

ANNUAL REPORT

2025



**Bishan Home for the
Intellectually Disabled**

Society Registration No: 2045/2007
Institution of Public Character (IPC) Number: IPC000210
Charity Registration Number: T07SS0102D
Unique Entity Number: T07SS0102D

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ABOUT US

Bishan Home was declared open by then Deputy Prime Minister Lee Hsien Loong on 25th September 1999 and started operations the following month. The Home is a joint effort between the Ministry of Social and Family Development (MSF) and Bible-Presbyterian Welfare Services.

When Bishan Home first started, the Home was registered under the Bible Presbyterian Welfare Services umbrella. In 2007 the Home was registered as a separate Society and obtained Charity and Institution of Public Character (IPC) status in its own right. Bishan Home is also a member of the National Council of Social Services. From an initial population of slightly over 20 residents, the Home is now near full capacity of 126 residents. In addition to our residential program, the Home also runs a Day Activity Centre (DAC).

The Home introduced its DAC program in 1999 as a social service in response to appeals from desperate parents in the surrounding neighbourhood for such a program. Initially, the program did not receive any government funding. It was only in 2005 that the Home applied to National Council of Social Services (NCSS) to fund both the DAC Program and its expansion. Expansion works to the DAC were completed in 2007 and as at 2025 the DAC has 21 clients.

OUR VISION

To make Bishan Home the Home of choice in providing outstanding holistic and compassionate Christian care in a conducive family environment that is reassuring and encouraging.

OUR MISSION

To shower Christian love in a wholesome Christian environment to enable the intellectually disabled residents and Day Activity Centre Clients in Bishan Home to receive compassionate Christian care and to lead a quality life to the maximum of their capabilities.

OUR QUALITY STATEMENT

Through continual improvement , Bishan Home strives to provide holistic care and to develop the life skills of our residents and Day Activity Centre clients in order for them to lead meaningful lives.

CHAIRMAN'S REPORT



Three decades ago, the Founders of Bishan Home started a journey to realize a mission. The mission was to show Christian love to care for one of the most disadvantaged groups in our society. We overcome many challenges as we get to know them as individuals better and better. We learn as we serve. Many of these Home residents have been living in the Home since the beginning. For them this is their home, the only home they will know. They are a family with us as members even as we fulfil our roles as care givers and trustees for their wellbeing. As our domain knowledge and skills grow we also take care of those who come for day activities and day care. The staff in Bishan Home have done well. The volunteers have also contributed. The Board takes the opportunity to thank them here.

In the past few years, we have been planning forward for another 30 years of growth and continuing service. We want to do even better and more. There are new challenges. The residents are ageing. They are now senior adults and will face similar issues as those confronting other senior elders in our society. The Home's care programmes will have to evolve to meet new needs. We are therefore working with the Ministry and agencies to explore new initiatives to care for our residents. In so doing we will be able to share our experience with the wider community as we generate fresh options and methodologies in our model for the delivery of care services.

We look forward with expectations as the Home refreshes its Mission and Vision. We will work to ensure that adult persons with intellectual disabilities are part of our inclusive society that the nation is building. We will reach out to the community in this renewed Mission.

Chairman of the Board
Bishan Home

NURSING / CAREGIVING REPORT

1) Admissions and Discharges:

ADH

- Admission of Residents for the year: 6
- Discharge of Residents for the year: 5

DAC

- Admission of Clients for the year: 2
- Discharge of Clients for the year: 0

2) Residents' Day-to-Day Activities

(i) Activities of Daily Living (ADL)

- ADL Skills Training is important in enabling residents and clients to understand about basic tasks that they can perform for self-care and more independent living. This includes mobility, handwashing, toothbrushing, feeding, toileting, bathing, grooming.
- Most of the Residents and DAC clients require either supervision or assistance in ADLs.



HANDWASHING AT THE SINK



ASSISTED AMBULATION BY CARE STAFF

(ii) Social Living Skills

- Residents and Clients learn Social Living Skills to help them integrate into the community better. These are interpersonal skills where they learn to interact more effectively with others in social situations.
- These skills are also important in achieving personal goals.
- Basic social living skills include interaction with individuals, safe socialization, safe management measures, awareness of danger. Others include learning on money concept and time concept.

Residents out on Outings are taught on looking out for each other's safety, observe traffic light signals, taking care of public property and following training officer's instructions.



RESIDENT HAD A QUIET TIME ENJOYING NATURE WHILE OVERLOOKING BALCONY IN THE MORNING.



OUTING INTO COMMUNITY SPACE IS AN ENRICHING EXPERIENCE FOR THE RESIDENTS AND DAY ACTIVITY CLIENTS.



GROUP ACTIVITY TO PROMOTE BONDING AMONGST RESIDENTS AS THEY INTERACT IN ROLE PLAY TO BUILD HEALTHY RELATIONSHIPS WITH PEERS.

Influenza Vaccination

Influenza vaccination is an annual event in Bishan Home. All residents, DAC clients and staff are encouraged to receive the influenza vaccines, especially to those who are elderly and at higher risk of complications. The vaccine is to protect themselves and others during the flu season.



3. Staff Training

- A higher percentage of the Home staff have attended Standard First Aid + AED Training course. This boosts their confidence in handling emergency situations when needed.
- All food-handlers attended the Food Hygiene Course and are urged to observe and to practice good hygiene habits during food preparation.
- Orientation sessions with the newly-joined healthcare workers are held to help them adapt to the culture and practices here. On-the-job training and buddy system keep them well-informed of the safe practices when managing the residents and clients. Standard Operating Procedures are shared and briefed to them so as to follow the work processes of the Home and Day Activity Centre..
- On-line courses are encouraged for staff to keep up to current trends in Caregiving and know the best practices of other social service agencies and healthcare organizations.



STAFF TRAINING ON DONNING AND DOFFING OF PERSONAL PROTECTIVE EQUIPMENT.



STAFF LEARN THE CORRECT TECHNIQUE OF APPLICATION OF SAFETY BELT IN THE COURSE OF DUTY.



PSYCHOLOGIST SESSION WITH CARE STAFF DURING A CASE STUDY.

4) Medical Care for Residents

- Telemedicine Clinics with IMH psychiatrists, to manage the Residents' challenging behavioural issues and mental conditions, are held on a monthly basis.
- Collaboration with Adult NeuroDevelopmental Services (ANDS) Team from IMH with Assertive Intervention for Developmental Disorder (AIDD) Program to further support Residents with severe challenging behaviours opens a pathway for Care Staff to learn on Behaviour Management of severe challenging behaviours. There is weekly on-site visits by IMH Allied Health Professionals to understand the behavioural issues and introduce interventions for Bishan Home Team to manage these behaviours.
- Video-consultation with Polyclinic Doctors to manage the Residents' chronic medical conditions.
- Phone consultation with specialist doctors in the hospitals for Residents with stable medical, neurological and skin conditions.
- Tele-consultation with GPs at clinics help to allay anxiety to Residents with resistance to leave the Home.
- Tele-consultation and on-site visit by Volunteer Doctors to attend to residents with acute medical conditions.

Events for the Year

Residents and Clients deserve all the fun moments from different events throughout the year.

- Birthday Celebrations
- Chinese New Year Reunion
- Chinese Dumpling Festivals
- National Day Celebrations
- Bishan Home Anniversary Celebrations
- Mid-Autumn Festival Celebrations
- Christmas Joy



MONTHLY BIRTHDAY CELEBRATIONS IS A GREAT DELIGHT TO THE RESIDENTS. THE GET-TOGETHER TO SING "HAPPY BIRTHDAY" SONG AND PICTURES TAKING BLOWS THEIR MINDS AWAY.



CLIENT BUSY PREPARING NATIONAL DAY PROPS.

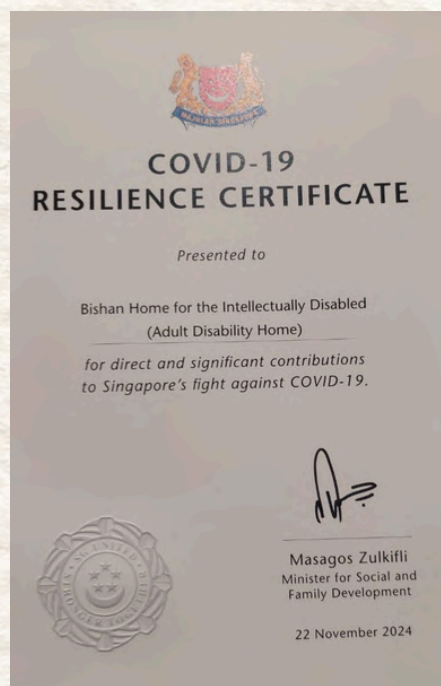


BISHAN HOME CELEBRATES THE NATION'S BIRTHDAY TOGETHER WITH RESIDENTS.



IS CHRISTMAS SEASON OF GIVING!!
RESIDENTS CELEBRATED CHRISTMAS IN A FUN WAY AT BISHAN HOME.

Awards and Recognition





CHAIRMAN MR LAU PRESENTED LONG-SERVICE AWARDS TO BISHAN HOME STAFF AND THANK THEM FOR THEIR LOYALTY AND COMMITTED SERVICE TO THE RESIDENTS AND DAC CLIENTS. WELL DONE TO ALL WHO HAVE ACHIEVED THIS MILESTONE IN BISHAN HOME.



