

Lawn Bowls Association for the Disabled (Singapore)



**Annual Report
For Year Ending 31 March 2023**

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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 Singapore”) was registered under the Societies Act, Chapter 311 and Charities Act, Chapter 37, Singapore in April 2004 and is an exempt charity.

- Parabowls Singapore 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 S Ramanathan

PRESIDENT'S MESSAGE



Time flies!

It has been 3 years since I took over as the President for Parabowls Singapore. This is also my second and final term re-elected as the President, which I had gladly accepted to see through key initiatives that the team had pushed forth during the COVID period. Looking back on what we have achieved over the past 3 years, I would like to take this opportunity to thank our coaches, players, volunteers, donors and partners for good work done and the strong support towards the continual growth of the

association.

The new term started splendidly with a big bang, with our association receiving our very first Charity Transparency Award in November 2022. Organised by the Charity Council, the Charity Transparency Award recognises charities for their efforts in upholding governance and building public trust in the sector. This would not have been possible without the efforts put in by the team over the past 3 years to strengthen governance in our organisation. As a registered charity and IPC, we are entrusted by the public to make good use of funds donated and effectively channelled to our programmes directed to empower our beneficiaries. It is critical to ensure that every single cent that goes to our organisation is properly accounted for.

In collaboration with Tanjong Pagar Plaza Residents Committee (TPPRC), Parabowls Singapore has also successfully organised Lawn Bowls Extravaganza 2022 and 2023 (our last such event held in 2019!), both of which were graced by our Association Patron Ms Indranee Rajah. It has always been a "tradition" for Parabowls Singapore to jointly organise this year-end event with TPPRC to thank our members, beneficiaries and the larger community for the strong support towards the sport and our association's mission to enable and empower sportsmen with disabilities to enjoy and excel in lawn bowls. In

PRESIDENT'S MESSAGE (cont'd)



In addition to the community outreach front, I am honoured to receive the St. Luke's ElderCare (SLEC) New Partner Award at the SLEC Annual Partners Appreciation Day held on March 2023. SLEC has been our strategic partner since 2021 and I would like to thank SLEC for giving us the opportunity to reach out to our beneficiaries through lawn bowls, and advocate lawn bowls as an inclusive and all-encompassing sport for all ages and abilities. Lastly, with our nation's borders opening up aggressively over the past year, we have also ramped up our activities in terms of sending our athletes overseas to gain training and competition-related exposures at overseas competitions such as the Thailand International Open 2023 and World Bowls Championship 2023 held in Australia.

More can be done to make lawn bowls more accessible to persons with disabilities (PWDs). Indeed, lawn bowls as a type of disability sports can play an important role in making Singapore a more inclusive society, by providing opportunities for social and community interaction and cohesion. Lawn bowls help to raise awareness of disability issues and the challenges that PWDs face, which lead to better understanding and support within the community.

This is also exactly the key reason why I feel very aligned to support the cause and be actively involved in Parabowls Singapore, and I hope to incite the same set of sentiments across like-minded individuals and partners and garner strong support across the key members of the community to promote this game, especially over the next year during my second and final term as the President!

A handwritten signature in black ink, appearing to be "James Chia".

