

Lawn Bowls Association for the Disabled (Singapore)



**Annual Report
For Year Ending 31 March 2022**

CONTENTS

About Us	1
Overview	2
President's Message	3
Leadership	5
Financial Information Summary	7
Our Work	9
The Year Ahead	10
Governance	12

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 2021 to 15 Dec 2023.

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



The year 2022 has been an exciting one for Parabowls Singapore.

While the COVID-19 pandemic has been persistent over the past year due to occurrence of new variants, periodically disrupting training plans during the second half of 2021, Parabowls Singapore pressed on to ensure that our players get the required training and practice, with safe

management guidelines in place. Even with the postponement of the 2022 Hangzhou Asian Para Games to the following year due to the pandemic, this in fact gave the players additional motivation and ample time to prepare and train for the big day ahead.

With the relaxation of measures in Singapore starting from the first quarter of 2022, we had the opportunity to invite our Malaysian counterparts for a friendly match with our players on 24-25 June, which signified a major move towards normalcy for the association. It has been a while since we have had friendly matches with other countries and we look forward to having such opportunities for our players.

Parabowls Singapore also shifted its focus on working with Singapore Disability Sports Council (SDSC) and SportSG in setting up a new lawn green at Tanjong Pagar as a complementary training ground to the existing lawn green at Kallang due for renovation and renewal. While COVID-19 pandemic and subsequently the global supply chain disruption delayed the construction progress of the new lawn green, I am happy to announce that we will be able to see the new lawn green up and utilized by members, players and the community at large during the second half of 2022.

PRESIDENT'S MESSAGE (cont'd)



With the green situated within the old Yan Kit swimming pool complex, we have also set up a modest but functional office within the old Yan Kit swimming pool complex building, enabling Parabowls Singapore to run its operations more efficiently, given the new office's proximity to the new green. Strategically located amongst residential buildings, offices and Tanjong Pagar community centre, we believe that the Yan Kit Green will allow us to tap onto the community and hook them up to a game of lawn bowls!

Being the only suitable place for our disabled and wheelchair bound athletes, the Kallang Green will only undergo renovation works upon the completion of Yan Kit Green sometime in the second half of 2022, with detailed discussion still ongoing with SDSC and SportSG. With the renovated Kallang Green ready, this will greatly reduce the association's dependency on a single lawn green for training and significantly mitigate the risk of training disruptions arising from venue-related exigencies.

With the second half of this term concluding, I would like to thank our coaches, players, volunteers, donors and Board members for good work done and the continuous support in ensuring that our association stay relevant during the COVID-19 pandemic period. With the reopening of borders globally, I strongly believe that it would be exciting times ahead for our players for the next couple of years ahead as they proceed to represent Parabowls Singapore and the nation in regional and international competitions!

A handwritten signature in black ink, appearing to be "James Chia", written over a white rectangular background.

MR JAMES CHIA

President,
Parabowls Singapore

LEADERSHIP

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

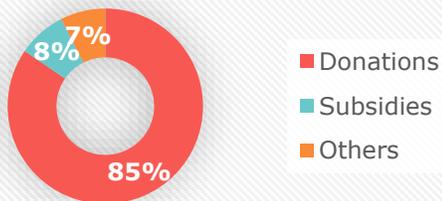
POSITION	NAME
President	Mr James Chia
Vice President – Sports	Mr Chin Kim Sen
Vice President – Administration	Mr Hui Beng Hong
Honorary Secretary	Mr Jadhav Dhananjay B
Honorary Treasurer	Ms Desiree Lim
Assistant Honorary Secretary	Mr Liu Yixin
Assistant Honorary Treasurer	Ms Vivek Sharma
Members	Mr Chen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

OFFICE BEARERS 2020 - 2022

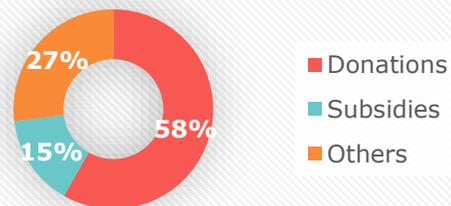
NAME	PAST/CURRENT POSITION(S)	OCCUPATION
Mr James Chia	President (2020 -) Vice President - Administration (2019 - 2020) Co-opted member (2018 - 2019)	Assistant Vice President, Singapore Post Ltd
Mr Hui Beng Hong	Vice President – Administration (2020-) Vice President - Sports (2016 - 2020) Interim Vice 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)	Retired
Mr Liu Yixin	Assistant Honorary Secretary (2020-)	Lead Engineer Home Team Science and Technology Agency
Mr Vivek Sharma	Assistant Honorary Treasurer (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
Ms Isabelle Katsumata	Head, Fundraising (2021 -)	Self-employed
Mr Saibal Bhattacharya	Head, Volunteer (2018 -) Co-opted member (2017)	Group Head of Products, Bolttech
Ms Josephine Sarbo	Head, Sports (2018 -)	Housekeeping, Warehouse Hotel
Mr Shane Kwan	Member (2021 -)	Manager, Social Service Sector
Mr Lawrence Chua	Member (2021 -)	Head, BytePlus

FINANCIAL INFORMATION SUMMARY (AS OF 31 MAR 22)