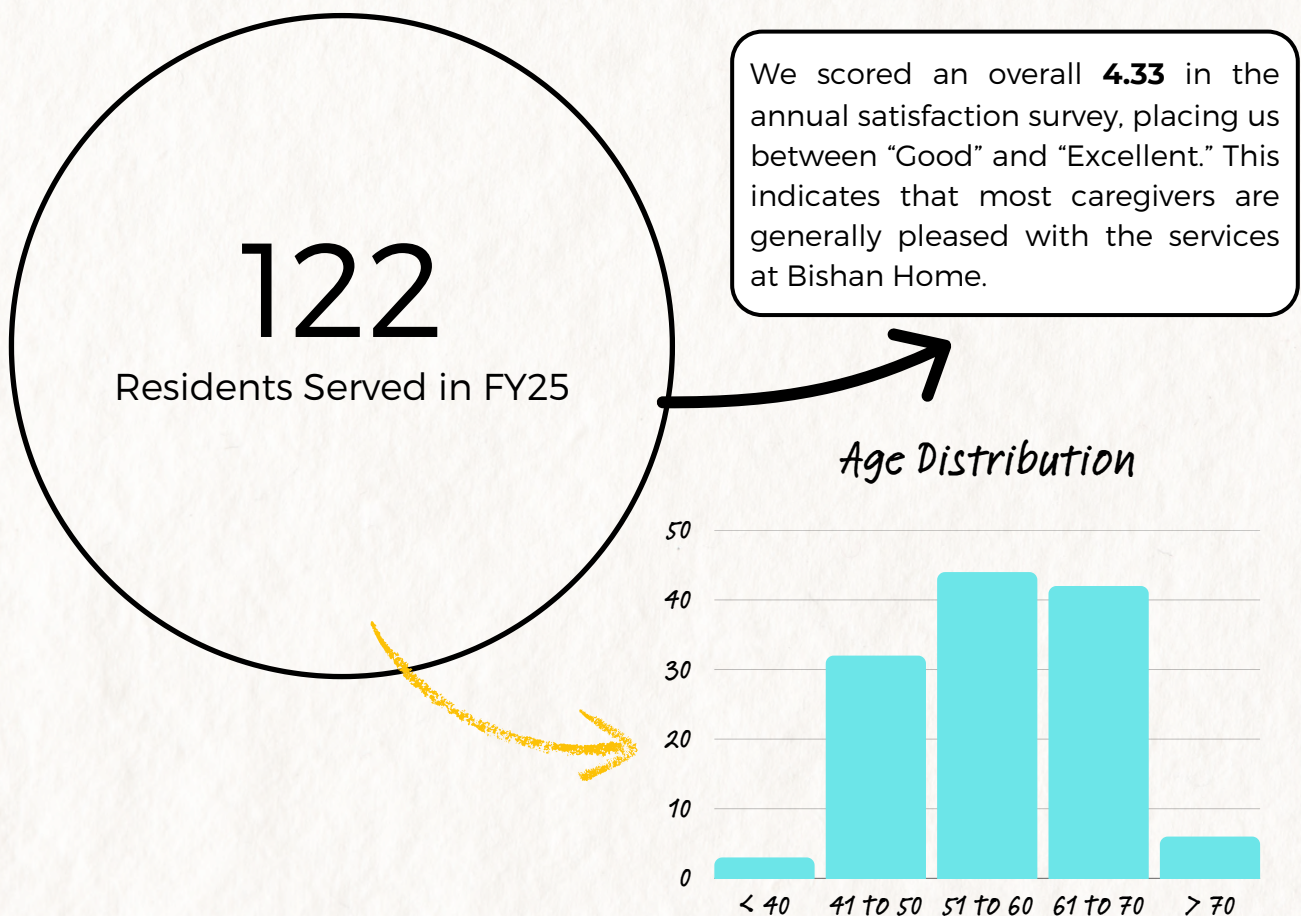
CEO MR MICHAEL GAN WITH THE NURSING TEAM AS THEY RECEIVED RECOGNITION AWARDS FOR THEIR CONTRIBUTION TO EMERGENCY RESIDENT CARE.

SOCIAL WORK

The Social Work Team at Bishan Home plays an important and heartfelt role in supporting our residents and their families. Beyond providing emotional support and advocacy, they help build meaningful connections that improve the quality of life for those in our care. From guiding new residents and their families through the admission process to helping them settle in and addressing any concerns, the team ensures a smooth and reassuring transition into the Home.

During this reporting period, the team managed **11** new referrals for residential placement. **6** residents were admitted to the Adult Disability Home—**4** from the new referrals and **2** from earlier cases. The team also received **4** new referrals for our Day Activity Centre (DAC), with **2** clients successfully enrolled. In the same period, **5** residents were formally discharged from the Adult Disability Home.

Adult Disability Home



Supporting Ageing Residents and Families

As residents and their families age, additional support is often needed. Bishan Home works closely with families to explore financial schemes like CareShield Life and, where necessary, guides them through the deputyship process. These efforts help ease caregiving burdens and ensure residents continue to receive appropriate, long-term care.

Staying Connected and Supported

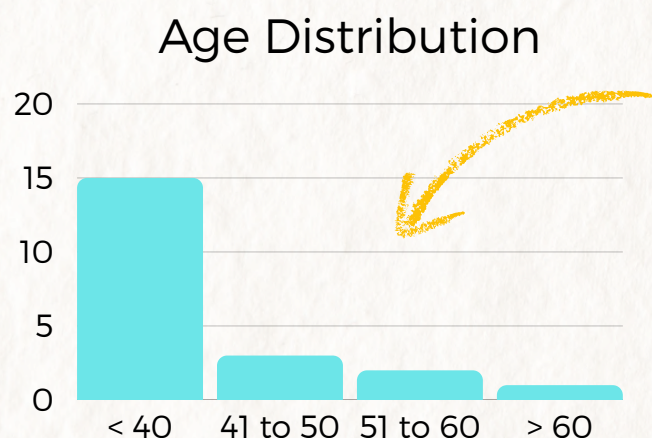
Bishan Home places strong emphasis on the emotional and social well-being of residents, especially those with ageing or distant family members. The Social Work Team facilitated regular voice and video calls with loved ones, helping maintain important connections.

For residents with limited family contact, scheduled check-ins by church volunteers provided added companionship and comfort. These efforts continue to play a key role in reducing isolation and supporting residents' overall well-being.

Planning Ahead for Ageing Residents

As an adult disability home, Bishan Home supports residents with intellectual disabilities but has limited capacity to meet advanced nursing needs. As residents age and require higher levels of care, we work closely with families and relevant agencies to ensure a smooth and dignified transition to more appropriate services, such as nursing homes or hospices. This helps ensure continuity of care tailored to each resident's evolving needs.

Day Activity Centre



Adapting Support for Ageing Clients and Families

Many of our Day Activity Centre (DAC) clients have aged alongside their family members, having been with us over the years. As their care needs increase with age, the support that families can provide may diminish. We work closely with families to understand their evolving concerns and adapt our support accordingly. This includes providing guidance on deputyship applications, increasing session frequencies, or facilitating transitions to more suitable services such as nursing homes or adult disability homes when necessary.

DAC Open House 2024

As part of SG Enable's Post-18 Transition Programme, Bishan Home hosted three Day Activity Centre (DAC) Open House sessions in April 2024 for parents and caregivers from various SPED schools.

These sessions aimed to help families better understand the support and services available at our DAC as they prepare for their child's transition into adulthood. Each session included a briefing by our Senior Social Worker, followed by a guided tour of the facilities, where parents had the chance to observe programmes in action and engage with staff.

The open house created a valuable space for parents to ask questions and explore suitable post-school options for their children.

60th Birthday Celebration of a DAC Client

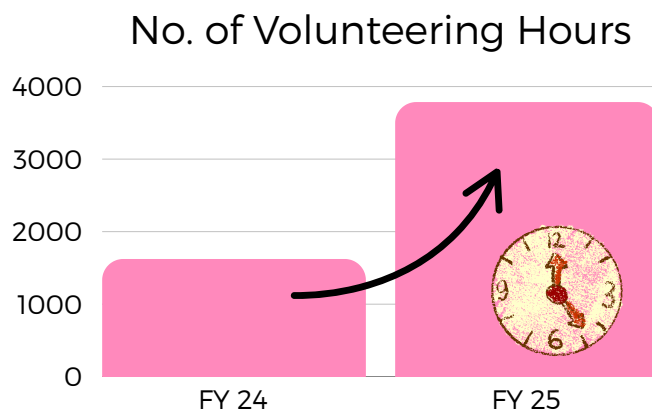
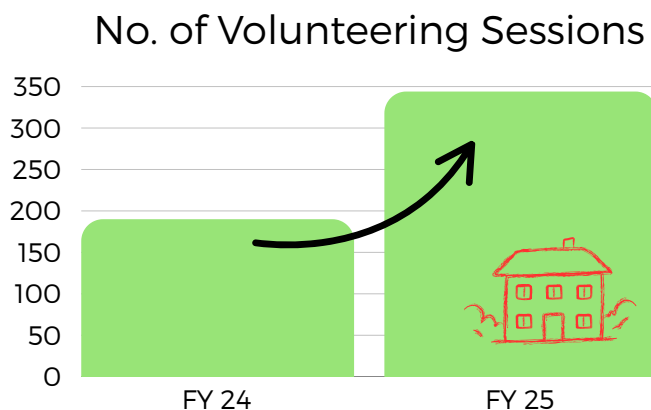
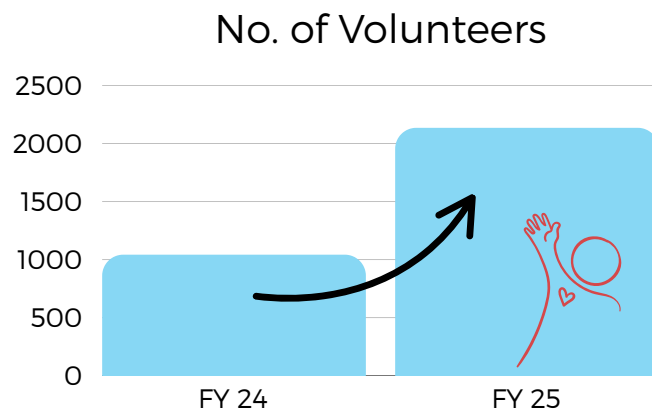
The 60th birthday celebration of one of our long-time Day Activity Centre (DAC) clients was made extra special thanks to the warm generosity of Mr. Michael and his family. In appreciation of the strong and positive relationship built over the years with Bishan Home, the Tng family sponsored a delicious buffet lunch for all DAC clients and staff.

This celebration was a beautiful reflection of the mutual trust and connection between the family, their loved one, and our DAC team—demonstrating how meaningful partnerships with families enrich the lives of our clients as they age and continue their journey with us.



COMMUNITY PARTNERSHIP - VOLUNTEER INVOLVEMENTS

- **2,135** volunteers supported Bishan Home in FY25
- A total of **3786.5** volunteer hours were contributed
- Volunteers participated in **344** organised sessions



Volunteers play a vital role at Bishan Home, bringing warmth, companionship, and a sense of community to our residents and Day Activity Centre (DAC) clients. They help foster social interaction, promote inclusion, and reduce stigma through their presence and engagement. Since reopening after COVID-19, volunteer involvement has steadily increased – a testament to the community's continued care and commitment. Their presence makes a meaningful difference in the lives and well-being of those we serve.

COMMUNITY PARTNERSHIP - KEY EVENTS

BHID 26th Anniversary

On 19 October 2024, Bishan Home marked its 26th Anniversary—a meaningful milestone in our journey of care. We were honoured to have Dr. Amy Khor, Senior Minister of State, join us for the celebration.

