

Lawn Bowls Association for the Disabled (Singapore)



**Annual Report
For Year Ending 31 March 2024**

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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 2023 to 15 Dec 2026.

Unique Registration Number (UEN):

- T04SS0110B

Registered Address:

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

Banker:

- DBS Bank Limited

Auditor:

- Tan, Chan & Partners

Legal Advisor:

- Ganesh S Ramanathan

PRESIDENT'S MESSAGE



Lawn Bowls Association for the Disabled (Singapore) (Parabowls Singapore) recently had its 20th Anniversary Dinner, on 20 April 2024. This is more than just a celebration, it is a reminder to where we are currently, and what can we do more for our beneficiaries. This milestone anniversary marks an exciting new chapter for Parabowls Singapore as we look towards the future with renewed passion and dedication to the promotion of lawn bowls as an inclusive sport.

Over these two decades, Parabowls Singapore has supported and empowered numerous PWDs through lawn bowls, and convinced them to consider lawn bowls as the sport of choice. In the recent years, as the COVID-19 pandemic gradually evolved into an endemic, we took the opportunity to ramp up outreach and training programmes to develop, nurture and empower these players to play as best as they can with a view to attain world class standards. With the very impressive set of results our players had achieved at Hangzhou Asian Para Games, clinching 1 silver and 1 bronze medal for Singapore, and at the World Bowls Championships in Australia for clinching a Bronze medal, we are proud for our athletes' achievements and I'm very certain that you share the same sentiments with us.

These games have shown us that we can excel at the elite level, and our athletes will need more support along the way. Our mission is to bring more athletes into the fray, give them the support they need and rally the community behind them.

To this end, we intend to work closely with our key strategic partners and lobby for the possibility of constructing another four additional lawn bowl facilities by 2026, which is an initiative that seeks to not only promote the sport but also to ensure sufficient venues for its practice and competitions by the time the 2029 ASEAN Para Games comes around.

PRESIDENT'S MESSAGE (cont'd)



In addition, we have already kickstarted the plans to roll out indoor short mat lawn bowls at the community level, starting from Tanjong Pagar and Bishan Community Clubs. The intent for the next 2 years is to implement and promote indoor short mat lawn bowls at the rate of 10 CCs per year.

We are at the crossroads as an organisation, and we envisage that we will need to push ourselves to serve our community a lot more, over the next 20 years and beyond. It is our duty, and we are committed to providing a lot more opportunities for the community of para lawn bowlers.

I must emphasise that our journey to make lawn bowls as a sport of choice for all, is far from over. As we step into our third decade, we are resolute in our commitment to stick to our vision and mission, to spread the benefits of lawn bowls to the heart of the community and to the PWDs.

It has also been 4 years as the President for Parabowls Singapore, as well as my second and final term re-elected as the President as I've mentioned in my previous annual report. Looking back on what we have achieved over the past 4 years, I would like to take this opportunity to thank our coaches, players, volunteers, donors, partners, past and present Board and MC members for good work done and the strong support towards the continual growth of the association.

A handwritten signature in black ink, consisting of several fluid, overlapping strokes that form a stylized representation of the name James Chia.

