



cpas

Cerebral Palsy Alliance Singapore

Empowering *Lives* Shaping *Futures*



Annual Report
Financial Year
2025/26





ABOUT US

Established in 1957, Cerebral Palsy Alliance Singapore (CPAS) is a social service agency that serves children and adults with cerebral palsy and multiple disabilities. Our fully integrated programmes and services cater to the developmental needs of clients and maximise their functional independence at every stage of life.



OUR VISION

Empowering persons with cerebral palsy or multiple disabilities to realise their full potential and lead fulfilled, dignified lives.



OUR MISSION

We are dedicated to:



Delivering fully integrated programmes and services at the highest standards with passion, integrity, care, and excellence.



Creating awareness of cerebral palsy or multiple disabilities and advocating equal opportunities for all persons with the condition.

OVERVIEW OF CHARITY:



Cerebral Palsy Alliance Singapore (CPAS) was registered as a society on (30/12/1960)



CPAS is a registered charity under the Charities Act (Chapter 37) since 22/08/1984
UEN: S60SS0003K



IPC status - CPAS has been accorded IPC (Institution of a Public Character) status from (01/09/2026 to 31/08/2028)

CPAS has a Constitution or Trust deed or M&AA or Rules and Regulations as its governing instrument.

Registered Address:

65 Pasir Ris Drive 1, Singapore 519529

Name of banker:

DBS Bank Limited

Name of Auditor:

Deloitte & Touche

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CHAIRPERSON'S MESSAGE

Financial Year 2025/26 marks a year of steady progress and meaningful growth for Cerebral Palsy Alliance Singapore (CPAS). CPAS is the specialist social service agency in Singapore working with children and adults with cerebral palsy and multiple disabilities.

This year's annual report theme - *Empowering Lives, Shaping Futures* represents CPAS' belief that our clients can live empowered lives and play a role in shaping their own futures.

Cerebral palsy is a complex, non-curable condition, and our dedicated programmes cater to the different needs of our clients at every stage of life. Transition planning remains a key priority, ensuring continuity and progression for students as they move from early intervention into school, through different educational stages and towards adult services in the longer term.

New Permanent Site for Cerebral Palsy Alliance Singapore School (West)

Our Cerebral Palsy Alliance Singapore School (CPASS) is a double-session Special Education (SPED) school that serves children and youth with moderate to severe multiple disabilities.

CPASS is split into CPAS School East (CPASS East) and CPAS School West (CPASS West). CPASS West has been operating at an interim site at 6A Jurong West Street 52 since 2023. We are pleased to share that, this year, we welcomed our first cohort of graduating students. Looking ahead, the school will move to its permanent campus in Bukit Panjang, next to Bukit Panjang MRT, tentatively in 2033.

During this interim phase, CPASS West is focused on establishing strong foundational school systems and practices, building a stable and skilled multidisciplinary team, and supporting our students and their families through planned transitions. We look forward to the continued support from our partners as we approach this new milestone in the years to come.

Looking Ahead - Capability Building

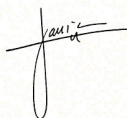
CPAS continues to enhance our capabilities through building our two Centres-of-Excellence (CoE) in Assistive Technology and Transdisciplinary (Trans-D).

The CPAS Assistive Technology Hub, through its Innovation Wing, drove the design and development of customised, user-centric solutions for our clients. We have also intensified efforts in coaching and mentoring our staff to build capability and confidence in implementing assistive technology in intervention, therapy and activities.

Since 2013, CPAS has been implementing a Transdisciplinary (Trans-D) approach with our students and clients. This family-centred, collaborative model focuses on supporting holistic and comprehensive development by building a shared understanding of educational and functional needs, and a collective commitment to integrated planning and implementation. CPAS envisions becoming a regional leader in Trans-D practice, driving capacity building, innovation and cross-sector partnerships to influence system-level change. CPAS will work to launch a structured Trans-D model and framework that is scalable and applicable across the lifespan, spanning different service settings and age groups.

CPAS will also look at strengthening capability building on a sector level. In the upcoming financial year, CPAS is organising the CPAS Symposium 2026, which will aim to bring together practitioners, educators, healthcare professionals, social service agencies and community partners to explore how persons with multiple disabilities can be better supported across key life stages – from early intervention and education to adulthood, community participation, and meaningful engagement. Many of our CPAS staff will be featured prominently as speakers, trainers and presenters at this symposium.

On behalf of the Board, I take this opportunity to acknowledge our staff for their hard work and dedication. By strengthening our professional capabilities, we will be better equipped as a team to respond to the evolving needs of our clients across their different life stages.



Dr Janice Wong
Chairperson,
Cerebral Palsy Alliance Singapore



EXECUTIVE DIRECTOR'S MESSAGE

As we enter the second year of our five-year strategic plan, our focus remains clear to strengthen programmes and services aligned with the Enabling Masterplan 2030.

A key expression of this commitment is our continued investment in education and early support, particularly for students with multiple disabilities. We are also working towards increasing our enrolment to 1,000, to ensure broader access to education, therapy, and vocational support for children and adults with cerebral palsy or multiple disabilities.

Collaboration with Our Partners

The critical role of our partners cannot be understated, as we strive to achieve our vision of empowering persons with cerebral palsy or multiple disabilities to realise their full potential and lead fulfilled, dignified lives.

One such domain is in Para Sports. Regardless of their disabilities, we believe that our students and clients can still meaningfully participate, strive and excel in Para Sports. Cerebral Palsy Alliance Singapore (CPAS) partnered with Singapore Pools (Private) Limited, to pilot a series of Para Sports activities including an eight week long learn-to-play Bowling Course and Wheelchair Basketball try-out programme. For higher needs beneficiaries who may not be able to benefit from Para Sports, Singapore Pools made accommodations to provide them outing opportunities to places of attraction in Singapore to encourage an active lifestyle and community integration. This partnership was also unique as it served as a catalyst for cross-agency collaborations.

Building an inclusive public transport experience for our students and clients with accessibility requirements remain a challenge. CPAS is pleased to work with Tower Transit Singapore (TTS) through the signing of a Memorandum-of-Understanding (MOU) to help our students with cerebral palsy and multiple disabilities navigate public buses with greater confidence. Through integration of TTS Public Bus Confidence Course (PBCC) as part of the regular curriculum at CPASS West, each session taking place at our campus will use a low-floor, accessible bus and with the support of trained instructors. Students, teachers, and caregivers will get hands-on experience boarding, alighting, and travelling safely - building both skills and confidence in a familiar, supportive setting.

More can be done to enhance our support, especially for our adult clients. Our Day Activity Centre (DAC) provides care for higher-needs adults with cerebral palsy and multiple disabilities, who are not eligible for sheltered employment or whose families are unable to provide daytime care. This year, the DAC commemorates its 20th anniversary with renewed commitment towards improving staff capability, enriching client experiences, and deepening engagement with families and community partners. Partners may also consider supporting areas such as transport subsidies for specialised hydraulic transport used in regular interventions, as well as funding for activities and outings.