We also welcomed our Patron Mr. and Mrs. Ho Peng Kee, Chairman Mr. Lau Wah Ming, Board of Directors, and long-time partners. Their presence reflected the strong community behind our mission.

The event was a heartfelt reminder of how far we've come and reaffirmed our commitment to building an inclusive and nurturing environment for adults with intellectual disabilities.



COMMUNITY PARTNERSHIP - KEY EVENTS

AGORA

AGORA, our cherished weekly fellowship programme led by volunteers from Zion Bishan Bible-Presbyterian Church, continues to bring joy and community to a group of our residents through songs, performances, games, and meaningful interactions. Since its refresh in October 2023 under the leadership of our Patron, Associate Professor Ho Peng Kee and his wife, AGORA has steadily grown in both resident participation and volunteer involvement. In FY25, we aim to further strengthen this programme by expanding its reach and enhancing the variety of activities to better engage and uplift our residents.



COMMUNITY PARTNERSHIP - HIGHLIGHTS

VOLUNTEERS

In FY25, Bishan Home was grateful to host several wonderful volunteer groups who brought joy and connection to our residents.

AG48 Zion Bishan BP Church brightened our day with food, games, and festive Uniqlo Mickey Mouse T-shirts—making the Christmas season extra special.

Starr Epic Advisory (Great Eastern Life) led fun activities like “guess-the-animal sound” and sunflower crafting for our Anniversary, filling the hall with laughter and creativity.

Volunteers from Asia University (Taiwan) brought energy through dancing, craft-making, and a colouring session about Taiwan’s attractions—accompanied by nostalgic music.

LTA staff brought delicious muffins, a generous donation, and joined in musical games—fostering joy and strong community spirit.

We truly appreciate all the time, care, and warmth these volunteers shared with us.

AG48 ZION BISHAN BP CHURCH





**STARR EPIC ADVISORY
(GREAT EASTERN LIFE)**



ASIA UNIVERSITY (TAIWAN)



TAIWAN ❤️

LAND TRANSPORT AUTHORITY (LTA)



COMMUNITY PARTNERSHIP - HIGHLIGHTS

DONATIONS & MEAL SPONSORSHIPS

Donations and sponsored meals continue to be a vital source of support at Bishan Home, helping us enhance care, bring joy to daily routines, and ease financial pressure.

In the past year, we were blessed with generous contributions from individuals and groups. AG28 Zion Bishan BP Church provided festive lunches during Christmas and September, with meals thoughtfully catered for different dietary needs. Residents and staff also enjoyed curry puffs donated by the Alvin Sin Family, Ms. Lunette Lim, and Ms. Dorothy See.

Festive cheer continued with Kuo Chuan Presbyterian Primary School (KCPPS), whose teachers, parents, and students donated mooncakes for Mid-Autumn Festival and delivered hampers for Lunar New Year. These gestures meant a lot to our residents and reminded them that they are valued members of the community.

We are also deeply grateful to Hiro Engineering Pte Ltd for their continued support over the years. Their consistent generosity has contributed significantly to improving the quality of life for our residents.



**LUNCH FROM
AG28 ZION BISHAN BP CHURCH**



SPONSORSHIP OF FAMOUS CURRY PUFF



**LUNCH FROM
AG28 ZION BISHAN BP CHURCH**





**DONATION FROM
HIRO ENGINEERING PTE LTD**



**DONATIONS FROM
KUO CHUAN PRESBYTERIAN PRIMARY SCHOOL**



COMMUNITY PARTNERSHIP - HIGHLIGHTS

OUTINGS & COMMUNITY ENGAGEMENTS

In 2024, our residents participated in several enriching outings and community events made possible through the generosity of our partners and volunteers. These meaningful experiences provided opportunities for social connection, learning, and joy beyond the Home.

Residents visited the Museum of Ice Cream, supported by volunteers from the Building & Research Institute (HDB), and attended The Purple Parade with volunteers from NUS-CSC to celebrate inclusion. Kuo Chuan Presbyterian Secondary School (KCPSS) graciously invited our residents to their National Day celebration, while a charity lunch at Imperial Restaurant, sponsored by Sian Chay Medical Institution and New Women Group, brought festive cheer.

Our DAC clients enjoyed a lively afternoon at Dignity Kitchen, accompanied by SG Helping Hands and professional photographers from PPAS. A collaboration with NUS CSC's Ethelontêr XX saw residents engaging in creative activities and an educational trip to Lee Kong Chian Natural History Museum. The year's highlights also included Caring Touch Golf 2024, which treated our residents to a buffet lunch at Sentosa Golf Club and an unforgettable visit to the S.E.A. Aquarium (presently known as Singapore Oceanarium).

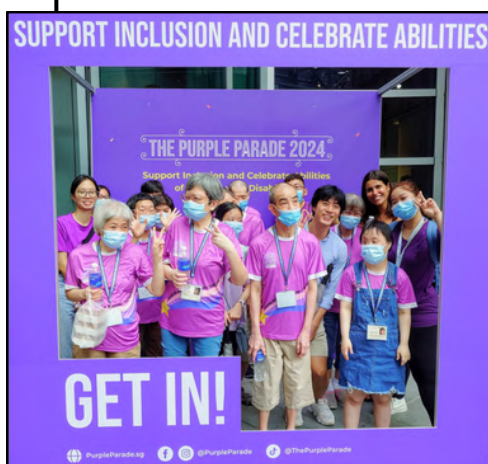
These community partnerships continue to play a vital role in enhancing our residents' quality of life—fostering inclusion, joy, and a deep sense of belonging.



OUTING TO MUSEUM OF ICE CREAM SINGAPORE WITH BUILDING & RESEARCH INSTITUTE



THE PURPLE PARADE 2024



NATIONAL DAY CELEBRATION 2024

OUTING TO IMPERIAL RESTAURANT (FOUR POINTS HOTEL)



OUTING TO LEE KONG CHIAN NATURAL HISTORY MUSEUM WITH NUS CSC



OUTING TO DIGNITY KITCHEN

OUTING TO SENTOSA GOLF CLUB & SEA AQUARIUM



TRAINING / THERAPY REPORT

Training and Therapy Programme

The Training and Therapy Department at Bishan Home is dedicated to enhancing the lives of individuals with intellectual disabilities through a comprehensive program designed to foster independence, active living, and personal growth.

Programme Pillars

Our programme rests on four building blocks of well-being: Activities in Daily Living Skills, Community Living Skills, Social and Recreational Activities and Physical Exercises.

Activities in Daily Living and Community Living Skills

The core of our program, this component equips individuals with intellectual disabilities with the skills needed to navigate everyday life and participate actively in their community.



ACTIVITIES IN DAILY LIVING (ADL) SKILL TRAINING: HANDS-ON TRAINING IN PUTTING ON SHOES AND TYING SHOE LACES EMPOWERS INDIVIDUALS TO PERFORM BASIC SELF-CARE TASK, FOSTERING INDEPENDENCE, AND CONFIDENCE.



MEAL PREPARATION: LEARNING TO SAFELY OPERATE KITCHEN APPLIANCES, PREPARE SIMPLE MEALS FOLLOWING INSTRUCTIONS, AND PRACTICE SAFE FOOD HANDLING.



HOUSEHOLD CHORES: ENGAGING IN AGE-APPROPRIATE TASKS LIKE FOLDING CLOTHES, MAKING BEDS, SWEEPING FLOORS, AND LIGHT CLEANING, IMPROVING ORGANIZATION AND SELF-RELIANCE.



PUBLIC TRANSPORTATION: SUPERVISED PRACTICE USING PUBLIC TRANSPORTATION WITH AN EMPHASIS ON SAFETY AWARENESS.



OUTINGS: RESIDENTS PUT SOCIAL SKILLS INTO PRACTICE DURING A LIBRARY OUTING, ENGAGING IN APPROPRIATE SOCIAL BEHAVIOURS AND BUILDING CONFIDENCE IN REAL-WORLD SETTING.



MONEY MANAGEMENT: PRACTICING HANDLING CASH, AND UNDERSTANDING BASIC TRANSACTIONS.

Social and Recreational Activities

A variety of engaging activities promote socialisation, cognitive stimulation, and overall well-being. Individuals with intellectual disabilities participate in interactive games, music and fun sessions, and other fun activities that foster connections, creativity, and joy. These programs help build a sense of community, encourage mental stimulation, and enhance the quality of life for the individuals.



MUSIC AND FUN SESSION: INDIVIDUALS TAKE CENTER STAGE, SINGING, DANCING, AND PLAYING PERCUSSION INSTRUMENTS. THIS LIVELY SESSION CELEBRATES LIFE, PROMOTES SELF-EXPRESSION, AND CREATES LASTING MEMORIES.



FUN AND ENGAGEMENT: PARTICIPATION IN INTERACTIVE GAMES CHALLENGES MINDS AND BUILDS CONNECTIONS.



CRAFTING CONNECTIONS: RESIDENTS AND VOLUNTEERS ENGAGE IN CRAFTING ACTIVITIES, PROMOTING SOCIALISATION AND CREATIVITY.

Physical Therapy

Maintaining physical capabilities is vital for independent living. Daily exercises focus on strength, flexibility, and balance, enabling individuals to participate in activities they enjoy and move with confidence.



LEG EXTENSION/ LEG CURL EXERCISE: THIS EXERCISE TARGETS THE HAMSTRINGS AND QUADRICEPS MUSCLES, HELPING TO IMPROVE STRENGTH AND MOBILITY FOR CLIMBIING STAIRS, SITTING AND STANDING.



LAT PULL EXERCISE: THIS EXERCISE BUILDS STRENGTH IN THE BACK, UPPER BODY, AND SHOULDERS, SUPPORTING EVERYDAY TASKS THAT INVOLVES REACHING, LIFTING AND CARRYING.



PULLEY EXERCISE: TARGETS AND STRENGTHENS VARIOUS MUSCLE GROUPS INCLUDING SHOULDERS (DELTOIDS), BACK, CHEST (PECTORALIS MAJOR), AND ARMS (BICEPS, TRICEPS).

Other Therapy Exercises

In addition to the gym program, individuals benefit from a variety of therapy exercises, including ambulation exercises, pedal exercises, and group exercises. These activities further support their physical health and contribute to their overall well-being.



PASSIVE PEDAL EXERCISE:
TARGETS AND STRENGTHS
QUADRICEPS, HAMSTRINGS
AND CALF MUSCLES.



