

Lawn Bowls Association for the Disabled (Singapore)



**Annual Report
For Year Ending 31 March 2021**

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ABOUT US



Our Vision:

- To make Lawn Bowls the Sport of Choice

Our Mission:

- To Enable and Empower sportspersons with disabilities to excel in lawn bowl
- To Engage the disabled and its larger community to participate and enjoy the sport

Our Core Values:

Commitment & Compassion & Caring, Excellence, Leadership, Integrity

Our Purpose

- Our purpose is to promote lawn bowling as an inclusive sport amongst persons with disabilities (PWDs) and elderly in Singapore, through provision of relevant facilities and coaching. Also, the association aims to encourage players and members to actively participate in local and international lawn bowling sport events.
 - We hope this sport provides PWDs and elderly in the community an avenue to live an active lifestyle through active participation in the sport.

Our Patron:

▪ Ms Indranee Thurai Rajah
Minister, Prime Minister's Office
Second Minister for National Development
Second Minister for Finance



OVERVIEW



- Lawn Bowls Association for the Disabled (Singapore) (“Parabowls”) was registered under the Societies Act, Chapter 311 and Charities Act, Chapter 37, Singapore in April 2004 and is an exempt charity.

- Parabowls has been accorded IPC (Institution of a Public Character) status from 16 Dec 2020 to 15 Dec 2023.

- Parabowls has Constitution as its governing instrument.

Unique Registration Number (UEN):

- T04SS0110B

Registered Address:

- 3 Stadium Drive, #01-34, Singapore 397630

Banker:

- DBS Bank Limited

Auditor:

- A Garanzia LLP

Legal Advisor:

- Ganesh Ramanathan

PRESIDENT'S MESSAGE



We have come a long way since the inception of Parabowls Singapore back in 2004, with our mission to enable and empower sportsmen with disabilities to excel in lawn bowls, and to engage the disabled and its larger community to participate and enjoy the sport. The mission has remained unchanged and will remain so to serve our beneficiaries, be it

rain or shine. I'm glad to announce that with the support of our stakeholders and board members, we have successfully extended our Institute of Public Character (IPC) status for another 3 years from 16 Dec 2020 to 15 Dec 2023.

Indeed, the COVID-19 pandemic continued throughout the past year and well into the year of 2021. While training plans and schedules have been disrupted continually with the periodic restrictions imposed to curb the ongoing COVID-19 situation, the Board is of the view that business must carry on under this new normal, with procedures for a controlled environment, tracing, and safe distancing guidelines in place and enforced to ensure health and safety of all our stakeholders. To this end, we have been working very closely with Singapore Disability Sports Council (SDSC) to keep ourselves updated of the latest safe management regulations, and where possible, allow our athletes to be able to train safely outdoors and without worries.

I'm glad to highlight that we have taken bold steps since our digitalisation journey began, both by choice and by circumstance. We have been exploring and tapping on new technology and digitalise our existing processes and paperwork in phases, so as to i) minimise physical interactions which is crucial during this trying period, and ii) to

PRESIDENT'S MESSAGE (cont'd)



streamline existing processes and increase our productivity level so that more time could be better spent in developing our athletes' capabilities. We are grateful to National Council of Social Service (NCSS), who have been providing us with the necessary support and guidance in our digitalisation journey.

With the existing lawn green at Kallang the only suitable place for our disabled and wheelchair bound athletes, it was also timely for Parabowls Singapore to source for an additional location for training, so as to reduce our reliance on the sole existing lawn green at Kallang, which is due for renovation and renewal in the near term. On this note, I'm excited to announce that we are working closely with SportSG to secure a new lawn green at Tanjong Pagar and ready for operations by end 2021. This would also be timely for our athletes to train at the new lawn green and be well prepared for the upcoming Asian Para Games in Hangzhou, China in August 2022. We are also exploring the technical and economic feasibility of having a shelter for the proposed new green, to allow our athletes train at the new green under different weather conditions and will update further on that in due course.

With the first half of this term coming to a close, I would like to thank the board members for the good work done. I would also like to put on record, my appreciation on behalf of the association towards our members, volunteers, coaches and donors for the continuous support.

