

Where Courage Lives

68TH ANNUAL REPORT

FOR YEAR ENDED 31 MARCH 2026

THE SINGAPORE CHESHIRE HOME
Where Courage Lives



THE SINGAPORE CHESHIRE HOME
Where Courage Lives

159 Serangoon Garden Way
Singapore 556056

Tel: (65) 6284 0966

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ABOUT US



Vision

To be a beacon of excellence in rehabilitative and transitional care for people with physical disabilities, delivering measurably superior outcomes that are recognised by beneficiaries and our partners.

Objects

- To provide a home for the care of the disabled with no or limited means to be cared for by their families.
- To care, rehabilitate, encourage, and stimulate our beneficiaries to live as normal lives as possible in a home-like environment.
- To share the Home with others, create a sense of belonging and ownership by contributing to the functioning and development of the Home within their capabilities.
- To help our beneficiaries gain confidence and develop independence and interests with the ultimate aim of reintegration into the community.

Core Values

- Provide holistic care for the well-being of our beneficiaries.
- Work as a family team to care for our beneficiaries.
- Respect each other's strengths and differences.
- Serve our beneficiaries with dignity and respect.

OVERVIEW



The Singapore Cheshire Home is a private, non-profit making company limited by guarantee and not having a share capital.

It is a member of the National Council of Social Service's Central Fund Scheme, is authorised to receive tax-exempt donations and to issue tax-exempt receipts for outright cash donations. It is a registered charity under the Charities Act.

The Home has a Constitution, Memorandum of Association and Articles of Association (M&AA), Rules and Regulations as its governing instruments.

Charity Information

Unique Entity No.	195700160W
Charities Act Registration No.	0008
Registered Address	159 Serangoon Garden Way, Singapore 556056
Banker	Hongkong and Shanghai Banking Corporation
Auditor	KPMG LLP
Honorary Legal Advisor	Mr Ramani Muniyandi

Consultants and Advisors

Honorary Urologist	Dr Loke Wei Tim MBBS (Sydney), FRACS (Urol), MPH (Harvard)
Resident Medical Consultant	Dr Eugene Loke MBBS (National University of Singapore), Accredited Family Physician (FPAB)

Contact Us

Tel	(65) 6284 0966
Website	www.cheshirehome.org.sg
Email Address	enquiries@cheshirehome.org.sg

CHAIRMAN'S MESSAGE



It is my privilege to present the Singapore Cheshire Home Annual Report for FY2025/2026, reflecting on another year of resilience, renewal and progress in our mission to empower persons with disabilities to live meaningful and dignified lives.

Since 1957, Singapore Cheshire Home has provided residential and day care services for persons with physical disabilities, offering compassionate care in a safe and supportive environment. Our Home served 69 residents, while our Day Care Programme supported 18 clients living with conditions such as multiple sclerosis and severe muscular atrophy.

One of our key achievements during the year was the successful commissioning of the Home's new Energy Storage System (ESS). This important investment has significantly improved the reliability of our power supply, ensuring greater continuity of care and a safer environment for our residents, clients and staff.

Alongside this milestone, we completed an extensive programme of cyclical maintenance and upgrading works over the past 18 months. These included essential repairs, repainting of the Home, replacement of the tiled roof, and enhancements to our therapy facilities and residents' dormitories. The refreshed environment has provided our residents and clients with more comfortable living spaces that better support their rehabilitation and daily activities.

Beyond enhancing our facilities, we remain committed to empowering our residents to achieve greater independence. Through vocational training opportunities, including our partnership with Bizlink, and our Enabling Skills for Life Programme (ESLP), we continue to equip residents with practical skills and confidence to participate more actively in the community. Residents also take pride in showcasing their creativity through the Red Feather Shop, where the sale of their artwork and handicrafts gives them a sense of accomplishment and purpose.

During the year, we also prepared for the implementation of the Social Residential Homes Act. As the new regulatory framework takes effect, we remain committed to strengthening our governance and delivering person-centred, holistic care that respects the dignity, aspirations and well-being of every resident.

As Chairperson, I am honoured to build on the strong foundation established by my predecessors. I look forward to working with the Board, management and our stakeholders as we continue to strengthen Singapore Cheshire Home and create more opportunities for persons with disabilities to realise their fullest potential.

I would like to express my heartfelt appreciation to our Chief Executive Officer, management team and staff for their unwavering dedication, professionalism and compassion. Your tireless efforts make a meaningful difference in the lives of our residents and clients every day. My sincere thanks also go to our volunteers, whose commitment, generosity of time, talents and friendship enriches the lives of our residents and strengthens our sense of community.

I am equally grateful to my fellow Board members for their guidance and stewardship, and to our donors, corporate partners and supporters for your continued trust and generosity. Your partnership enables Singapore Cheshire Home to continue empowering persons with disabilities to live with dignity, purpose and hope.

As we look ahead, we remain steadfast in our commitment to providing quality care while creating greater opportunities for our residents to realise their fullest potential. Together, we will continue building a caring, inclusive and enabling community where every individual is valued, respected and empowered to thrive.

Thank you for your continued confidence and support.

MS SHEILA LIM
Chairman
Council of Governors,
Singapore Cheshire Home

CEO'S REPORT



The year 2025 was a vibrant and busy chapter for Singapore Cheshire Home as we worked to 'Renew and Refresh' the Home.

The cyclical maintenance (CM) works which started in August 2024, required repairs and repainting works to revitalise our residents' wards, activity halls, and therapy areas was successfully completed in March 2026. The CM which cost $4.9 million were partially funded by the Ministry of Social and Family Development (MSF).

With the completion of the CM works, we gradually restarted our core activities, elevated our therapy programmes, and increased our volunteer involvement throughout 2025.

Here are some key milestones and moments that defined our year:

Renewed Spaces

Fitted with full-length mirrors, the retrofitted therapy room allows better and safer supervision of residents doing their rehabilitation exercises. Between September and March, our new therapy team diligently reviewed and customised the wheelchairs of at least ten residents. The Senior and Principal Therapists also guided residents with the potential to progress to active maintenance exercises, helping to reduce pain and improve postural support for existing 67 residents. The team has also stepped-up clinical training for our group of Therapy Aides so that the latter could apply the correct transfer techniques for our residents between their beds and wheelchairs.

Resident Programmes and Outings

Beyond clinical improvements, residents also embraced their creativity with several new art and craft programmes that includes mouth painting, pencil sketching and art jamming. Their creative effort helped to raise funds through the sale of their artwork.

Outings led by staff and volunteers brought immense joy to our residents. They include visits to the Changi Airport Terminal 5 Exhibition, a special visit to board a stationary RSAF helicopter at the airbase during the Airshow and tours of the colourful floral displays at Gardens by the Bay.

Through the proactive engagement by our new Volunteer Executive, we saw a 2.8-fold increase in the number of volunteers from 1196 to 3,339 in FY2025 with 164 being repeat volunteers. We are deeply grateful for the support of our volunteers who assisted in raising funds from the sale of the residents' artwork as well as donations to the Home.

Revamped Digital Space

Alongside the Home's refreshed physical space, Singapore Cheshire Home has officially revamped and launched our new website. It now features social media links to Facebook, TikTok, Instagram, YouTube and LinkedIn. The online content is proudly managed by our resident Social Media Team who regularly contributes articles and their personal stories and reflections of a typical "Day @ Cheshire". We invite you to visit and support us online!

Outsourcing of Meals

With the retirement of our long-serving cooks, and the difficulty to hire replacement cooks, we have outsourced lunch and dinner for the Home to a reputable food caterer since January 2026.

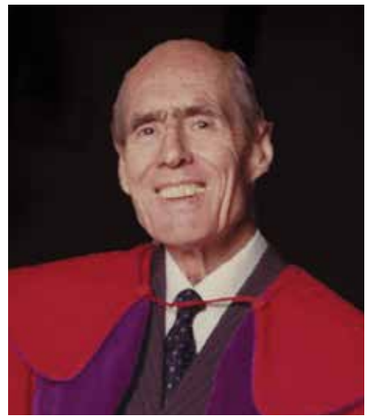
Moving into the year ahead, we remain committed to nurturing a safe and vibrant environment to enable everyone under our care to live in dignity. Thank you for walking alongside us on this journey, for your unwavering trust, and for helping us make Singapore Cheshire a true Home where courage lives!

MS WINNIE CHAN
Chief Executive Officer

LEADERSHIP



Founder



Group Captain
Lord Leonard Cheshire
VC, OM, DSO, DFC

Patron



Mrs E W Barker

Council of Governors



Front row *(left to right)*: Ms Patricia Chong, Honorary Secretary, Ms Goh Chiang Choo, Ms Sheila Lim, Chairman, Ms Lui Suit Cheng

Back row *(left to right)*: Dr Kalidindi Kotam Rajan, Ms Quah Sy Yi, Honorary Treasurer, Mr Jimmy Phuah

Absent with apologies: Mrs Chan Chooi Ling, Emeritus Chairman, Ms Chen Yew Nah, Mr David Klingensmith, Mr John Chung Chun Yee

Name	Current Charity Board Appointment	Date of Appointment	Date of Retirement	Occupation	Past Board Appointment
Mrs Chan Chooi Ling	Honorary Emeritus Chairman	25 Apr 1960		Retiree	Chairman till 27 Sep 2021
Mr Ramani Muniyandi	Ex-Chairman	29 Oct 2015	20 Sep 2025	Lawyer Grays LLC	Chairman till 20 Sep 2025
Ms Sheila Lim	Chairman	29 Oct 2024		Arbitrator	Vice-Chairman till 20 Sep 2025
Ms Patricia Chong	Honorary Secretary	13 Feb 2023		Lawyer, Axiom Global Solutions Pte Ltd	
Ms Quah Sy Yi	Honorary Treasurer	3 Apr 2023		Retiree	
Ms Bernadette Lim Bie Luan	Ex-Council Member	24 Sep 2018	20 Sep 2025	Retiree	
Ms Goh Chiang Choo	Council Member	3 Apr 2023		Medical Social Worker, Changi General Hospital	
Mr John Chung Chun Yee	Council Member	30 Sep 2019		Financial Consultant, Jobpro Consulting Pte Ltd	Treasurer till 24 Sep 2023
Ms Chen Yew Nah	Council Member	11 May 2021		Managing Director, Zeles Network Ltd	
Ms Loh Yoke Lean	Ex-Council Member	30 Jun 2017	26 Feb 2026	Retiree	
Dr Jenny Soon	Ex-Council Member	29 Oct 2015	20 Sep 2025	Company Director, Breezeway Development (S) Pte Ltd	
Mr David Klingensmith	Council Member	30 Sep 2019		Consultant	
Mr Jimmy Phuah	Council Member	1 Nov 2022		Snr Principal Auditor / Aerospace Sector Manager, DNV Business Assurance (Singapore) Pte Ltd	
Ms Lui Suit Cheng	Council Member	22 Aug 2024		Retiree	
Mr Saw Jin Hong	Ex-Council Member	29 Oct 2015	20 Sep 2025	Retiree	
Mr Ngo Tong Kwee	Ex-Council Member	20 Sep 2025	26 Feb 2026	Managing Director - Compliance, TD Securities	
Dr Kalidindi Kotam Rajan	Council Member	20 Sep 2025		Chief Commercial and Strategy Officer, GE Healthcare Asia Pacific	
Mr Michele Aquaro	Ex-Council Member	20 Sep 2025	26 Feb 2026	Regional Sales Manager, Asia Hub, De Nora Water Technologies, LLC	

Note: *No Council member are remunerated for their services in the financial year.*

Committees



ADMISSION & REVIEW COMMITTEE

Left to right: Ms Joanne Quek Soo Hui, Ms Grace Quek, Mrs Judy Chok, Ms Goh Chiang Choo, Chairman, Ms Roselinda Binte Zainal

Absent with apologies: Dr Tiah Ling



AUDIT & RISK MANAGEMENT COMMITTEE

Left to right: Mr Kong Yong Yeo, Ms Patricia Chong, Chairman

Absent with apologies: Ms Chen Yew Nah, Mr David Klingensmith, Mr Ngo Tong Kwee *(till 26 Feb 2026)*, Ms Tan Siew Yong



BENEFICIARIES CARE COMMITTEE

Left to right: Ms Lui Suit Cheng, Mrs See Luan Johnson, Mr Jimmy Phuah, Chairman, Ms Ng Bee Hong

Absent with apologies: Ms Bernadette Lim Bie Luan, Mrs Lisa Lee, Ms Loh Yoke Lean *(till 26 Feb 2026)*, Mrs Vivien Loh



FACILITIES COMMITTEE

Left to right: Ms Chen Yew Nah, Chairman, Mr Michele Aquaro *(till 26 Feb 2026)*, Dr Jenny Soon *(till 2 Oct 2025)*

Absent with apologies: Mr David Lim Boon Keng



FINANCE & HUMAN RESOURCES COMMITTEE

Left to right: Mr Bryan Low Yi Teng, Ms Quah Sy Yi, Dr Kalidindi Kotam Rajan, Chairman

Absent with apologies: Mr John Chung Chun Yee, Mrs Ng Siew Mun



NOMINATIONS COMMITTEE

Left to right: Ms Goh Chiang Choo, Mr Kong Yong Yeo, Ms Patricia Chong

Absent with apologies: Mr David Klingensmith, Chairman, Mrs Ng Siew Mun, Mr Saw Jin Hong

Residents' Committee

Elected by the residents every two years, the Residents' Committee continues to serve as a vital link between our beneficiaries and management. Throughout the year, committee members actively participated in fortnightly meetings with staff and the Beneficiaries Care Committee to ensure that residents' views, needs, and concerns were effectively escalated to management. Beyond their feedback duties, committee members also took on leadership roles by hosting visitors and donors at major Home events, fostering a vibrant, inclusive, and empowered resident community.