**INDIVIDUAL PHYSICAL THERAPY
SESSIONS** STRENGTHENING OF THE
MUSCLES OF LOWER EXTREMITIES.



GROUP PHYSICAL EXERCISE:
ENHANCE PHYSICAL ABILITIES,
INCLUDING BALANCE,
COORDINATION, LEG STRENGTH,
MOBILITY, FLEXIBILITY, POSTURE
AND CORE STABILITY.

Conclusion

The comprehensive program demonstrates a holistic approach, equipping individuals with practical skills for daily life while concurrently promoting social interaction, cognitive stimulation, and physical well-being through diverse activities. The program's positive impact is evident, and we anticipate continued success in empowering these individuals to lead healthier, more independent lives.

DONORS

1	Anthony Utama
2	Chan Bao Choo
3	Chan Wai Fen
4	Chew Jia-En Adaline
5	Fong Lee Kim
6	Goh Aik Hon
7	Goh Yu Fan
8	Ho Ji-Min Gabriel
9	HSS Enviro Pte Ltd
10	Koh Meng Keong
11	Kwek Wei Lun, Calvin
12	Lau Kin Harn
13	Lee Hui Min, Magdalene
14	Lee Jiunn Shan
15	Lee Tiow Yong
16	Lim Hong Wei
17	Lin Kim Gek
18	Lin Simin
19	Mirabel Renato Lopez
20	Ma Jiaying
21	Mahendran S/O Minisamy
22	Melvin Tay
23	Samir Arora
24	Soh Chee King
25	Stella Lau
26	Tan Oon Bee Grace

GOVERNANCE REPORT

Bishan Home for the Intellectually Disabled is governed by a committee, whose members are elected according to the Society's constitution. None of the Board members hold staff appointments.

Board of Directors	
Name	Office Held
Mr Lau Wah Ming	Hon. Chairman
Ms Angelina Chua	Hon. Vice-Chairman
Mr Lam Kwok Chong	Hon. Treasurer
Mr Foo Say Chiang	Hon. Assistant Treasurer
Mr Loh Mun Fei	Hon. Secretary
Dr Yang Sik Horng	Hon. Director
Dr Kok Moo Ling	Hon. Director
Rev Pastor Yip Kong Fai	Hon. Director
Mr Poh Lye Heng	Hon. Director

Board Meeting Attendance (1 April 2024 - 31 March 2025)

Name of Director	Appointment	Attendance
Mr Lau Wah Ming	Chairman	4 out of 4
Ms Angelina Chua	Vice-Chairman	3 out of 4
Mr Lam Kwok Chong	Treasurer	4 out of 4
Mr Foo Say Chiang	Assistant Treasurer	3 out of 4
Mr Loh Mun Fei	Secretary	4 out of 4
Dr Yang Sik Horng	Director	3 out of 4
Dr Kok Moo Ling	Director	4 out of 4
Rev Pastor Yip Kong Fai	Director	3 out of 4
Mr Poh Lye Heng	Director	4 out of 4

HR Committee	
Name	Role
Mr Lau Wah Ming	Chairman of Sub-Committee
Ms Angelina Chua	Member of Sub-Committee
Mr Lam Kwok Chong	Member of Sub-Committee
Mr Foo Say Chiang	Member of Sub-Committee
Mr Loh Mun Fei	Member of Sub-Committee

Audit Committee	
Name	Role
Mr Alvin Poh Lye Heng	Chairman of Sub-Committee
Mr Loh Mun Fei	Member of Sub-Committee
Mr Lam Kwok Chong	Member of Sub-Committee
Mr Foo Say Chiang	Member of Sub-Committee
Mr Lau Wah Ming	Member of Sub-Committee

Finance Committee	
Name	Role
Mr Lam Kwok Chong	Chairman of Sub-Committee
Mr Foo Say Chiang	Member of Sub-Committee
Mr Lau Wah Ming	Member of Sub-Committee

Medical Committee	
Name	Role
Dr Yang Sik Horng	Chairman of Sub-Committee
Dr Kok Moo Ling	Member of Sub-Committee
Mr Alvin Poh Lye Heng	Member of Sub-Committee

GOVERNANCE EVALUATION CHECKLIST (GEC)

FOR FY2024/2025 (1APR2024 TO 31 MAR2025) - TIER 2

S/No	Call For Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
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.	11	Yes	
2	Develop and implement strategic plans to achieve the stated charitable purposes.	12	Yes	
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.	13	Yes	
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.	14	Yes	
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.	21	Yes	
6	The Board and Management should be inducted and undergo training, where necessary, and their performance reviewed regularly to ensure their effectiveness.	22	Yes	
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, Fund-raising, Appointment / Nomination, Human Resource, and Investment.	23	Yes	

S/No	Call For Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Principle 2: The charity has an effective Board and Management.				
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.	24	Yes	
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 re- appointment, at least once every three years.	25	Yes	
10	<p>Develop proper processes for leadership renewal. This includes establishing a term limit for the Treasurer (or equivalent position).</p> <p>For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>i. After meeting the maximum term limit for the Treasurer, a Board member's re- appointment to the position of Treasurer (or an equivalent position may be considered after at least a two-year break.</p> <p>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.</p>	26	Yes	
11	<p>Ensure the Board has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. No staff should chair the Board and staff should not comprise more than one-third of the Board.</p>	27	Yes	
12	<p>Ensure the Management has suitable qualifications and experience, understands its duties clearly, and performs well.</p> <p>a. Staff must provide the Board with complete and timely information and should not vote or participate in the Board's decision-making.</p>	28	Yes	
13	<p>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.</p> <p>For all Board members:</p> <p>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.</p> <p>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).</p> <p>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.</p>	2.9a 2.9b 2.9c	Partial Compliance	For Directors who have served on the Board for more than 10 years. They have been retained in view of their long experience at Bishan Home. Bishan Home believes that competent, experienced and committed Board members will ensure that we continue to be relevant and sustainable for the future.

S/No	Call For Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Principle 2: The charity has an effective Board and Management.				
14	<p>For Treasurer (or equivalent position) only:</p> <p>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.</p> <p>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.</p>	2.9d	Yes	
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.	31	Yes	
16	<p>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.</p> <p>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.</p>	32	Yes	
17	Ensure that no Board member is involved in setting his/her own remuneration directly or indirectly.	33	Yes	
18	Ensure that no staff is involved in setting his/her own remuneration directly or indirectly.	33	Yes	
19	Establish a Code of Conduct that reflects the charity's values and ethics and ensure that the Code of Conduct is applied appropriately.	34	Yes	
20	Take into consideration the ESG factors when conducting the charity's activities.	35	Yes	
Principle 4: The charity is well-managed and plans for the future				
21	<p>Implement and regularly review key policies and procedures to ensure that they continue to support the charity's objectives.</p> <p>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).</p>	4.1a	Yes	

S/No	Call For Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Principle 4: The charity is well-managed and plans for the future				
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	
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).	42	Yes	
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.	43	Yes	
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 fund-raising and data protection.	44	Partial Compliance	AML/CFT is new, BH is in the process of doing
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.	45	Yes	
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.	46	Yes	
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).	51	Yes	

S/No	Call For Action	Code ID	Did the charity put this principle into action?	If you have indicated "No" or "Partial Compliance", please explain.
Principle 5: The charity is accountable and transparent.				
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.	52	Yes	
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.	53	Yes	
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.	54	Yes	
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.	55	Yes	
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	
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. b. 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	
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.	57	Yes	
Principle 6: The charity communicates actively to instil public confidence.				
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).	61	Yes	
37	Listen to the views of the charity's stakeholders and the public and respond constructively.	62	Yes	
38	Implement a media communication policy to help the Board and Management build positive relationships with the media and the public.	63	Yes	

Key Management Personnel

Bishan Home is pleased to announce the appointment of **Michael Gan Wun-Hui** as our Chief Executive Officer, or the Equivalent, of the Charity effective **25 September 2023**.

Conflict of Interest

All Board Members and Staff Members of Bishan Home are required to read and understand the Conflict of Interest Policy set by the Home, and are to acknowledge that they understood the policy, and he/she will fully disclose to the Board any relationships, interests or holdings that may result in a conflict of interest. If a situation where a conflict of interest arises between the Home and himself/herself, the Board or Staff member with the conflict of interest is required to make a disclosure. He/She will be excluded from any discussion or decision making pertaining to this matter.

Disclosure and Transparency

All Board Members receive no remuneration for their services; as their appointment are honorary.

**BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)**

**AUDITED FINANCIAL STATEMENTS AND
OTHER INFORMATION
FOR THE FINANCIAL YEAR ENDED 31 MARCH 2025**

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

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BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

GENERAL INFORMATION

BOARD OF DIRECTORS

Name	Position on Board
Lau Wah Ming	Honorary Chairman
Chua Siang Kee Angelina	Honorary Vice-Chairman
Loh Mun Fei	Honorary Secretary
Lam Kwok Chong	Honorary Treasurer
Foo Say Chiang	Honorary Assistant Treasurer
Dr Yang Sik Horng	Honorary Director
Dr Kok Moo Ling	Honorary Director
Yip Kong Fai	Honorary Director
Poh Lye Heng	Honorary Director

REGISTERED OFFICE

6 Bishan Street 13
Singapore 579798

AUDITOR

Kreston David Yeung PAC

BANKERS

DBS Bank Ltd
Hong Leong Finance Limited
Oversea-Chinese Banking Corporation Limited
United Overseas Bank Limited

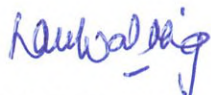
BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

STATEMENT BY THE BOARD OF DIRECTORS

In the opinion of the Board of Directors of Bishan Home for The Intellectually Disabled (the “Home”),

- (a) the accompanying financial statement of the Home are drawn up in accordance with the provisions of the Societies Act 1966 (the “Societies Act”), the Charities Act 1994 and other relevant regulations (the “Charities Act and Regulations”) and Financial Reporting Standards (the “FRSs”) in Singapore so as to present fairly, in all material respects, the state of affairs of the Home as at 31 March 2025 and the results, change in funds and cash flows of the Home for the financial year ended on that date; 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.