I take this opportunity to thank our staff, clients, families, volunteers, and partners for joining us in empowering the lives of persons with cerebral palsy or multiple disabilities to lead fulfilled, dignified lives.



Ms. Latha Kutty
*Executive Director,
Cerebral Palsy Alliance Singapore*



BOARD MEMBERS



DR JANICE WONG
Chairperson

School Management Committee
(Chairperson and Supervisor)
Nomination Subcommittee (Chairperson)
Staff Subcommittee (Member)



MR MERVYN SIRISENA, PBM
Vice Chairperson

Fundraising Subcommittee (Chairperson)
The Children's Charities Association of
Singapore (CCA) Representative



DR YOUNG SIEW LEE
Honorary Secretary

Audit Subcommittee (Chairperson)
Programmes Subcommittee (Member)
Nomination Subcommittee (Member)



MR LAM CHEE WENG
Honorary Treasurer

Finance-Investment Subcommittee
(Chairperson)
School Management Committee
(Honorary Treasurer)
Fundraising Subcommittee (Member)



MR NG WAI KEONG
Assistant Honorary Secretary

Fundraising Subcommittee (Member)
The Children's Charities Association of
Singapore (CCA) Representative



HJ SALLIM BIN ABDUL KADIR, JP, BBM, PBM
Assistant Honorary Treasurer

Staff Subcommittee (Chairperson)
Audit Subcommittee (Member)
Finance-Investment Subcommittee
(Member)



MR REMY CHOO
Member

Programmes Subcommittee (Member)
School Management Committee
(Member)



MR EMILIO CHOO
Member

IT Subcommittee (Chairperson)
Staff Subcommittee (Member)



MR ALLAN PHUA
Member

Audit Subcommittee (Member)
Staff Subcommittee (Member)



DR SATYAKI SENGUPTA
Member

Programmes Subcommittee
(Chairperson)
School Management Committee
(Member)
Nomination Subcommittee (Member)



MR CHONG YOON CHOU
Member

Audit Subcommittee (Member)
Staff Subcommittee (Member)
Finance-Investment Subcommittee
(Member)



MR CHOW SHANG WEI
Member

Finance-Investment Subcommittee
(Member)
Fundraising Subcommittee (Member)



ASSOCIATE PROFESSOR KEVIN LIM, BBM, PBM, PBS
Member (Emeritus Chairman)

School Management Committee
(Member)
Nomination Subcommittee (Member)



MR ALISTER ONG
Co-opted Member

Programmes Subcommittee
(Co-opted Member)



DR NG ZHI MIN
Co-opted Member

Programmes Subcommittee
(Co-opted Member)

MANAGEMENT TEAM

EXECUTIVE DIRECTOR'S OFFICE



MS LATHA KUTTY

Executive Director

CORPORATE SERVICES



MS CATHERINE WEE

Head of Department,
Advocacy & Marketing



MS NICKIE ANG

Head of Department,
Finance

PROGRAMMES



MS AZALEA ONG

Principal, Early
Intervention
Programme
for Infants and
Children (EIPIC)



MS FOO MUI LENG

Head of Department,
Human Resources,
Learning, Development
and Consultancy,
Corporate Strategy
Development



MS LEEMA FRANKLIN

Head of Department,
Information Technology



MR BOO HIAN KOK

Principal, CPAS
School (East)



MRS KOH-LIM AI LAY

Principal, CPAS
School (West)



MR TNG TIAN HENG TOMMY

Head of Department,
Goodwill,
Rehabilitation
and Occupational
Workshop (GROW)



MS ROZILA BINTE MAHMUD

Head of Department,
Day Activity Centre
(DAC)

ALLIED HEALTH PROFESSIONALS (AHPs)



MS MANJU MOHTA

Senior Principal
Occupational Therapist,
Head of Department,
Assistive Technology
Hub