Left to right: Mr Norsuwali Bin Marzeke, Mr Loke Peng Mun, Vice-Chairman, Mdm Elizabeth Tan Swee Cheng, Chairman, Ms Ng Siew Lian, Mr Apollo Tan, Treasurer

Absent with apologies: Mr P. Sashwin

HIGHLIGHTS OF THE YEAR





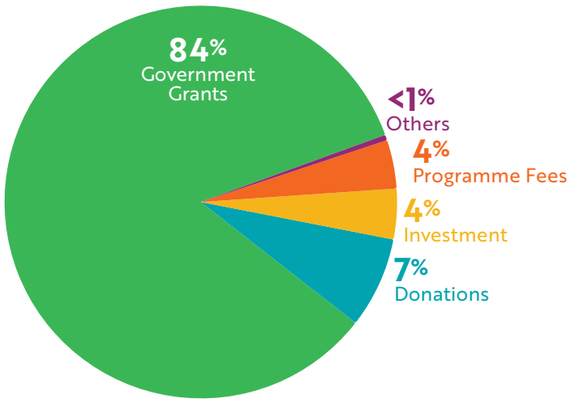




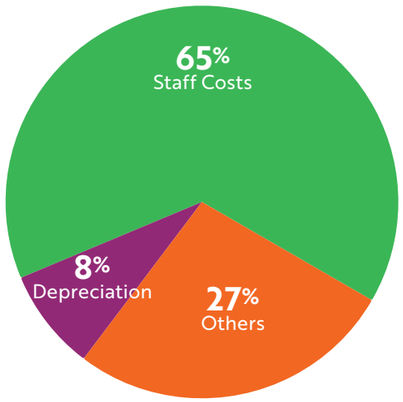


Summary Financial Performance

INCOME
$6.187 Million



EXPENDITURE
$5.679 Million



Monthly Expenditure
$473,000

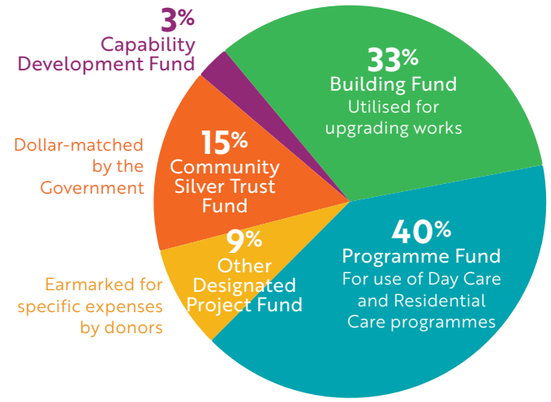
Daily Expenditure
$16,000

Expenditure per Beneficiary* per Day
$180

** Residents, Day Care and Respite Care*

Purpose of Charitable Assets Held

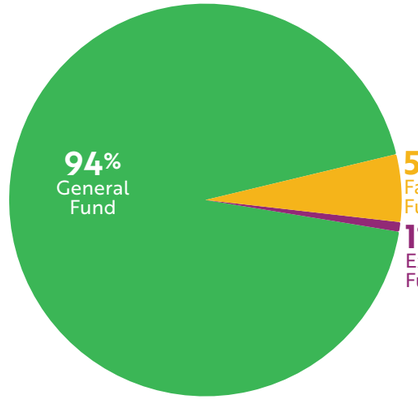
RESTRICTED FUNDS
$5.943 Million



Summary of Unrestricted Funds

UNRESTRICTED FUNDS
$10.552 Million

Unsolicited donations and other income for unspecified use go towards the General Fund, controlled by the Council of Governors.



Exigency Fund comes from the proceeds of sales of handicrafts made by residents and designated donations to defray funeral expenses and other unbudgeted expenditure.

For more information on the funds held, please refer to the financial statements, note 9–16.

Disclosure of Remuneration of three highest paid staff:

Remuneration Band	Member of Staff
$100,001 - $200,000	1
Below $100,001	1

None of the above staff serve in the Board of The Singapore Cheshire Home.

There is no paid staff, who are close members of the family of the Chief Executive Officer or Board Members, who each receives total remuneration of more than $50,000 during the financial year.

Donors and Volunteers

CASH DONATION
$463,855

Individual Donors (96%)
268



Corporate Donors (4%)
10

DONORS-IN-KIND
110

VOLUNTEERS
3,339
(New volunteers: 1,529)

VOLUNTEER HOURS
6,737



Regular Volunteer Programmes
22

Ad-Hoc Programmes
13

Home Structured Programmes
18

Home Structured Programmes

- Art and craft activities
- Music and sing-along sessions (karaoke)
- Games and recreational activities
- Life skills training
- Sensory activities
- Gardening programmes
- Baking activities (muffins and cookies)
- Social interaction and befriending sessions
- National Day and festive celebrations
- Cognitive stimulation activities (e.g. puzzles, quizzes, and memory games)
- Occupational therapy activities (table tennis)
- Physiotherapy and exercise sessions (Happy Myna)
- Excursions (e.g. River Wonders)
- Educational tours (e.g. Making of T5)
- Haircut services
- Community visits (e.g. Chong Boon Market and Haus Park)
- Shopping outings (e.g. NEX and Chinatown)
- Packing and cleaning activities by volunteers

Who Are Our Beneficiaries

69 RESIDENTS
Number of residents as at 31 Mar 2026



Male
38

Female
31

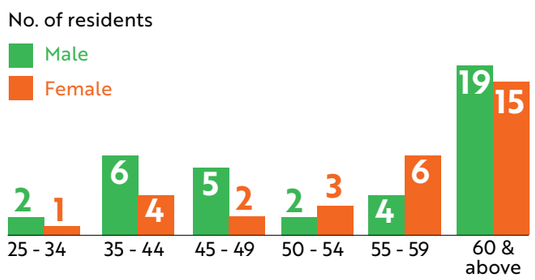
OTHER BENEFICIARIES



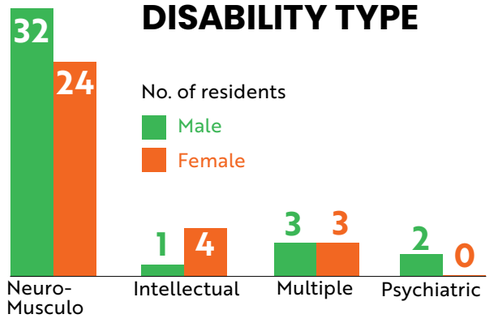
Day Care
18

Respite Care
0

AGE DISTRIBUTION



DISABILITY TYPE



ADMISSIONS & DISCHARGE

Admissions
0

Discharged
1

RACE



Chinese
Male: **30**, Female: **27**

Malay
Male: **4**, Female: **2**

Indian
Male: **3**, Female: **1**

Others
Male: **1**, Female: **1**

Refreshed & Revitalised Home

We are happy to announce the major cyclical maintenance works which began in August 2024 was successfully completed and handed over in March 2026.

The CM Works was part of a 5-yearly maintenance schedule stipulated by MSF to keep residential homes in good working condition.

The Home underwent a comprehensive renewal of our building systems such as façade restoration, concrete repairs, and advanced waterproofing to secure long-term asset preservation. New safety features were installed such as modernised railings, walkways and enhanced lighting to mitigate and reduce onsite risks of accidents for residents and staff. Common areas were refurbished which included upgrades to ventilation and lighting to enhance living comfort and hygiene standards for the residents.

In particular, the renovation of the rehabilitation room has significantly enhanced the therapy experience for residents and staff alike. What was once a functional space has been transformed into a bright, spacious, and meticulously organised haven for therapy. With equipment thoughtfully arranged in designated zones, clutter has been reduced, and workflow has vastly improved.

The upgraded environment has facilitated the launch of our Active Rehabilitation Programme, which focuses on functional mobility and strength training. With safer and well demarcated spaces for standing balance and mobility training, residents are engaged in their rehabilitation exercises with renewed enthusiasm. Recently, the positive impact of this new space was vividly demonstrated when a resident with significant mobility limitations achieved a major rehabilitation milestone — a testament to how an improved environment can unlock new possibilities.

Before CM Works



As we close this chapter of upgrades, we look forward to our residents enjoying these improved facilities for years to come.

After CM Works





This wheelchair was sponsored by Temasek



Airshow Outing

On 31 January 2026, residents from Singapore Cheshire Home were warmly invited to the Republic of Singapore Air Force (RSAF) Family and Learning Day at the Singapore Airshow 2026.

Our residents were greeted with enthusiasm guided through a range of interactive and educational activities. The highlight of the day was the air display, featuring impressive flypasts by RSAF aircraft and participating foreign air forces. The residents were particularly captivated by the sight of the aircraft and were delighted to take photos with the static displays, including advanced aircraft and ground systems.

Residents were accompanied by RSAF personnel, who provided attentive support to ensure their comfort, mobility, and safety throughout the visit.

They also received goodie bags containing items such as umbrella, snacks, and drinks - thoughtful touches that added to the day's joy and comfort.

The visit offered a refreshing and enriching change from their daily routine, providing a pleasant day of social interaction and connection. It fostered a strong sense of belonging and inclusion, reinforcing the importance of community support and partnership. As a meaningful outreach initiative, the event strengthened bonds between our residents and the wider community, highlighting the value of inclusivity and shared experiences.

Overall, the invitation was warmly welcomed by our residents, leaving a positive and lasting impact on their well-being and engagement. The day was a testament to the power of community outreach and the enduring spirit of inclusion.





Fundraising Partnership with ICHIGO SG 一起购

On 13 February 2026, Singapore Cheshire Home partnered with ICHIGO SG for a special livestream fundraising, held as part of its celebration for the Year of the Snake. The event provided a meaningful opportunity for the community to give back while supporting the Home's residents and programmes.

The livestream featured a charity sales segment and a live auction of artwork created by our residents, offering a valuable platform to showcase their talents and creativity while raising funds for our services and programmes.









Through the generosity of ICHIGO SG and the support of its online community, the initiative achieved the following outcomes:

- Raised $10,358 through the sales of three different bundle promotions of 3 Chickens Original Native Chicken Congee contributed by ICHIGO SG.
- Raised $4,880 through the auction of 12 resident-created paintings
- Donated 186 packets of 3 Chickens Original Native Chicken Congee
- Provided logistical support for the delivery of residents' artwork to purchasers

In total, the initiative raised $14,972, with all proceeds contributing towards the care, rehabilitation, and enrichment programmes for Singapore Cheshire Home's residents and day care clients.

Singapore Cheshire Home extends its sincere appreciation to ICHIGO SG for its generosity, dedication, and partnership. Beyond the funds raised, this collaboration provided a meaningful opportunity to showcase the artistic talents of our residents, engage the wider community, and raise awareness of our mission. We look forward to future opportunities to work together to create positive impact for those we serve.

A Blooming Day of Nature, Friendship and Meaningful Connection

On 19 December 2025, sixteen residents from Singapore Cheshire Home, accompanied by four staff members, enjoyed a memorable visit to Gardens by the Bay, made possible through the dedication and companionship of volunteers from Temasek.









The outing began with residents being warmly welcomed and paired with volunteers before embarking on a leisurely walk through the stunning Flower Dome and Cloud Forest. Surrounded by vibrant blooms, lush greenery, and breathtaking landscapes, residents had the opportunity to immerse themselves in nature while engaging in meaningful conversations with their volunteer companions.

Residents, volunteers, and staff were treated to a sumptuous lunch at Tung Lok Seafood Restaurant, outside the Flower Dome. The lunch was not only a delightful culinary experience but also reflected the strong bonds that had developed between volunteers and beneficiaries during the outing. In a touching moment, several residents chose to have the volunteers assist them with feeding instead of the Healthcare Assistants—a heartfelt gesture that spoke volumes about the trust, comfort, and rapport the volunteers had built with them in just a few hours.



Above and beyond the beautiful attractions and the delicious meal, genuine friendships and connections blossomed between the residents and volunteers from that outing. The companionship, patience, and kindness shown by the volunteers enabled residents to participate confidently and enjoy the outing to its fullest. The residents returned home with smiles, cherished memories, and a renewed sense of connection with the community.

Singapore Cheshire Home extends its heartfelt appreciation to Temasek and all the volunteers who generously gave their time and care with enthusiasm to make this outing a truly memorable experience. Their compassion and commitment brought immense joy to our residents and exemplified the power of meaningful volunteerism.

We are deeply grateful for Temasek's continued partnership and support, and we look forward to organising more meaningful outings together in the future, creating many more opportunities for our residents to experience friendship, inclusion, and the simple joys of life.

Cheshire Homes East Asia & Pacific Regional Council (EAPacRC) 17th Biennial General Meeting in Jakarta

From 7 to 9 November 2025, representatives from The Singapore Cheshire Home (SCH) attended the 17th Biennial General Meeting of the East Asia and Pacific Regional Council of Cheshire Homes in Jakarta, Indonesia.



Hosted by Yayasan Cheshire Indonesia, the meeting brought together Cheshire organisations from across the region to exchange experiences, strengthen partnerships and learn from one another.





The Singapore team of twelve included residents Mr Norsuwali Bin Marzeke and Ms Phoebe Toh, together with Council members and staff, Chairman Ms Sheila Lim, Ex-chairman Mr Ramani Muniyandi, Honorary Treasurer Ms Quah Sy Yi, Council Member Ms Claire Lui, Mr John Chung, CEO Ms Winnie Chan, and members of the SCH care team.

