</u>	<u>240,902</u>
<i>Accumulated depreciation</i>					
Beginning of financial year	82,417	19,487	34,727	10,375	147,006
Depreciation charge	6,807	998	29,532	-	37,337
Write-offs	(82,417)	(5,223)	(1,603)	(5,353)	(94,596)
End of financial year	<u>6,807</u>	<u>15,262</u>	<u>62,656</u>	<u>5,022</u>	<u>89,747</u>
<i>Carrying amount</i>					
End of financial year	<u>61,259</u>	<u>3,760</u>	<u>86,136</u>	<u>-</u>	<u>151,155</u>

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

7. OTHER RECEIVABLES

	31.3.2016 S\$	31.3.2015 S\$
Accrued income	112,685	339,288
Deposits	52,002	30,065
Prepayments	2,664	3,283
	<u>167,351</u>	<u>372,636</u>

Other receivables are denominated in Singapore dollars.

8. BANK BALANCES

	31.3.2016 S\$	31.3.2015 S\$
Cash in bank	<u>884,256</u>	<u>485,083</u>

Bank balances are denominated in Singapore dollars.

9. SECURITY DEPOSITS

	31.3.2016 S\$	31.3.2015 S\$
Balance at beginning of the year	149,500	117,000
Deposits received	14,500	36,500
	164,000	153,500
Less: Refunds	<u>(151,500)</u>	<u>(4,000)</u>
Balance at end of the year	<u>12,500</u>	<u>149,500</u>

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

10. DEFERRED CAPITAL GRANTS

	31.3.2016 S\$	31.3.2015 S\$
Balance at beginning of the year	151,155	127,345
Add: Capital grants received during the year	70,000	72,168
Less: Amount taken to statement of comprehensive income	<u>(56,514)</u>	<u>(48,358)</u>
Balance at end of the year	<u>164,641</u>	<u>151,155</u>
Total grants received since establishment	<u>691,808</u>	<u>621,808</u>

11. OPERATING GRANTS

	31.3.2016 S\$	31.3.2015 S\$
Balance at beginning of the year	-	-
Add: Operating grants received during the year	2,921,665	1,965,364
Less: Amount taken to statement of comprehensive income	<u>(2,921,665)</u>	<u>(1,965,364)</u>
Balance at end of the year	<u>-</u>	<u>-</u>
Total grants received since establishment	<u>25,657,008</u>	<u>22,735,343</u>

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

12. LICENCE FEES

All licence fees received by the Council are taken into the Consolidated Fund and bank account maintained by the Accountant - General's Department in accordance with Section 26B(2) of the Public Transport Council Act, Cap. 259B. The following licence fees received during the financial year are therefore not included in the statement of comprehensive income or balance sheet of the Council.

	2015/2016 S\$	2014/2015 S\$
Bus service licence fees	523,150	176,385
Ticket payment service licence fees	<u>26,700</u>	<u>21,000</u>
	<u>549,850</u>	<u>197,385</u>

13. CONTRIBUTIONS TO CONSOLIDATED FUND

	2015/2016 S\$	2014/2015 S\$
Provision for current contributions	<u>13,356</u>	<u>15,026</u>
Reconciliation of effective tax rate:		
	2015/2016 S\$	2014/2015 S\$
Surplus before contributions to consolidated fund	<u>78,563</u>	<u>88,389</u>
Tax at statutory rate of 17%	<u>13,356</u>	<u>15,026</u>
	<u>13,356</u>	<u>15,026</u>

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

14. OPERATING LEASE COMMITMENTS

As at the balance sheet date, the Council has the following commitments under non-cancellable operating lease of office premise where the Council is the lessee:

	2015/2016 S\$	2014/2015 S\$
Payable within one year	208,466	128,676
Payable after one year but not later than five years	<u>335,399</u>	<u>193,014</u>
	<u>543,865</u>	<u>321,690</u>

15. RELATED PARTY TRANSACTIONS

The total key management personnel compensation is as follows:

	2015/2016 S\$	2014/2015 S\$
Short-term benefits of key management personnel	506,175	269,880
Employer's contribution to Central Provident Fund	<u>30,331</u>	<u>14,000</u>
	<u>536,506</u>	<u>283,880</u>

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

16. FINANCIAL RISK MANAGEMENT

The Council's activities expose it to minimal financial risks. The Council does not have a formal overall risk management programme but reviews the overall risk on an informal basis. Risk management is determined and carried out by the Council's Management.

(i) Credit risk

Cash and cash equivalents and other receivables represent the Council's maximum exposure to credit risk. Cash and cash equivalents are placed with a regulated financial institution in Singapore. Other receivables include mainly rental deposits of S\$52,002 (2015: S\$30,065) placed with the landlord under the terms of the tenancy agreement.

None of the receivables are past due and/or impaired as at the year ends.

(ii) Interest rate risk

The Council has no exposure to changes in interest rate except for the bank balances placed with a financial institution, which are assessed to be insignificant.

(iii) Foreign exchange risk

The Council has no exposure to foreign exchange risk as its activities are carried out in Singapore dollars.

(iv) Liquidity and cash flow risk

Liquidity risk is the risk that the Council will not be able to meet its financial obligations as and when they fall due. The Council manages liquidity risk by maintaining sufficient funding from the Government to finance its operations.

The Council exercises prudent liquidity and cash flow risk management policies and aims at maintaining high level of liquidity and cash flow at all times.

The Council's financial liabilities are expected to mature within one year.