MS PAMPI GHOSH

Senior Principal
Therapist, Head
of Department,
Occupational Therapy



MR D. SENTHIL KUMAR

Senior Principal
Therapist, Head
of Department,
Physiotherapy



MS CORDILIA JUSTIN

Senior Principal
Psychologist,
Head of Department,
Psychology



MS SHELLY LOH

Senior Principal Social
Worker,
Head of Department,
Social Work

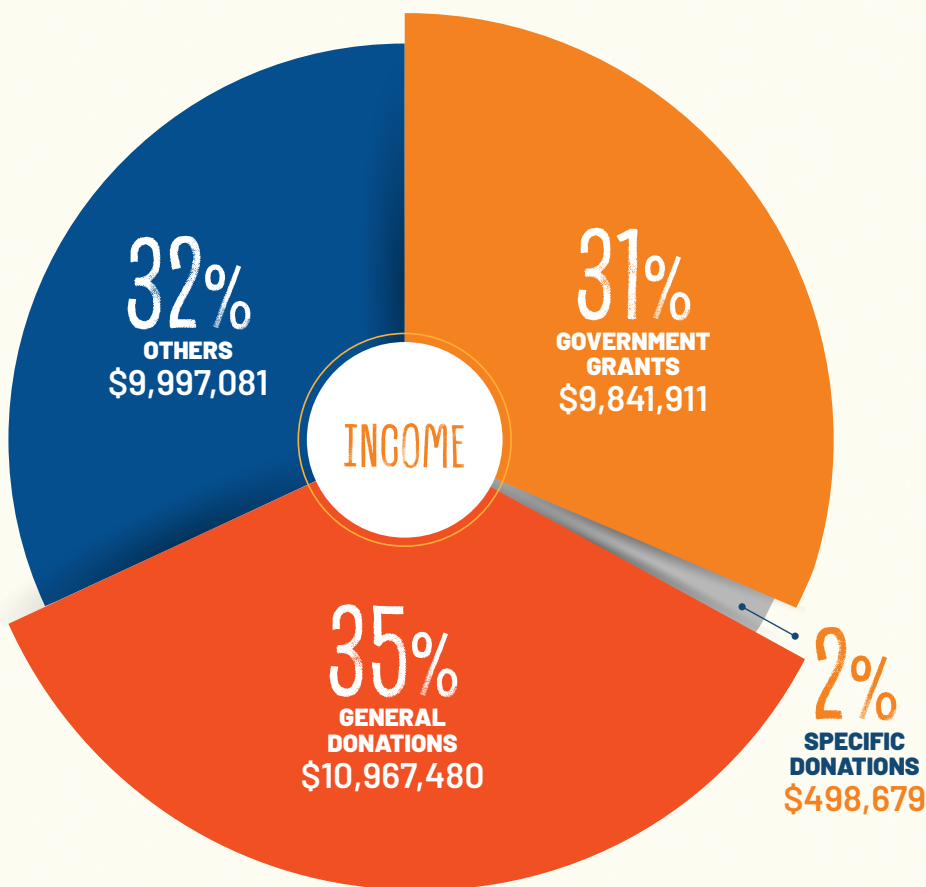


MS PAULENE SHEKINAH SASIKUMAR

Senior Principal
Therapist, Head of
Department, Speech &
Language Pathology

HIGHLIGHTS OF THE YEAR

SUMMARY FINANCIAL PERFORMANCE



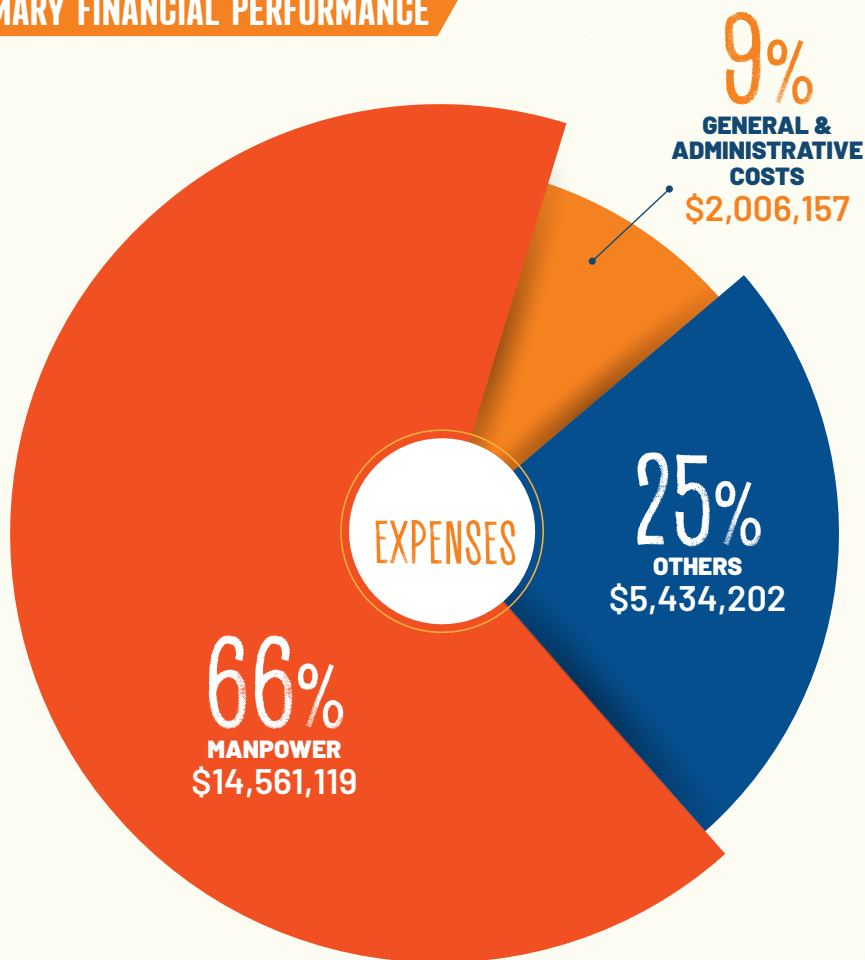
TOTAL INCOME

\$31,305,151

*Others include Programme/Therapy Fees, TOL Fee, Wage Credit Scheme, and Others.

HIGHLIGHTS OF THE YEAR

SUMMARY FINANCIAL PERFORMANCE



TOTAL EXPENSES

\$22,001,478

*Others include GST Expense, Interest Expense & Depreciation (ROU Asset), Utilisation of specific funds, Upkeep and utilities, and Others.

HIGHLIGHTS OF THE YEAR

STATISTICS SNAPSHOT

OVER 900
CLIENTS



387
STAFF



AVERAGE OF
43 HOURS OF
TRAINING PER STAFF



252 CPAS SCHOOL
(EAST) STUDENTS

6 CLASSES IN ACADEMIC PROGRAMME
14 CLASSES IN FUNCTIONAL PROGRAMME
25 CLASSES IN HIGH SUPPORT PROGRAMME

125 CPAS SCHOOL (WEST) STUDENTS

9 CLASSES IN FUNCTIONAL PROGRAMME
13 CLASSES IN HIGH SUPPORT PROGRAMME



256 EIPIC
STUDENTS

100 GRADUATES
GRADUATED FROM
EIPIC IN END 2024



95
TRAINEES IN
GROW



57
CLIENTS IN DAC



52
CPAS CONNECT ALUMNI
PROGRAMME MEMBERS



68
CLIENTS IN
THE CPAS THERAPY
REHABILITATION
PROGRAMME

29,466 HOURS
OF OCCUPATIONAL
THERAPY



25,627 HOURS
OF PHYSIOTHERAPY



29,222 HOURS
OF SPEECH & LANGUAGE
THERAPY



109
SCREENINGS AND
ASSESSMENTS
CONDUCTED BY PSYCHOLOGY



172
SCREENINGS
CONDUCTED BY
SOCIAL WORK



PROGRAMMES

EARLY INTERVENTION PROGRAMME FOR INFANTS AND CHILDREN (EIPIC)

Programme Overview

The Early Intervention Programme for Infants and Children (EIPIC) provides tailored early intervention for children with developmental, learning and/or physical needs. The programme aims to prepare them for admission into either a special education or mainstream school. The programme aims to increase each child's developmental growth potential by building positive social-emotional relationships, supporting the acquisition and use of knowledge and skills, and encouraging appropriate behaviours to help children meet their needs.

The programme offers a range of services tailored to different needs. These include EIPIC@Centre, EIPIC Under2s, the High-Needs Grant, home-based intervention, and DS-Plus.

STATISTICS:

Total Enrolment as of 31 March 2026:
256 students

Breakdown by percentage of diagnostic profile of Clients as of 31 March 2026:

Global Developmental Delay	42%
Autism/Suspected Autism	39%
Speech & Language Delay	12%
Cerebral Palsy and multiple disabilities	3%
Other disabilities	3%
Down Syndrome	1%



Client Spotlight: Fikri (Not his real name)

The Beginning

Fikri joined EIPIC in March 2022 at six years old with high developmental and medical support needs, requiring intensive intervention and close monitoring to participate in daily routines.

Our Support

His teachers and the team provided individualised early intervention through structured classroom support, therapy input, and tailored strategies embedded into daily learning activities. Teachers and therapists worked closely with Fikri and his caregiver to ensure consistent support across home and school.

Impact

Over time, Fikri became more engaged in learning and daily routines. His caregiver gained confidence in supporting his development and advocating for his needs, strengthening the family's sense of partnership and support.

Programme Highlights

Over the past year, the EIPIC strengthened inclusive partnerships, and advocacy efforts. Key initiatives included community-based learning experiences, partnerships with preschool partners, and awareness activities in conjunction with World Cerebral Palsy Day.