Under the theme "Building Global Accessibility through Regional Creative Collaboration for Persons with Disabilities in East Asia and the Pacific Region," delegates explored how cross-border cooperation and innovative practices can build more accessible communities. Representatives from Indonesia, China, Hong Kong, Japan, Malaysia, Singapore, the Philippines shared local challenges and discussed joint opportunities through country presentations and panel sessions.

Beyond the formal programme, delegates connected over a Cultural Night featuring music, a piano recital, angklung performance by persons with disabilities. The SCH team was warmly received with a tour of Wisma Cheshire and its Red Feather Shop to gain insights into their local social enterprise model. The trip was wrapped up with a visit to Taman Mini Indonesia Indah to explore the country's rich heritage at the Komodo Museum, Bird Park, and regional pavilions.

The gathering allowed our residents, Council members, and staff to broaden their perspectives and reconnect with the broader Cheshire family. More importantly, it reaffirmed SCH's commitment to collaborating across borders to help our beneficiaries live fulfilling and independent lives with dignity.











Outsourcing of Meals

With the retirement of our in-house cooks, in January 2026, we started the outsourcing of lunch and dinner for the Home to a reputable food vendor.

Residents are now enjoying more varieties of Chinese, Western, Malay, Indian and hawker fare prepared by the vendor. In addition, our residents also regularly receive various donated meals and snacks.





OUR CARE PROGRAMME

Residential Care Services

Singapore Cheshire Home provides long-term residential care for up to 90 adults with physical disabilities, offering a safe and supportive environment where residents can live with dignity and purpose. Through a person-centred approach, our care team delivers round-the-clock support tailored to each resident's needs, while fostering independence, well-being and meaningful engagement. We strive to create a vibrant home where every individual feels valued, connected and empowered.





Healthcare Services

Our Healthcare Team, led by the Chief Nursing Officer, provides round-the-clock nursing care and clinical support to meet the diverse healthcare needs of our residents. Working closely with Healthcare Assistants, the team ensures residents receive timely and personalised care in a safe and supportive environment.

Residents are supported by regular visits from a multidisciplinary team of healthcare professionals, including doctors, speech therapists, dietitians, pharmacists and psychologists. Where specialised care is required, residents are referred to external healthcare providers, ensuring continuity of care and access to comprehensive medical services.

Rehabilitation Services

Our Rehabilitation Services support residents in maintaining mobility, function and independence through personalised occupational and physiotherapy programmes. Guided by individual goals and needs, our therapists and therapy aides provide regular interventions that promote physical well-being and quality of life. We also conduct ongoing wheelchair seating and positioning reviews to ensure residents have a safe, comfortable and appropriate mobility support for their daily activities.



Individual Care Plan

Individual Care Plans (ICPs) at The Singapore Cheshire Home are collaborative, multi-disciplinary, and person-centered, designed to meet the unique needs and goals of residents and their families.

These tailored, six-month review-based plans, formulated by nursing and therapy teams, focus on enhancing physical rehabilitation, healthcare management, and overall quality of life.





Social Services

Our Social Services team support the psycho-social health of our residents by providing dedicated, person-centred casework and professional counselling. By collaborating closely with residents, their families, and our multidisciplinary clinical team, our Social Workers develop tailored care plans that address individual emotional and psycho-social needs. They offer a safe, compassionate space for residents to process life adjustments, manage stress, and navigate health challenges. Complementing this clinical support, our wider Home collaborates with volunteers and recreational partners to introduce uplifting community activities, including art and music sessions, that enrich daily life.

Day Care Programme

Our Day Care programme remains a vital part of the Home's services to support Day Care clients with physical disabilities through structured rehabilitation, social and recreational activities that promote well-being, participation and community integration. By providing care in a safe and engaging environment, the programme also offers caregivers valuable respite and support.

During the year we served an average of 15 clients accompanied by their caregivers. Most clients have remained enrolled in the programme for over three years, demonstrating strong engagement and the programme's enduring relevance to their needs.



Transport Service

Reliable transport is an important part of the support we provide to residents and Day Care clients. Whether travelling for medical appointments, community activities or home visits, our transport service helps individuals remain active, connected and engaged while ensuring their journeys are safe and comfortable.



Volunteer Engagement

Volunteers continue to play an important role in enriching the lives of our residents through their time, skills and companionship. Through a variety of activities and interactions, they create opportunities for social connection, meaningful engagement and community participation. Their contributions help foster a vibrant and inclusive environment, bringing warmth and joy to our residents.

Volunteer outreach effort was stepped up during the year resulting in nearly tripling of volunteers from 1196 the previous year to 3,339 in FY2025. Of this, 164 were repeat volunteers.













VOLUNTEER TESTIMONIAL

Bringing Comfort, Safety and Accessibility by Volunteers from Schindler Lifts (Singapore) Pte Ltd

As an elevator and escalator company, our work is closely connected to moving people safely, improving accessibility, and creating spaces that are convenient and inclusive for everyone.

We chose to volunteer at Singapore Cheshire Home because we wanted to support a community where comfort, safety, and accessibility are especially meaningful.

Volunteering does not always need to involve big actions or direct interaction. Simple and practical contributions, such as helping to maintain the environment, can still make a meaningful difference. We focused our volunteering on indoor and outdoor cleaning around the home, and though we had minimal direct interaction with the residents, we felt that this was a meaningful way to support them indirectly by helping to create a clean, safe and pleasant living environment. It is a good reminder to volunteers that care can be shown through consistency, effort and service behind the scenes.

The initiative also brought colleagues together from across different departments to work toward a shared goal outside our usual job functions — collaborating in a new setting helped us support one another, strengthen teamwork, and build better understanding across cross-functional teams.

Working alongside SCH deepened our appreciation for how essential an accessible, comfortable space is for persons with disabilities, while raising our respect for the caregivers and staff whose daily work demands immense patience and dedication. Seeing firsthand how much effort goes into sustaining a supportive environment reminded us that every contribution, no matter how quiet, plays a part in uplifting the wider Cheshire Home community.



VOLUNTEER TESTIMONIAL

Making Healthcare Accessible Is What We Do – Mr Lim Wai Mun, Founder & CEO, Doctor Anywhere

At Doctor Anywhere, our mission is to make healthcare accessible to people wherever they are, so volunteering at the Singapore Cheshire Home felt like a natural extension of everything we do.

Many of the residents face significant everyday barriers to preventive care, and being able to bring that support directly to them was a powerful reminder that access isn't just about technology — sometimes it simply begins with showing up in person.

During our time there, we supported vaccination and eye screening sessions, but what really stayed with us were the moments in between. Beyond the medical services, our team spent time just sitting with the residents, playing mahjong and board games, and chatting. It reminded us that care isn't just about completing a procedure, but about making someone feel seen, heard, and comfortable. Interestingly, one of the most useful skills we brought from our day jobs also wasn't strictly clinical. In virtual care, we are used to explaining medical information clearly, patiently and without jargon. At the Home, that same patience mattered just as much, whether we were walking a resident through an eye screening or just helping them feel at ease during the process.



The experience has forced us to rethink what accessibility truly means. In our line of work, we often view access through the lens of technology — an app, a tele consult, or a streamlined referral. Spending time at SCH reminded me that for someone living with daily mobility barriers, accessibility is often much more basic than that. It's a door you can get through, a person willing to slow down and explain, and time that isn't rushed. This has shifted how I think about what "access" means going forward for Doctor Anywhere —not just digital reach but about showing up in person for people which digitisation cannot fully serve.

Throughout our day at the Home, we were deeply moved by the incredible warmth of the community. We arrived hoping to give our time but left feeling we had received just as much through the residents' humour and trust, a powerful reminder that dignity and human connection aren't just additions to healthcare; they are the very foundation it is built on.







VOLUNTEER TESTIMONIAL

From Happy Myna, Mrs Mika Peeters



It has been a truly rewarding experience to volunteer at Singapore Cheshire Home.

Whenever we visit, everyone is very welcoming, and we are often greeted with smiles saying, “Hello, my friends,”! We especially enjoy seeing them sing along to the music and move joyfully with it. Even when their movements are limited or they are not able to express their emotions well, they still enjoy the music and activities in their own way. Seeing everyone participate and respond with smiles always makes it a wonderful day for us.

We are also deeply grateful for the opportunity to meet such wonderful fellow volunteers through this experience.

“I would like to express my gratitude to all the ladies and gentlemen of Cheshire Home for the warm welcome I receive every time I visit.

As someone with a hearing disability, communication can be challenging for me. Sometimes, I feel discouraged and wonder whether my visits to Cheshire are bringing anything positive to the residents at all. But then I see their smiles, their encouraging nods, or even a thumbs-up for my silly dance moves, I feel so empowered by everyone who comes out to welcome us. Every visit reminds me not to give up. I am truly grateful for the fun moments you share with me!”





RESIDENT TESTIMONIAL

Empowering Independence: Mr Jia Wei’s Journey with Bizlink

Before I started work at Bizlink, my days at the Singapore Cheshire Home were mostly focused on helping fellow residents and helping with feeding.

While it was meaningful to support others, I wanted to build my own independence and strength. Thanks to the dedicated therapists and nurses at the Home, who guided me through regular exercises, my body became strong enough to take on the physical demands of holding an on-site job.

Holding a job has fundamentally changed my daily life. Instead of staying within the Home, I am out in the community earning a living to support myself and build my own future. What I enjoy most about going to work is the vibrant environment. Working in a department of about 70 people has given me the wonderful opportunity to make new friends, interact with different people, and constantly pick up practical skills like computers and organising.

Earning an income gives me a strong sense of purpose, and I hope to keep progressing and growing in my work. I am incredibly grateful to the Home for the physical preparation to undertake external onsite employment and to Bizlink for giving me the opportunity for gainful employment.



In 2021, I took a big step forward and started working at Bizlink from morning to evening. Over the past few years, my role has evolved and allowed me to learn many things. I started with computer data entry and later transitioned to hands-on logistics and retail tasks. Today, I help to organise production by pasting labels on products, pricing items, and sorting parcels carefully so they are ready for collection.

OUR CARE TEAM



Healthcare Assistants



Admin Office



Nursing Team



Facilities/Transport



Rehabilitation

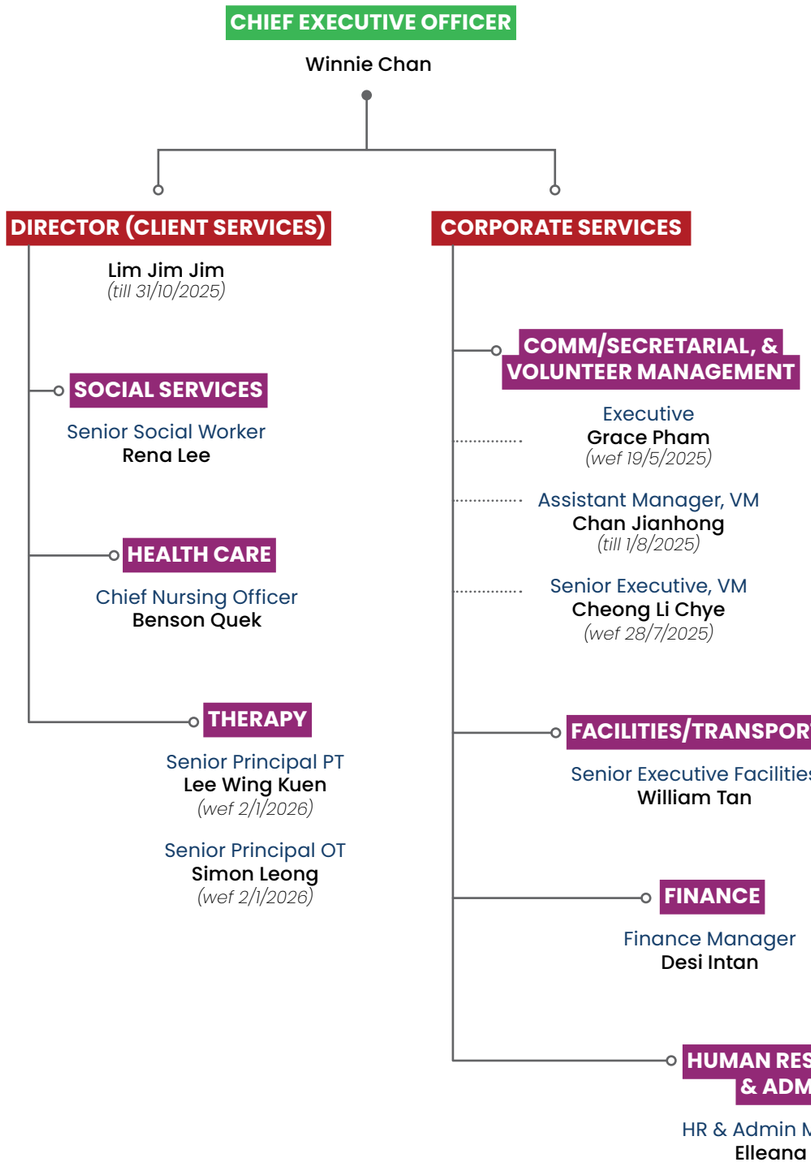


Laundry Attendant

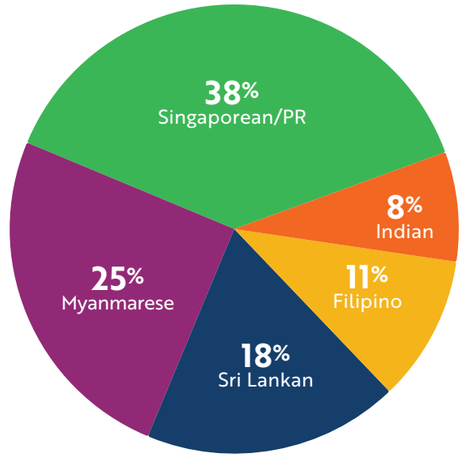


Kitchen Staff

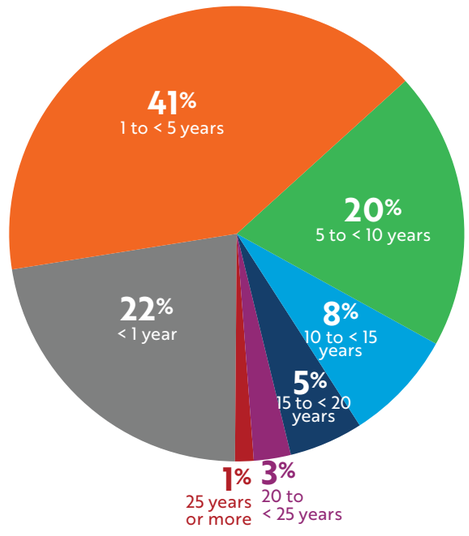
Organisation Chart



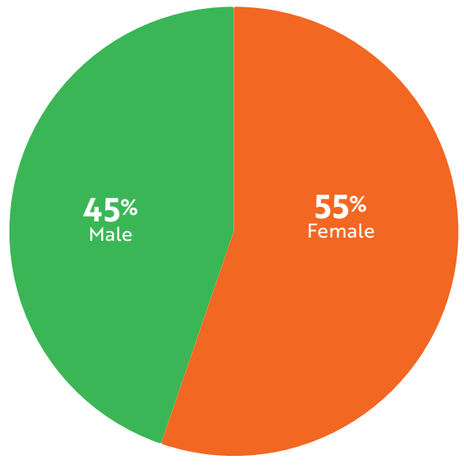
NATIONALITY
(in percentages)