(v) Capital risk

Capital consists of accumulated surplus of the Council. The Council's operations are fully funded by the government, and they are not subject to externally imposed capital requirements.

NOTES TO THE FINANCIAL STATEMENTS

for the financial year ended 31 March 2016

17. FINANCIAL INSTRUMENTS

The carrying amounts of cash and cash equivalents, receivables and payables approximate their fair values due to their short term nature.

The aggregate carrying amounts of loans and receivables and financial liabilities at amortised costs are as follows:

	31.3.2016 S\$	31.3.2015 S\$
Loans and receivables	996,941	824,371
Financial liabilities at amortised cost	<u>642,013</u>	<u>511,662</u>

18. AGENCY FACILITY MANAGEMENT SERVICES GRANT

The Council incurred S\$29,862 (2015: S\$31,369) for the Agency Facility Management services, which encompass helpdesk, onsite engineers support and network support. The amount was funded via operating grants retained and disbursed by the Ministry of Transport.

19. SYSTEMS MAINTENANCE GRANT

The Council incurred S\$66,809 (2015: S\$44,563) for the enhancement and maintenance of the Council's systems including the corporate website. The amount was funded via operating grants retained and disbursed by the Ministry of Transport.

20. AUTHORISATION OF FINANCIAL STATEMENTS

The financial statements of the Council for the year ended 31 March 2016 were authorised for issue by the Council on 7 July, 2016.

BUS SERVICE APPLICATIONS APPROVED / REJECTED BY PTC

NEW - BASIC SERVICES

S/No.	Service	Date Approved	Application	No. of Services
1	SBST Service 102	Sep-15	New trunk service between Hougang Central Bus Interchange and Jalan Kayu	1
2	SBST Service 118	Sep-15	New trunk service between Punggol Bus Interchange and Changi Business Park Bus Terminal	1
3	SBST Service 253	Sep-15	New trunk service between Joo Koon Bus Interchange and Benoi Road	1
4	SBST Service 256	Sep-15	New trunk service between Joo Koon Bus Interchange and Boon Lay Bus Interchange	1
5	SBST Service 258	Sep-15	New trunk service between Joo Koon Bus Interchange and Boon Lay Bus Interchange	1
6	SBST Service 117	Oct-15	New trunk service between Punggol Bus Interchange and Sembawang Bus Interchange	1
7	SMRTB Service 979	Dec-15	New trunk service between Bukit Panjang Road and Choa Chu Kang Crescent	1
8	SBST Service 47	Dec-15	New trunk service between Changi Business Park Bus Terminal and Marine Parade Road	1
9	SBST Service 382	Dec-15	New feeder service between Punggol Bus Interchange and Sumang Walk/Link	1
10	SMRTB Service 805	Jan-16	New feeder service between Yishun Bus Interchange and Yishun Avenue 1	1

TOTAL 10

BUS SERVICE APPLICATIONS APPROVED / REJECTED BY PTC (CONT'D)

NEW - SPECIAL SERVICES

S/No.	Service	Date Approved	Application	No. of Services
1	Employee Service	Jun-15	New Jurong Island Service 715 between Jurong East MRT Station and Jurong Island (Seraya Avenue/Ayer Merbau Road)	1
2	Employee Service	Jun-15	New Jurong Island Service 716 between Jurong East MRT Station and Jurong Island (Sakra Road/Sakra Avenue)	1
3	Employee Service	Jul-15	New shuttle bus service between Tanah Merah MRT Station and Changi Airfreight Centre	1
4	Employee Service	Jul-15	New shuttle bus service between Tampines MRT Station and Tampines Industrial Park A	1
5	Employee Service	Sep-15	New shuttle bus service between Simpang Lodge 2 and Yishun MRT Station	1
6	Employee Service	Sep-15	New shuttle bus service between Tuas View Dormitory and Venture Avenue	1
7	Employee Service	Sep-15	New shuttle bus service between Tuas View Dormitory and Boon Lay Way	1
8	City Direct Service	Sep-15	New City Direct Service 661 between Pasir Ris and the CBD	1
9	City Direct Service	Sep-15	New City Direct Service 662 between Yew Tee and the CBD	1
10	City Direct Service	Sep-15	New City Direct Service 663 between Yishun East and the CBD	1
11	City Direct Service	Sep-15	New City Direct Service 664 between Tampines East/Simei and the CBD	1
12	City Direct Service	Sep-15	New City Direct Service 665 between Marsiling/Woodlands and the CBD	1
13	Cross Border Service	Oct-15	New Cross Border Service between Boon Lay Way and Johor Bahru	1
14	Cross Border Service	Oct-15	New Cross Border Service between Buona Vista and Johor Bahru	1
15	Condominium Service	Oct-15	New shuttle bus service between Waterview Condominium and Tampines MRT Station	1
16	Condominium Service	Oct-15	New shuttle bus service between Sentosa Cove Village and HarbourFront Bus Interchange	1

TOTAL 16

BUS SERVICE APPLICATIONS APPROVED / REJECTED BY PTC (CONT'D)

NEW - PREMIUM SERVICES

S/No.	Service	Date Approved	Application	No. of Services
1	Premium Service	Jun-15	New PBS 768 between Woodlands Avenue 3 and Changi Business Park	1
2	Premium Service	Jun-15	New PBS 769 between Pasir Ris Drive 1 and Jalan Bukit Merah	1
3	Premium Service	Jun-15	New PBS between Reflections At Keppel Bay Condominium and HarbourFront Centre	1
4	Premium Service	Sep-15	New PBS 770 between Lorong 6 Toa Payoh and Marina Boulevard	1
5	Premium Service	Oct-15	New PBS 568 between Serangoon North Avenue 1/ Serangoon Gardens and Shenton Way	1
6	Premium Service	Oct-15	New PBS 569 between Punggol Drive and Nicoll Highway	1
7	Premium Service	Dec-15	New PBS 542 between Yung Ho Road and the CBD	1
8	Premium Service	Dec-15	New PBS 543 between Jurong East Avenue 1 and the CBD	1