MR JAMES CHIA

President,
Parabowls Singapore

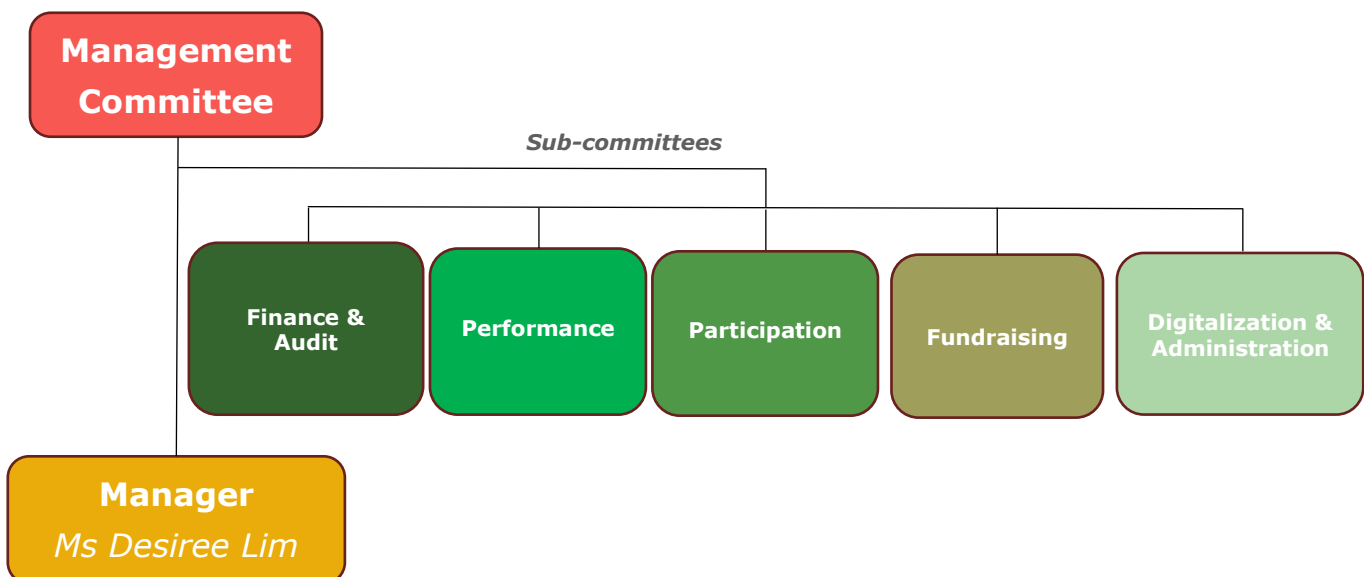
LEADERSHIP & ORGANIZATIONAL CHART

LEADERSHIP

Parabowls Singapore is governed by a Management Committee responsible for overseeing charity headed by the President. There is currently one full-time staff in-charge managing administrative and operational matters of Parabowls Singapore.

POSITION	NAME
President	Mr James Chia
Vice President	Ms Michelle Siew
Vice President	Mr Ganesh S Ramanathan
Honorary Secretary	Mr Chen Yann Qi
Honorary Treasurer	Mr Shane Kwan
Assistant Honorary Secretary	Mr Jadhav Dhananjay B
Assistant Honorary Treasurer	Mr Liu Yixin
Members	Mr Chin Kim Sen
	Mr Hui Beng Hong
	Mr Sriniv Srinivasan

ORGANIZATIONAL CHART (FY22/23)

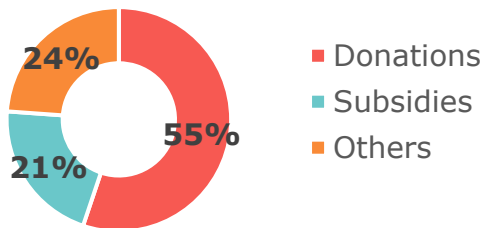


OFFICE BEARERS 2022 - 2024

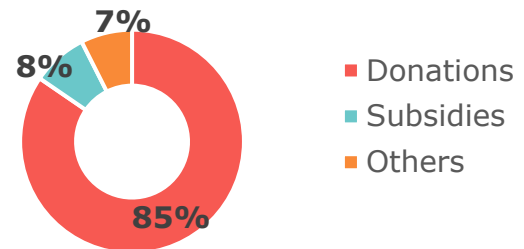
NAME	PAST/CURRENT POSITION(S)	OCCUPATION
Mr James Chia	President (2020-) Vice President (2019-2020) Co-opted member (2018-2019)	Assistant Vice President, Singapore Post Ltd
Ms Michelle Siew	Vice President (2022-) Management Committee Member (2018-2022) Management Committee Member (2016-2018) Interim Management Committee member (2015-16)	Retired
Mr Ganesh S Ramanathan	Vice President (2023-) Management Committee Member (2022-2023)	Lawyer, Karuppan Chettiar & Partners
Mr Chen Yann Qi	Honorary Secretary (2022-) Management Committee Member (2020-2022)	Senior Manager, Changi Airport Group
Mr Jadhav Dhananjay B	Assistant Honorary Secretary (2022 -) Honorary Secretary (2018 - 2020) Co-opted Management Committee Member (2017)	Director, KPMG
Mr Shane Kwan	Honorary Treasurer (2022-) Management Committee Member (2021-2022)	Manager, Social Service Sector
Mr Liu Yixin	Assistant Honorary Treasurer (2022-) Assistant Honorary Secretary (2020-2022)	Manager, Public Sector
Mr Srini Srinivasan	Management Committee Member (2022-)	Retired
Mr Hui Beng Hong	Management Committee Member (2022-) Vice President – Administration (2020-2022) Vice President - Sports (2016-2020) Interim Vice President (2015)	Retired
Mr Chin Kim Sen	Management Committee Member (2022 -) Vice President - Sports (2020-2022) Advisor (2018 - 2020) President (2016 - 2018)	Retired