YEARS IN SERVICE
(in percentages)



GENDER DISTRIBUTION
(in percentages)



STAFF TESTIMONIAL

Mr Mario Madero Subosa's Journey as a Therapy Aide

Improvements no matter how small go a long way to raising quality of life.

My name is Mario Madero Subosa, and I have worked in Singapore Cheshire Home for 17 years. I started work as a Nursing Aide for eight years, and then as a Therapy Aide for the following nine years.

In my role, I support our residents' mobility, independence, and overall quality of life through rehabilitation exercises and daily care. A big part of this includes the maintenance, repair, and modification of wheelchairs and accessories. It might seem like a routine task, but I focus a lot on the small details. More recently, I also assist in the adjustment of wheelchairs to improve seating and positioning for better head-neck-trunk alignment. While some people might not think much about sitting posture, it is actually incredibly important. It reduces the risk of pressure injuries, pain, and safety issues, but more than that, it enhances their functioning so they can have greater participation in social and recreational activities, improving the quality of life especially for our more dependent residents.





What gives me the deepest meaning in my work is helping residents maintain their abilities, build confidence, and achieve their therapy goals. Even the smallest improvements matter greatly. The most rewarding moments are when I see residents becoming more independent and happier because of the progress they've made.

STAFF TESTIMONIAL

Going Beyond Nursing Skills – Sister Ng

"I've transitioned from someone who simply follows evidence-based protocols to someone who actively implements changes"

After graduating as a Registered Nurse in 1977, I began my journey at Singapore Cheshire Home in 2021 with a specific curiosity - to understand how a person with a handicap feels, how they cope with their condition, and how we, as nurses, can truly help them.

When I first joined as a Nursing Officer, my primary focus was mastering clinic skills, managing the residents, and executing care plans accurately on the floor. Today, my role has evolved. While resident care remains the core of what I do, my days now involve clinical leadership, mentoring junior staff, and collaborating closely with the multi-disciplinary team. I've transitioned from someone who simply follows evidence-based protocols to someone who actively implements changes.

One of the biggest shifts we've accomplished is moving away from doing everything manually. We now use point-of-care electronic devices to chart, which has saved us from mountains of paperwork at the end of a shift. It was certainly an adjustment, having to constantly adapt to software updates while trying to keep our hands and eyes on the residents, but it has made a real difference.

The unity among the clinic nurses and the constant encouragement from our supervisor are what really drives us to want to do better. This encouragement gave me the confidence to take on new challenges, like the opportunity to learn and use the new IT system, and make milestones that we reach, such as progressing towards the Ministry of Health standards for medication administration, even more rewarding.



My advice for new members is to be curious, ask questions, build relationships, and take every opportunity to learn. This is how you turn into a changemaker. I hope our Home continues to grow as a warm, caring community where residents live with dignity, comfort, and happiness. May we always provide compassionate care, support one another as a team, and strive to enhance the quality of life for every resident we serve.

THE YEAR AHEAD



RESIDENT SOCIAL MEDIA TEAM

The Digital Dream Team: Meet the Voices Behind Our Screens

The next time you scroll past a vibrant post on our feeds, take a closer look at the caption.

Those witty, heartwarming, and empowering words are crafted straight from the hearts of our residents. The Singapore Cheshire Home officially marked a new digital milestone by launching its very own resident-driven Social Media Team in 2026!

Supported by our Corporate Communications staff, the team consists of talented residents like Sashwin, Guo Rong, and Viki, all of whom have a natural flair for storytelling and designing. The team meets regularly to brainstorm the concepts, choose which home activities to feature, shoot the videos, snap the photos, and write the captions themselves.

Hand-in-hand with our social media boom, the official Singapore Cheshire Home website underwent a complete transformation. The revamped site now features an expanded library of raw, inspiring resident stories that give volunteers and donors a direct window into the lives they are impacting. Additionally, we have streamlined our volunteer recruitment pages, making it easier than ever for the public to find specific roles and join our mission.

For the team, seeing the “likes” and positive comments roll in has been an incredibly validating experience. It is definitive proof that their voices matter, and their stories are finally being told!

Scan the QR codes below to explore our brand-new website, read our latest resident stories, or find your perfect volunteer role. Don’t forget to hit follow, leave a comment, and share our posts to help us spread the message!



Left to right: Mr Vinayagan S/O Mohan, Mr Lee Guo Rong, Mr P. Sashwin
Absent with apologies: Ms Noraini Binte Adnan

WEBSITE FACEBOOK INSTAGRAM TIKTOK YOUTUBE LINKEDIN

Installation of Solar Photovoltaic (PV) System

In-Progress

With our current power load operating close to its maximum limit, this solar project is a necessary step to support the Home's long-term plans and run our facilities more efficiently. The project is currently in the final sourcing and evaluation stages, and upon commencement of installation works, will take about 12 to 20 weeks to complete.

Estimated Target Completion:
First Quarter 2027

CCTV Integration with Video Analytics for Fall Detection, Aggression and Intrusion

In-Progress

Under the new Social Residential Homes Bill implemented by MSF, it is a requirement to install Closed-Circuit Television (CCTV) cameras with Video Analytics (VA) in the Home. The CCTV project which was awarded to Canon (Singapore) Pte Ltd in June 2026 will see the installation of cameras in communal areas, entrance and exit points, staircases, isolation rooms, and residents' rooms.

The VA system is specifically configured for detection of fall, aggression and intrusion. The system supports prompt post-incident investigation with timely notifications to staff on duty to attend to the affected resident. The project which will cost $363,694 will be 90% funded under the Transition Support Package for Social Residential Homes.

Since mid-2025, volunteers from the Centre for Healthcare Assistive & Robotics Technology (CHART) have come in as a consultant team to partner with the Home for this implementation, and works will commence in mid-June 2026.

Estimated Target Completion:
Fourth Quarter 2026



Council of Governors Meeting Attendance

	BOARD MEMBER	DESIGNATION	26 APR	21 JUN	16 AUG	20 SEP (AGM)	20 NOV	26 FEB	26 MAR
1	Mrs Chan Chooi Ling PBM	Honorary Emeritus Chairman							
2	Mr Ramani Muniyandi *(Resigned wef AGM Sep 25)*	Ex-Chairman	✓	✓	✓	✓			
3	Ms Sheila Lim	Chairman	✓	✓	✓	✓	✓	✓	✓
4	Ms Patricia Chong	Honorary Secretary	✓	✓	✓	–	✓	✓	✓
5	Ms Quah Sy Yi	Honorary Treasurer	✓	✓	✓	✓	✓	✓	✓
6	Mr Chung Chun Yee John	Council Member	✓	✓	✓	✓	✓	✓	✓
7	Mr David Klingensmith	Council Member	✓	✓	✓	–	✓	✓	✓
8	Dr Jenny Soon *(Resigned wef AGM Sep 25)*	Ex-Council Member	–	✓	✓	✓			
9	Mr Jimmy Phuah	Council Member	✓	✓	✓	✓	✓	–	–
10	Mr Saw Jin Hong *(Resigned wef AGM Sep 25)*	Ex-Council Member	–	–	–	–			
11	Mrs Grace Chan *(Resigned wef 26 Feb 26)*	Ex-Council Member	–	✓	✓	✓	–		
12	Ms Lim Bie Luan Bernadette *(Resigned wef AGM Sep 25)*	Ex-Council Member	–	–	–	–			
13	Ms Chen Yew Nah	Council Member	✓	✓	✓	✓	✓	✓	✓
14	Ms Goh Chiang Choo	Council Member	✓	✓	–	–	✓	✓	✓
15	Ms Lui Suit Cheng	Council Member	✓	✓	✓	✓	✓	✓	✓
16	Dr Kalidindi Kotam Rajan *(Joined wef AGM Sep 25)*	Council Member				–	–	✓	✓
17	Mr Ngo Tong Kwee *(Joined wef AGM Sep 25, Resigned wef 26 Feb 26)*	Ex-Council Member				–	–		
18	Mr Michele Aquaro *(Joined wef AGM Sep 25, Resigned wef 26 Feb 26)*	Ex-Council Member				✓	–		

Policies

Funds and Reserves Policy

The Singapore Cheshire Home exercises its utmost prudence and pragmatism towards investing and managing its funds strictly in accordance with approved guidelines. The Home endeavours to maintain its unrestricted reserves of not less than 2 years of its annual operating expenditure. The Home's financial status were regularly reviewed by its Finance and HR Committee and the Council through financial performance updates, forecasts, budgetary exercise and annual financial statements approval. This is to ensure the Home has adequate reserves to meet the needs of the beneficiaries and to support various programmes and services.

Personal Data Protection Policy

In compliance with the Personal Data Protection Act 2012, the Home's Personal Data Protection policy outlines the ways in which the Home collects, uses or discloses personal information, and how one may request to correct and access one's personal information. The Home will only use the personal information collected with consent or deemed consent, to the extent permitted by law. We will not sell or trade the personal information collected to any third parties. We respect one's right to privacy and aim to only collect personal information that is reasonably necessary for the purposes. The Policy is applicable to all employees, officers, directors, secondees, interns, volunteers, contract staff, agency staff and temporary staff of the Home, including but not limited to managers, executives, social workers, occupational therapists and physiotherapists.

Whistle-blowing Policy

The Singapore Cheshire Home is committed to a high standard of compliance with accounting, financial reporting, internal controls, corporate governance and auditing requirements and any legislation relating thereto. In line with this commitment, the Home's Whistleblowing Policy aimed to provide an avenue for employees and external parties to raise concerns and offer reassurance that they will be protected from reprisals or victimisation for whistleblowing in good faith. With this policy in place, the Home hope to encourage employees to raise concerns, in confidence, about possible irregularities in the organisation in line with the guidance set out in the Code of Corporate Governance.

Conflict of Interest Policy

The Council of Governors, Committees and Subcommittee as well as key personnel are required to comply with the Home's Conflict of Interest policy which stipulates that, when dealing in matters concerning the Home, full disclosure of interests, relationships and holdings that could potentially result in a conflict of interest is required. Written processes are in place for them to declare actual or potential conflicts of interest on a yearly basis.

