

## ANNEX A

### Considerations of the 2<sup>nd</sup> Defendant in respect of past experiences and lessons learnt

1. When the 2<sup>nd</sup> Defendant took over the Hougang constituency in 1991, he was faced with the huge challenge of being left on his own to manage the Hougang constituency. For example, the 2<sup>nd</sup> Defendant was served notices less than a month after he took over, informing him that the incumbent managing agent was terminating their contract with the town council and that town council had to quit their then-premises on short notice.
2. At that time, the other newly elected opposition MPs for Bukit Gombak and Nee Soon Central SMCs, Mr Ling How Doong and Mr Cheo Chai Chen from the Singapore Democratic Party (“SDP”), also faced similar challenges when they took over the running of their respective town councils. Based on the feedback the 2<sup>nd</sup> Defendant received from the ground, poor town council management was part of the reason why SDP lost both seats at the next General Elections in 1997.
3. When the 2<sup>nd</sup> Defendant decided to move out of Hougang SMC to contest in Aljunied GRC for GE 2011, he knew that the challenges would be huge if WP were elected in Aljunied GRC. One clear challenge was that the Hougang SMC covered a much smaller area and had fewer residents, compared to the Aljunied GRC which consists of five wards.
4. The 2<sup>nd</sup> Defendant also knew that, upon taking over Aljunied GRC, the continuity of essential services by the existing service providers was at risk in light of his earlier experiences when he took over the Hougang Town Council. He was also aware that PAP may attempt to “trip up” the new MPs

in the way they did when he took over the Hougang Town Council. It was crucial that the new town council met these operational challenges within 90 days (i.e. before they took over operationally under the Town Councils Act) and continue to serve the residents without major disruption of services and/or a sudden drop in living standards. Their best chance of success, in his assessment, was to depend on the existing staff and IT system in Hougang Town Council.