TOTAL 8

NEW - TEMPORARY SERVICES

S/No.	Service	Date Approved	Application	No. of Services
1	Feeder Service	Sep-15	Temporary special bus services to be operated from 1.00am to complement the extended train hours during the Singapore Formula One event from 18 to 20 September 2015	4

TOTAL 4

BUS SERVICE APPLICATIONS APPROVED / REJECTED BY PTC

AMENDMENT - BASIC SERVICES

S/No.	Service	Date Approved	Application	No. of Services
1	SBST Service 103	May-15	Extension of route to Yishun Bus Interchange	1
2	SMRTB Service 972	May-15	Amendment of route to ply Senja Road	1
3	SBST Service 32	Sep-15	Amendment of route to skip Margaret Drive and ply Tanglin Road and Kay Siang Road	1
4	SBST Service 99	Sep-15	Extension of route to Joo Koon Bus Interchange	1
5	SBST Service 182	Sep-15	Relocation of service to Joo Koon Bus Interchange	1
6	SBST Service 192	Sep-15	Amendment of route to ply Jurong West Street 63 and Upper Jurong Road	1
7	SBST Service 193	Sep-15	Amendment of route to ply Lok Yang Way and Pioneer Road North	1
8	SBST Service 194	Sep-15	Amendment of route to ply along Ayer Rajah Expressway	1
9	SBST Service 251	Sep-15	Amendment of route to skip Benoi Road and ply Boon Lay Way, Pioneer Road North and Pioneer Road	1
10	SBST Service 254	Sep-15	Relocation of service to Joo Koon Bus Interchange	1
11	SBST Service 255	Sep-15	Relocation of service to Joo Koon Bus Interchange	1
12	SBST Service 257	Sep-15	Relocation of service to Joo Koon Bus Interchange	1
13	SBST Service 49	Oct-15	Extension of route to Jurong East Bus Interchange	1
14	SMRTB Service 173	Dec-15	Amendment of route along Upper Bukit Timah Road to call at Beauty World DTL2 MRT Station	1

TOTAL 14

BUS SERVICE APPLICATIONS APPROVED / REJECTED BY PTC (CONT'D)

AMENDMENT - BASIC-PLUS SERVICES

S/No.	Service	Date Approved	Application	No. of Services
1	SMRTB Service 850E	May-15	Amendment of route to operate from Yishun Street 41	1
2	SMRTB Service 951E	May-15	Amendment of route to operate from Woodlands Street 82	1

TOTAL 2

AMENDMENT - SPECIAL SERVICES

S/No.	Service	Date Approved	Application	No. of Services
1	Employee Service	May-15	Revision of fare for Institute of Systems Science to Clementi MRT Station shuttle bus service	1
2	Condominium Service	Dec-15	Revision of fares for Savannah Condominium to East Point Shopping Centre shuttle bus service	1

TOTAL 2

BUS SERVICE APPLICATIONS APPROVED / REJECTED BY PTC

AMENDMENT - PREMIUM SERVICES

S/No.	Service	Date Approved	Application	No. of Services
1	Premium Service	Jun-15	Amendment of route, number of trips and bus fleet and revision of fare for Premium Bus Service 593	1
2	Premium Service	Oct-15	Amendment of route, stopping points, number of trips and bus fleet and revision of fare for Premium Bus Service 740	1
3	Premium Service	Dec-15	Amendment of operating hours and stopping points and revision of fare for Premium Bus Service 722	1
4	Premium Service	Dec-15	Amendment of route, stopping points and operating hours for Premium Bus Service 556	1
5	Premium Service	Dec-15	Amendment of route, operating hours, stopping points and bus fleet and revision of fare for Premium Bus Service 742	1
6	Premium Service	Dec-15	Amendment of operating hours, stopping points and bus fleet and revision of fare for Premium Bus Service 743	1
7	Premium Service	Dec-15	Amendment of operating hours, stopping points and bus fleet and revision of fare for Premium Bus Service 745	1

TOTAL 7

BUS SERVICE APPLICATIONS APPROVED / REJECTED BY PTC (CONT'D)

WITHDRAWN - SPECIAL SERVICES

S/No.	Service	Date Withdrawn	Description	No. of Services
1	Employee Service	Jun-15	Changi Business Park to Changi Airport shuttle bus service was withdrawn as the operator did not wish to continue to operate the service	1
2	Other Service	Jun-15	Jurong Island Service 715 between Jurong East Bus Interchange and Pulau Seraya/Pulau Ayer Merbau was withdrawn as a new operator had been appointed by the island's management to run a similar bus service	1
3	Other Service	Jun-15	Jurong Island Service 717 between Jurong East Bus Interchange and Ayer Merbau Road/Sakra Avenue was withdrawn as a new operator had been appointed by the island's management to run a similar bus service	1
4	Condominium Service	Oct-15	North Cove to HarbourFront MRT Station shuttle bus service was withdrawn due to change of plans by the estate's management	1
5	Condominium Service	Oct-15	South Cove to HarbourFront MRT Station shuttle bus service was withdrawn due to change of plans by the estate's management	1
6	Condominium Service	Oct-15	Sentosa Cove Village to Harbourfront MRT Station was withdrawn due to change of plans by the estate's management	1
7	Tourist Service	Dec-15	HarbourFront to Singapore Zoo/Night Safari tourist bus service was withdrawn due to low passenger demand	1
8	Condominium Service	Dec-15	Flora Road/Flora Drive to Tampines MRT Station shuttle bus service was withdrawn due to low passenger demand	1