Governance Evaluation Checklist (Tier 2)

For the period April 2025 to March 2026

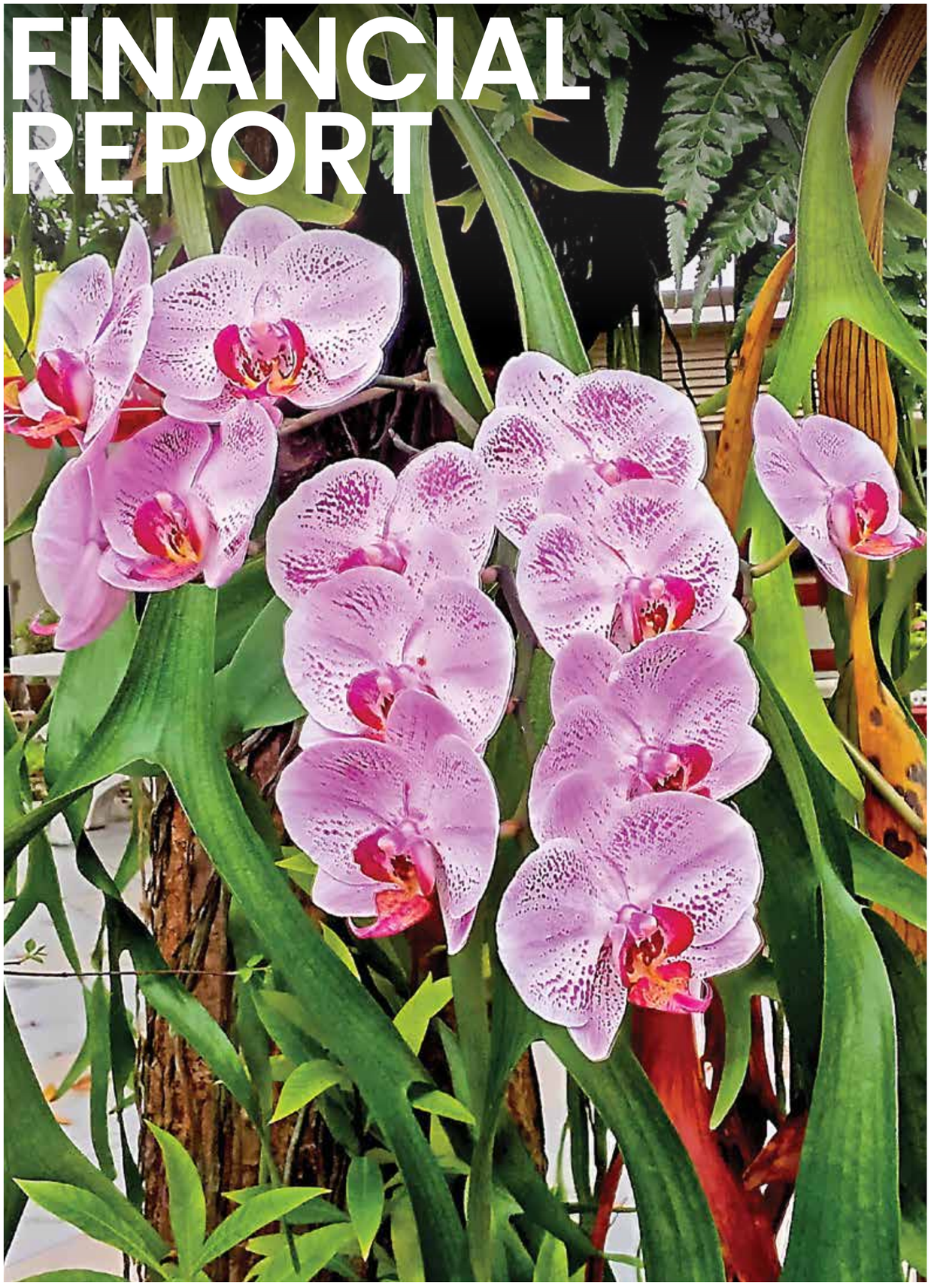
Please note that this checklist is based on the Code of Governance 2023 and is meant for self-assessment only.
Submission of GEC is done via the Charity Portal.
Instructions: Please select your response for each item. Input the explanation if the section is "No" or "Partial Compliance".

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
Principle 1: The charity serves its mission and achieves its objectives.					
1	Clearly state the charitable purposes (For example, vision and mission, objectives, use of resources, activities, and so on) and include the objectives in the charity's governing instrument. Publish the stated charitable purposes on platforms (For example, Charity Portal, website, social media channels, and so on) that can be easily accessed by the public.	1.1	Yes		2
2	Develop and implement strategic plans to achieve the stated charitable purposes.	1.2	Yes		2
3	Have the Board review the charity's strategic plans regularly to ensure that the charity is achieving its charitable purposes, and monitor, evaluate and report the outcome and impact of its activities.	1.3	Yes		2
4	Document the plan for building the capacity and capability of the charity and ensure that the Board monitors the progress of this plan. "Capacity" refers to a charity's infrastructure and operational resources while "capability" refers to its expertise, skills and knowledge.	1.4	Yes		2
Principle 2: The charity has an effective Board and Management.					
5	The Board and Management are collectively responsible for achieving the charity's charitable purposes. The roles and responsibilities of the Board and Management should be clear and distinct.	2.1	Yes		2
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	2.2	Yes		2
7	Document the terms of reference for the Board and each of its committees. The Board should have committees (or designated Board member(s)) to oversee the following areas*, where relevant to the charity: a. Audit b. Finance * Other areas include Programmes and Services, Fundraising, Appointment/ Nomination, Human Resource, and Investment.	2.3	Yes		2
8	Ensure the Board is diverse and of an appropriate size, and has a good mix of skills, knowledge, and experience. All Board members should exercise independent judgement and act in the best interest of the charity.	2.4	Yes		2
9	Develop proper processes for leadership renewal. This includes establishing a term limit for each Board member. All Board members must submit themselves for re-nomination and reappointment, at least once every three years.	2.5	Yes		2
10	Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position). For Treasurer (or equivalent position) only: a. The maximum term limit for the Treasurer (or equivalent position like a Finance Committee Chairman, or key person on the Board responsible for overseeing the finances of the charity) should be four consecutive years. If there is no Board member who oversee the finances, the Chairman will take on the role. i. After meeting the maximum term limit for the Treasurer, a Board member's reappointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break. ii. Should the Treasurer leave the position for less than two years, and when he/she is being re-appointed, the Treasurer's years of service would continue from the time he/she stepped down as Treasurer.	2.6	Yes		2
11	Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well. a. No staff should chair the Board and staff should not comprise more than one-third of the Board.	2.7	Yes		2
12	Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well. a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.	2.8	Yes		2
13	The term limit for all Board members should be set at 10 consecutive years or less. Re-appointment to the Board can be considered after at least a two-year break. For all Board members: a. Should the Board member leave the Board for less than two years, and when he/she is being re-appointed, the Board member's years of service would continue from the time he/she left the Board. b. Should the charity consider it necessary to retain a particular Board member (with or without office bearers' positions) beyond the maximum term limit of 10 consecutive years, the extension should be deliberated and approved at the general meeting where the Board member is being re-appointed or re-elected to serve for the charity's term of service. (For example, a charity with a two-year term of service would conduct its election once every two years at its general meeting). c. The charity should disclose the reasons for retaining any Board member who has served on the Board for more than 10 consecutive years, as well as its succession plan, in its annual report.	2.9a 2.9b 2.9c	Yes	Three Board Members, each having served up to 10 consecutive years, will retire at the upcoming AGM in September 2026	2

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
14	For Treasurer (or equivalent position) only: d. A Board member holding the Treasurer position (or equivalent position like a Finance Committee Chairman or key person on the Board responsible for overseeing the finances of the charity) must step down from the Treasurer or equivalent position after a maximum of four consecutive years. i. The Board member may continue to serve in other positions on the Board (except the Assistant Treasurer position or equivalent), not beyond the overall term limit of 10 consecutive years, unless the extension was deliberated and approved at the general meeting – refer to 2.9.b.	2.9d	Yes		2
Principle 3: The charity acts responsibly, fairly and with integrity.					
15	Conduct appropriate background checks on the members of the Board and Management to ensure they are suited to work at the charity.	3.1	Yes		2
16	Document the processes for the Board and Management to declare actual or potential conflicts of interest, and the measures to deal with these conflicts of interest when they arise. a. A Board member with a conflict of interest in the matter(s) discussed should recuse himself/herself from the meeting and should not vote or take part in the decision-making during the meeting.	3.2	Yes		2
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes	Not applicable to the Home.	2
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	3.3	Yes		2
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	3.4	Yes		2
20	Take into consideration the ESG factors when conducting the charity's activities.	3.5	Yes		2
Principle 4: The charity is well-managed and plans for the future.					
21	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. a. Ensure the Board approves the annual budget for the charity's plans and regularly reviews and monitors its income and expenditures (For example, financial assistance, matching grants, donations by board members to the charity, funding, staff costs and so on).	4.1a	Yes		2
22	Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives. b. Implement appropriate internal controls to manage and monitor the charity's funds and resources. This includes key processes such as: i. Revenue and receipting policies and procedures; ii. Procurement and payment policies and procedures; and iii. System for the delegation of authority and limits of approval.	4.1b	Yes		2
23	Seek the Board's approval for any loans, donations, grants, or financial assistance provided by the charity which are not part of the core charitable programmes listed in its policy. (For example, loans to employees/subsidiaries, grants or financial assistance to business entities).	4.2	Yes	Not applicable to the Home.	2
24	Regularly identify and review the key risks that the charity is exposed to and refer to the charity's processes to manage these risks.	4.3	Yes		2
25	Set internal policies for the charity on the following areas and regularly review them: a. Anti-Money Laundering and Countering the Financing of Terrorism (AML/CFT); b. Board strategies, functions, and responsibilities; c. Employment practices; d. Volunteer management; e. Finances; f. Information Technology (IT) including data privacy management and cyber-security; g. Investment (obtain advice from qualified professional advisors if this is deemed necessary by the Board); h. Service or quality standards; and i. Other key areas such as fundraising and data protection.	4.4	Yes		2
26	The charity's audit committee or equivalent should be confident that the charity's operational policies and procedures (including IT processes) are effective in managing the key risks of the charity.	4.5	Yes		2
27	The charity should also measure the impact of its activities, review external risk factors and their likelihood of occurrence, and respond to key risks for the sustainability of the charity.	4.6	Yes		2

SN	Call for Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.	Score
Principle 5: The charity is accountable and transparent.					
28	Disclose or submit the necessary documents (such as Annual Report, Financial Statements, GEC, and so on) in accordance with the requirements of the Charities Act, its Regulations, and other frameworks (For example, Charity Transparency Framework and so on).	5.1	Yes		2
29	Generally, Board members should not receive remuneration for their services to the Board. Where the charity's governing instrument expressly permits remuneration or benefits to the Board members for their services, the charity should provide reasons for allowing remuneration or benefits and disclose in its annual report the exact remuneration and benefits received by each Board member.	5.2	Yes	Board members do not receive remuneration.	2
30	The charity should disclose the following in its annual report: a. Number of Board meetings in the year; and b. Each Board member's attendance.	5.3	Yes		2
31	The charity should disclose in its annual report the total annual remuneration (including any remuneration received in the charity's subsidiaries) for each of its three highest-paid staff, who each receives remuneration exceeding $100,000, in incremental bands of $100,000. Should any of the three highest-paid staff serve on the Board of the charity, this should also be disclosed. If none of its staff receives more than $100,000 in annual remuneration each, the charity should disclose this fact.	5.4	Yes		2
32	The charity should disclose in its annual report the number of paid staff who are close members of the family of the Executive Head or Board members, and whose remuneration exceeds $50,000 during the year. The annual remuneration of such staff should be listed in incremental bands of $100,000. If none of its staff is a close member of the family of the Executive Head or Board members and receives more than $50,000 in annual remuneration, the charity should disclose this fact.	5.5	Yes		2
33	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. Record relevant discussions, dissenting views and decisions in the minutes of general and Board meetings. Circulate the minutes of these meetings to the Board as soon as practicable.	5.6a	Yes		2
34	Implement clear reporting structures so that the Board, Management, and staff can access all relevant information, advice, and resources to conduct their roles effectively. a. The Board meetings should have an appropriate quorum of at least half of the Board, if a quorum is not stated in the charity's governing instrument.	5.6b	Yes		2
35	Implement a whistle-blowing policy for any person to raise concerns about possible wrongdoings within the charity and ensure such concerns are independently investigated and follow-up action taken as appropriate.	5.7	Yes		2
36	Develop and implement strategies for regular communication with the charity's stakeholders and the public (For example, focus on the charity's branding and overall message, raise awareness of its cause to maintain or increase public support, show appreciation to supporters, and so on).	6.1	Yes		2
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	6.2	Yes		2
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	6.3	Yes		2
				Total Score	**76**
				Percentage = (Total Score/Full Marks of 76) x 100%	**100%**

FINANCIAL REPORT



The Singapore Cheshire Home
Registration Number: 195700160W

(Limited by Guarantee and not having a Share Capital)

Annual Report
Year ended 31 March 2026

Governors' statement

The governors of The Singapore Cheshire Home (the "Home") are pleased to present their statement to the members together with the audited financial statements of the Home for the financial year ended 31 March 2026.

In our opinion:

(a) the financial statements set out on pages FS1 to FS26 are drawn up so as to give a true and fair view of the financial position of the Home as at 31 March 2026 and the financial activities, changes in funds and cash flows of the Home for the year ended on that date in accordance with the provisions of the Companies Act 1967, the Charities Act 1994 and Financial Reporting Standards in Singapore; and

(b) at the date of this statement, there are reasonable grounds to believe that the Home will be able to pay its debts as and when they fall due.

Governors

The governors in office at the date of this statement are as follows:

Ms Sheila Lim Siok Keng
Ms Chong Peng Soon Patricia Sandra
Ms Quah Sy Yi
Ms Chen Yew Nah
Mr Chung Chun Yee John
Ms Goh Chiang Choo
Mr David Harris Klingensmith
Ms Lui Suit Cheng Claire
Mr Jimmy Phuah Hock Soon
Dr Kalidindi Kotam Rajan (Appointed on 20 September 2025)

Arrangements to enable governors to acquire benefits by means of the acquisition of shares and debentures

The Home has no shares. Its liability is limited by guarantee.

The Singapore Cheshire Home
(Limited by Guarantee and not having a Share Capital)
Governor's statement
Year ended 31 March 2026

Auditors

The auditors, KPMG LLP, have indicated their willingness to accept re-appointment.

On behalf of the Council of Governors



Ms Sheila Lim Siok Keng
Chairman



Ms Quah Sy Yi
Honorary Treasurer

28 August 2026

KPMG LLP
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Singapore 018961

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Independent auditors' report

Members of the Home
The Singapore Cheshire Home

Report on the audit of the financial statements

Opinion

We have audited the financial statements of The Singapore Cheshire Home (the "Home"), which comprise the statement of financial position as at 31 March 2026, the statement of financial activities and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages FS1 to FS26.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Companies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to give a true and fair view of the financial position of the Home as at 31 March 2026 and of the financial activities, changes in funds and cash flows of the Home for the year ended on that date.