Till then, stay safe!

A handwritten signature in black ink, consisting of several overlapping, fluid strokes.

MR JAMES CHIA

President,
Parabowls Singapore

LEADERSHIP

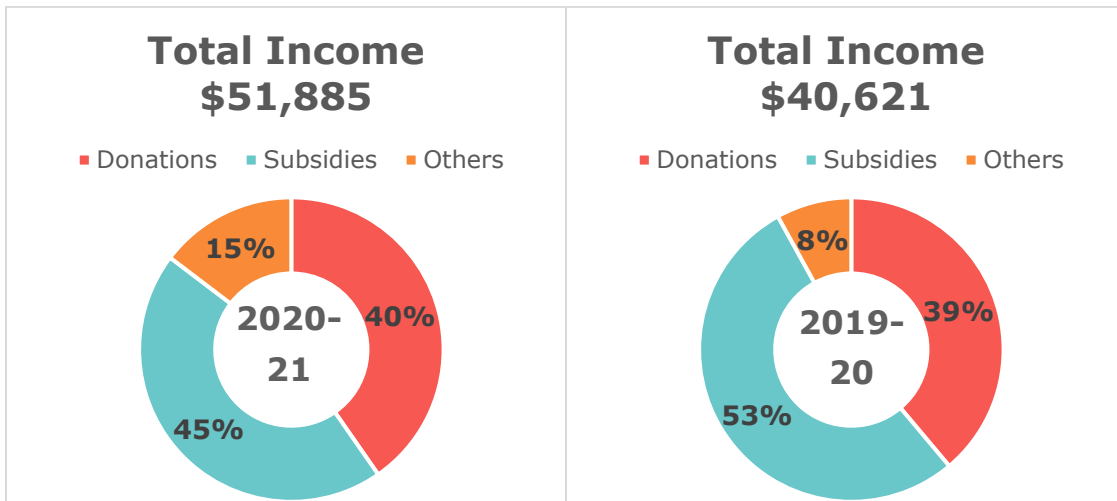
Parabowls is governed by a Board Management Committee responsible for overseeing and managing the charity headed by the President.

POSITION	NAME
President	Mr James Chia
Past President	Mr James Hsu
Vice President – Sports	Mr Chin Kim Sen
Vice President – Administration	Mr Hui Beng Hong
Honorary Secretary	Mr Jadhav Dhananjay B
Honorary Treasurer	Ms Desiree Lim
Assistant Honorary Secretary	Mr Liu Yixin
Assistant Honorary Treasurer	Ms Vivek Sharma
Members	Mr Chen Yann Qi
	Ms Michelle Siew Teok See
	Ms Josephine Sarbo
	Mr Saibal Bhattacharya