TOTAL 8

BUS SERVICE APPLICATIONS APPROVED / REJECTED BY PTC

WITHDRAWN - PREMIUM SERVICES

S/No.	Service	Date Withdrawn	Description	No. of Services
1	Premium Service	Oct-15	Premium Bus Service 569 from Punggol Central to Cecil Street/Fullerton Road was withdrawn as the operator did not wish to continue to operate the service	1
2	Premium Service	Oct-15	Premium Bus Service 568 from Serangoon North Avenue 1/Serangoon Gardens to Shenton Way was withdrawn due to licence cancellation	1
3	Premium Service	Dec-15	Premium Bus Service 542 from Jurong West Avenue 1 to Cecil Street/Fullerton Road was withdrawn as the operator did not wish to continue to operate the service	1
4	Premium Service	Dec-15	Premium Bus Service 543 from Jurong East Avenue 1 to Cecil Street/Fullerton Road was withdrawn as the operator did not wish to continue to operate the service	1
5	Premium Service	Dec-15	Premium Bus Service 738 between Canberra Road and Shenton Way was withdrawn due to change of plans by the operator	1

TOTAL 5

BUS SERVICE APPLICATIONS APPROVED / REJECTED BY PTC (CONT'D)

APPROVALS LAPSED

S/No.	Service	Date Lapsed	Description	No. of Services
1	Employee Service	Apr-15	Operator failed to renew the licence of the Tuas Lodge @ 90 Tuas South Avenue 9 to Boon Lay Way shuttle bus service	1
2	Employee Service	Apr-15	Operator failed to renew the licence of the KA Place to Aljunied MRT Station shuttle bus service	1
3	Employee Service	Apr-15	Operator failed to renew the licence of the Seletar West Farmway 6 to Sengkang Square shuttle bus service	1
4	Tourist Service	Apr-15	Operator failed to renew the licence of the Ban San Street to the Singapore Flyer tourist bus service	1
5	Condominium Service	Apr-15	Operator failed to renew the licence of the Ferrara Park Condominium to Tampines MRT Station shuttle bus service	1
6	Other Service	Apr-15	Operator failed to renew the licence of the Tampines Central 4 to Tampines Street 11 shuttle bus service	1
7	Premium Service	Apr-15	Premium Bus Service 751 between Rosewood Drive and Woodlands Avenue 5 was not implemented due to change of plans by the operator	1
8	Premium Service	Dec-15	Premium Bus Service between Reflections At Keppel Bay Condominium and Harbourfront Centre was not implemented due to change of plans by the operator	1

TOTAL 8

BUS FARES APPROVED BY PTC

ADULT FARE STRUCTURE (TRUNK SERVICES)

Distance	Fare Per Ride (cent)				
	Card			Cash	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Up to 3.2 km	79	78	-1	140	No change
3.3 km – 4.2 km	90	88	-2	160	
4.3 km – 5.2 km	101	99	-2	160	
5.3 km – 6.2 km	112	110	-2	160	
6.3 km – 7.2 km	120	117	-3	180	
7.3 km – 8.2 km	127	124	-3	180	
8.3 km – 9.2 km	133	130	-3	200	
9.3 km – 10.2 km	138	135	-3	200	
10.3 km – 11.2 km	142	139	-3	200	
11.3 km – 12.2 km	146	143	-3	220	
12.3 km – 13.2 km	150	146	-4	220	
13.3 km – 14.2 km	154	150	-4	220	
14.3 km – 15.2 km	158	154	-4	220	
15.3 km – 16.2 km	162	158	-4	230	
16.3 km – 17.2 km	166	162	-4	230	
17.3 km – 18.2 km	170	166	-4	230	
18.3 km – 19.2 km	174	170	-4	230	
19.3 km – 20.2 km	177	173	-4	240	
20.3 km – 21.2 km	180	176	-4	240	
21.3 km – 22.2 km	183	179	-4	240	
22.3 km – 23.2 km	186	182	-4	240	
23.3 km – 24.2 km	188	184	-4	250	
24.3 km – 25.2 km	190	186	-4	250	
25.3 km – 26.2 km	192	188	-4	250	
26.3 km – 27.2 km	193	189	-4	250	
27.3 km – 28.2 km	194	190	-4	250	
28.3 km – 29.2 km	195	191	-4	250	
29.3 km – 30.2 km	196	192	-4	250	
30.3 km – 31.2 km	197	193	-4	250	
31.3 km – 32.2 km	198	194	-4	250	
32.3 km – 33.2 km	199	195	-4	250	
33.3 km – 34.2 km	200	196	-4	250	
34.3 km – 35.2 km	201	197	-4	250	
35.3 km – 36.2 km	202	198	-4	250	
36.3 km – 37.2 km	203	199	-4	250	
37.3 km – 38.2 km	204	200	-4	250	
38.3 km – 39.2 km	205	201	-4	250	
39.3 km – 40.2 km	206	202	-4	250	
Over 40.2 km	207	203	-4	250	

BUS FARES APPROVED BY PTC (CONT'D)