Basis for opinion

We conducted our audit in accordance with Singapore Standards on Auditing ("SSAs"). Our responsibilities under those standards are further described in the '*Auditors' responsibilities for the audit of the financial statements'* section of our report. We are independent of the Home in accordance with the Accounting and Corporate Regulatory Authority *Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities* ("ACRA Code") together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

Management is responsible for the other information contained in the annual report. Other information is defined as all information in the annual report other than the financial statements and our auditors' report thereon.

KPMG LLP (Registration No. T08LL1267L), an accounting limited liability partnership registered in Singapore under the Limited Liability Partnerships Act 2005 and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

We have obtained governors' statement prior to the date of this auditors' report.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Companies Act, the Charities Act and Regulations and FRSs and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

In preparing the financial statements, management is responsible for assessing the Home's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Home or to cease operations, or has no realistic alternative but to do so.

Those charged with governance comprises the Council of Governors. Their responsibilities include overseeing the Home's financial reporting process.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SSAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with SSAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls.

- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Home's internal controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Home's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Home to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal controls that we identify during our audit.

The Singapore Cheshire Home
(Limited by Guarantee and not having a Share Capital)
Independent auditors' report
Year ended 31 March 2026

Report on other legal and regulatory requirements

In our opinion, the accounting and other records required to be kept by the Home have been properly kept in accordance with the provisions of the Companies Act, and the Charities Act and Regulations.

During the course of our audit, nothing has come to our attention that causes us to believe that during the year:

(a) the Home has not used the donation moneys in accordance with its objectives as required under Regulation 11 of the Charities (Institutions of a Public Character) Regulations; and

(b) the Home has not complied with the requirements of Regulation 15 of the Charities (Institutions of a Public Character) Regulations.

The engagement partner on the audit resulting in this independent auditors' report is Wong Xin Yu, Elinor.

Signed by:
03DE999D9203456...

KPMG LLP
Public Accountants and
Chartered Accountants

Singapore
28 August 2026

Statement of financial position
As at 31 March 2026

	Note	2026 $	2025 $
Assets			
Property, plant and equipment	4	6,300,986	4,044,105
Investments	5	3,177,461	2,907,179
Non-current assets		9,478,447	6,951,284
Other receivables and prepayments	6	113,742	421,097
Fixed deposits & T- Bills	7	7,859,467	9,922,966
Investments	5	3,009,429	–
Cash and cash equivalents	8	886,251	401,866
Current assets		11,868,889	10,745,929
Total assets		21,347,336	17,697,213
Restricted Funds			
Building Fund	9	1,963,919	1,993,894
Capability Development Fund	10	164,795	259,000
Community Silver Trust	11	905,160	749,372
Programme Fund	12	2,404,880	1,971,700
Other Designated Project Funds	13	504,228	508,598
		5,942,982	5,482,564
Unrestricted Funds			
Exigency Fund	14	82,645	78,414
Fair Value Reserve	15	585,636	315,354
General Fund	16	9,882,584	9,840,543
		10,550,865	10,234,311
Total funds		16,493,847	15,716,875
Liabilities			
Other payables and accruals	17	1,737,584	1,138,197
Deferred income	18	3,115,905	842,141
Current liabilities/Total liabilities		4,853,489	1,980,338
Total funds and liabilities		21,347,336	17,697,213

The accompanying notes form an integral part of these financial statements.

Statement of financial activities
Year ended 31 March 2026

	Restricted Funds 2026						Unrestricted Funds 2026				Total Funds	Total Funds
	Building Fund $	Capability Development Fund $	Community Silver Trust $	Programme Fund $	Other Designated Project Fund $	Sub-Total $	Exigency Fund $	Fair Value Reserve $	General Fund $	Sub-Total $	2026 $	2025 $
Incoming resources												
SG Enable – Ministry of Social and Family Development (MSF) Fund	–	–	–	3,270,583	–	3,270,583	–	–	–	–	3,270,583	2,676,867
SG Enable – Tote Board Social Service Fund (TBSSF)	–	–	–	1,023,576	–	1,023,576	–	–	–	–	1,023,576	846,816
Client fees – Programme Fees	–	–	–	228,155	–	228,155	–	–	–	–	228,155	223,435
Client fees – Transport Fees	–	–	–	19,384	–	19,384	–	–	–	–	19,384	19,096
Donation Income – Tax Deductible	–	–	–	305,471	32,203	337,674	–	–	–	–	337,674	633,060
Donation Income – Non-Tax Deductible	–	–	–	45,284	80,897	126,181	–	–	–	–	126,181	27,066
TBSSF – Enhanced Fundraising Programme	–	–	–	–	–	–	–	–	–	–	–	250,000
MSF Capital Grants – Cyclical and Maintenance Funding	–	–	–	173,233	–	173,233	–	–	–	–	173,233	78,188
Grants from National Council of Social Service (NCSS)	–	–	–	101,583	–	101,583	–	–	–	–	101,583	22,420
Agency for Integrated Care (AIC) – Community Silver Trust (CST)	–	–	618,345	–	–	618,345	–	–	–	–	618,345	–
Dividend income	–	–	–	–	–	–	–	–	51,063	51,063	51,063	49,995
Interest income	–	–	3,419	–	–	3,419	–	–	164,896	164,896	168,315	320,746
Net change in fair value of financial assets designated as fair value through profit or loss	–	–	–	–	–	–	–	–	37,922	37,922	37,922	–
Miscellaneous income	–	–	–	–	–	–	–	–	–	–	–	42,686
Total incoming resources	–	–	621,764	5,192,836	113,100	5,927,700	4,753	–	253,881	258,634	6,186,334	5,190,375
Resources expended												
Staff costs	–	–	(155,664)	(3,326,446)	(1,920)	(3,484,030)	–	–	(187,410)	(187,410)	(3,671,440)	(3,310,165)
Other expenses	–	(94,205)	(15,272)	(1,803,758)	(70,017)	(1,983,252)	(522)	–	(24,430)	(24,952)	(2,008,204)	(1,853,956)
Total resources expended	–	(94,205)	(170,936)	(5,130,204)	(71,937)	(5,467,282)	(522)	–	(211,840)	(212,362)	(5,679,644)	(5,164,121)
Net (outgoing)/incoming resources before capital expenditure and change in fair value of the financial assets	–	(94,205)	450,828	62,632	41,163	460,418	4,231	–	42,041	46,272	506,690	26,254

The accompanying notes form an integral part of these financial statements.

Statement of financial activities (cont'd)
Year ended 31 March 2026

	Restricted Funds 2026					Unrestricted Funds 2026			Total Funds	Total Funds
	Building Fund $	Capability Development Fund $	Community Silver Trust $	Programme Fund $	Other Designated Project Fund $	Sub-Total $	Exigency Fund $	Fair Value Reserve $	General Fund $	Sub-Total $	2026 $	2025 $
Net (outgoing)/incoming resources before capital expenditure and change in fair value of the financial assets	–	(94,205)	450,828	62,632	41,163	460,418	4,231	–	42,041	46,272	506,690	26,254
Gross transfer between funds - Capital expenditure	(29,975)	–	(295,040)	370,548	(45,533)	–	–	–	–	–	–	–
Other comprehensive income that would not be reclassified to profit or loss in the future												
Change in fair value of financial asset carried at fair value through other comprehensive income ("FVOCI")	–	–	–	–	–	–	–	270,282	–	270,282	270,282	180,963
Net (outgoing)/incoming resources for the year	(29,975)	(94,205)	155,788	433,180	(4,370)	460,418	4,231	270,282	42,041	316,554	776,972	207,217
Total funds as at 1 April	1,993,894	259,000	749,372	1,971,700	508,598	5,482,564	78,414	315,354	9,840,543	10,234,311	15,716,875	15,509,658
Total funds as at 31 March	**1,963,919**	**164,795**	**905,160**	**2,404,880**	**504,228**	**5,942,982**	**82,645**	**585,636**	**9,882,584**	**10,550,865**	**16,493,847**	**15,716,875**

The accompanying notes form an integral part of these financial statements.

Statement of cash flows
Year ended 31 March 2026

	Note	2026 $	2025 $
Cash flows from operating activities			
Net incoming resources		506,690	26,254
Adjustments for:			
Depreciation of property, plant and equipment	4	477,269	608,167
Loss on disposal of property, plant and equipment		9,958	–
Dividend income		(51,063)	(49,995)
Interest income		(168,315)	(320,746)
Net change in fair value of financial assets designated as fair value through profit or loss		(37,922)	–
		736,617	263,680
Changes in:			
- Other receivables and prepayments		272,618	(224,169)
- Other payables and accruals#		2,873,151	844,174
Net cash from operating activities		3,882,386	883,685
Cash flows from investing activities			
Placement/purchase of fixed deposits/T- Bills		(11,236,142)	(25,519,067)
Redemption of fixed deposits/T-Bills		13,299,641	24,798,471
Placement/purchase of cash management fund		(3,724,859)	–
Redemption of cash management fund		753,352	–
Dividend received		51,063	49,995
Interest received		203,052	395,656
Purchase of property, plant and equipment		(2,744,108)	(1,964,443)
Net cash used in investing activities		(3,398,001)	(2,239,388)
Net increase/(decrease) in cash and cash equivalents		484,385	(1,355,703)
Cash and cash equivalents at 1 April		401,866	1,757,569
Cash and cash equivalents at 31 March	8	886,251	401,866

\# *Includes deferred income*

The accompanying notes form an integral part of these financial statements.

Notes to the financial statements

These notes form an integral part of the financial statements.

The financial statements were authorised for issue by the Council of Governors on 28 August 2026.

1 Corporate Information

The Singapore Cheshire Home (the "Home") is a company limited by guarantee, incorporated in the Republic of Singapore with its registered office at 159 Serangoon Garden Way, Singapore 556056.

The Home is registered charity under the Charities Act 1994, since 25 November 1983 and is approved as an Institution of a Public Character ("IPC") under the Income Tax Act.

The principal activities of the Home are those relating to the operation of a home and a day care centre for the physically disabled.

Each member of the Home undertakes to contribute up to $100 towards the assets of the Home in the event it is wound up, either while they are a member or within one year after ceasing to be a member. This contribution is to cover the Home's debts and liabilities incurred before they ceased to be a member, as well as the costs of winding up.

2 Basis of preparation

The financial statements have been prepared in accordance with Financial Reporting Standards in Singapore ("FRS") on a historical cost basis, unless otherwise stated. They are presented in Singapore dollars, which is the functional currency of the Home.

The preparation of the financial statements in conformity with FRS requires management to make judgements, estimates and assumptions about the future, that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis and are consistent with the Home's risk management where appropriate. Revisions to accounting estimates are recognised prospectively.

Management is of the opinion that there are no critical judgements made in applying the Home's accounting policies and no assumptions and estimation uncertainties that have a significant risk of resulting in a material adjustment within the next financial year.

2.1 New and Revised Accounting Standards

The Home has adopted all the new and amended standards which are relevant to the Home and are effective for the annual financial period beginning on 1 April 2025. The adoption of these standards does not have any material effect on the financial statements of the Home.

The Singapore Cheshire Home
(Limited by Guarantee and not having a Share Capital)
Financial statements
Year ended 31 March 2026

3 Material accounting policies

The accounting policies set out below have been applied consistently to all periods presented in these financial statements.

3.1 Foreign currency transactions

Transactions in foreign currencies are translated to the functional currency of the Home at exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are translated to the functional currency at the exchange rate at that date. The foreign currency gain or loss on monetary items is the difference between amortised cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortised cost in foreign currency translated at the exchange rate at the end of the year.

Non-monetary assets and liabilities denominated in foreign currencies that are measured at fair value are translated to the functional currency at the exchange rate at the date that the fair value was determined. Non-monetary items in a foreign currency that are measured in terms of historical cost are translated using the exchange rate at the date of the transaction. Foreign currency differences arising on translation are generally recognised in net income. However, foreign currency differences arising from the translation of an investment in equity securities designated as at fair value through other comprehensive income ("FVOCI") are recognised in other comprehensive income.

3.2 Property, plant and equipment

Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost includes expenditure that is directly attributable to the acquisition of the asset.

If significant parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The gain or loss on disposal of an item of property, plant and equipment is recognised in the statement of financial activities.

Subsequent costs

The cost of replacing a component of an item of property, plant and equipment is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the component will flow to the Home, and its cost can be measured reliably. The carrying amount of the replaced component is derecognised. The costs of the day-to-day servicing of property, plant and equipment are recognised in statement of financial activities as incurred.

Depreciation

Depreciation is based on the cost of an asset less its residual value. Significant components of individual assets are assessed and if a component has a useful life that is different from the remainder of that asset, that component is depreciated separately.

Depreciation is recognised as an expense in statement of financial activities on a straight-line basis over the estimated useful lives of each component of an item of property, plant and equipment.

Depreciation is recognised from the date that the property, plant and equipment are installed and are ready for use, or in respect of internally constructed assets, from the date that the asset is completed and ready for use.

The estimated useful lives for the current and comparative periods are as follows:

Leasehold property	30 years
Leasehold improvement	10 years
Furniture	10 years
Equipment and motor vehicles	5 years
Digital equipment	3 years

Depreciation methods, useful lives and residual values are reviewed at the end of each reporting period and adjusted if appropriate.

Assets under work in progress

Assets under work in progress are stated at cost and no depreciation is provided for assets under work in progress.

3.3 Financial instruments

i) Recognition and initial measurement

All financial assets and financial liabilities are initially recognised when the Home becomes a party to the contractual provisions of the instrument.

A financial asset or financial liability is initially measured at fair value plus, for an item not at fair value through profit or loss ("FVTPL"), transaction costs that are directly attributable to its acquisition or issue.

ii) Classification and subsequent measurement

Non-derivative financial assets

On initial recognition, a financial asset is classified as measured at: amortised cost; FVOCI – debt investment or FVOCI – equity investment; or FVTPL.