1. Community-Based Learning Experiences

Community outings provided children with safe opportunities to explore public spaces, build confidence, and practise social interaction beyond the centre. In May 2025, EIPIC students joined peers from Sengkang Methodist Preschool for a community outing to Pasir Ris Beach, travelling together on public transport and participating in a beach clean-up activity. The experience supported confidence-building, social connection, and environmental awareness.

2. Collaborations for Inclusion and Advocacy

EIPIC partnered families and community partners through inclusive initiatives such as the Walk & Roll event, which combined physical activity with communication support using visual icons developed with the CPAS Speech and Language Pathology Department. In conjunction with World Cerebral Palsy Day, EIPIC also launched Luna in the Park, a storybook designed to promote inclusion and empathy. The book was shared with preschool partners and used in storytelling sessions to encourage conversations on diversity and acceptance.

CEREBRAL PALSY ALLIANCE SINGAPORE SCHOOL EAST (CPASS EAST)

Programme Overview

CPASS East is a double-session Special Education (SPED) school serving students aged 7 to 18 with moderate to severe multiple disabilities. The school offers the SPED Curriculum as recommended by the Ministry of Education. Through their mission to equip students to live meaningfully and learn continuously, the school supports their growth across seven domains.

In addition to the SPED curriculum, the school also places a strong emphasis on developing students' competencies in daily living skills, effective communication, and independent travel, according to their individual abilities. These focus areas are integrated across three key programmes: the Academic Programme (Acad), Functional Programme (FP), and High Support Programme (HSP). Students are also engaged in co-curricular activities (CCAs) that explore their abilities beyond the classroom.

STATISTICS:

Total Enrolment as of 31 March 2026:

252 students

Breakdown by percentage of diagnostic profile of Clients as of 31 March 2026:

Cerebral palsy with other disabilities	39%
GDD with other disabilities	39%
Other disabilities	20%
Duchenne Muscular Dystrophy	2%

Client Feature: Piper (*Not her real name*)

The Beginning

Piper joined the CPAS Academic programme at CPASS East in 2022 at seven years old. Due to her physical challenges, she was initially shy and lacked confidence in her own abilities.

Our Support

At CPASS East, her teachers and the Transdisciplinary team provided individualised and consistent support and encouragement. Identifying her strengths and interests, Piper joined the Track and Field CCA.

Impact

From a shy girl, Piper now represents CPASS East in national and inter-school running events, where she clinched medals and was recognised for her abilities. These accomplishments are particularly significant given her weaker walking leg. For Piper, running is not just a sport but a test of her determination and resilience.

Piper's confidence has further grown through her appointment as a School Prefect. As a proactive leader, she is often the first to volunteer and readily takes initiative without prompting. These experiences have contributed positively to her leadership growth and self-confidence.



Programme Highlights

Over the past year, CPASS East enhanced opportunities for students to build confidence in their individual strengths, while supporting innovation in inclusive education. Key initiatives included student participation in para sports and arts programmes, as well as an inclusive hackathon that promoted creativity and problem-solving.



1. Youth Para Championships 2025

Throughout the year, students represented the school across Youth Para Championships in Boccia, Athletics, and Swimming, demonstrating resilience, teamwork, and sportsmanship. The Boccia CCA achieved individual medal wins, while athletes at the Haw Par National Youth Para Athletics Championships competed alongside peers from SPED and mainstream schools, securing 18 medals in total. At the Haw Par National Youth Para Swimming Championship, students achieved gold medal wins and were recognised for perseverance and exemplary sportsmanship. Across all events, students displayed determination and pride, reflecting the school's values, of Resilience, Integrity and Respect.

2. Special Arts CCA at SYF 2025

In July 2025, the Special Arts CCA from CPASS East participated in the Singapore Youth Festival Art Exhibition themed "Tiny Wonders, Big Ideas." Two students represented the school by showcasing their artworks at the National Gallery Singapore. The exhibition, graced by Mr David Neo, Acting Minister for Culture, Community and Youth, and Senior Minister of State for Education, provided a meaningful platform to celebrate students' creativity and talents, marking a proud milestone for the school.

3. Inclusive Hackathon 2025

CPASS East also encouraged innovation in inclusive education by hosting the inaugural Inclusive Hackathon on 7 August 2025 in collaboration with Singtel and Lionsforge. The event was graced by Guest of Honour Shawn Huang, Senior Parliamentary Secretary for Finance and Manpower. The hackathon engaged over 135 students from 14 schools, who worked together to design inclusive solutions to enhance accessibility for children with cerebral palsy. The event highlighted the power of cross-sector collaboration and youth-led innovation in advancing inclusive education.

CEREBRAL PALSY ALLIANCE SINGAPORE SCHOOL WEST (CPASS WEST)

Programme Overview

CPASS West is a double session Special Education (SPED) school serving students aged 7 to 18 years with moderate to severe disabilities through the FP and HSP. The school aims to help students develop communication, daily living, social-emotional, mobility and pre-vocational skills so that they can participate meaningfully in school, home and the community.

The Functional Programme caters to students requiring moderate support in daily living and learning. Senior students develop pre-vocational skills, and are assessed for the potential for open or sheltered employment. The High Support Programme supports students with higher needs in mobility, fine motor skills, self-help, and learning. The curriculum focuses on promoting well-being through a holistic approach.

STATISTICS:

Total Enrolment as of 31 March 2026:

125 students

Breakdown by percentage of diagnostic profile of Clients as of 31 March 2026:

Cerebral Palsy with other disabilities	40%
GDD with other disabilities	32%
Other disabilities	28%

Client Feature: Nadhirah (Not her real name)

The Beginning

When Nadhirah first enrolled in CPASS West at fourteen, she was reserved and needed encouragement to participate in larger group activities and public events. Her past experiences were mainly school-based and she had few opportunities to showcase her strengths and talents to the wider community.

Our Support

At CPASS West, Nadhirah's teachers noticed that she enjoyed drawing and expressing herself through visual art. From there, the teachers worked on building her confidence in sharing her ideas and participating in activities beyond the classroom.

Once she was more confident, Nadhirah was provided with opportunities to participate in enrichment activities, art-related activities, school events, internships and community experiences through CPASS West's holistic programme. A key milestone was when Nadhirah's artwork was selected to be featured in the NDP Pack 2025 design and at the D.S. Lee Foundation Mind Art Experiential Lab exhibition.

Impact

Having her artwork recognised beyond the school gave Nadhirah a strong sense of achievement. Through these opportunities, Nadhirah has grown in confidence, communication and self-expression. She is more willing to participate in school activities and enjoys sharing her ideas and artwork with others.

Nadhirah's journey highlights the impact of providing students with meaningful opportunities to showcase their strengths, develop their talents and participate actively in the school community.



Programme Highlights

CPASS West provided students with meaningful learning experiences through classroom learning, enrichment activities, co-curricular activities, learning journeys, internships, and community partnerships. These opportunities supported the development of confidence, independence, and self-expression.