MR JAMES CHIA

President,
Parabowls Singapore

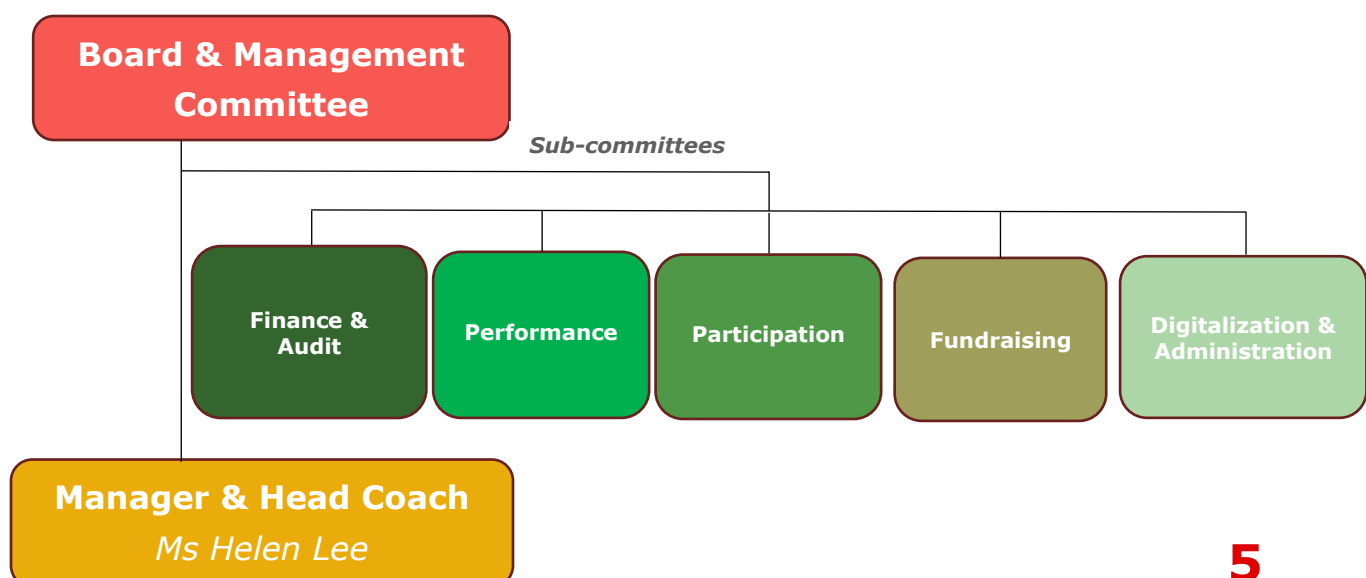
LEADERSHIP & ORGANIZATIONAL CHART

LEADERSHIP

Parabowls Singapore is governed by a Board cum 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 the organisation.

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	Ms Jyah Lachami
Assistant Honorary Secretary	Mr Jadhav Dhananjay B
Assistant Honorary Treasurer	Mr Liu Yixin
Members	Mr Shane Kwan
	Mr Chin Kim Sen
	Mr Hui Beng Hong
	Mr Sriniv Srinivasan
	Mr Jose Raymond

ORGANIZATIONAL CHART (FY23/24)

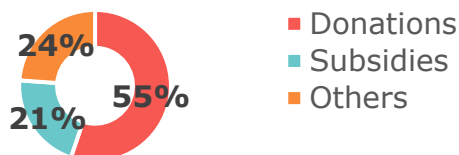


OFFICE BEARERS 2022 - 2024

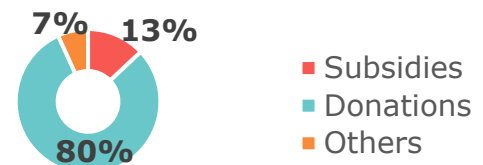
NAME	PAST/CURRENT POSITION(S)	OCCUPATION
Mr James Chia	President (2020-) Vice President (2018-2020)	Assistant Director, Woodlands Health
Ms Michelle Siew	Vice President (2022-) Management Committee Member (2015-2022)	Retired
Mr Ganesh S Ramanathan	Vice President (2023-) Management Committee Member (2022-2023)	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) Management Committee Member (2017)	Director, KPMG
Ms Jyah Lachami	Honorary Treasurer (2023-)	Retired
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
Mr Shane Kwan	Management Committee Member (2023-) Honorary Treasurer (2022-2023) Management Committee Member (2021-2022)	Manager, Social Service Sector
Mr Jose Raymond	Management Committee Member (2024 -)	Managing Director, SW Strategies

FINANCIAL INFORMATION SUMMARY (AS OF 31 MAR 24)

**Total Income in 2022/23:
\$85,568**

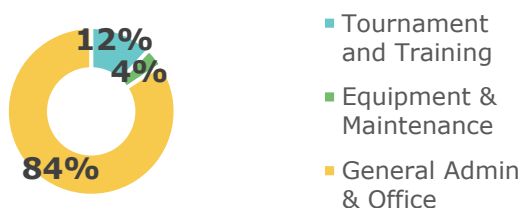


**Total Income in 2023/24:
\$257,098**

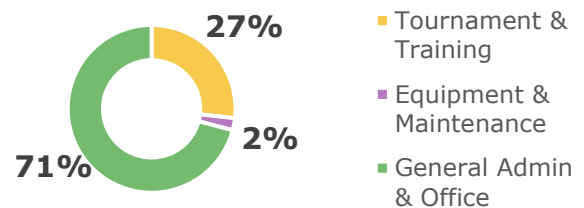


The increase in the total income obtained (between that of FY2023/24 and FY2022/23) was mainly due to an increase in the amount of funding received from the President Challenge (two tranches within FY2023/24) and SDSC. More information can be found in the LBADS FY23/24 Audited Financial Report.