Financial assets are reclassified only when the Home changes its business model for managing them, and such reclassification is applied prospectively from the first day of the first reporting period following the change.

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The Home assesses the objective of the business model for managing financial assets at the portfolio level, as this best reflects how they are managed and reported to management. Transfers that do not qualify for derecognition are not treated as sales, in line with the continued recognition of those assets.

Financial assets at amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in net income. Any gain or loss on derecognition is recognised in net income.

Financial assets classified at amortised cost comprise other receivables, cash and cash equivalents, fixed deposits and T-Bills.

Debt investments at FVOCI

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

These assets are subsequently measured at fair value. Interest income calculated using the effective interest method, foreign exchange gains and losses and impairment are recognised in net income. Other net gains and losses are recognised in OCI. On derecognition, gains and losses accumulated in OCI are reclassified to net income.

Equity investments at FVOCI

On initial recognition of an equity investment that is not held-for-trading, the Home may irrevocably elect to present subsequent changes in the investment's fair value in other comprehensive income ("OCI"). This election is made on an investment-by-investment basis.

These assets are subsequently measured at fair value. Dividends are recognised as income in net income unless the dividend clearly represents a recovery of part of the cost of the investment. Other net gains and losses are recognised in OCI and are never reclassified to net income.

Financial assets classified as FVOCI comprise quoted investments.

Financial assets at FVTPL

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL.

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss, except for derivatives designated as cash flow hedges.

Financial asset classified at FVTPL comprises of cash management funds.

Non-derivative financial liabilities: Classification, subsequent measurement and gains and losses

Financial liabilities are classified as measured at amortised cost. Financial liabilities are initially measured at fair value less directly attributable transaction costs. They are subsequently measured at amortised cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognised in net income.

Other financial liabilities comprise other payables and accruals.

iii) Derecognition

Financial assets

The Home derecognises a financial asset when:

- the contractual rights to the cash flows from the financial asset expire; or
- it transfers the rights to receive the contractual cash flows in a transaction in which either
  - substantially all of the risks and rewards of ownership of the financial asset are transferred; or
  - the Home neither transfers nor retains substantially all of the risks and rewards of ownership and it does not retain control of the financial asset.

Transferred assets are not derecognised when the Home enters into transactions whereby it transfers assets recognised in its statement of financial position, but retains either all or substantially all of the risks and rewards of the transferred assets.

Financial liabilities

The Home derecognises a financial liability when its contractual obligations are discharged or cancelled, or expire. The Home also derecognises a financial liability when its terms are modified and the cash flows of the modified liability are substantially different, in which case a new financial liability based on the modified terms is recognised at fair value.

On derecognition of a financial liability, the difference between the carrying amount extinguished and the consideration paid (including any non-cash assets transferred or liabilities assumed) is recognised in net income.

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iv) Cash and cash equivalents

Cash and cash equivalents are subject to an insignificant risk of changes in their fair value, and are used by the Home in the management of its short-term commitments.

v) Derivative financial instruments

The Home holds derivative financial instruments to manage its exposures to foreign currency risk and interest rate risks arising from investment activities. Derivatives are initially measured at fair value and any directly attributable transaction costs are recognised in profit or loss as incurred. Subsequent to initial recognition, derivatives are measured at fair value, and changes therein are generally recognised in profit or loss.

vi) Impairment of non-derivative financial assets

The Home recognises loss allowances for expected credit loss ("ECL") on financial assets measured at amortised costs and debt investments measured at FVOCI.

Loss allowances of the Home are measured on either of the following bases:

- 12-month ECLs: these are ECLs that result from default events that are possible within the 12 months after the reporting date (or for a shorter period if the expected life of the instrument is less than 12 months); or
- Lifetime ECLs: these are ECLs that result from all possible default events over the expected life of a financial instrument.

General approach

The Home applies the general approach to provide for ECLs on all other financial instruments. Under the general approach, the loss allowance is measured at an amount equal to 12-month ECLs at initial recognition.

At each reporting date, the Home assesses whether the credit risk of a financial instrument has increased significantly since initial recognition. When credit risk has increased significantly since initial recognition, loss allowance is measured at an amount equal to lifetime ECLs.

The Home assumes that the credit risk on a financial asset has increased significantly if it is more than 60 days past due.

The Home considers a financial asset to be in default when:

- the debtor is unlikely to pay its credit obligations to the Home in full, without recourse by the Home to actions such as realising security (if any is held); or
- the financial asset is more than 90 days past due.

The maximum period considered when estimating ECLs is the maximum contractual period over which the Home is exposed to credit risk.

Measurement of ECLs

ECLs are a probability-weighted estimates of credit losses. Credit losses are measured at the present value of all cash shortfalls (i.e. the difference between the cash flows due to the entity in accordance with the contract and the cash flows that the Home expects to receive). ECLs are discounted at the effective interest rate of the financial asset.

Credit-impaired financial assets

A financial asset is 'credit-impaired' when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred.

Write-off

The gross carrying amount of a financial asset is written off (either partially or in full) to the extent that there is no realistic prospect of recovery. This is generally the case when the Home determines that the debtor does not have assets or sources of income that could generate sufficient cash flows to repay the amounts subject to the write-off. However, financial assets that are written off could still be subject to enforcement activities in order to comply with the Home's procedures for recovery of amounts due.

3.4 Employee benefits

Defined contribution plans

The Home makes contributions to the Central Provident Fund ("CPF") scheme in Singapore, a defined contribution retirement plan. A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution retirement plans are recognised as an employee expense in the periods during which related services are rendered by employees.

Employee leave entitlement

Employee entitlement to annual leave are recognised as a liability when they are accrued to employees. The estimated liability is accrued for services rendered up to the end of the reporting period.

Short-term employee benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided. A liability is recognised for the amount expected to be paid under short-term cash bonus if the Home has a present legal or constructive obligation to pay this amount as a result of past practice, and the obligation can be estimated reliably.

3.5 Incoming resources

Residents' and clients' fees are recognised on accrual basis when the right to receive is established.

Donations are recognised on cash receipts basis, except for committed donations that are recognised on accrual basis when the commitments are signed.

Interest income is recognised using the effective interest method. The 'effective interest rate' is the rate that exactly discounts estimated future cash receipts through the expected life of the financial instrument to the gross carrying amount of the financial asset.

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Dividend income is recognised in statement of financial activities when the Home's right to receive payment is established.

3.6 Government grants

Government grants related to assets are initially recognised as deferred income at fair value when there is reasonable assurance that they will be received and the Home will comply with the conditions associated with the grant. These grants are then recognised in statement of financial activities on a systematic basis over the useful life of the asset.

Grants that compensate the Home for expenses incurred are recognised in the statement of financial activities on a systematic basis in the same periods in which the expenses are recognised, unless the conditions for receiving the grant are met after the related expenses have been recognised. In this case, the grant is recognised when it becomes receivable.

3.7 Fund structure

Unrestricted funds

Unrestricted funds are available for use at the discretion of the management in furtherance of the general objectives of the Home.

Restricted funds

Restricted funds are funds subject to specific funded programmes by government and/or donors. Each of these specifically funded programmes are still within the wider objects of the Home. Restricted funds may only be utilised in accordance with the purposes established by the sources of such funds.

4 Property, plant and equipment

	Leasehold property $	Leasehold improvement $	Furniture $	Equipment $	Motor vehicles $	Digital equipment $	Assets under work in progress $	Total $
Cost								
At 1 April 2024	5,431,145	2,341,844	446,478	1,876,948	577,968	60,064	–	10,734,447
Additions	–	–	1,932	50,056	–	–	2,583,106	2,635,094
At 31 March 2025	5,431,145	2,341,844	448,410	1,927,004	577,968	60,064	2,583,106	13,369,541
Additions	–	29,975	246,841	44,714	–	–	2,422,578	2,744,108
Reallocation	–	4,513,946	–	410,622	–	–	(4,924,568)	–
Disposals	–	(2,050,137)	(110,988)	(87,318)	–	–	–	(2,248,443)
At 31 March 2026	5,431,145	4,835,628	584,263	2,295,022	577,968	60,064	81,116	13,865,206
Accumulated depreciation								
At 1 April 2024	4,915,881	1,938,161	424,957	1,202,370	230,862	5,038	–	8,717,269
Depreciation charge for the year	52,236	207,269	4,450	208,597	115,594	20,021	–	608,167
At 31 March 2025	4,968,117	2,145,430	429,407	1,410,967	346,456	25,059	–	9,325,436
Depreciation charge for the year	51,700	29,420	19,489	241,046	115,593	20,021	–	477,269
Disposal	–	(2,050,137)	(103,803)	(84,545)	–	–	–	(2,238,485)
At 31 March 2026	5,019,817	124,713	345,093	1,567,468	462,049	45,080	–	7,564,220
Carrying amounts								
At 1 April 2024	515,264	403,683	21,521	674,578	347,106	55,026	–	2,017,178
At 31 March 2025	463,028	196,414	19,003	516,037	231,512	35,005	2,583,106	4,044,105
At 31 March 2026	411,328	4,710,915	239,170	727,554	115,919	14,984	81,116	6,300,986

Assets under work in progress include cyclical maintenance works amounting to $4,520,878, which was reclassified to Leasehold improvement and Equipment upon completion in March 2026 (2025: $Nil).

5 Investments

	2026 $	2025 $
Equity investments – at FVOCI	1,050,240	1,639,890
Debt investments – at FVOCI	2,035,498	1,245,813
Derivatives – at FVTPL	61,113	20,417
Cash management fund – at FVTPL	3,009,429	–
	6,156,280	2,906,120
Cash held by investment manager	30,610	1,059
	6,186,890	2,907,179
Non-current	3,177,461	2,907,179
Current	3,009,429	–
	6,186,890	2,907,179

The Home has an agreement with an independent investment manager to manage a principal amount in accordance with investment guidelines set out in the investment mandate. Under the mandate, the investment manager has the discretion to manage the Home's investment portfolio. Total investments managed by the investment manager amounted to $2,188,079 (2025: $2,071,479).

During the financial year, the Home invested in a cash management fund that invests primarily in low-risk, short-term money market and fixed income instruments. The fund provides daily liquidity and is intended to preserve capital while generating returns comparable to Singapore dollars bank savings deposit rates. The investment in the cash management fund is classified as current asset.

Equity investments designated as at FVOCI

The Home designated the investments shown below at FVOCI because they represent investments that the Home intends to hold for the long-term.

There was no strategic investment disposed of during 2026 (2025: $Nil).

In financial year 2026, the Home recognised cash dividends from its FVOCI investment of $51,063 (2025: $49,995).

Information about the Home's exposures to credit and market risks, and fair value measurement, is included in Note 23.

6 Other receivables and prepayments

	2026 $	2025 $
Deposits	2,418	2,200
Interest receivables	49,427	84,164
Other receivables	2,598	265,914
	54,443	352,278
Prepayments	59,299	68,819
	113,742	421,097

Other receivables include grant receivable of $Nil (2025: $254,940).

7 Fixed deposits and T-Bills

The fixed deposits and T-bills are allocated to the respective funds/designations as follow:

	2026 $	2025 $
General Fund and Programme Fund	6,954,307	9,222,966
Community Silver Trust	905,160	700,000
	7,859,467	9,922,966
Represented by:		
Fixed deposits	2,981,707	727,451
T-bills	4,877,760	9,195,515
	7,859,467	9,922,966

Other than the above fixed deposits and T-bills, no separate funds in the form of cash or other assets have been earmarked for the purpose of a specific fund.

The effective interest rates per annum at the reporting date are as follows:

	2026 %	2025 %
Fixed deposits with financial institutions	0.86 – 2.31	2.53
T-Bills	1.44 – 2.31	2.80 – 3.21

Fixed deposits have maturities ranging from six months to twelve months.

Treasury bills have a term ranging from six months to twelve months.

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8 Cash and cash equivalents

	2026 $	2025 $
Cash at bank and in hand	886,251	401,866

9 Building Fund

The Building Fund represents the balance of funds received under the Home's previous Building Fund Projects, and new specified donations which are to be used for future development.

10 Capability Development Fund

The Capability Development Fund was set up to attract and recruit talent, enabling the Home to build a team of highly qualified and dedicated professionals.

11 Community Silver Trust

The Community Silver Trust ("CST") is a dollar-for-dollar donation matching grant provided by the Government to enhance the services of Voluntary Welfare Organisation ("VWOs") in the Intermediate and Long-term Care ("ILTC") sector. It is managed by the Ministry of Health ("MOH") and administered by the Agency for Integrated Care ("AIC").

The following have been included in arriving at the Community Silver Trust at each of the financial year ends:

	2026 $	2025 $
At 1 April	749,372	1,148,360
Matching grant	618,345	–
Interest income from fixed deposits	3,419	10,698
Expenditure	(465,976)	(409,686)
At 31 March	905,160	749,372

12 Programme Fund

The Programme Funds ending balance of the year is restricted for the operations of the Day Activities Care and Residential Home programme only, for the benefit of its intended clients. The Reserves will not be transferred out of the programme for other purposes.

13 Other Designated Project Funds

The Designated Project Fund was set up with donations received from the donors for specified purpose.

14 Exigency Fund

The Exigency Fund was set up using proceeds from sales of handicrafts made by the residents and donations received to provide funding to defray all basic funeral expenditure of any destitute resident and for any expenditure for which no money has been previously set aside in any fund or budget.