FINANCIAL INFORMATION SUMMARY (AS OF 31 MAR 23)

**Total Income in 2022/23:
\$72,270**

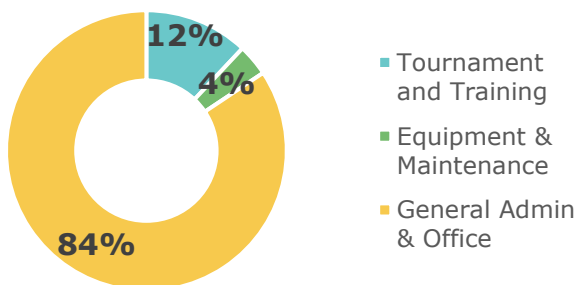


**Total Income in 2021/22:
\$173,342**

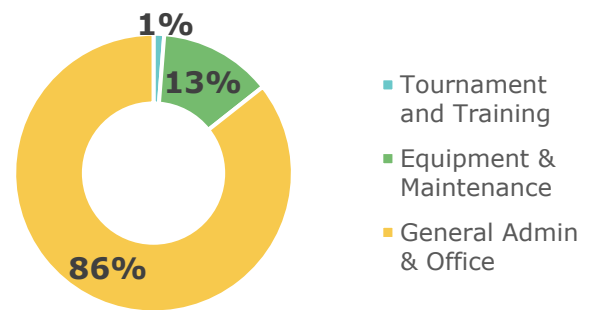


The main sources of income were primarily driven by the President Challenge funding and SDSC. The drop in the total income obtained (between that of FY2022/23 and FY2021/22) was mainly due to (i) the one-off Bicentennial Community Fund which was only available in FY2021/22, and (ii) a decrease in corporate funding, against the backdrop of uncertain economic and business outlooks in the years of 2022 and 2023.

**Total Expenses in
2022/23:
\$93,691**



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



With activities resuming back to normal levels post-COVID (e.g. increase in the number of trainings and tournaments for our players and beneficiaries) and the hiring of one full-time staff, coupled with rise in operating costs due to global inflationary pressures, this translates to an increase in total expenses between that of FY2022/23 and FY2021/22.

PAST EVENTS IN 2022/23

DATE	PAST EVENTS & DETAILS
2022/23	Conduct year-round training for high-performance and developmental teams of bowlers.
Apr – Dec 2022	Renovation works at Kallang Lawn Bowl Green (implemented by SportSG). As a result, Parabowls Singapore conducted training at various venues such as Sports Hub and Yan Kit Green. Training resumed at the newly renovated Kallang Lawn Bowl Green from Jan 2023 onwards.
Sep 2022	Annual General Meeting 2021/22 for Parabowls Singapore, attended by 28 members at Tanjong Pagar Plaza RC.
3 & 10 Nov 2022	Learn-to-play sessions for the visually impaired, physically disabled and new members. This programme was aimed at teaching the lawn bowls basics to new participants. It was held at Yan Kit Playfield.
Sep 2022 – Aug 2023 (Quarterly)	Conducted quarterly management meetings (as per IPC and Charity governance guidelines) to discuss governance, training operations and administrative matters.
29 Apr 2023	LBADS-SCC Friendly Game. There were 35 LBADS participants for the event and graced by Patron Ms Indranee Rajah.
30 Apr 2023	Bowls Singapore (BSG) Year-end Carnival, participated by 9 members from Parabowls Singapore. The event was organised by Bowls Singapore and held at Kallang Lawn Bowls Green.
20 May 2023	LBADS Annual Welcome & Extravaganza. There were 80 participants for the event and graced by Patron Ms Indranee Rajah.
3-31 May 2023	Annual Challenge (Singles). There were 16 participants for the event.
3 Jun 2023	LBADS-LCLBC Friendly Games was held in Kallang Green.
9-11 Jun 2023	Visually Impaired (VI) Workshop for VI Directors, conducted by Mr Alex Ng (Head Coach, ParaLawn Bowls), Hong Kong Sports Association for the Physically Disabled.
17 Jun – 8 Nov 2023	Fitness Training for bowlers (on Saturdays, twice a month).
8-16 Jul 2023	Thailand Open Lawn Bowls Championship 2023 (Nonthaburi Province, Thailand)
Aug 2023	Annual Challenge (Pairs) to be held in Kallang Green.
5-6 Aug 2023	BSG Fun Carnival will be organised by Bowls Singapore at Kallang Green.