ADULT FARE STRUCTURE (FEEDER SERVICES)

Description	Card			Cash	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Fare Per Ride (cent)	79	78	-1	140	No change

SENIOR CITIZEN FARE STRUCTURE (TRUNK SERVICES)

Distance	Fare Per Ride (cent)				
	Card			Cash	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Up to 3.2 km	56	55	-1	100	No change
3.3 km – 4.2 km	64	63	-1	100	
4.3 km – 5.2 km	71	70	-1	100	
5.3 km – 6.2 km	79	78	-1	100	
6.3 km – 7.2 km	84	82	-2	130	
Over 7.2 km	90	88	-2	130	

SENIOR CITIZEN FARE STRUCTURE (FEEDER SERVICES)

Description	Card			Cash	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Fare Per Ride (cent)	56	55	-1	100	No change

BUS FARES APPROVED BY PTC

STUDENT FARE STRUCTURE (TRUNK SERVICES)

Distance	Fare Per Ride (cent)				
	Card			Cash	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Up to 3.2 km	39	38	-1	65	No change
3.3 km – 4.2 km	44	43	-1	65	
4.3 km – 5.2 km	49	48	-1	65	
5.3 km – 6.2 km	54	53	-1	65	
6.3 km – 7.2 km	58	56	-2	85	
Over 7.2 km	61	59	-2	85	

STUDENT FARE STRUCTURE (FEEDER SERVICES)

Description	Card			Cash	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Fare Per Ride (cent)	39	38	-1	65	No change

BUS FARES APPROVED BY PTC (CONT'D)

ADULT FARE STRUCTURE (EXPRESS SERVICES)

Distance	Fare Per Ride (cent)				
	Card			Cash	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Up to 3.2 km	139	138	-1	220	No change
3.3 km – 4.2 km	150	148	-2	220	
4.3 km – 5.2 km	161	159	-2	220	
5.3 km – 6.2 km	172	170	-2	220	
6.3 km – 7.2 km	180	177	-3	220	
7.3 km – 8.2 km	187	184	-3	220	
8.3 km – 9.2 km	193	190	-3	235	
9.3 km – 10.2 km	198	195	-3	235	
10.3 km – 11.2 km	202	199	-3	235	
11.3 km – 12.2 km	206	203	-3	250	
12.3 km – 13.2 km	210	206	-4	250	
13.3 km – 14.2 km	214	210	-4	250	
14.3 km – 15.2 km	218	214	-4	250	
15.3 km – 16.2 km	222	218	-4	265	
16.3 km – 17.2 km	226	222	-4	265	
17.3 km – 18.2 km	230	226	-4	265	
18.3 km – 19.2 km	234	230	-4	265	
19.3 km – 20.2 km	237	233	-4	280	
20.3 km – 21.2 km	240	236	-4	280	
21.3 km – 22.2 km	243	239	-4	280	
22.3 km – 23.2 km	246	242	-4	280	
23.3 km – 24.2 km	248	244	-4	300	
24.3 km – 25.2 km	250	246	-4	300	
25.3 km – 26.2 km	252	248	-4	300	
26.3 km – 27.2 km	253	249	-4	300	
27.3 km – 28.2 km	254	250	-4	300	
28.3 km – 29.2 km	255	251	-4	300	
29.3 km – 30.2 km	256	252	-4	300	
30.3 km – 31.2 km	257	253	-4	300	
31.3 km – 32.2 km	258	254	-4	300	
32.3 km – 33.2 km	259	255	-4	300	
33.3 km – 34.2 km	260	256	-4	300	
34.3 km – 35.2 km	261	257	-4	300	
35.3 km – 36.2 km	262	258	-4	300	
36.3 km – 37.2 km	263	259	-4	300	
37.3 km – 38.2 km	264	260	-4	300	
38.3 km – 39.2 km	265	261	-4	300	
39.3 km – 40.2 km	266	262	-4	300	
Over 40.2 km	267	263	-4	300	

BUS FARES APPROVED BY PTC

SENIOR CITIZEN FARE STRUCTURE (EXPRESS SERVICES)

Distance	Card Fare Per Ride (cent)		
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change
Up to 3.2 km	101	100	-1
3.3 km – 4.2 km	109	108	-1
4.3 km – 5.2 km	116	115	-1
5.3 km – 6.2 km	124	123	-1
6.3 km – 7.2 km	129	127	-2
Over 7.2 km	135	133	-2

STUDENT FARE STRUCTURE (EXPRESS SERVICES)

Distance	Card Fare Per Ride (cent)		
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change
Up to 3.2 km	69	68	-1
3.3 km – 4.2 km	74	73	-1
4.3 km – 5.2 km	79	78	-1
5.3 km – 6.2 km	84	83	-1
6.3 km – 7.2 km	88	86	-2
Over 7.2 km	91	89	-2

TRAIN FARES APPROVED BY PTC

ADULT FARE STRUCTURE

(NORTH-SOUTH AND EAST-WEST LINES, AND LRTS)