1. Public Bus Confidence Course With Tower Transit

One of the key objectives of the school is to empower students with the skills that help with independence. This would not be possible without the support of community partners. This financial year, CPASS West partnered with Tower Transit Singapore to introduce a Public Bus Confidence Course for all students. Through hands-on practice, including quarterly on-site bus sessions, students learnt essential public transport skills in a safe and familiar environment. A Memorandum-of-Understanding (MOU) was signed to formalise the partnership and support future sessions, reinforcing the school's focus on independence and community mobility.

2. First Graduating Cohort

2025 marked a key milestone with CPASS West's first graduating cohort. The three graduates progressed to pathways aligned with their strengths and interests, including a School-to-Work Programme, sheltered workshop placement, and open employment with job coaching support. These outcomes reflect the school's commitment to preparing students for adulthood, work, and meaningful community participation.

GOODWILL, REHABILITATION AND OCCUPATIONAL WORKSHOP (GROW)

Programme Overview

CPAS operates a sheltered workshop known as the Goodwill, Rehabilitation and Occupational Workshop (GROW). It provides employment for over 90 trainees who typically have cerebral palsy and multiple disabilities, many of whom experience motor skill challenges.

The programme aims to empower adults with cerebral palsy or multiple disabilities to lead lives that are meaningful, purposeful, and dignified. This is done through structured vocational training, therapy services, and engagement in real work activities.

STATISTICS:

Total Enrolment as of 31 March 2026:

95 trainees

Breakdown by percentage of diagnostic profile of Clients as of 31 March 2026:

Cerebral Palsy	76%
Other disabilities	12%
Autism Spectrum Disorder	7%
Global Developmental Delay	3%
Down Syndrome	2%

Client Feature: Vincent *(Not his real name)*

The Beginning

Vincent joined GROW in 2006. Being born with hearing impairments, Vincent initially faced communication barriers and misunderstandings.

Our Support

Through structured vocational training, work-readiness coaching, Augmentative and Alternative Communication focused speech therapy, and strong collaboration between caregivers and staff, he steadily developed his communication skills and sense of responsibility.

Impact

Over time, he gained confidence handling complex tasks, independently managing attendance taking, and communicating through text-to-speech tools and email. Today, Vincent is a confident, responsible trainee who takes pride in his work and engages warmly with others.



Programme Highlights

Over the past year, the programme engaged and trained over 90 clients across a wide range of vocational activities, including subcontract work, assembly and packing, graphic design, as well as retail and cafeteria operations. Supported by strong corporate interest and partnerships, GROW also experienced growth in its business and retail activities, particularly in the demand for its printed products. These efforts provided trainees with meaningful work experiences while strengthening pathways towards independence and employability.



1. Showcasing Ability: Collaboration with Chinatown Heritage Centre

One of the ways GROW trainees' abilities are showcased is through the display of merchandise featuring their designs at partner locations. A key highlight was the collaboration with Chinatown Heritage Centre, where GROW merchandise was featured within its premises, a prominent cultural landmark. This partnership provided both local and international visitors with the opportunity to appreciate the creativity, resilience, and talents of GROW trainees through products inspired by their original designs.

2. Skills Development With Community Partners

This financial year, strong support from corporate and community partners played a key role in fostering greater independence among GROW trainees. Through a collaboration with Bizlink Centre Singapore, trainees developed essential digital skills using Google Workspace, enhancing their ability to communicate and collaborate independently. GROW also partnered SG Enable and DBS, where volunteers conducted practical financial literacy sessions on budgeting and money management, equipping trainees with valuable life skills for daily living.

3. Public Engagement with Partners

Public engagement opportunities are valuable for GROW trainees, as they allow them to practise customer service and communication skills in real-world settings. This financial year, trainees engaged directly with the public through booth sales at UOB Plaza and at the Williams-Sonoma Inc. offices. These experiences provided meaningful opportunities for trainees to build confidence, gain exposure, and apply their skills in authentic situations.

DAY ACTIVITY CENTRE (DAC)

Programme Overview

Established in February 2006, the DAC provides care and skills training to adults with cerebral palsy and multiple disabilities, who are not suitable for sheltered employment or whose family members are unable to take care of them during the day.

The aim is to nurture self-help skills through a balanced and structured curriculum of daily living, social skills training, therapy rehabilitation care and recreational activities. The programme aims to empower clients to lead more meaningful lives while offering caregivers essential respite and peace of mind.



STATISTICS:

Total Enrolment as of **31 March 2026**:

57 clients

Breakdown by percentage of diagnostic profile of Clients as of **31 March 2026**:

Cerebral Palsy	81%
Global Developmental Delay	10%
Other disabilities	9%

Client Feature: Noah *(Not his real name)*

The Beginning

Initially, upon joining the DAC, Noah frequently exhibited signs of agitation and struggled with self regulation. His engagement during class activities was notably low, and his participation was limited, often requiring additional support to become involved in group or individual tasks.

Our Support

In the DAC classroom setting, a series of targeted interventions were implemented to support Noah's regulation and engagement. The primary strategy involved the consistent application of calming techniques that had been introduced by Noah's parents, ensuring continuity between home and the DAC. Additionally, a sensory wall was introduced within the classroom environment to offer Noah opportunities for sensory input, further encouraging participation in activities.

Impact

Following the introduction of these interventions, several positive changes were observed. Noah exhibited a noticeable reduction in agitation upon arrival at the DAC. There was a marked increase in his participation and responsiveness during class activities, as well as more frequent and meaningful interactions with both staff and peers. Furthermore, Noah demonstrated enthusiasm for continued engagement in activities, often smiling and reaching toward staff to indicate his desire to participate further. He has made notable progress in his ability to self-regulate, participation and responsiveness in class activities.

Programme Highlights

In the past year, the DAC focused on strengthening staff capability, enriching client experiences, and deepening engagement with families and community partners. Key efforts included professional training in positive behaviour support, inclusive community activities, and events that recognised the progress and contributions of clients and caregivers.



1. Community Engagement and Client Experiences

Throughout the year, the DAC organised a range of community activities to promote social interaction, creativity, and inclusion. The annual DAC Fun Fair in October brought staff and clients together through games, karaoke, arts and crafts, and food stalls. A thrift stall was also organised, with proceeds directed to the DAC Project Engage Fund to support future programmes and initiatives.

On 12 December 2025, DAC held its annual Appreciation Day to recognise the dedication of parents and caregivers, while celebrating clients' achievements and progress through award presentations. The event featured a musical performance by EN Community Services, as well as a debut digital arts performance by DAC clients. The celebration concluded with a live vocal performance by a DAC client, creating a memorable and joyful experience for all.

2. Staff Capability Building

The DAC focuses on constantly improving staff capability to improve services for clients. In order to support this, DAC staff participated in a two-day Positive Behaviour Support (PBS) training on 7 and 14 November 2025, facilitated by a CPAS Senior Psychologist. The training focused on PBS principles, including the use of rewards and a function-based approach to addressing behaviours of concern. The practical and interactive sessions strengthened staff confidence and skills in supporting positive behaviours among clients.