**Total Expenses in
2022/23:
\$109,779**



**Total Expenses in
2023/24:
\$197,963**



The increase in the total expenses (between FY22/23 and FY23/24) were primarily attributed to training-related and tournament-related costs, which were meant to equip and train the lawn bowl para-athletes for Hangzhou Asian Para Games 2022 (1 Silver and 1 Bronze Medal), World Bowls Championship 2023 (1 Bronze Medal) and 2nd Langkawi Goodwill Games (1 Silver (Triples) Medal). With promising results produced during FY23/24, the Management Committee firmly believes and foresees in investing more into enhancing our para-athletes' capabilities, and to equip them to represent Singapore at the upcoming regional and global games.

PAST EVENTS IN FY2023/24

DATE	PAST EVENTS & DETAILS
2023/24	Conduct year-round training for high-performance and developmental teams of bowlers.
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, Para Lawn 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.
29 Aug 2023 – 10 Sep 2023	World Bowls Championship 2023 in Gold Coast, Queensland. Our bowlers Mr Gordon Singh and Mr Khirmern Mohammed won a bronze medal (pairs).
22 – 28 Oct 2023	Hangzhou Para Asian Games 2022. Ms Faridah Salleh won a silver medal (singles) and Mr Khirmern Mohammed won a bronze medal (singles).
21 Nov 2023	Parabowls Singapore won the Charity Transparency Award 2023.
1 – 7 Dec 2023	2 nd Langkawi Goodwill Games. Our visually impaired (VIs) players won a silver medal (triples).
2 Mar 2024	1 st Short Mat Bowls Championship 2024 at Bishan CC (joint collaboration between Parabowls Singapore and Bishan East-Sin Ming CSN).

EVENTS, FUNDRAISING & EXPENDITURE PLANS

DATE	EVENTS & DETAILS
13 Apr 2024	Parabowls Singapore 20 th Anniversary Games with other Singapore Lawn Bowl Clubs at Kallang Green.
20 Apr 2024	Parabowls Singapore 20 th Anniversary at Singapore Recreation Club, with GOH Ms Denise Phua and Special Guest Mr Eric Chua, with members, partner associations and donors.
27 – 28 Apr 2024	Bowlers' clinic with Serena Bonnell (Australian Para Nationals 2023 gold medalist for singles and Birmingham 2022 Commonwealth Games silver medalist for women pairs)
18 – 31 May 2024	IBD World Bowls Championships at South Africa
31 Aug 2024	LBADS Annual General Meeting and Elections
Oct 2024	ABD Championships, Thailand
Nov 2024	Learn-to-play sessions at Yan Kit Playfield
Nov 2024	Short Mat Championships at Yan Kit Playfield
Dec 2024	3 rd Langkawi Goodwill Games, Langkawi, Malaysia

Category	Amount (\$'000)	Key Items
Projected funding to be raised in FY24/25	500	President's Challenge, Singapore Disability Sports Council (SDSC), One Team Singapore Fund, Singapore Pools, Corporate Donors etc.
Projected expenditure to be incurred in FY24/25	460	<u>Performance</u> <ul style="list-style-type: none"> - Annual Challenge (Singles & Pairs) - Quarterly LBADS – SCC Friendly Game - Coaching Fees - Overseas Competition Fees and Expenses <u>Participation</u> <ul style="list-style-type: none"> - Community Engagement & Outreach programmes with other community partners, grassroots etc. - Banners and publicity materials <u>Digitalization & Administration</u> <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.