On behalf of the Board of Directors,



LAU WAH MING
Honorary Chairman



LAM KWOK CHONG
Honorary Treasurer

Singapore, - 3 SEP 2025



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
BISHAN HOME FOR THE INTELLECTUALLY DISABLED (UEN: T07SS0102D)**

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of Bishan Home for the Intellectually Disabled (the "Home"), which comprise the statement of financial position of the Home as at 31 March 2025, the statement of profit or loss and other comprehensive income, statement of changes in funds and statement of cash flows of the Home for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Societies Act 1966 (the "Societies Act"), the Charities Act 1994 and other relevant regulations (the "Charities Act and Regulations") and Financial Reporting Standards in Singapore ("FRSs") so as to present fairly, in all material respects, the state of affairs of the Home as at 31 March 2025 and the results, 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 *Auditor's 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 (ACRA) *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. The other information comprises Statement by the Board of Directors set out on page 2 and general information, but does not include the financial statements and our auditor's report thereon. The Annual Report of the Home is expected to be made available to us after the date of this independent auditor's 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 identified above when it becomes available 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. When we read the Home's Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions in accordance with SSAs.



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
BISHAN HOME FOR THE INTELLECTUALLY DISABLED (UEN: T07SS0102D)**
(Continued)

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of financial statements in accordance with the provisions of the Societies Act, Charities Act and Regulations and FRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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 are responsible for overseeing the Home's financial reporting process.

Auditor's 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 auditor's 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 control.
- Obtain an understanding of internal control 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 control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.



**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
BISHAN HOME FOR THE INTELLECTUALLY DISABLED (UEN: T07SS0102D)**
(Continued)

Auditor's Responsibilities for the Audit of the Financial Statements (Continued)

- 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 auditor's 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 auditor's 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.

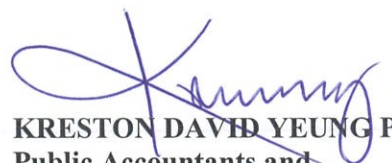
We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 Societies Regulations enacted under the Societies Act, 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 financial year:

- (a) the Home has not used the donation monies in accordance with the 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.



KRESTON DAVID YEUNG PAC
Public Accountants and
Chartered Accountants

Singapore, 3 September 2025

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

STATEMENT OF FINANCIAL POSITION

As at 31 March 2025

	Note	2025 S\$	2024 S\$
ASSETS			
Non-current assets			
Property, plant and equipment	3	1,448,692	1,957,604
Right-of-use assets	4	58,981	98,301
Total non-current assets		1,507,673	2,055,905
Current assets			
Programme fees in arrears	5	1,385	4,174
Other receivables and deposits	6	254,412	255,763
Government grant receivables	7	211	65,238
Prepayments		37,845	21,631
Cash and cash equivalents	8	19,375,365	16,730,071
Total current assets		19,669,218	17,076,877
Total assets		21,176,891	19,132,782
FUNDS AND LIABILITIES			
Funds			
<u>Unrestricted Fund</u>			
Accumulated general fund	9	237,174	237,174
<u>Restricted Funds</u>			
Accumulated general fund		17,843,653	15,397,328
Designated fund - Sinking fund	9	400,000	400,000
Deferred capital donations/grants	9	1,259,666	1,725,511
Deferred capital grant - CST	9	115,784	143,646
Friends of Dixie Tan fund	9	299,446	299,446
Community silver trust fund	9	2,266	172,099
Total restricted funds		19,920,815	18,138,030
Total funds		20,157,989	18,375,204
Non-current liability			
Lease liabilities	10	24,847	72,756
Current liabilities			
Lease liabilities	10	47,909	45,630
Programme fees received in advance		21,041	12,445
Government grant payables	7	345,471	49,759
Other payables and advances	11	326,258	315,196
Deposits received	12	81,966	82,174
Accrued operating expenses		171,410	179,618
Total current liabilities		994,055	684,822
Total liabilities		1,018,902	757,578
Total funds and liabilities		21,176,891	19,132,782

The notes set out on pages 12 to 31 form an integral part of and should be read in conjunction with this set of financial statements.

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the financial year ended 31 March 2025

	Note	Restricted Funds			Restricted Funds		
		Residential Home S\$	Day Activity Centre S\$	Total S\$	Residential Home S\$	Day Activity Centre S\$	Total S\$
Incoming resources				2025			2024
Voluntary income :							
Amortisation of deferred capital donations	9	465,845	-	465,845	467,039	-	467,039
Amortisation of deferred capital grant - CST	9	109,111	-	109,111	77,754	-	77,754
Community silver trust	9	88,584	-	88,584	66,938	-	66,938
Donations received	13	208,723	-	208,723	166,041	-	166,041
Interest income	14	609,415	-	609,415	422,198	-	422,198
Incoming resources from charitable activities:							
Programme fees		333,285	-	333,285	320,733	-	320,733
Daycare collection		-	40,700	40,700	-	37,875	37,875
Government subvention grants		5,297,122	299,512	5,596,634	4,817,121	343,016	5,160,137
VWO transport subsidy		-	22,988	22,988	-	25,706	25,706
Transport income		-	15,965	15,965	-	17,137	17,137
Other government grants	15	23,594	-	23,594	46,579	-	46,579
Sundry income	16	35,908	4,486	40,394	37,275	5,118	42,393
Total incoming resources		7,171,587	383,651	7,555,238	6,421,678	428,852	6,850,530
Less: Total expenditure (Page 9)		(4,807,281)	(301,632)	(5,108,913)	(4,510,632)	(278,290)	(4,788,922)
Net surplus		2,364,306	82,019	2,446,325	1,911,046	150,562	2,061,608
(Deficit)/Surplus from other funds							
Deferred capital donations	9	-	-	(465,845)	-	-	(448,944)
Deferred capital grant - CST	9	-	-	(27,862)	-	-	(18,654)
Community Silver Trust	9	-	-	(169,833)	-	-	(6,841)
Net deficit in other restricted funds		-	-	(663,540)	-	-	(474,439)
Net surplus for the year		2,364,306	82,019	1,782,785	1,911,046	150,562	1,587,169

The notes set out on pages 12 to 31 form an integral part of and should be read in conjunction with this set of financial statements.

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the financial year ended 31 March 2025

	Note	Restricted Funds			Restricted Funds			2024
		Residential Home	Day Activity Centre	Total	Residential Home	Day Activity Centre	Total	
		S\$	S\$	S\$	S\$	S\$	S\$	
Charitable activities expenses								
Activities and outings		29,360	337	29,697	66,044	190	66,234	
Food and marketing		266,234	8,673	274,907	254,288	8,284	262,572	
Information technology		5,728	42	5,770	4,342	42	4,384	
Miscellaneous expenses		1,190	6	1,196	1,006	355	1,361	
Nursing supplies and medical services		53,047	1,672	54,719	58,910	1,753	60,663	
Staff costs	17	2,501,332	170,508	2,671,840	2,272,437	154,840	2,427,277	
Transportation		9,467	15,689	25,156	9,174	16,025	25,199	
Total charitable activities expenses		2,866,358	196,927	3,063,285	2,666,201	181,489	2,847,690	
Governance costs								
Auditors' remuneration		11,376	1,875	13,251	11,264	1,875	13,139	
Depreciation of property, plant and equipment		624,311	-	624,311	615,229	-	615,229	
General maintenance		88,478	9,703	98,181	88,487	9,832	98,319	
Herbs & spice garden expenses		110	-	110	116	-	116	
Insurance		51,813	2,527	54,340	46,722	2,336	49,058	
Other professional fees		74,079	-	74,079	75,816	-	75,816	
Property maintenance		6,835	760	7,595	5,328	592	5,920	
Staff costs	17	699,946	77,772	777,718	625,005	69,445	694,450	
Telecommunication		7,981	710	8,691	7,668	849	8,517	
Utilities		280,624	-	280,624	247,730	-	247,730	
Total governance costs		1,845,553	93,347	1,938,900	1,723,365	84,929	1,808,294	
Balance carried forward		4,711,911	290,274	5,002,185	4,389,566	266,418	4,655,984	

The notes set out on pages 12 to 31 form an integral part of and should be read in conjunction with this set of financial statements.

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the financial year ended 31 March 2025

	Note	Restricted Funds			Restricted Funds		
		2025			2024		
		Residential Home S\$	Day Activity Centre S\$	Total S\$	Residential Home S\$	Day Activity Centre S\$	Total S\$
Balance brought forward		4,711,911	290,274	5,002,185	4,389,566	266,418	4,655,984
Other operating and administration expenses							
Allowance for expected credit losses	5	8,000	2,000	10,000	8,000	2,000	10,000
Anniversary celebration		11,672	-	11,672	18,614	-	18,614
Bank charges		730	81	811	953	106	1,059
Depreciation of right-of-use assets	4	32,767	6,553	39,320	46,778	6,902	53,680
Financial assistance to resident		3,000	-	3,000	3,351	-	3,351
Loss on modification of lease		-	-	-	4,458	-	4,458
Mattresses and bed linen		1,120	-	1,120	1,200	-	1,200
Non-capitalised assets		17,000	-	17,000	13,957	-	13,957
Other operating expenses		-	-	-	1,806	-	1,806
Printing and stationery		8,740	971	9,711	7,439	827	8,266
Refreshment		2,112	-	2,112	2,962	-	2,962
Rental of equipment		6,255	958	7,213	5,807	889	6,696
		91,396	10,563	101,959	115,325	10,724	126,049
Finance expenses							
Interest expense on lease liabilities	10	3,974	795	4,769	5,741	1,148	6,889
Total expenditure (Page 7)		4,807,281	301,632	5,108,913	4,510,632	278,290	4,788,922

The notes set out on pages 12 to 31 form an integral part of and should be read in conjunction with this set of financial statements.

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

STATEMENT OF CHANGES IN FUNDS

For the year ended 31 March 2025

	Unrestricted Funds	<-----Restricted Funds----->					
		<-----General Funds----->					
		Accumulated General Fund S\$	Residential Home S\$	Day Activity Centre S\$	Total General Fund S\$	Others Restricted funds S\$	Total Restricted Funds S\$
Balance as at 01.04.2023	237,174		12,476,151	859,569	13,335,720	3,215,141	16,550,861
Net surplus/(deficit) for the year	-		1,911,046	150,562	2,061,608	(474,439)	1,587,169
Balance as at 31.03.2024/01.04.2024	237,174		14,387,197	1,010,131	15,397,328	2,740,702	18,138,030
Net surplus/(deficit) for the year	-		2,364,306	82,019	2,446,325	(663,540)	1,782,785
Balance as at 31.03.2025	237,174		16,751,503	1,092,150	17,843,653	2,077,162	19,920,815
						(Note 9)	(Note 9)

The notes set out on pages 12 to 31 form an integral part of and should be read in conjunction with this set of financial statements.