UPCOMING EVENTS, FUNDRAISING & EXPENDITURE PLANS IN 2023/24

DATE	UPCOMING EVENTS & DETAILS
2023/24	Conduct year-round training for high-performance and developmental teams of bowlers.
29 Aug – 4 Sep 2023	2023 World Bowls Championships at Gold Coast, Australia
22 – 28 Oct 2023	Asian Para Games 2023, Hangzhou, China
1 – 7 Dec 2023	2 nd Langkawi Goodwill Game Open International For the Disabled 2023
1H2024	Annual Challenge (Singles)
1H2024	LBADS Annual Welcome & Extravaganza.
18 May – 31 May 2024	International Bowls for the Disabled World Championships 2024
1H2024	Learn-to-play sessions for the visually impaired, physically disabled and new members
2H2024	Annual Challenge (Pairs)

Category	Amount (\$'000)	Key Items
Projected funding to be raised in FY23/24	320	President's Challenge, Singapore Disability Sports Council (SDSC), Lee Foundation, Corporate Donors etc.
Projected expenditure to be incurred in FY23/24	316	<p><u>Performance</u></p> <ul style="list-style-type: none"> - Annual Challenge (Singles & Pairs) - Quarterly LBADS – SCC Friendly Game - Coaching Fees - Overseas Competition Fees and Expenses <p><u>Participation</u></p> <ul style="list-style-type: none"> - Community Engagement & Outreach programmes with other community partners, grassroots etc. - Banners and publicity materials <p><u>Digitalization & Administration</u></p> <ul style="list-style-type: none"> - Staff remuneration & related expenses - Web hosting expenses - Hardware Maintenance & Replacement (e.g. laptops for staff)

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 Management Committee 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. Initiatives under these identified key focus areas are regularly reviewed and discussed during the Management Committee Meetings. It was also agreed that the identified key focus areas should be regularly reviewed and discussed during the Management Committee Meetings.

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 Management Committee's agreement. Initiatives under these identified key focus areas are regularly reviewed and discussed during the Management Committee Meetings.

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 with robust publicity and media communications framework. 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.