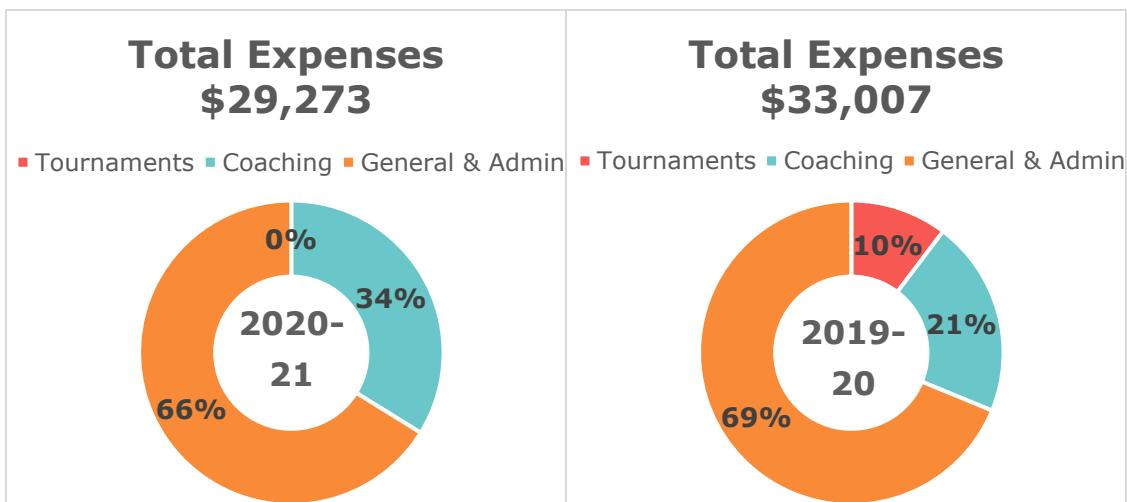
OFFICE BEARERS 2020 - 2021

NAME	CURRENT/PAST POSITION(S)	OCCUPATION
Mr James Chia	President (2020 -) Member, Finance and Audit Committee (2020 -) Vice President - Administration (2019 - 2020) Co-opted member (2018 - 2019)	Public Servant
Mr James Hsu	Past President (2020 -) President (2018 - 2020) Co-opted member (2017- 2018)	Director, Scott Consulting
Mr Hui Beng Hong	Vice President - Administration (2020-) Member, Finance and Audit Committee (2020 -) Vice President - Sports (2016 - 2020) Interim Vice President (2015)	Retired
Mr Chin Kim Sen	Vice President - Sports (2020 -) Advisor (2018 - 2020) President (2016 - 2018)	Retired
Mr Jadhav Dhananjay B	Honorary Secretary (2018 -) Co-opted member (2017)	Associate Director, KPMG
Ms Desiree Lim	Honorary Treasurer (since 2019) Chair, Finance and Audit Committee (2020 -)	Retired
Mr Liu Yixin	Assistant Honorary Secretary (2020 -)	Public Servant
Mr Vivek Sharma	Assistant Honorary Treasurer (2020 -) Member, Finance and Audit Committee (2020 -)	Director, Credit Suisse
Mr Chen Yann Qi	Head, IT (2020 -)	Manager Changi Airport Group
Ms Michelle Siew	Head, Code of Governance (2018 -) Member (since 2016) Interim member (2015)	Retired
Mr Saibal Bhattacharya	Head, Volunteer (2018 -) Co-opted member (2017)	Group Head of Products, Bolttech
Ms Josephine Sarbo	Head, Sports (2018 -)	Housekeeping, Warehouse Hotel

FINANCIAL INFORMATION SUMMARY (AS OF 31 MAR 21)



Increase in income was primarily driven by increased donations and additional Subsidy from the SDSC.



Decrease in expenses was due to tournament spending and traveling expenses in early 2019-2020 which did not occur in 2020-2021 due to the COVID-19 pandemic. This was partly offset by increase in coaching fee during 2020-21.

FINANCIAL INFORMATION SUMMARY (AS OF 31 MAR 21)

Purpose of Charitable Assets held

Merlion Challenge Fund and Training Pathways Fund: Merlion Challenge Fund held for the proposed Merlion competition that has been put on hold due to the COVID-19 pandemic. Training Pathways Fund will be utilized training the high performing teams as well purchase of sports equipment in preparation for the Asian Games held at Hangzhou in 2022.

OUR RECENT WORK

DATE	EVENT & DETAILS*
27 Sep 2020	Conducted AGM 2020 (mode of conduct was through zoom due to COVID-19 safe management restrictions), which was attended by 45 members.
Oct 2020 onward	Conduct year-round training for development and elite teams of bowlers.
Oct & Nov 2020	Learn-to-play sessions for visually disabled, physically disabled, and new Board members (2 runs due to limitation of 5 bowlers per group).
Nov 2020 – Aug 2021	Conducted quarterly management meetings to discuss and assess governance matters.
Dec 2020 – Feb 2021	2021 Annual Challenge (Singles). A total of 16 players took part in the Annual Open Singles Challenge 2020. We saw many fired-up players, and that many of them came down on their own for extra training sessions prior to the competition. The competition commenced on 23 Dec 2020 and ended on 10 Feb 2021.
10 Apr 2021	2021 Welcome Event for Members. This has been organised annually (with the exception of year 2020 due to COVID-19 pandemic), with the aim to promote sportsmanship and camaraderie among members and players. This event was attended by 31 members (in physical groups of 4 to 5 including Board Members). The groups met up virtually on Zoom, with games and prizes catered for participating members.
17 July 2021	Parabowls Singapore Board Retreat. Attended by Board members, with the aim of the retreat to discuss on the strategy of Parabowls Singapore and implementation of plans for next 3-5 years.
Sep 2021	2021 Annual Challenge (Pairs) (upcoming)