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

STATEMENT OF CASH FLOWS
For the year ended 31 March 2025

	Note	2025 S\$	2024 S\$
Cash flows from operating activities			
Net Surplus		2,446,325	2,061,608
Adjustments for:-			
Allowance for expected credit losses		10,000	10,000
Amotisation of deferred capital donation		(465,845)	(448,944)
Amortisation of capital grant - CST		(109,111)	(6,841)
Depreciation of property, plant and equipment		624,311	615,229
Depreciation of right-of-use assets		39,320	53,680
Loss on modification of lease		-	4,458
Interest expense on lease liabilities		4,769	6,889
Interest income		(609,415)	(422,198)
Operating surplus before working fund changes		1,940,354	1,873,881
Changes in working fund:-			
Other receivables		85,853	115,850
Other payables		306,954	137,111
Net cash generated from operating activities		2,333,161	2,126,842
Cash flows from investing activities			
Purchase of property, plant and equipment		(115,399)	(102,943)
Increase in long-term fixed deposits		(566,346)	(2,231,157)
Interest received		566,515	231,281
Net cash used in investing activities		(115,230)	(2,102,819)
Cash flows from financing activity			
Payment of lease liabilities and lease interest		(50,399)	(48,800)
Net cash used in financing activity		(50,399)	(48,800)
Cash flows from funds			
Net utilisation for Community silver trust		(88,584)	(18,654)
Net cash used in funds		(88,584)	(18,654)
Net increase/(decrease) in cash and cash equivalents		2,078,948	(43,431)
Cash and cash equivalents at beginning of year		1,731,906	1,775,337
Cash and cash equivalents at end of year	8	3,810,854	1,731,906

The notes set out on pages 12 to 31 form an integral part of and should be read in conjunction with this set of financial statements.

**BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)**

NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

These notes form an integral part of and should be read in conjunction with the accompanying financial statements.

1. GENERAL

Bishan Home for the Intellectually Disabled (the “Home”) is registered under the Societies Act 1966 and Charities Act 1994. The Home has been registered as a charity under the Charities Act 1994, with effect since 1 August 2007. The Home has been granted the Institution of a Public Character (IPC) status until 28 February 2027 subject to renewal.

The principal activities of the Home are to provide a place of residence and care for the intellectually disabled.

The registered office and principal place of operations of the Home is located at 6 Bishan Street 13, Singapore 579798.

The financial statements of the Home are presented in Singapore dollar (SGD or S\$), which is the Home’s functional currency.

2. MATERIAL ACCOUNTING POLICY INFORMATION

a) Basis of Preparation

The financial statements have been prepared in accordance with the historical cost convention, except as disclosed in the accounting policies below, and are drawn up in accordance with the Singapore Financial Reporting Standards (“FRS”). They are in compliance with the provision of the Societies Act 1966 and the Charities Act 1994.

In the current financial year, the Home has adopted all the new and amended FRS and Interpretations of FRS (“INT FRS”) that are relevant to its operations and effective for the annual periods beginning on or after 1 April 2024. The adoptions of these new/amended FRSs and INT FRSs have no material effect on the financial statements.

The financial statements have been prepared on the basis that it will continued to operate a going concern basis.

b) Significant Accounting Estimates and Judgements

Estimates and assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Home’s accounting policies, reported amounts of assets, liabilities, income and expense and disclosures made. They are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances.

**BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)**

NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

b) Significant Accounting Estimates and Judgements (Continued)

The critical accounting estimates and assumptions used and areas involving a high degree of judgement are described below.

Critical assumptions used and accounting estimates in applying accounting policies

Useful lives of property, plant and equipment

As described in Note 2(c), the Home reviews the estimated useful lives of property, plant and equipment at the end of each annual reporting period. The estimated useful lives reflect the management's estimation of the periods that the Home intends to derive future economic benefits from the use of the Home's property, plant and equipment. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets. Therefore, future depreciation charges could be revised. The carrying amounts of property, plant and equipment at the end of the reporting period are disclosed in Note 3 to the financial statements.

c) Property, Plant and Equipment

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Home and the cost of the item can be measured reliably.

Subsequent to initial recognition, property, plant and equipment are measured at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is calculated on a straight-line method so as to write off the costs over the estimated useful lives of property, plant and equipment as follows: -

Leasehold property	30 years
Motor vehicles and Renovation	10 years
Computers	3 years
Equipment	5 years
Furniture and fittings	5 – 10 years
Herbs and spice garden	5 years

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable. The residual values, useful lives and depreciation method are reviewed at each financial year-end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in profit or loss in the year the asset is derecognised.

**BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)**

NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

d) Cash and Cash Equivalents

Cash and cash equivalents are defined as cash in hand, cash at bank and short-term fixed deposits which form part of the Home's cash management that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

e) Impairment of Non-Financial Assets

The Home assesses at the end of each reporting period whether there is any indication that an asset may be impaired. If any indication exists, or when an annual impairment assessment for an asset is required, the Home makes an estimate of the asset's recoverable amount.

An asset's recoverable amount is the higher of an asset's or cash-generating unit's fair value less costs of disposal and its value in use and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or group of assets. When the carrying amount of an asset or cash-generating unit exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

Impairment losses are recognised in profit or loss.

A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised. If that is the case, the carrying amount of the asset is increased to its recoverable amount. That increase cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised previously. Such reversal is recognised in profit or loss.

f) Financial Instruments

i) Financial Assets

Initial recognition and measurement

Financial assets are recognised on the statement of financial position when, and only when, the Home becomes a party to the contractual provisions of the financial instrument.

At initial recognition, the Home measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

f) Financial Instruments (Continued)

ii) Financial Assets (Continued)

Initial recognition and measurement (Continued)

Programme fee and other receivables are measured at the amount of consideration to which the Home expects to be entitled in exchange for transferring promised goods and services to a customer, excluding amount collected on behalf of third party, if the receivables do not contain a significant financing component at initial recognition.

Subsequent measurement

Subsequent measurement of debt instrument depends on the financial asset's contractual cash flow characteristics and the Home's operation model for managing them. The Home only has debt instruments at amortised cost.

Amortised cost

Financial assets that are held for the collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Financial assets are measured at amortised cost using the effective interest method, less impairment. Gains or losses are recognised in profit or loss when the assets are derecognised or impaired, and through the amortisation process.

Derecognition

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in profit or loss.

ii) Financial Liabilities

Initial recognition and measurement

Financial liabilities are recognised on the statement of financial position when, and only when, the Home becomes a party to the contractual provisions of the financial instrument. The Home determines the classification of its financial liabilities at initial recognition.

All financial liabilities are recognised initially at fair value, plus in the case of financial liabilities not at FVPL, directly attributable transaction costs.

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

f) Financial Instruments (Continued)

ii) Financial Liabilities (Continued)

Subsequent measurement

After initial recognition, financial liabilities are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

Derecognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. On derecognition, the difference between the carrying amounts and the consideration paid is recognised in profit or loss.

g) Impairment of Financial Assets

The Home recognises an allowance for expected credit losses (ECL) for all debt instruments and financial guarantee contracts not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Home expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held of other credit enhancement that are integral to the contractual term.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-months ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is recognised for credit losses expected over the remaining life of the exposure, irrespective of timing of the default (a lifetime ECL).

For programme fee and other receivables, the Home applies a simplified approach in calculating ECLs. Therefore, the Home does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at the end of each reporting period. The Home has established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.

The Home considers a financial asset in default when contractual payments are 90 days past due. However, in certain cases, the Home may also consider a financial asset to be in default when internal or external information indicates that the Home is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Home. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

**BISHAN HOME FOR THE INTELLECTUALLY DISABLED
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NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

h) Leases - As Lessee

The Home assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Home applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Home recognises lease liabilities representing the obligations to make lease payments and right-of-use assets representing the right to use the underlying leased assets.

Right-of-use assets

The Home recognises right-of-use asset at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use asset are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Home at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also subject to impairment. The accounting policy for impairment is disclosed in Note 2(e) to the financial statements.

Lease liabilities

At the commencement date of the lease, the Home recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Home and payments of penalties for terminating the lease, if the lease term reflects the Home exercising the option for terminating the lease, if the lease term reflects the Home exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

i) Taxation

The Home is registered as a charity under the Singapore Charities Act and is exempted from income tax under the provisions of the Singapore Income Tax Act 1947. No provision for taxation has been made in the Home's financial statements.

**BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)**

NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

j) Funds

The Home maintains both unrestricted and restricted funds.

Unrestricted funds are expendable at the discretion of the directors in furtherance of the Home's objects. If part of an unrestricted fund is earmarked for a particular object it may be designated as a separate fund. While the designation has an administrative purpose, it does not legally restrict the directors's discretion to apply the funds.

Restricted funds are subject to specific trust, which may be declared by the donor(s) or with their authority (e.g. in a public appeal) or created through legal process, but still maintain the wider objects of the Home.

k) Provisions

Provisions are recognised when the Home has a present obligation (legal or constructive) as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

l) Contingent Liabilities and Assets

A contingent liability or asset is a possible obligation or asset that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of uncertain future event not wholly within the control of the Home.

Contingent liabilities and assets are not recognised on the statement of financial position of the Home.

m) Government Grant

Grants for the purchase of depreciable assets are taken to the deferred capital grant account at their fair value where there is reasonable assurance that the grant will be received and all attaching conditions will be complied with. The deferred capital grant is recognised in profit or loss over the period necessary to match the depreciation of the assets purchased with the related grant. Grants for operating expenses are recognised in profit or loss over the period necessary to match them on a systematic basis to the costs that it was intended to compensate.

**BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)**

NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

2. MATERIAL ACCOUNTING POLICY INFORMATION (Continued)

n) Revenue Recognition

Revenue is measured based on the consideration to which the Home expects to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.

Revenue is recognised when the Home satisfies a performance obligation by transferring a promised good or service to the customer, which is when the customer obtains control of the good or service. A performance obligation may be satisfied at a point in time or over time. The amount of revenue recognised is the amount allocated to the satisfied performance obligation.

Revenue is recognised on the following basis:-

- (i) Income from programme fee which include the programme provided to residents, net of government subsidy, is recognised over time upon rendering of services.
- (ii) Donations are recognised when monies are received, except for committed donations that are recorded when there is certainty over the amount committed by the donors and over the timing of the receipt of the donations.
- (iii) Recurrent funds are taken up on accrual basis. Based on the funding principles, accruals are accounted for any over/under funding payable to/from the Government.
- (iv) Interest income is recognised using the effective interest method.

o) Key Management Personnel

Key management personnel of the Home are those persons having authority and responsibility for planning, directing and controlling the activities of the Home. The members of the Board of Directors, Chief Executive Officer, Matron, Accountant and Head of Departments are considered as key management personnel.

p) Employee Benefits

Defined Contribution Plans

As required by law, the Home makes contributions to the state pension scheme, the Central Provident Fund (CPF). CPF contributions are recognised as compensation expense in the same period as the employment that gives rise to the contribution.