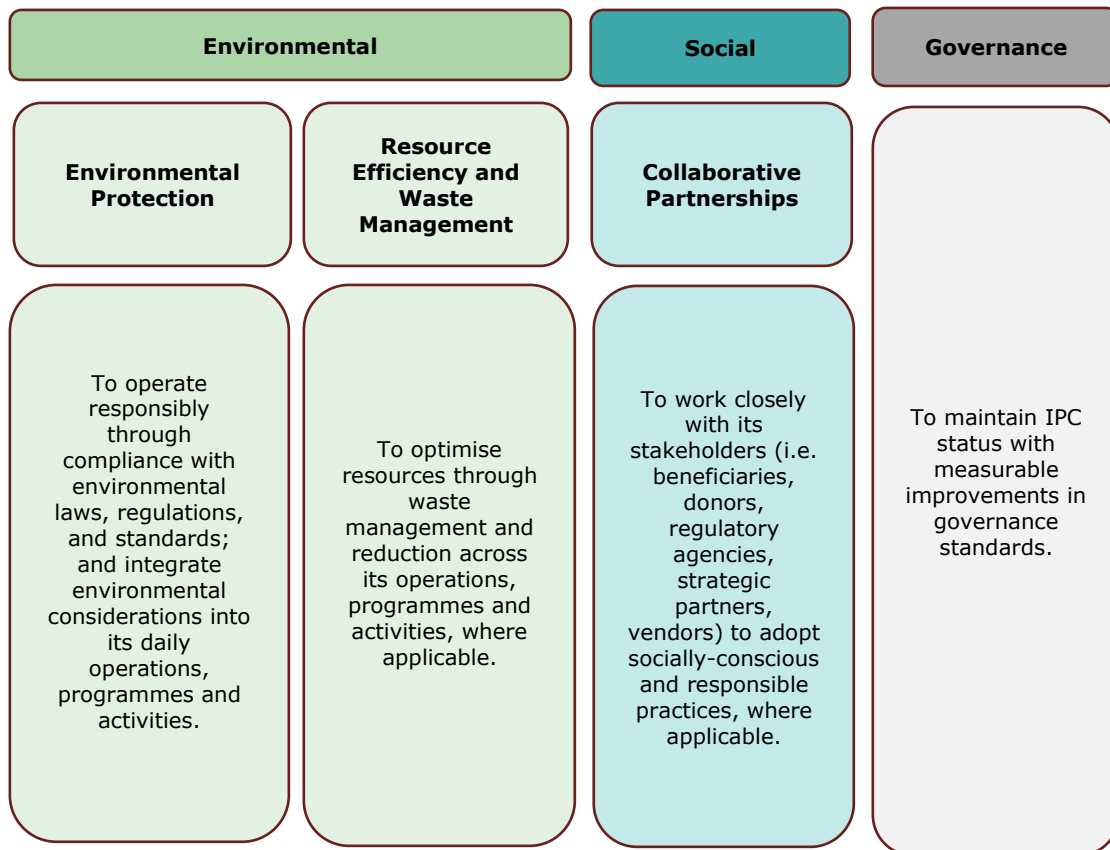
PARABOWLS SINGAPORE'S MOVE TOWARDS ESG STEWARDSHIP



Beyond Governance

As part of Parabowls Singapore’s commitment towards building a sustainable future for its beneficiaries, stakeholders, and the overall social sector, as well as from the Charity Council to encourage charities and IPCs to incorporate Environmental, Social and Governance (ESG) factors into their programmes from 2024 onwards, the association has embarked on expanding the Governance key strategic pillar under its MYSP 2020-24 to incorporate Environmental and Social components.

For a start, Parabowls Singapore will adopt a broad ESG framework which will serve as a guide for its upcoming programmes and initiatives, structured to serve three **additional** key areas (on top of Governance as stated in the earlier section), namely (i) Environmental Protection, (ii) Resource Efficiency and Waste Management (both under Environmental) and (iii) Collaborative Partnerships (under Social):-



Management Committee Meeting and Attendance

Four management committee meetings and one AGM were held in 2022-2023. Attendance is as below.

	Management Committee Member	Meeting Dates and Attendance			
		8 Oct 2022	14 Jan 2023	17 May 2023	19 Jul 2023
1	Mr James Chia	Yes	Yes	Yes	Yes
2	Ms Michelle Siew	Yes	Yes	Yes	Yes
3	Mr Ganesh S Ramanathan	Yes	No	Yes	Yes
4	Mr Chen Yann Qi	Yes	No	Yes	Yes
5	Mr Dhananjay Jadhav	Yes	No	No	Yes
6	Ms Shane Kwan	Yes	Yes	Yes	Yes
7	Mr Liu Yixin	Yes	Yes	No	No
8	Mr Sriniv Srinivasan	Yes	Yes	Yes	Yes
9	Mr Chin Kim Sen	Yes	Yes	Yes	Yes
10	Mr Hui Beng Hong	Yes	Yes	Yes	Yes

Disclosure of Remuneration and Benefits received by Management Committee Members and Staff

- 1) No Management Committee members are remunerated for their Committee services in the financial year.
- 2) None of the staff under Parabowls Singapore is a close member of the family of the Management Committee, there is also no paid staff who are close members of the family of the Executive Head or Exco/MC Member, who receives more than \$50,000 during the year.
- 3) None of the staff under Parabowls Singapore receive more than \$100,000 in annual remuneration.

Disclosure of Related Entities

- 1) The Association disclosed that it has no related entities associated with Parabowls Singapore.

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 2023:

*(A) General/Unrestricted Funds (Reserves):
S\$149,120*

(B) Restricted Funds: S\$68,984

*(C) Annual Operating Expenses (excluding
restricted fund spending): S\$44,332*

Ratio of Reserves (A ÷ C) = 3.36

- The reserves that have been set aside provide financial stability and the means for the development of the Parabowls' principal activities. 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).