CPAS CONNECT ALUMNI

Programme Overview

The CPAS Connect Alumni Programme was established in October 2016. As part of the programme, the Beyond Boundaries Club (BBC) is an initiative which aims to support alumni and build inclusive communities. Former students and clients are engaged through fun activities, employment mentoring support, and events that encourage community engagement.



STATISTICS:

Total Enrolment as of 31 March 2026:

52 clients

Breakdown by percentage of diagnostic profile of Clients as of 31 March 2026:

Cerebral Palsy	97%
Global Developmental Delay	2%
Other disabilities	1%

Client Feature: Kenneth *(Not his real name)*

The Beginning

Kenneth is an active alumnus of the CPAS Connect Alumni Programme, where he began his journey seeking continued growth, connection, and opportunities to engage with the wider community beyond school.

Our Support

Through the programme, Kenneth received consistent opportunities to develop his interests and strengths through community engagement, creative initiatives, sports participation, and advocacy platforms.

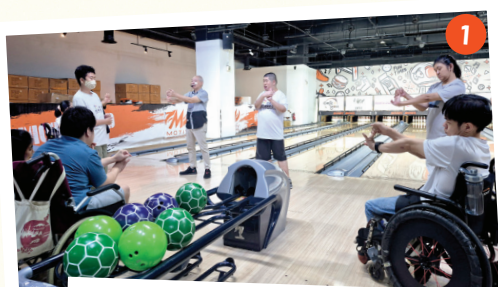
Impact

The programme not only broadened Kenneth's exposure to the community but also empowered him to give back. He has represented CPAS at external platforms and advocacy events, sharing his perspectives and helping to foster greater understanding of persons with disabilities in mainstream educational and community settings.

Within CPAS, he has also made a strong impact through his leadership in inclusive sports initiatives. Through the support of the CPAS Connect Alumni Programme, Kenneth has been given opportunities to develop his interests and represent CPAS at advocacy events. This demonstrates how support and opportunities can empower our clients to engage and lead fulfilled and dignified lives.

Programme Highlights

Throughout the year, the CPAS Connect Alumni Programme empowered alumni through inclusive sports and wellness activities, vocational skill-building, and workplace exposure, supporting confidence, independence, and community participation.



1. Strengthening Partnerships for Inclusive Sports

Strong partnerships played a key role in expanding inclusive sports opportunities for alumni. Alumni engagement through parasports was supported by collaborations with Singapore National Paralympic Council and Singapore Disability Sports Council. This year, alumni participated in parasports such as laser shooting, archery, and bowling, promoting physical activity, teamwork, and meaningful social interaction.

2. Expanding Vocational Learning Through Community Collaboration

Vocational learning opportunities for alumni were strengthened through meaningful community partnerships. Through a collaboration with Lions Club Ocean, alumni acquired floral arrangement skills and contributed to a social enterprise initiative, with proceeds supporting future alumni activities. This experience allowed alumni to develop practical skills while contributing to a purpose-driven cause.

3. Providing Workplace Exposure to Support Inclusive Employment

Workplace exposure opportunities were introduced to help alumni build confidence and gain real-world experience. Through a partnership with Allgreen Properties Limited, alumni got to experience workplace settings across multiple shopping malls. This initiative supported confidence-building while advancing inclusive employment practices.

CPAS THERAPY REHABILITATION PROGRAMME

Programme Overview

The Home Management Programme (HMP) specialises in providing comprehensive therapy and intervention services to individuals with cerebral palsy and associated disabilities for better social and community engagement. Utilising an interdisciplinary approach, our registered therapists offer a variety of therapies, including physiotherapy, occupational therapy, and speech-language therapy directly at the client's residence for maximised convenience and efficacy.

The Outpatient Programme at CPAS offers specialised therapy and intervention services to clients diagnosed with cerebral palsy and other physical disabilities for better social and community participation. This programme is designed for clients who can commute to our centre, either independently or through caregiver assistance. Both programmes offer Transitional Therapy Services to graduating CPAS EIPIC and CPAS School students, providing continued therapy and services until they transition into a Sheltered Workshop or Day Activity Centre.

STATISTICS:

Total Enrolment as of **31 March 2026**:

68 clients

Breakdown by percentage of diagnostic profile of Clients as of **31 March 2026**:

Cerebral Palsy	78%
Global Developmental Delay	6%
Autism Spectrum Disorder	4%
Associated Syndrome	4%
Others	4%
Spina Bifida	2%
Muscular Dystrophy	2%

Client Spotlight: Yee Hua

The Beginning

Yee Hua is an alumna of CPAS School and graduated at 18 years old. Since then, she has continued to receive occupational therapy and speech and language pathology services under the CPAS Therapy and Rehabilitation programme. Before intervention, her parents shared that when they needed to leave her at home to attend to their delivery work, there was often a communication gap. They were unsure if Yee Hua needed help or wanted something specific, such as a certain food item or activity.

Our Support

To address this, the Speech and Language Pathology team introduced the messaging function in her high-tech AAC app, Proloquo2 Go so that Yee Hua could send simple messages to her mother.

Impact

With support, Yee Hua is able to communicate more independently and be more involved in everyday decisions. Through AAC intervention and functional communication training, the programme continues to support her in expressing her preferences, connecting with her family and participating more actively. This has helped bridge the communication gap at home and given Yee Hua a more effective way to express herself and be understood.





ALLIED
HEALTH

ASSISTIVE TECHNOLOGY HUB

Department Overview

Assistive Technology (AT) refers to any item, equipment, or system that enhances the functional capabilities of individuals with disabilities in daily living, learning, and work.

The AT Hub provides assistive technology to support clients in living, learning and working, and trains CPAS staff on incorporating assistive technology in the classroom. The department also modifies physical environments to create inclusive and barrier-free living and learning spaces. In addition, the department trains staff and caregivers to integrate these tools into daily routines to support our clients' meaningful participation in daily life.

Client Spotlight: Kendrick (*Not his real name*)

The Beginning

Kendrick is a client from the Day Activity Centre who presents with significantly reduced fine motor skills and limited hand dexterity. Due to these challenges, he is unable to independently operate household devices or access voice-activated systems. This meant that he had a high dependency on his caregivers for simple leisure activities and limited his autonomy and opportunity for independent engagement.

Our Support

The AT Hub introduced an AT solution to enhance Kendrick's independence in accessing leisure activities. Four voice-recordable switches were provided to him. Each switch was programmed with a distinct recording corresponding to specific television functions.

The switches selected were large and easy to activate, enabling the client to press them effectively despite his limited fine motor skills and dexterity.

Impact

When Kendrick received and began using the switches, he demonstrated immediate excitement and engagement, as the system allowed him to independently control the television for the first time.

This marked a significant step towards his increased autonomy and meaningful participation in leisure activities.