Employee Leave Entitlement

Employee entitlement to annual leave is recognised when it accrues to employees. An accrual is made for the estimated liability for leave as a result of services rendered by employees up to the end of the reporting period.

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
(UEN: T07SS0102D)

NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

3. PROPERTY, PLANT AND EQUIPMENT

	<u>Leasehold property</u> S\$	<u>Motor vehicles</u> S\$	<u>Computers</u> S\$	<u>Equipment</u> S\$	<u>Furniture and fittings</u> S\$	<u>Renovation</u> S\$	<u>Herbs and spice garden</u> S\$	<u>Total</u> S\$
<u>Cost</u>								
At 01.04.2023	8,220,293	201,622	378,306	992,340	416,441	2,953,704	44,783	13,207,489
Additions	-	-	4,158	98,785	-	-	-	102,943
At 31.03.2024/01.04.2024	8,220,293	201,622	382,464	1,091,125	416,441	2,953,704	44,783	13,310,432
Additions	-	-	4,657	105,608	5,134	-	-	115,399
Written off	-	-	(1,740)	-	-	-	-	(1,740)
At 31.03.2025	8,220,293	201,622	385,381	1,196,733	421,575	2,953,704	44,783	13,424,091
<u>Accumulated Depreciation</u>								
At 01.04.2023	6,961,020	130,744	234,584	795,964	401,665	2,168,839	44,783	10,737,599
Depreciation	274,010	15,080	75,392	75,479	4,779	170,489	-	615,229
At 31.03.2024/01.04.2024	7,235,030	145,824	309,976	871,443	406,444	2,339,328	44,783	11,352,828
Depreciation	274,010	15,080	71,299	90,972	5,121	167,829	-	624,311
Written off	-	-	(1,740)	-	-	-	-	(1,740)
At 31.03.2025	7,509,040	160,904	379,535	962,415	411,565	2,507,157	44,783	11,975,399
<u>Net Carrying Value</u>								
At 31.03.2025	711,253	40,718	5,846	234,318	10,010	446,547	-	1,448,692
At 31.03.2024	985,263	55,798	72,488	219,682	9,997	614,376	-	1,957,604

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
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NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

3. PROPERTY, PLANT AND EQUIPMENT (Continued)

Depreciation of property, plant and equipment are charged under the following fund accounts:-

	2025 S\$	2024 S\$
Restricted funds:-		
Deferred capital donations	465,845	467,039
Deferred capital grant- CST	109,111	77,754
	<u>574,956</u>	<u>544,793</u>

4. RIGHT-OF-USE ASSETS

	Blk 177 - Apartment flat S\$	Blk 168 - Apartment flat S\$	Total S\$
Cost			
At 01.04.2023	102,970	100,680	203,650
Lease modification	-	95,921	95,921
Expired lease	(102,970)	-	(102,970)
At 31.03.2024/01.04.2024/31.03.2025	<u>-</u>	<u>196,601</u>	<u>196,601</u>
Accumulated Depreciation			
At 01.04.2023	97,250	50,340	147,590
Depreciation	5,720	47,960	53,680
Expired lease	(102,970)	-	(102,970)
At 31.03.2024/01.04.2024	<u>-</u>	<u>98,300</u>	<u>98,300</u>
Depreciation	<u>-</u>	<u>39,320</u>	<u>39,320</u>
At 31.03.2025	<u>-</u>	<u>137,620</u>	<u>137,620</u>
Net Carrying Value			
At 31.03.2025	-	58,981	58,981
At 31.03.2024	-	98,301	98,301

The lease of apartments is for the staff accommodation. The Home had modified its existing leasehold apartment contract with an increase in the monthly lease payment during last financial year.

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
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NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

5. PROGRAMME FEES IN ARREARS

	2025 S\$	2024 S\$
Programme fees in arrears	103,404	96,193
Less: Allowance for expected credit losses		
Balance at beginning of year	92,019	82,019
Additional allowance	10,000	10,000
Balance at end of year	(102,019)	(92,019)
	<u>1,385</u>	<u>4,174</u>

Programme fees receivables are generally on a 30 (2024: 30) days credit term. They are billed on a monthly basis and recognised at their original invoiced amounts which represent their fair value on initial recognition. The Home does not charge any interest, unless otherwise stated.

6. OTHER RECEIVABLES AND DEPOSITS

	2025 S\$	2024 S\$
FD interest receivables	233,862	190,917
Deposits	<u>20,550</u>	<u>64,846</u>
	<u>254,412</u>	<u>255,763</u>

7. GOVERNMENT GRANT RECEIVABLES / PAYABLES

These are grant receivables and payable from/(to) Ministry of Social and Family Development.

8. CASH AND CASH EQUIVALENTS

	2025 S\$	2024 S\$
Cash in hand	4,500	4,500
Cash at bank	3,806,354	1,727,406
Fixed deposits	<u>15,564,511</u>	<u>14,998,165</u>
Cash and bank balances	19,375,365	16,730,071
Less: Fixed deposits pledged	(10,252)	(10,030)
Less: Fixed deposits with maturity more than 3 months, at the end of the reporting period	<u>(15,554,259)</u>	<u>(14,988,135)</u>
Cash and cash equivalents as disclosed in the statement of cash flows	<u>3,810,854</u>	<u>1,731,906</u>

The fixed deposits are placed with reputable financial institutions for 2 to 12 months (2024: 12 months) depending on the immediate cash requirement of the Home and earn interest at rates ranging from 2.18% to 3.15% (2024: 0.30% to 3.35%) per annum.

BISHAN HOME FOR THE INTELLECTUALLY DISABLED
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NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

9. TOTAL FUNDS

	As at 01.04.2024 S\$	Transfer S\$	Receipts/ Income S\$	(Utilisation)/ (Amortisation)/ S\$	Net movements S\$	As at 31.03.2025 S\$
<u>Unrestricted funds</u>						
Accumulated general fund	237,174	-	-	-	-	237,174
<u>Restricted funds</u>						
Accumulated general fund	15,397,328	-	7,555,238	(5,108,913)	2,446,325	17,843,653
Deferred capital donation#	1,725,511	-	-	(465,845)	(465,845)	1,259,666
Deferred capital grant- CST#	143,646	81,249	-	(109,111)	(27,862)	115,784
Community Silver Trust	172,099	(81,249)	-	(88,584)	(169,833)	2,266
Sinking fund	400,000	-	-	-	-	400,000
Friends of Dixie Tan fund	299,446	-	-	-	-	299,446
	18,138,030	-	7,555,238	(5,772,453)	1,782,785	19,920,815
Total funds	18,375,204	-	7,555,238	(5,772,453)	1,782,785	20,157,989
	As at 01.04.2023 S\$	Transfer S\$	Receipts/ Income S\$	(Utilisation)/ (Amortisation)/ S\$	Net movements S\$	As at 31.03.2024 S\$
<u>Unrestricted funds</u>						
Accumulated general fund	237,174	-	-	-	-	237,174
<u>Restricted funds</u>						
Accumulated general fund	13,335,720	-	6,850,530	(4,788,922)	2,061,608	15,397,328
Deferred capital donation#	2,174,455	-	18,095	(467,039)	(448,944)	1,725,511
Deferred capital grant- CST#	162,300	59,100	-	(77,754)	(18,654)	143,646
Community Silver Trust	178,940	(59,100)	119,197	(66,938)	(6,841)	172,099
Sinking fund	400,000	-	-	-	-	400,000
Friends of Dixie Tan fund	299,446	-	-	-	-	299,446
	16,550,861	-	6,987,821	(5,400,653)	1,587,169	18,138,030
Total funds	16,788,035	-	6,987,821	(5,400,653)	1,587,169	18,375,204

Restricted funds

a) Deferred Capital Donation

Deferred capital donation was set up for the purpose of funding the Home's leasehold property and equipment through donations received from donors who have specified the purposes of donations. The amount utilised for the financing of leasehold property and equipment are transferred to deferred capital donation and amortised over the useful lives of the related assets to match the relevant depreciation of these assets.

Depreciation of leasehold property and equipment is accounted for when the assets are available for use. Total depreciation of S\$465,845 (2024: S\$467,039) (Note 3) has been charged to profit or loss to match the relevant amount of amortisation released from the deferred capital donation account during the year.

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9. TOTAL FUNDS (Continued)

b) Community Silver Trust Fund

The Community Silver Trust Fund was set up by the government to enhance and expand the services of Social Service Organisations (“SSO’s”) in the intermediate and long-term care sectors. This fund is a dollar-for-dollar donation matching grant from the government to increase the capacity and capabilities of the Home by adding approved equipment, innovative projects and programmes. With effect since financial year 2014, eligible SSO’s are allowed to utilise the CST matching grants for recurrent operating expenses, subject to a threshold that to be determined based on a maximum 40% of eligible donations received in the preceding financial year.

The amount received purchased of approved equipment will be amortised to profit or loss in the year as the related expenditure is incurred. Depreciation of the improved equipment is accounted for when the assets are available for use. Total depreciation of S\$109,111 (2024: S\$77,754) (Note 3) has been charged to profit or loss to match the relevant amount of amortisation released from the deferred capital grant -CST account during the year.

c) Sinking Fund

The sinking fund is a designated fund set aside by the Home to finance major repair activities of the Home as and when necessary.

d) Friends of Dixie Tan Fund

The Friends of Dixie Tan Fund was set up by a group of donors in memory of Dr Dixie Tan (resident’s late parent and former member of parliament) to help pay the bills for the needy beneficiaries of the Home. It was intended to generate returns from the principal donated amount so as to increase the sustainability of the fund. The fund amount has been transferred to fixed deposit with a licensed bank in the previous financial year.

10. LEASE LIABILITIES

The Home as a lessee

The Home has several lease contracts for the rental of apartment flats. The Home’s obligations under these leases are secured by the lessor’s title to the leased assets. The Home is restricted from assigning and subleasing its leased assets. The lease contracts contain options of extension of the lease term.

The Home also has leases of office premises and other events venue with lease terms of 12 months or less and, leases with low value assets. The Home applies the “short-term lease” and “lease of low-value assets” recognition exemptions of these leases.