15 Fair Value Reserve

The fair value reserve comprises:

- the cumulative net change in the fair value of equity investments designated at FVOCI; and
- the cumulative net change in fair value of debt investments at FVOCI until the assets are derecognised or reclassified. This amount is adjusted by the amount of loss allowance.

16 General Fund

The General fund is derived from general unsolicited donations not specific for programmes use, interests, dividends and other income. The Council of Governors are free to use it for any of the charity's purposes. The Council of Governors retain full control over the use of general funds for any of the Home's purposes.

17 Other payables and accruals

	2026 $	2025 $
Accrued operating expenses	987,030	751,837
Other payables	698,656	135,945
Sundry payables	51,898	250,415
	1,737,584	1,138,197

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18 Deferred income

	2026 $	2025 $
At 1 April	842,141	–
Grant received during the year	2,504,039	842,141
Grant utilised and recognised	(230,275)	–
At 31 March	3,115,905	842,141

Deferred income relates to government grant received from:

- Ministry of Social and Family Development – for cyclical maintenance of property, plant and equipment (Note 4) amounted to $2,966,580 (2025: $842,141).

- National Council of Social Service (Transition Support Package/TSP) – a one-time grant to assist Social Residential Homes in meeting the requirements of the new licensing regime under Social Residential Homes Act, which Parliament passed on 8 April 2025. This grant provides support across four key components namely, Change Management, Staff Capability Development, Equipment Enhancement and Audit of TSP utilisation, amounting to $149,325 (2025: $Nil).

19 Capital commitments

As at end of 31 March 2026, the Home has an outstanding capital commitment for cyclical maintenance works of $Nil (2025: $3,357,501).

20 Net incoming resources

Other than disclosed elsewhere in the financial statements, the following items have been included in arriving at net incoming resources for the year:

	2026 $	2025 $
Depreciation of property, plant and equipment	(477,269)	(608,167)
Staff costs	(3,671,440)	(3,310,165)
Contributions to defined contribution plans included in staff costs	(270,926)	(253,756)
Expenses relating to low-value assets	(233,313)	–

21 Income tax expense

The Home is an approved charity organisation under the Charities Act 1994 and an Institution of Public Character. The Home is exempted from income tax under Section 13(1) of the Income Tax Act 1947.

22 Related parties

Key management personnel of the Home are those persons having the authority and responsibility for planning, directing and controlling the activities of the Home.

Key management personnel compensation

Key management personnel compensation comprises:

	2026 $	2025 $
Salaries and other short-term employee benefits	251,931	470,122
Contributions to defined contribution plans	21,043	50,113
	272,974	520,235

Number of key management in remuneration books:

	2026	2025
$200,001 - $300,000	–	1
$100,001 - $200,000	1	2
Below $100,001	1	–
	2	3

23 Financial risk management

Overview

The Home has exposure to the following risks from its use of financial instruments:

- credit risk
- liquidity risk
- market risk

This note presents information about the Home's exposure to each of the above risks, the Home's objectives, policies and processes for measuring and managing risk, and the Home's management of capital.

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Risk management framework

Risk management is integral to the whole business of the Home. The Home has a system of controls in place to create an acceptable balance between the cost of risks occurring and the cost of managing the risks. The management continually monitors the Home's risk management process to ensure that an appropriate balance between risk and control is achieved.

Credit risk

Credit risk is the potential financial loss resulting from the failure of a customer or a counterparty to settle its financial and contractual obligations to the Home, as and when they fall due.

Management has a credit policy in place and the exposure to credit risk is monitored on an ongoing basis. Refer to Note 5 for funds with investment manager. As at 31 March 2026 and 31 March 2025, all of the Home's investment portfolio is placed with a professional investment manager.

At the reporting date, there was no other significant concentration of credit risk in respect of other receivables. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the statement of financial position.

Other receivables

The ageing of other receivables at the reporting date is:

	2026		2025	
	Not credit impaired $	Credit impaired $	Not credit impaired $	Credit impaired $
Not past due	51,901	–	341,304	–
Past due	2,542	–	10,974	–
Total gross carrying amount	54,443	–	352,278	–

Fixed deposits, T-bills and cash and cash equivalents

The fixed deposits, T-Bills and cash and cash equivalents are held with bank and financial institution counterparties which are rated at least A-, based on S&P Rating.

Impairment on fixed deposits and cash and cash equivalents have been measured on the 12-month expected loss basis and reflects the short maturities of the exposures. The Home considers that its fixed deposits and cash and cash equivalents have low credit risk based on the external credit ratings of the counterparties. Hence, the Home has assessed the amount of allowances on these balances is immaterial.

Liquidity risk

Liquidity risk is the risk that the Home will encounter difficulty in meeting the obligations as they fall due. The Home monitors its liquidity risk and maintains a level of cash and cash equivalents deemed adequate by management to finance the Home's operations and to mitigate the effects of fluctuations in cash flows.

The carrying amount of other payables and accruals reflect the contractual undiscounted cash outflows that are expected to be repaid within 1 year.

Market risk

Market risk is the risk that changes in market prices, such as interest rates, equity prices and exchange rates will affect the Home's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimising the return.

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument and future cash flows will fluctuate due to changes in market interest rates. The Home's exposure to market risk for changes in interest rates relates primarily to the interest-bearing fixed deposits placed with financial institution and debt securities held with the investment manager.

At the reporting date, the interest-rate profile of the interest-bearing financial instruments were:

	Note	2026 $	2025 $
Fixed deposits and T-Bills	7	7,859,467	9,922,966
Debt investments	5	2,035,498	1,245,813
		9,894,965	11,168,779

Fair value sensitivity analysis for fixed rate instruments

Fixed deposits and T-Bills

The Home does not carry the fixed deposits and T-Bills at fair value. Therefore, a change in interest rates at the reporting date would not affect the net income.

Equity price risk

Equity price risk arises from the uncertainty about the future prices of equity securities at FVOCI invested by the Home and held through investment manager. The Home's equity investments are listed on the London Stock Exchange, Swiss Stock Exchange, Irish Stock Exchange, Luxembourg Stock Exchange, Frankfurt Stock Exchange, Euronext Amsterdam, Nasdaq and New York Stock Exchange.

Sensitivity analysis - price risk on FVOCI

For such investment classified as FVOCI, a 10% increase in the share price of the equity investment at the reporting date would have increased the fair value reserve for the year by $105,024 (2025: $163,989); an equal change in the opposite direction would have decreased the fair value reserve for the year by $105,024 (2025: $163,989). The analysis is performed on the same basis for 2025 and assumes that all other variables remain the same.

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Foreign currency risk

The Home incurs foreign currency risk that are denominated in currencies other than Singapore dollars. The currency giving rise to this risk are British Pound Sterling ("GBP"), Swiss Franc (CHF), Euro (EUR), United States Dollar (USD), and Japanese Yen (JPY). The Home limits its other foreign currency exposures by requiring the fund manager to hedge foreign currencies denominated investments to the Singapore dollar.

The Home's exposure to foreign currency is as follows:

	2026 $	2025 $
Investment (in CHF)	46,159	46,217
Investment (in EUR)	10,946	164,548
Investment (in USD)	318,891	725,538
Investment (in JPY)	–	108,656
Investment (in GBP)	697,519	545,796

Sensitivity analysis

A 10% strengthening of the Singapore dollar, as indicated below, against the following currencies at 31 March would have decreased the Home's funds by the amounts shown below. This analysis is based on foreign currency exchange rate variances that the Home considered to be reasonably probable at the end of the reporting period. The analysis assumes that all other variables, in particular interest rates, remain constant.

The analysis is performed on the same basis for 2025, albeit that the reasonably possible foreign exchange rate variances were different, as indicated below:

	2026 $	2025 $
CHF	(4,616)	(4,622)
EUR	(1,095)	(16,455)
USD	(31,889)	(72,554)
JPY	–	(10,866)
GBP	(69,752)	(54,580)

A 10% weakening of Singapore dollar against the above currencies at 31 March would have had the equal but opposite effect on the above currencies to the amounts shown above, on the basis that all other variables remain constant.

Reserve management

The Council of Governors' objectives are to maintain sufficient funds so as to sustain future activities of the Home.

The Governors seek to maintain a balance between the receipts and expenditures of the Home, and aims to maintain sufficient level of accumulated funds.

The Council of Governors also reviews the level of reserves regularly for the Home's continuing obligations and expansion.

Measurement of fair values

When measuring the fair value of an asset or a liability, the Home uses observable market data as far as possible. Fair values are categorised into different levels in a fair value hierarchy based on the inputs used in the valuation techniques as follows:

Level 1: quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).

Level 3: inputs for the asset or liability that are not based on observable market data (unobservable inputs).

If the inputs used to measure the fair value of an asset or a liability fall into different levels of the fair value hierarchy, then the fair value measurement is categorised in its entirety in the same level of the fair value hierarchy as the lowest level input that is significant to the entire measurement (with Level 3 being the lowest).

The Home recognises transfers between levels of the fair value hierarchy as of the end of the reporting period during which the change has occurred.

Accounting classifications and fair values

The carrying amounts and fair values of financial assets and financial liabilities, including their levels in the fair value hierarchy are as follows. It does not include fair value information for financial assets and financial liabilities not measured at fair value if the carrying amount is a reasonable approximation of fair value.

The business models of the Home are as follows:

Held to collect

The Home holds a portfolio of financial assets to earn contractual interest income on the amounts collected.

Held to collect and sell

The Home holds a portfolio of debt investments for long-term investment purposes (see Note 5).

	Note	Financial assets at amortised cost $	FVOCI – financial assets $	FVTPL – financial assets $	Financial liabilities at amortised cost $	Total $	Level 1 $	Level 2 $
2026								
Financial assets measured at fair value								
Equity investment	5	–	1,050,240	–	–	1,050,240	1,050,240	–
Debt investments	5	–	2,035,498	–	–	2,035,498	2,035,498	–
Derivative	5	–	–	61,113	–	61,113	–	61,113
Cash management funds	5	–	–	3,009,429	–	3,009,429	3,009,429	–
		–	3,085,738	3,070,542	–	6,156,280		
Financial assets not measured at fair value								
Cash held by investment manager	5	30,610	–	–	–	30,610		
Other receivables*	6	54,443	–	–	–	54,443		
Fixed deposits and T-Bills	7	7,859,467	–	–	–	7,859,467		
Cash and cash equivalents	8	886,251	–	–	–	886,251		
		8,830,771	–	–	–	8,830,771		
Financial liabilities not measured at fair value								
Other payables and accruals	18	–	–	–	(1,737,584)	(1,737,584)		

* exclude prepayments

	Note	Financial assets at amortised cost $	FVOCI – financial assets $	FVTPL – financial assets $	Financial liabilities at amortised cost $	Total $	Level 1 $	Level 2 $
2025								
Financial assets measured at fair value								
Equity investment	5	–	1,639,890	–	–	1,639,890	1,614,132	25,758
Debt investments	5	–	1,245,813	–	–	1,245,813	1,216,570	29,243
Derivative	5	–	–	20,417	–	20,417	–	20,417
		–	2,885,703	20,417	–	2,906,120		
Financial assets not measured at fair value								
Cash held by investment manager	5	1,059	–	–	–	1,059		
Other receivables*	6	352,278	–	–	–	352,278		
Fixed deposits and T-Bills	7	9,922,966	–	–	–	9,922,966		
Cash and cash equivalents	8	401,866	–	–	–	401,866		
		10,678,169	–	–	–	10,678,169		
Financial liabilities not measured at fair value								
Other payables and accruals	18	–	–	–	(1,138,197)	(1,138,197)		

* exclude prepayments

During the financial year ended 31 March 2025 and 2026, there were no transfers between the different levels.

Measurement of fair values

Investments and cash management funds

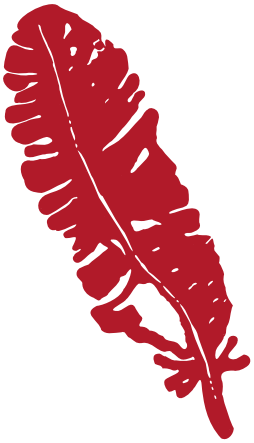
The fair values of investments and cash management funds are determined by reference to the quoted bid price except for Level 2 instruments which are determined using valuation models based on observable market inputs at the reporting date.

Other financial assets and liabilities

The carrying amounts of other financial assets and liabilities with a maturity of less than one year (including other receivables, fixed deposits and T-Bills, cash and cash equivalents and other payables and accruals) are assumed to approximate their fair values because of the short period to maturity.

24 New standards and interpretations not adopted

Certain new standards, interpretations and amendments to standards are effective for annual periods beginning after 1 April 2025 and earlier application is permitted; however, the Home has not early adopted the new or amended standards and interpretations in preparing these financial statements. The new standards and amendments to standards is not expected to have material effect on its financial statements.



Origin of the Red Feather

Leonard Cheshire Disability's red feather logo, which was used by Cheshire Homes worldwide until 2007, had its origin dating back to the late 1950s in Singapore.

The Singapore Cheshire Home was planning a fundraising flag day and wanted to use something a little different from the usual paper flags – something which would make people sit up and take notice. Mrs Maggie Murphy, a volunteer with the residential service in Singapore suggested using a feather.

It was decided to dye the feathers red, both to symbolise courage and because in parts of South East Asia the colour stands for happiness and prosperity. The originator of the red feather emblem went on to become a founder member of the Home Management Committee.

The idea worked, and soon spread to other Leonard Cheshire projects. Before long, the red feather logo was being used worldwide wherever the Leonard Cheshire name was known.

Although the worldwide use of the red feather was discontinued in 2007, it continues to be the Home's logo in Singapore.

Adapted from the archives of Leonard Cheshire Disability Home, UK.