Department Highlights:

This financial year, the AT Hub strengthened its focus on its Innovation Wing, driving the design and development of customised, user-centred solutions to address complex and unmet needs. Alongside this, the department has intensified efforts in coaching and mentoring staff to build capability and confidence in the effective use of assistive technology.

Together, these efforts strengthen client outcomes while building the AT Hub's capabilities towards becoming a Centre-of-Excellence (CoE) for innovation and capability building in AT practice.

OCCUPATIONAL THERAPY

Department Overview

The Occupational Therapy (OT) Department uses purposeful activities and a variety of treatment methods to enhance our clients' participation in everyday living, learning and working.

They address functional needs such as sensory processing and integration, visual perception and cognition, hand function, pre-writing and writing skills, activities of daily living and life skills training, posture and movement, positioning, as well as specialised seating solutions. Our Occupational Therapists recommend mobility equipment and assistive devices for school and daily needs. The department also runs clinics specialised in special seating and posture care, hand therapy and splinting, and sensory integration.



Client Spotlight:

Shawn (*Not his real name*)

The Beginning

Shawn is a student from CPASS East who initially relied on a manual wheelchair for community mobility, with caregivers directing his movement during outings. To support greater independence, his OT recommended transitioning to a powered wheelchair.

Our Support

The intervention focused on developing Shawn's powered wheelchair control, spatial awareness, and community navigation skills. Therapy included structured control exercises, obstacle navigation, simulated transport scenarios, and real-world training at bus interchanges and MRT stations.

Impact

Shawn gained greater confidence and independence in community mobility, requiring less physical guidance from caregivers. As a result, family outings became more relaxed and enjoyable, with increased confidence in his safety and abilities.

Department Highlights:

This financial year, the OT Department contributed to national advocacy efforts and professional knowledge exchange through community showcases and international engagements, highlighting CPAS' expertise in assistive technology and specialised clinical practice.

They also supported the SG60 Heart & Soul Showcase organised by the National Library Board by contributing an Inclusivity Pop-up Book featuring the use of virtual reality for power wheelchair training, promoting confidence and independence in community mobility.

In addition, the department also hosted professional visits from the Hong Kong Red Cross and Oslo Metropolitan University, strengthening international collaboration and showcasing our OTs capabilities in seating and posture management.

PHYSIOTHERAPY

Department Overview

The Physiotherapy Department (PT) is dedicated to helping children and adults with physical disabilities achieve their highest level of independence and functional ability. Through compassionate care, evidence-based interventions, and close collaboration with families and caregivers, our team supports every client's journey towards improved mobility, confidence, and participation in daily life.

Our Physiotherapists provide comprehensive assessments and customised therapy programmes that focus on enhancing gross motor skills, physical endurance, and community integration.

Client Spotlight: Kayden

(Not his real name)

The Beginning

Kayden joined CPAS at 6 years old as a soft-spoken boy, who crawled to move around. He required a Kaye Walker and adult assistance to walk. A caregiver accompanied him throughout the school day, which limited opportunities for independent exploration.

Our Support

Kayden's physiotherapy focused on building strength, endurance, and postural control through daily corridor and ramp walking, adaptive tricycle riding, and standing frame use in class. To encourage greater independence, his parents made the difficult decision to withdraw the domestic helper from school. Though initially anxious, Kayden persevered and gradually developed functional independence.

Impact

Today at 15 years old, Kayden navigates school independently in a powered wheelchair, pedals an adaptive tricycle on his own, and competes in Frame Running. In 2026, he represented CPAS at the National Para Athletics Championship 2026, where he won a silver medal in the 100m Frame Running event. His journey reflects the powerful impact of consistent physiotherapy, family support, and personal determination.



Department Highlights:

This financial year, the department advanced its orthotic capabilities through the Turtle thermoplastic AFO programme, enabling physiotherapists to provide interim, remoldable ankle-foot orthoses, bridging the gap for clients awaiting definitive custom orthoses.

Beyond direct clinical intervention, the department continues to champion inclusive sport through the Frame Running programme. The programme trains school-aged clients with cerebral palsy to compete as athletes, culminating in two Gold Medals and a Silver Medal at the National Para Athletics Championship 2026.

PSYCHOLOGY

Department Overview

The Psychology Department aims to support all clients to meaningfully engage within their homes, schools and communities. This is achieved through the administration of assessments to facilitate clients' transitions into and from schools, as well as the provision of capacity building services for various stakeholders. In line with Positive Behavioural Support, our Psychologists assess the psychosocial, emotional and cognitive abilities of our clients to facilitate learning and engagement. Psychologists consult with medical professionals and collaborate with allied health professionals, interventionists, support staff, parents and families, in supporting the holistic development of individuals with special needs.

Client Spotlight:

Caleb *(Not his real name)*

The Beginning

Caleb was referred for frequent emotional outbursts, including crying, screaming, and throwing items, which disrupted his learning and affected the classroom environment.

Our Support

Caleb received fortnightly therapy with a CPAS Psychologist, alongside in-class support. Through talk and music, therapy provided a safe space for Caleb to understand his emotional triggers, bodily responses, and early signs of escalation, while learning appropriate ways to express and regulate his emotions.

Impact

Caleb now demonstrates improved awareness and regulation of his emotions, enabling him to better manage distress and participate more meaningfully in learning.



Department Highlights:

This financial year, the Psychology Department supported mental well-being, student development, and staff capability through outreach, workshops, and training initiatives across the organisation.

In conjunction with World Mental Health Day and Psychology Day, the department shared staff-facing infographics centred on collective mental well-being, and facilitated a staff appreciation activity at CPASS East to encourage connection and mutual support.

The department also conducted social skills workshops for Primary 5 and 6 students, equipping them with strategies for emotional regulation, stress management, and positive social interaction. In addition, behaviour management and healthy relationship workshops were delivered to GROW staff, school staff, and trainees, strengthening understanding of behaviour support, boundaries, and safe relationships across programmes.

SOCIAL WORK

Department Overview

The Social Work Department supports clients and their families in managing challenges related to disabilities, empowering them to and help clients realise their fullest potential. The department provides a range of services including information and referrals, casework and counselling, financial assistance, and connections to community resources. Additionally, they offer dedicated support for parents and caregivers and facilitate agency visits to assist with transition planning.

Client Spotlight: Ryan (*Not his real name*)

The Beginning

Ryan is a 6 year old child diagnosed with Myotonic Dystrophy Type 1 at birth. As the third of four siblings, his needs significantly shaped family life. While his parents and siblings were deeply committed to his care, the family faced caregiving challenges as they worked to support his development.

Our Support

Ryan began attending EIPIC at 2 years old, supported by a transdisciplinary team. CPAS Social Workers played a key role in supporting the family by providing financial assistance, guiding bursary applications, securing higher subsidies for assistive equipment, and offering sustained emotional support to Ryan's father throughout his caregiving journey.