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10. LEASE LIABILITIES (Continued)

The Home as a lessee (Continued)

a) Lease liabilities

The carrying amount of lease liabilities and the movements for both of the reporting periods are as below:-

	1 April 2024 S\$	Modification of lease S\$	<----- Non-cash changes ----->			31 March 2025 S\$
			Cash flows S\$	Accretion of interest S\$	Reclassification S\$	
Lease liabilities:-						
- Current	45,630	-	(50,399)	4,769	47,909	47,909
- Non-current	72,756	-	-	-	(47,909)	24,847
	118,386	-	(50,399)	4,769	-	72,756

	1 April 2023 S\$	Modification of lease S\$	<----- Non-cash changes ----->			31 March 2024 S\$
			Cash flows S\$	Accretion of interest S\$	Reclassification S\$	
Lease liabilities:-						
- Current	42,171	2,139	(48,800)	6,889	43,231	45,630
- Non-current	17,747	98,240	-	-	(43,231)	72,756
	59,918	100,379	(48,800)	6,889	-	118,386

(b) Lease expenses recognised in profit or loss

	2025 S\$	2024 S\$
Depreciation of right-of-use asset	39,320	53,680
Interest expense on lease liabilities	4,769	6,889
	44,089	60,569
<u>Add: Lease expenses not capitalised in lease liabilities</u>		
Expenses relating to low-value assets	7,213	6,696
	7,213	6,696
Total lease expenses recognised in profit or loss	51,302	67,265

(c) Total cash outflows

The Home had total cash outflows for leases of S\$57,612 (2024: S\$55,496) for the reporting period.

(d) The Home has included the extension option in the lease term as it is reasonably certain that the lease shall be extended continuously to support the Home's operations.

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11. OTHER PAYABLES AND ADVANCES

	2025	2024
	S\$	S\$
Cash held for residents	85,549	82,484
Sundry creditors	91,808	84,974
Advances for medical relatd expenses received from:-		
- Residents	95,342	96,179
- Life Bible - Presbyterian Church	45,000	43,000
- Singapore Polytechnic	6,559	6,559
- Love Gift for the poor	2,000	2,000
	<u>326,258</u>	<u>315,196</u>

12. DEPOSITS RECEIVED

Residents' programme fee	68,574	68,914
Day activity centre - Clients' programme fee	<u>13,392</u>	<u>13,260</u>
	<u>81,966</u>	<u>82,174</u>

13. DONATIONS RECEIVED

Tax exempt donations	145,526	131,254
Non-tax exempt donations	<u>63,197</u>	<u>34,787</u>
	<u>208,723</u>	<u>166,041</u>

14. INTEREST INCOME

Bank interest	124	124
Fixed deposits interest	<u>609,291</u>	<u>422,074</u>
	<u>609,415</u>	<u>422,198</u>

Included in the fixed deposit income was the accrued interest receivable amounting to S\$233,862 (2024: S\$190,917) recognised during the year.

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15. OTHER GOVERNMENT GRANTS

	2025	2024
	S\$	S\$
CPF transition offset (CTO)	2,243	2,255
Enabling employment credit	3,631	3,882
Government paid leave	4,702	-
Progressive wage scheme payout (PWCS)	7,034	34,286
Senior employment credit (SEC)	5,244	6,156
Skillfuture enterprise credit	740	-
	<u>23,594</u>	<u>46,579</u>

16. SUNDRY INCOME

Bad debt recovery	-	5,118
Nurse escort fee	7,800	6,234
Other service fee	25,350	25,440
Other income	7,244	5,601
	<u>40,394</u>	<u>42,393</u>

17. STAFF COSTS

Charitable expenses

Salaries and wages	1,745,207	1,617,370
Bonuses	242,880	158,896
CPF contribution	141,454	123,177
Foreign worker levy	450,761	441,937
Recruitment fee	13,443	12,762
Training fee	12,237	7,409
Staff welfare	65,301	55,321
Uniform	253	373
Accommodation	304	10,032
	<u>2,671,840</u>	<u>2,427,277</u>

Governance cost

Salaries and wages	572,582	536,001
Bonuses	109,746	71,725
CPF contribution	95,390	86,724
	<u>777,718</u>	<u>694,450</u>
Total staff costs	<u>3,449,558</u>	<u>3,121,727</u>

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18. ANNUAL REMUNERATION AND STAFF COST

- i) The below disclosure represents remuneration bands for all staff (inclusive of remunerated key management personnel) with annual remuneration exceeding S\$100,000, in the band of S\$100,000: -

	<u>Total number of management staff</u>	
	2025	2024
From S\$100,001 to S\$150,000		
- Key management personnel	<u>4</u>	<u>2</u>

- ii) Staff costs

Key management personnel compensation:-

- Salaries and bonuses	520,602	404,880
- CPF contribution	<u>69,936</u>	<u>42,313</u>
	<u>590,538</u>	<u>447,193</u>

Key management personnel (comprises Chief Executive Officer, Matron and Accountant and Head of Departments) compensation for the year are included in staff costs (Note 17).

No compensation was made to any member of the Board of Directors of the Home for both the reporting periods, as their appointments are honorary.

19. FINANCIAL RISK MANAGEMENT AND OBJECTIVES

The Home does not have written risk management policies and guidelines which set out its tolerance for risk and its general risk management philosophy. To mitigate any financial risk exposures or losses, the Home may adopt the appropriate measures including the use of other financial instruments as and when necessary.

Credit Risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Home. These arise principally from cash balances with banks, receivables and other financial assets. The maximum exposure to credit risk is the total of the fair value of the financial assets carried in the statement of financial position at the end of the reporting period.

Credit risk on cash balances with banks is limited as they are placed with reputable financial institutions licensed by the Monetary Authority of Singapore.

Financial assets measured at amortised cost are subject to the expected credit loss model under FRS109. Other than the impaired credit losses, the default risks are considered low and the expected credit losses, if any, are insignificant.

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19. FINANCIAL RISK MANAGEMENT AND OBJECTIVES (Continued)

Liquidity Risk

The Home monitors and maintains a level of cash and cash equivalents deemed adequate by the management to finance the Home's operations and mitigate the effect of any unexpected fluctuations in cash flows.

The table below summarises the maturity profile of the Home's financial liabilities at the end of the reporting period based on contractual undiscounted payments, including interest payments and excluding the impact of netting agreements:-

	Carrying Amount S\$	Total Contractual Cash flow S\$	1 year or less S\$	Above 1 year but not more than 5 years S\$
<u>2025</u>				
Other payables and accruals	579,634	579,634	579,634	-
Government grant payables	345,471	345,471	345,471	-
Lease liabilities	72,756	75,600	50,400	25,200
	<u>997,861</u>	<u>1,000,705</u>	<u>975,505</u>	<u>25,200</u>
<u>2024</u>				
Other payables and accruals	576,988	576,988	576,988	-
Government grant payables	49,759	49,759	49,759	-
Lease liabilities	118,386	126,000	50,400	75,600
	<u>745,133</u>	<u>752,747</u>	<u>677,147</u>	<u>75,600</u>

21. FAIR VALUE

The carrying amounts of financial assets and financial liabilities are recorded in the financial statements at their approximate fair values, determined in accordance with the accounting policies disclosed in Note 2 to the financial statements.

22. CAPITAL MANAGEMENT AND POLICIES

The Home closely monitoring the amount of its reserve to ensure it is sufficient to support programmes and other charitable activities on an on-going basis. The Management constantly assesses its reserve adequately and explores ways to maximise existing resources.

The provision of reserves fund is to ensure the sustainability of the Home's programmes and continuity of services to its beneficiaries in the situation of contingency may it incurs operating deficit in future.

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22. CAPITAL MANAGEMENT AND POLICIES (Continued)

The management uses total accumulated general fund to finance its activities, however excluded other restricted and designated funds as they are specifically funded. The Home's reserve ratio, which is calculated using accumulated general funds over the total annual operating expenditure at the end of the reporting period is shown below:-

	2025 S\$	2024 S\$
Accumulated general fund	<u>18,080,827</u>	<u>15,634,502</u>
Annual operating expenditure	<u>5,108,913</u>	<u>4,788,922</u>
Reserve Ratio	<u>3.54 : 1</u>	<u>3.26 : 1</u>

The Home's policy is aim to build its reserves to at least one time of its total annual operating expenditure. This conservative policy is necessitated by the need to provide a buffer in the face of anticipated fall in revenue against likely cost increases due to inflationary and/or market pressures. Based on the recent trend, the collection of the resident programme fee is expected to increase within the next few years as the Home is currently operating at virtually full resident capacity and shows improvement in collecting programme fees despite of 98% (2024: 98%) of the Home's residents are aged 40 years and above. Nonetheless, the incoming resources increased during the year due to the increase of government subvention grant as the SG Enable had adjusted and enhanced the subvention level based on the implementation of the Tier – Funding model.

The Board reviews the amount of reserves annually that are required to ensure that they are adequately to fulfill the Home's continuing obligations.

Drawdown on reserves is strictly subject to the approval by the Board of Directors.

The Home reduced its reserve target from three times over total annual operating expenditure than one time as the majority of its funds is restricted to specific programs; unrestricted reserves are only derived from donations given for general use.

Conflict of interest policy

All Board members are required to read and understand the conflict of interest policy in place and make full disclosure of interests, relationships and holding that could potentially result in conflict of interests upon appointment or election of the Board members. When a conflict of interest situation arises, the members will need to declare their potential and real conflict of interests.

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NOTES TO THE FINANCIAL STATEMENTS – 31 MARCH 2025

23. CATEGORIES OF FINANCIAL INSTRUMENTS

The following table sets out the Home's financial assets and financial liabilities as at the end of the reporting period:-

	2025 S\$	2024 S\$
<u>Financial Assets</u>		
At amortised cost:-		
Programme fees in arrears	1,385	4,174
Other receivables and deposits	254,623	321,001
Cash and bank balances	19,375,365	16,730,071
Total financial assets	19,631,373	17,055,246
<u>Financial Liabilities</u>		
At amortised cost: -		
Accruals and other payables	579,634	576,988
Government grant payables	345,471	49,759
Lease liabilities	72,756	118,386
Total financial liabilities	997,861	745,133

24. NEW OR AMENDED ACCOUNTING STANDARDS AND INTERPRETATIONS

Certain new accounting standards, amendments and interpretations to existing standards have been published that are mandatory for accounting periods beginning on or after 1 April 2025. The Home does not expect that adoptions of these accounting standards or interpretations will have a material impact on the Home's financial statements.

25. AUTHORISATION OF FINANCIAL STATEMENTS

The Board of Directors of the Home approved and authorised these financial statements for issue on the date of statement by the Board of Directors.