Distance	Fare Per Ride (cent)				
	Card			Single Trip Ticket	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Up to 3.2 km	79	78	-1	140	No change
3.3 km – 4.2 km	90	88	-2	160	
4.3 km – 5.2 km	101	99	-2	160	
5.3 km – 6.2 km	112	110	-2	160	
6.3 km – 7.2 km	120	117	-3	180	
7.3 km – 8.2 km	127	124	-3	180	
8.3 km – 9.2 km	133	130	-3	200	
9.3 km – 10.2 km	138	135	-3	200	
10.3 km – 11.2 km	142	139	-3	200	
11.3 km – 12.2 km	146	143	-3	220	
12.3 km – 13.2 km	150	146	-4	220	
13.3 km – 14.2 km	154	150	-4	220	
14.3 km – 15.2 km	158	154	-4	220	
15.3 km – 16.2 km	162	158	-4	230	
16.3 km – 17.2 km	166	162	-4	230	
17.3 km – 18.2 km	170	166	-4	230	
18.3 km – 19.2 km	174	170	-4	230	
19.3 km – 20.2 km	177	173	-4	240	
20.3 km – 21.2 km	180	176	-4	240	
21.3 km – 22.2 km	183	179	-4	240	
22.3 km – 23.2 km	186	182	-4	240	
23.3 km – 24.2 km	188	184	-4	250	
24.3 km – 25.2 km	190	186	-4	250	
25.3 km – 26.2 km	192	188	-4	250	
26.3 km – 27.2 km	193	189	-4	250	
27.3 km – 28.2 km	194	190	-4	250	
28.3 km – 29.2 km	195	191	-4	250	
29.3 km – 30.2 km	196	192	-4	250	
30.3 km – 31.2 km	197	193	-4	250	
31.3 km – 32.2 km	198	194	-4	250	
32.3 km – 33.2 km	199	195	-4	250	
33.3 km – 34.2 km	200	196	-4	250	
34.3 km – 35.2 km	201	197	-4	250	
35.3 km – 36.2 km	202	198	-4	250	
36.3 km – 37.2 km	203	199	-4	250	
37.3 km – 38.2 km	204	200	-4	250	
38.3 km – 39.2 km	205	201	-4	250	
39.3 km – 40.2 km	206	202	-4	250	
Over 40.2 km	207	203	-4	250	

TRAIN FARES APPROVED BY PTC (CONT'D)

ADULT FARE STRUCTURE

(NORTH-EAST LINE, CIRCLE LINE AND DOWNTOWN LINE)

Distance	Fare Per Ride (cent)				
	Card			Single Trip Ticket	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Up to 1.0 km	84	83	-1	150	No change
1.1 km – 2.0 km	89	88	-1	150	
2.1 km – 3.2 km	94	93	-1	150	
3.3 km – 4.2 km	105	103	-2	180	
4.3 km – 5.2 km	116	114	-2	180	
5.3 km – 6.2 km	127	125	-2	180	
6.3 km – 7.2 km	135	132	-3	200	
7.3 km – 8.2 km	152	149	-3	200	
8.3 km – 9.2 km	158	155	-3	220	
9.3 km – 10.2 km	163	160	-3	220	
10.3 km – 11.2 km	167	164	-3	220	
11.3 km – 12.2 km	171	168	-3	240	
12.3 km – 13.2 km	175	171	-4	240	
13.3 km – 14.2 km	179	175	-4	240	
14.3 km – 15.2 km	183	179	-4	240	
15.3 km – 16.2 km	187	183	-4	250	
16.3 km – 17.2 km	191	187	-4	250	
17.3 km – 18.2 km	195	191	-4	250	
18.3 km – 19.2 km	199	195	-4	250	
19.3 km – 20.2 km	202	198	-4	260	
20.3 km – 21.2 km	205	201	-4	260	
21.3 km – 22.2 km	208	204	-4	260	
22.3 km – 23.2 km	211	207	-4	260	
23.3 km – 24.2 km	213	209	-4	270	
24.3 km – 25.2 km	215	211	-4	270	
25.3 km – 26.2 km	217	213	-4	270	
26.3 km – 27.2 km	218	214	-4	270	
27.3 km – 28.2 km	219	215	-4	270	
28.3 km – 29.2 km	220	216	-4	270	
29.3 km – 30.2 km	221	217	-4	270	
30.3 km – 31.2 km	222	218	-4	270	
31.3 km – 32.2 km	223	219	-4	270	
32.3 km – 33.2 km	224	220	-4	270	
33.3 km – 34.2 km	225	221	-4	270	
34.3 km – 35.2 km	226	222	-4	270	
35.3 km – 36.2 km	227	223	-4	270	
36.3 km – 37.2 km	228	224	-4	270	
37.3 km – 38.2 km	229	225	-4	270	
38.3 km – 39.2 km	230	226	-4	270	
39.3 km – 40.2 km	231	227	-4	270	
Over 40.2 km	232	228	-4	270	

TRAIN FARES APPROVED BY PTC (CONT'D)

SENIOR CITIZEN FARE STRUCTURE

(NORTH-SOUTH AND EAST-WEST LINES, AND LRTS)

Distance	Card Fare Per Ride (cent)		
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change
Up to 3.2 km	56	55	-1
3.3 km – 4.2 km	64	63	-1
4.3 km – 5.2 km	71	70	-1
5.3 km – 6.2 km	79	78	-1
6.3 km – 7.2 km	84	82	-2
Over 7.2 km	90	88	-2

SENIOR CITIZEN FARE STRUCTURE

(NORTH-EAST LINE, CIRCLE LINE AND DOWNTOWN LINE)

Distance	Card Fare Per Ride (cent)		
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change
Up to 3.2 km	60	59	-1
3.3 km – 4.2 km	68	67	-1
4.3 km – 5.2 km	75	74	-1
5.3 km – 6.2 km	83	82	-1
6.3 km – 7.2 km	88	86	-2
Over 7.2 km	94	92	-2

STUDENT FARE STRUCTURE (MRT AND LRT)