**The events and competitions are/were organised in line with ongoing COVID-19 safe management measures and regulations put in place by the Government (i.e. Ministry of Health).*

THE YEAR AHEAD

As a forward-looking IPC and Registered Charity, Parabowls Singapore in consultation with Singapore Disability Sports Council (SDSC) had submitted the Multi-Year Sports Plan 2020-2024 (MYSP) in Mar 2020, with the following key strategic pillars (**Governance, Funding, Volunteers, Players and Venue**) identified to guide us in our direction in outreach, operational planning & execution and governance in the next 5 – 10 years.

Key Strategic Pillars (under MYSP 2020 – 2024)				
Governance To maintain IPC status with measurable improvements in governance standards	Funding Disabled sportsmen's sporting needs and standards are well-enabled by sufficient resources	Volunteers Healthy pool of volunteers to support in association's core operations and training needs	Players Sustainable pipeline of disabled sportsmen and empowering them to excel in lawn bowls in the regional and global arenas	Venue Availability of venue so that disabled sportsmen can play and excel in lawn bowls without worries
Mission				
To enable and empower sportsmen with disabilities to excel in lawn bowls; To engage the disabled and its larger community to participate and enjoy the sport				
Vision				
To make lawn bowls the sports of choice				

As a stocktake to what Parabowls Singapore has achieved over the past year, against the backdrop of the COVID-19 pandemic and its impact to Parabowls Singapore and the overall sports and social service sectors, the Board found it timely to relook at whether there are any areas of specific focus under the earlier identified strategic pillars.

A Board Retreat was conducted on 17 July 2021, with the aim to discuss on the strategy of Parabowls Singapore (i.e. where are we as an organisation, where and how should we as an association move towards under the new normal, and what are the most urgent pressing needs that Parabowls Singapore face) and the key focus areas.

THE YEAR AHEAD (to be continued)

The following key focus areas (aligned to the earlier identified strategic pillars submitted under the MYSP) were then identified and highlighted as top priority from the Retreat:

1. **Players** – The outcome is to eventually establish a sustainable pipeline of disabled sportsmen who will represent Singapore in lawn bowling in regional and global competitions. To this end, player renewal is critical. This involves engagement with key stakeholders such as i) visually-impaired, ii) stroke survivors and iii) elderly communities, so as to get them first interested in lawn bowling, and eventually identify, train and empower potential candidates who can excel in the sport and represent Singapore in future competitions.
2. **Volunteers** – Prior to the COVID-19 pandemic, volunteer recruitment and engagement are largely ad-hoc in nature on a per-event basis. With more focus on regular training sessions and local smaller-scale competitions, there is a paradigm shift in how the association would need to define volunteer recruitment and retention, i.e. need to engage potential volunteers who are able to commit on a more regular basis and be adequately trained to assist our beneficiaries' training regime. With more of such volunteers on board, this will then have a positive effect on player recruitment as more effort can be channelled to engagement with potential and new players, hence building up the player pool.
3. **Funding** – As a non-profit organisation, funding has always been a top priority in ensuring that the day-to-day operations of the association and the needs of our beneficiaries are sufficiently met. It is hence critical to establish a sustainable funding and strategic partnership framework including a sound donor management system. This will enable: i) our donors to better appreciate and understand where and how their donations will be utilised, and ii) our sportsmen and players to be able to benefit from the donations (be it in kind or monetary) and perform well in the sport.

Moving forward, these 3 areas of focus will be looked at by the Board in details, with proposed plans and initiatives to be discussed further and mapped out for actual implementation in the short/mid-term (over the next 2-3 years).

GOVERNANCE

Management Committee Meeting and Attendance

Four management committee meetings were held since the last AGM. Attendance are as below.