**Total Income in
2021/22:
\$173,342**

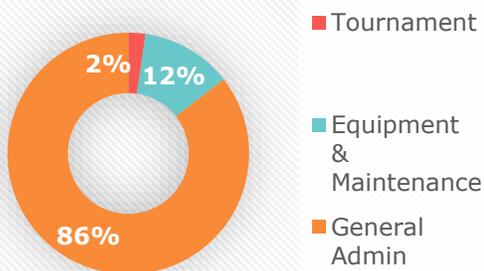


**Total Income in
2020/21:
\$74,135**

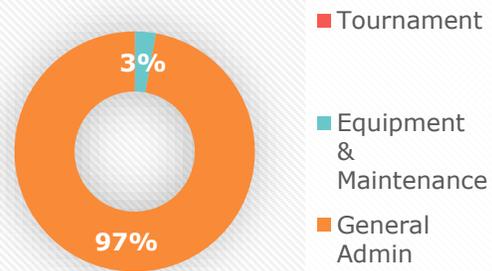


Increase in income was primarily driven by subsidies from the one-off Bicentennial Community Fund, President Challenge and from SDSC.

**Total Expenses in
2021/22:
\$34,104**



**Total Expenses in
2020/21:
\$32,604**



Expenses stayed relatively constant due to COVID-19 pandemic over from 2020 to 2022 (ongoing), with restrictions only lifted after FY2021/22. The Board will be expecting activities to pick up upon lifting of restrictions, which translate to projected increase in expenses in the coming FYs.

OUR WORK (2021/22)

DATE	EVENT & DETAILS ⁽¹⁾
Sep 2021	Annual General Meeting 2020/21 for Parabowls Singapore. The AGM was attended by 31 members virtually via zoom.
Jan – Apr 2022	Annual Open Mixed Single Challenge 2022
Jan – Dec 2022	Conduct year-round training for high-performance and developmental teams of bowlers.
2021/22	Learn-to-play sessions for visually disabled, physically disabled, and new Board members.
Oct 2021 – Aug 2022 (Quarterly)	Conducted quarterly management meetings to discuss and assess governance matters.
24 – 26 June	Friendly competition with the Malaysian National Team.
July 2022	Soft Launch for Multipurpose Artificial Turf at Yan Kit Playfield and Office. Attended by members and the Board with mini mixed-teams competition played at the new green, with prizes catered for winning teams.
July – Aug 2022	Organise 2 community activities to engage & celebrate with the residents in Tanjong Pagar vicinity – Harmony Day & National Day and attended by more than 150 members of Parabowls Singapore and the community.

(1) 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).

(2) 4 other competitions were cancelled in 2020/21 due to COVID-19 pandemic and now pending on the countries to fix the dates. They are:

- 1. KDVSC (Korea Disabled Veterans Sports Council) Presidential Cup to be held in Korea*
- 2. 3rd ABD (Asian bowls for the Disabled) to be held in Malaysia*
- 3. Thailand Open Para Lawn Bowls International Championship 2020 to be held in Thailand*
- 4. IBBA World Championships to be held in Tweed Heads, Australia*

PARABOWLS SINGAPORE MULTI-YEAR SPORTS PLAN (2020-2024) & KEY FOCUS AREAS

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 sport 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.

PARABOWLS SINGAPORE MULTI-YEAR SPORTS PLAN (2020-2024) & KEY FOCUS AREAS

The following key focus areas (aligned to the identified strategic pillars submitted under the MYSP) were then identified and highlighted as top priority with Board's agreement:

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 the following: i) our donors to better appreciate and understand where their donations are channelled to and for what purpose, 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.

GOVERNANCE

Management Committee Meeting and Attendance

Four management committee meetings and one AGM were held in 2021-2022. Attendance is as below.

	Committee Member Name	Meeting Dates and Attendance			
		18 Oct 2021	20 Jan 2022	05 May 2022	3 Aug 2022
1	Mr James Chia	YES	YES	YES	YES
2	Mr Hui Beng Hong	YES	YES	YES	YES
3	Mr Chin Kim Sen	YES	YES	YES	YES
4	Mr Dhananjay Jadhav	YES	YES	NO	YES
5	Mr Liu Yixin	YES	NO	YES	YES
6	Ms Desiree Lim	YES	NO	YES	YES
7	Mr Vivek Sharma	YES	YES	NO	NO
8	Ms Michelle Siew	YES	YES	YES	YES
9	Mr Chen Yann Qi	NO	YES	NO	YES
10	Mr Saibal Bhattacharya	NO	YES	NO	NO
11	Ms Josephine Sarbo	YES	NO	NO	NO
12	Mr Shane Kwan	YES	YES	YES	YES
13	Ms Isabelle Katsumata	YES	YES	YES	NO
14	Mr Lawrence Chua	YES	YES	NO	NO

Disclosure of Remuneration and Benefits received by Management Committee Members

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

Role of the Management:

- The Management Committee's role is to provide strategic direction and oversight of Parabowls' programs 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

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 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

Whistle-blowing Policy:

- 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.

Reserve Policy:

- 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 2022:

*(A) General/Unrestricted Funds (Reserves):
S\$239,525*

(B) Restricted Funds: S118,343

*(C) Annual Operating Expenses (excluding
restricted fund spending): S\$28,931*

Ratio of Reserves (A ÷ C) = 8.28

- 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).