Distance	Card Fare Per Ride (cent)		
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015	Change
Up to 3.2 km	39	38	-1
3.3 km – 4.2 km	44	43	-1
4.3 km – 5.2 km	49	48	-1
5.3 km – 6.2 km	54	53	-1
6.3 km – 7.2 km	58	56	-2
Over 7.2 km	61	59	-2

MONTHLY CONCESSION PASSES

BUS MONTHLY CONCESSION PASSES

Cardholders	Price	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Primary Student	S\$22.50	No change
Secondary Student	S\$27.50	
Polytechnic Student	S\$27.50	
University Student	S\$52.00	
Full-time National Serviceman	S\$52.00	

TRAIN MONTHLY CONCESSION PASSES

Cardholders	Price	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Primary Student	S\$20.00	No change
Secondary Student	S\$25.00	
Polytechnic Student	S\$25.00	
University Student	S\$45.00	
Full-time National Serviceman	S\$45.00	

HYBRID MONTHLY CONCESSION PASSES AND ADULT MONTHLY TRAVEL PASS

Cardholders	Price	
	W.e.f. 5 Apr 2015	W.e.f. 27 Dec 2015
Primary Student	S\$41.00	No change
Secondary Student	S\$51.00	
Polytechnic Student	S\$51.00	
University Student	S\$85.00	
Full-time National Serviceman	S\$85.00	
Senior Citizen	S\$60.00	
Adult Monthly Travel Pass	S\$120.00	

QUALITY OF SERVICE (QOS) STANDARDS FOR BASIC BUS SERVICES AND PENALTY FRAMEWORK

1. THE QOS STANDARDS COVER TWO CATEGORIES:

- (i) Operating Performance Standards (OPS) which measure minimum daily or monthly operational deliverables, either at the bus network or route levels. They cover the aspects of bus reliability, loading and safety; and
- (ii) Service Provision Standards (SPS) which measure overall bus route planning and provision of services. They cover the aspects of service availability, integration and information.

2. OPERATING PERFORMANCE STANDARDS (OPS)

1) Reliability	
1.1 Scheduled bus trips operated on each bus service	At least 96% monthly.
1.2 Bus service should adhere to not more than 5 minutes of its scheduled headway (frequency) upon departure at the bus interchanges and terminals	Not less than 85% daily.
1.3 Bus breakdown rate on all bus services	Less than 1.5% monthly.
2) Loading	
2.1 Bus loading during weekday peak periods on each bus service	Not exceeding 95% daily.
3) Safety	
3.1 Accident rate on all bus services	Less than 0.75 per 100,000 bus-km per month.

3. SERVICE PROVISION STANDARDS (SPS)

4) Information	
4.1 Availability of up-to-date information	<ul style="list-style-type: none"> (a) To provide hotline and information on internet website for convenient trip planning. (b) To display information at all bus interchanges/terminals with passenger boarding activities. (c) To display information at all bus stops with display facilities. (d) To provide timetables at bus stops for bus services with long headway (i.e. headway of 20 minutes or more, for more than 20% of the bus trips).

QUALITY OF SERVICE (QOS) STANDARDS FOR BASIC BUS SERVICES AND PENALTY FRAMEWORK (CONT'D)

3. SERVICE PROVISION STANDARDS (SPS) (CONT'D)

5) Availability	
5.1 Access to any bus service	To run at least one bus service within 400m radius of any development subject to minimum demand.
5.2 Provision of direct bus service connections	<p>To run direct bus services:</p> <ul style="list-style-type: none"> (a) Between a HDB neighbourhood and a nearby bus interchange or MRT station. (b) Between major employment/activity centres and a nearby bus interchange or MRT station. (c) Between HDB towns and the Central Business District, and Jurong Industrial Estate. <p><i>The minimum requirements for direct bus connections as stated in 5.1 and 5.2 above are subject to minimum demand and may not be applicable where there are available train services.</i></p>
5.3 Bus service operating hours	At least 18 hours daily, unless otherwise stipulated by PTC.
5.4 Bus service scheduled headways (frequencies)	<ul style="list-style-type: none"> (a) At least 80% of bus services to operate at headway* of not more than 10 minutes during weekday (excluding public holidays) peak periods, unless otherwise stipulated by PTC. (b) At least 90% of feeder bus services to operate at headway* of not more than 10 minutes during weekday (excluding public holidays) peak periods, unless otherwise stipulated by PTC. (c) At least 85% of bus services to operate at headway of not more than 20 minutes during off-peak periods, unless otherwise stipulated by PTC. (d) 100% of bus services to operate at headway of not more than 30 minutes, unless otherwise stipulated by PTC. <p>* <i>Scheduled headway applies to bus services departing from bus interchanges and terminals in the peak directions during weekday peak periods.</i></p>
6) Integration	
6.1 Bus service integration in HDB Towns	<ul style="list-style-type: none"> (a) At least one bus service to depart from the bus interchange/terminal at 6.00 am or earlier, daily. (b) At least one bus service to depart from the bus interchange/terminal at 12 midnight or after the last train service, whichever is later, daily.