	Committee Member Name	Meeting Dates and Attendance			
		26 Nov 2020	25 Feb 2021	31 May 2021	23 Aug 2021
1	Mr James Chia	YES	YES	YES	YES
2	Mr James Hsu	YES	YES	YES	YES
3	Mr Hui Beng Hong	YES	YES	YES	YES
4	Mr Chin Kim Sen	YES	YES	YES	YES
5	Mr Dhananjay Jadhav	YES	YES	YES	NO
6	Mr Liu Yixin	YES	NO	YES	YES
7	Ms Desiree Lim	YES	YES	YES	YES
8	Mr Vivek Sharma	YES	YES	YES	YES
9	Ms Michelle Siew	YES	YES	YES	YES
10	Mr Chen Yann Qi	YES	YES	YES	YES
11	Mr Saibal Bhattacharya	NO	YES	NO	YES
12	Ms Josephine Sarbo	YES	YES	YES	YES

Disclosure of Remuneration and Benefits received by Management Committee Members

No Management Committee members are remunerated for their Committee services in the financial year.

Disclosure of Remuneration of three highest paid staff

None of our staff receives more than \$100,000 in annual remuneration each.

The charity has no paid staff, who are close members of the family of the Management Committee members, who each receives total remuneration of more than \$50,000 during the year.

GOVERNANCE

Role of the Management Committee:

- The Management Committee's role is to provide strategic direction and oversight of Parabowls' programmes and objectives and to steer the charity towards fulfilling its vision and mission through good governance. As part of its role, the following matters require Management Committee's approval:
 - Approve budget for the financial year and monitor expenditure against budget
 - Review and approve quarterly financial statements
 - Regularly monitor the progress of the charity's programs
- There are also internal controls with documented procedures for financial matters (in form of Parabowls Singapore Financial Rules & Regulations), in key areas including:
 - Procurement procedures and control
 - Receipting, payment procedures and controls; and
 - System for delegation of authority and limits of approval
- No members of the Management Committee have served for a consecutive term of more than ten years.

Term Limit of Management Committee:

Conflict of Interest Policy:

- All Management Committee members and staff are required to comply with the charity's conflict of interest policy.
- The Management Committee has put in place documented procedures for Management Committee members and

Whistle-blowing Policy:

Reserves Policy:

staff to declare actual or potential conflicts of interests on a regular and need-to basis.

- Management Committee members also abstain and do not participate in decision-making on matters where they have a conflict of interest
- Our charity has in place, a whistle-blowing policy to address concerns about possible wrong-doing or improprieties in financial or other matters within the charity.
- Parabowls Singapore instituted a reserve policy in 2019-2020 for long-term stability and it ensures that there are sufficient resources to support our operations in the event of unforeseen circumstances. As a general rule of thumb, the charity has set aside three to six months of unrestricted operating expenditure as reserves (reserve ratio of 0.25 to 0.5). The reserve level is reviewed yearly by the Management Committee to ensure that the reserves are adequate to fulfil our continuing obligations.
- Parabowls' reserves position as at 31 March 2021 (previous year):

*(A) General/Unrestricted Funds (Reserves):
S\$39,868 (S\$17,256)*

*(B) Restricted Funds (Merlion Challenge Fund
and Training Pathways Fund): S\$60,419
(S\$41,500)*

(C) Annual Operating Expenses (excluding tournament expenses): S\$29,273 (S\$29,604)

Ratio of Reserves ($A \div C$)= 1.36 (0.58)

Finance and Audit Committee:

- The reserves that have been set aside provide financial stability and the means for the development of the Parabowls' principal activity. In unforeseen circumstances, our current level of reserves will be used towards maintaining our going concern and governance matters (for example, staff cost, accounting and auditing, AGM, governance meetings).
- The purpose of the Finance and Audit Committee (FAC) is to assist the Parabowls Management Committee in its oversight of Parabowls' fiscal responsibility. The Committee met four times a year alongside the Management Committee and reviewed the financial performance and annual budget. The Committee also reviewed the Annual Report and the Auditor's Report for the financial year ended 31 March 2021. The committee also discussed the scope of the external audit and the findings of the audit conducted by the Parabowls' independent external auditor. The FAC also discussed on the Reserves Policy, the level of reserves and disclosure in the Annual Report.