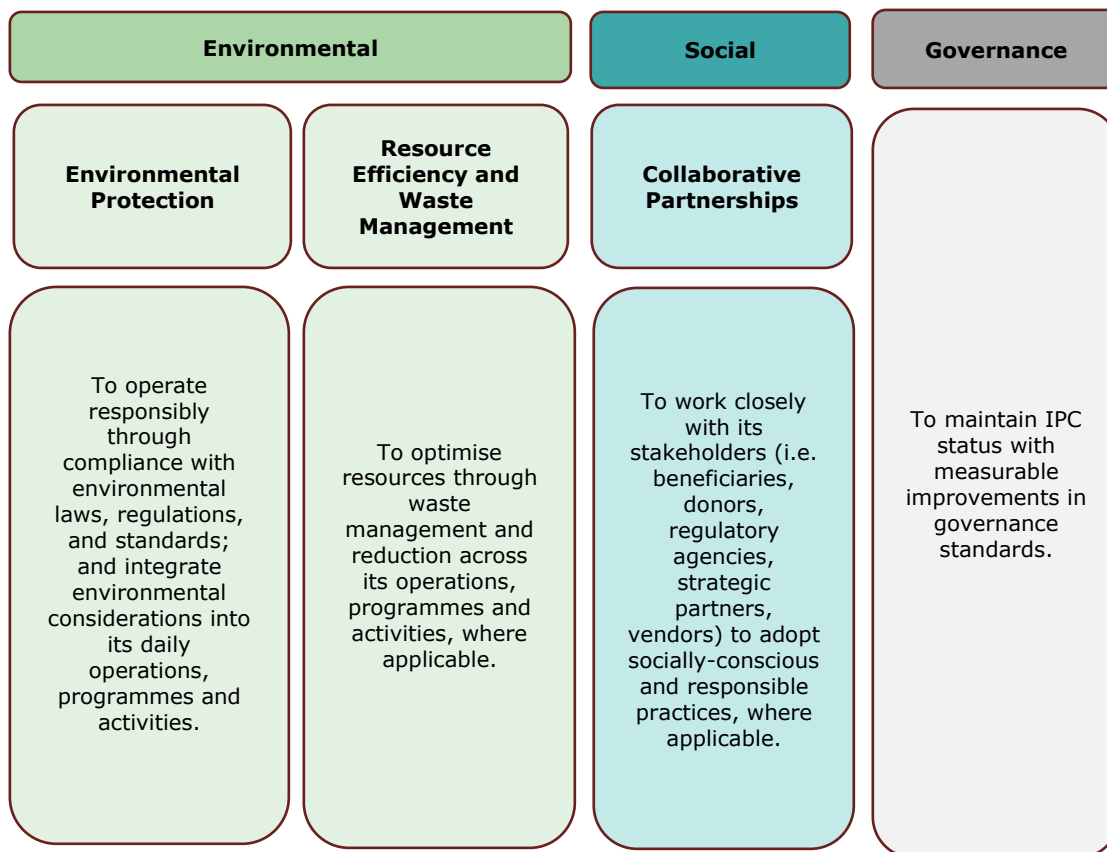
PARABOWLS SINGAPORE'S MOVE TOWARDS ESG STEWARDSHIP



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 2023-2024. Attendance is as below.

	Management Committee Member	Meeting Dates and Attendance			
		2 Sep 2023	13 Jan 2024	23 Mar 2024	5 Jun 2024
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	No	No	Yes	No
6	Ms Jyah Lachami	Yes	Yes	Yes	No
7	Mr Liu Yixin	No	Yes	No	Yes
7	Mr Shane Kwan	No	Yes	No	No
8	Mr Sriniv Srinivasan	Yes	Yes	Yes	No
9	Mr Chin Kim Sen	Yes	Yes	Yes	Yes
10	Mr Hui Beng Hong	Yes	Yes	Yes	Yes
11	Mr Jose Raymond	NA	NA	No	No

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.

GOVERNANCE



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 2024:

*(A) General/Unrestricted Funds (Reserves):
S\$169,506*

(B) Restricted Funds: S\$142,055

*(C) Annual Operating Expenses (excluding
restricted fund spending): S\$71,791*

Ratio of Reserves (A ÷ C) = 2.36

- 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).