QUALITY OF SERVICE (QOS) STANDARDS FOR BASIC BUS SERVICES AND PENALTY FRAMEWORK (CONT'D)

4. PENALTY FRAMEWORK* FOR NON-COMPLIANCE WITH THE QOS STANDARDS

Standards	Financial Penalty	
	Before 1 April 2013	From 1 April 2013
Operating Performance Standards (OPS)		
<i>Route-based (Daily) Standards</i>		
Standard 1.2 on Headway Adherence	S\$100 for each non-compliant day on each non-compliant route.	S\$2,000 for each non-compliant day on each non-compliant route.
Standard 2.1 on Loading		
<i>Route-based (Monthly) Standards</i>		
Standard 1.1 on Percentage of Scheduled Trips Operated	S\$1,000 per month on each non-compliant route.	S\$20,000 per month on each non-compliant route.
<i>Operator-based (Monthly) Standards</i>		
Standard 1.3 on Bus Breakdown Rate	S\$10,000 per month on each non-compliant standard.	S\$100,000 per month on each non-compliant standard.
Standard 3.1 on Accident Rate		
Service Provision Standards (SPS)		
<i>Operator-based (Monthly) Standards</i>		
All SPS Standards	S\$10,000 per month on each non-compliant standard.	S\$100,000 per month on each non-compliant standard.

* The penalty framework took effect from 1 October 2007. The PTC Act stipulates that all such sums collected by PTC shall go into the Government's Consolidated Fund.

OPERATORS' 6-MONTHLY QOS PERFORMANCE RESULTS¹

for the Period of June 2014 – November 2014

SBS TRANSIT LTD

Operating Performance Standards (OPS)	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14
<i>Reliability</i>						
Each service shall operate at least 96% of its trips per month. (Standard 1.1)	All passed	All passed	All passed	All passed	All passed	All passed
Daily, each service shall have at least 85% of its trips depart the bus interchanges and terminals not more than 5 minutes from its scheduled headway. (Standard 1.2)	All passed	All passed	All passed	All passed	All passed	All passed
Bus breakdown rate shall be less than 1.5% per month. (Standard 1.3)	Passed	Passed	Passed	Passed	Passed	Passed
<i>Loading</i>						
Daily, each service's bus loading shall not exceed 95% during weekday peak hours. (Standard 2.1)	All passed	All passed	All passed	All passed	All passed	All passed
<i>Safety</i>						
Accident rate shall be less than 0.75 per 100,000 bus-km per month. (Standard 3.1)	Passed	Passed	Passed	Passed	Passed	Passed

SMRT BUSES LTD

Operating Performance Standards (OPS)	Jun 14	Jul 14	Aug 14	Sep 14	Oct 14	Nov 14
<i>Reliability</i>						
Each service shall operate at least 96% of its trips per month. (Standard 1.1)	All passed	All passed	All passed	All passed	All passed	All passed
Daily, each service shall have at least 85% of its trips depart the bus interchanges and terminals not more than 5 minutes from its scheduled headway. (Standard 1.2)	All passed	All passed	All passed	All passed	All passed	All passed
Bus breakdown rate shall be less than 1.5% per month. (Standard 1.3)	Passed	Passed	Passed	Passed	Passed	Passed
<i>Loading</i>						
Daily, each service's bus loading shall not exceed 95% during weekday peak hours. (Standard 2.1)	All passed	All passed	All passed	All passed	All passed	All passed
<i>Safety</i>						
Accident rate shall be less than 0.75 per 100,000 bus-km per month. (Standard 3.1)	Passed	Passed	Passed	Passed	Passed	Passed

¹Both SBS Transit Ltd and SMRT Buses Ltd have passed all the Service Provision Standards (SPS).

OPERATORS' 6-MONTHLY QOS PERFORMANCE RESULTS¹ (CONT'D)

for the Period of December 2014 – May 2015

SBS TRANSIT LTD

Operating Performance Standards (OPS)	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15
<i>Reliability</i>						
Each service shall operate at least 96% of its trips per month. (Standard 1.1)	All passed	All passed	All passed	All passed	All passed	All passed
Daily, each service shall have at least 85% of its trips depart the bus interchanges and terminals not more than 5 minutes from its scheduled headway. (Standard 1.2)	All passed	All passed	All passed	All passed	All passed	All passed
Bus breakdown rate shall be less than 1.5% per month. (Standard 1.3)	Passed	Passed	Passed	Passed	Passed	Passed
<i>Loading</i>						
Daily, each service's bus loading shall not exceed 95% during weekday peak hours. (Standard 2.1)	All passed	All passed	All passed	All passed	All passed	All passed
<i>Safety</i>						
Accident rate shall be less than 0.75 per 100,000 bus-km per month. (Standard 3.1)	Passed	Passed	Passed	Passed	Passed	Passed

SMRT BUSES LTD

Operating Performance Standards (OPS)	Dec 14	Jan 15	Feb 15	Mar 15	Apr 15	May 15
<i>Reliability</i>						
Each service shall operate at least 96% of its trips per month. (Standard 1.1)	All passed	All passed	All passed	All passed	All passed	All passed
Daily, each service shall have at least 85% of its trips depart the bus interchanges and terminals not more than 5 minutes from its scheduled headway. (Standard 1.2)	All passed	All passed	All passed	All passed	All passed	All passed
Bus breakdown rate shall be less than 1.5% per month. (Standard 1.3)	Passed	Passed	Passed	Passed	Passed	Passed
<i>Loading</i>						
Daily, each service's bus loading shall not exceed 95% during weekday peak hours. (Standard 2.1)	All passed	All passed	All passed	All passed	All passed	All passed
<i>Safety</i>						
Accident rate shall be less than 0.75 per 100,000 bus-km per month. (Standard 3.1)	Passed	Passed	Passed	Passed	Passed	Passed

¹Both SBS Transit Ltd and SMRT Buses Ltd have passed all the Service Provision Standards (SPS).