Impact

With enhanced subsidies, Ryan gained access to specialised equipment that improved his mobility, participation, and engagement in learning and therapy. Financial assistance eased the family's burden, enabling consistent EIPIC attendance and greater household stability. Today, Ryan is more actively engaged in his development, while his family has gained resilience, confidence, and the capacity to pursue personal growth. This reflects the impact of CPAS' family-centred, transdisciplinary approach in supporting both child and family to thrive.



Department Highlights:

This year, the Social Work Department focused on strengthening peer connections and fostering a greater sense of community among GROW trainees through a structured group work programme.

The Meet Your Social Worker programme was conducted to provide trainees with a supportive environment to build connections. Through guided activities and shared reflection, the sessions encouraged communication, peer interaction, and emotional expression, promoting stronger social connections and a greater sense of belonging.

SPEECH AND LANGUAGE PATHOLOGY

Department Overview

The Speech and Language Pathology (SLP) Department focuses on the assessment and management of Speech, Language, Communication, Literacy, as well as Feeding and Swallowing skills. Their goal is to support children and adults with cerebral palsy and multiple disabilities in achieving their fullest potential. Intervention through Augmentative and Alternative Communication (AAC) is also provided by using low and high tech devices for those with complex communication needs.

Key service areas include the AAC Clinic, which supports complex communication needs through consultation, device trials, and clinician upskilling; the Feeding and Swallowing Clinic, which promotes safe and consistent feeding practices; and the Audiology Clinic, which supports hearing screening and access to communication and learning.

The department remains committed to improving communication access, feeding safety, and functional participation for clients across CPAS services.

Client Spotlight:

Zachariah (*Not his real name*)

The Beginning

Zachariah, a young boy diagnosed with Spinal Muscular Atrophy (SMA) Type 1, was unable to communicate verbally due to his condition and a tracheostomy. Before intervention, he faced significant challenges expressing his needs and participating in daily routines, relying heavily on caregivers to anticipate his communication.

Our Support

At CPAS, Zachariah received transdisciplinary early intervention, including Speech and Language Therapy. Intervention focused on developing functional communication through AAC, beginning with a low-tech PODD book and progressing to a high-tech AAC system. Caregivers were also trained to support consistent AAC use across home and school.

Impact

With AAC, Zachariah is now able to make choices, express needs, and actively engage with peers and adults. He uses his device to initiate interactions and communicate essential needs, improving both his independence and safety. These have strengthened Zachariah's confidence and participation, while giving his family greater clarity and assurance in daily communication.



Department Highlights:

The SLP Department strengthened clinical practice and professional capability through strategic partnerships and knowledge sharing. The department collaborated with PRC-Salttillo to pilot an AAC Specialist Clinic supporting clients with complex communication needs, while building SLP capability in AAC intervention. SLP clinicians also contributed to international knowledge exchange by presenting three posters at the IASSIDD Conference, and strengthened cross-service learning through a training partnership with Tan Tock Seng Hospital.

LEARNING, DEVELOPMENT AND CONSULTANCY

Department Overview

Learning, Development and Consultancy (LDC) Department is the training arm of CPAS. The LDC Department aims to build the capabilities of learners so that they can deliver the best programmes and services for their clients. For caregivers, the department strives to empower them with the skills and knowledge to care confidently. It supports this belief by providing certification courses and workshops conducted by experts for professionals in fields such as Early Intervention, Special Education, Allied Health, as well as caregivers of individuals with disabilities.



COMPLETED TRAININGS

59



ATTENDEES

1,086



EXTERNAL PARTICIPANTS

331



CAREGIVER ATTENDEES

85



COURSE OBJECTIVES MET DURING TRAINING

EVALUATION FEEDBACK

98.8%

Department Highlights:

This financial year, the courses offered by the LDC Department were expanded to support the learning needs of professionals beyond the social service sector, extending professional development opportunities to those in educational settings as well. By diversifying its programmes, it equipped mainstream teachers, preschool educators, and learning support staff with practical skills, evidence-based strategies, and greater confidence in supporting children and individuals with diverse learning and developmental needs. This broader outreach reflects the LDC Department's commitment to fostering inclusive learning environments and strengthening capabilities not only within the social service sector, but beyond it as well.

LDC has been recognised as an Allied Health Professional Council (AHPC) approved Continuing Professional Education (CPE) provider. Allied Health Professionals (AHPs) can accumulate CPE hours when attending LDC courses approved by AHPC.

LDC's caregivers' courses are now Skillsfuture credit (SFC) claimable. Caregivers can use SFC to offset the course fee after the Caregivers Training Grant (CTG) for eligible courses.

EVENTS

CPAS Charity Dinner 2025

The CPAS Charity Dinner 2025 *"Rock N Roll For A Cause"* was held on 29 August at the Marina Bay Sands Expo and Convention Centre and proved to be a resounding success. With the generous support of our sponsors, donors and guests, we raised more than \$360,000.

We were especially honoured to welcome our Guest of Honour, Mr Ong Ye Kung, Coordinating Minister for Social Policies and Minister of Health, whose presence greatly enriched the occasion.

We also wish to express our heartfelt gratitude to our venue sponsor, Marina Bay Sands, for its invaluable support through the 11th rendition of the Sands for Singapore Charity Festival.



World Cerebral Palsy Day 2025

On 3 October 2025, CPAS commemorated World Cerebral Palsy Day with a community open house themed 'Step into our Story'. This event focused on immersing attendees in the experiences of persons with cerebral palsy.

Through a series of experiential and hands-on booths, participants gained insights into how CPAS' therapists and programmes adapt environments, tools, and approaches to support our clients' needs. The event brought together clients, families, partners, and the wider community through interactive activities, sharing sessions, and light refreshments, fostering meaningful connections and celebration.

We were also honoured to host Ms Indranee Rajah, Minister in the Prime Minister's Office and Member of Parliament, Pasir Ris-Changi GRC, whose presence greatly enriched the occasion.

We would like to thank everyone who joined us at the event to raise awareness, celebrate abilities, and advocate for a more inclusive society.



Spare Your Change for Suzy 2025 in commemoration of World Cerebral Palsy Month

As part of CPAS' annual fundraising efforts, Spare Your Change for Suzy continued to encourage simple, everyday giving in support of persons with cerebral palsy.

Centred around Suzy, who represents a girl with cerebral palsy, CPAS' iconic donation box, the campaign brought together individuals, corporates, and community partners through a range of fundraising and awareness initiatives across the year.

The campaign was further amplified through a collaboration with the ThreeSixZero Productions and MediaCorp for their television series *Pedal On For Love* (骑心协力), which featured CPAS as its beneficiary. The series was telecasted over 10 weeks starting from October in conjunction with World Cerebral Palsy Month.

CPAS is deeply grateful to all donors, partners and participating artists for their generous support and meaningful participation.



FUNDRAISING PLANS

Apart from government support, CPAS relies on the generous support from corporates, organisations, and individual donors. Funds raised will go towards sustaining and extending our core programmes and services to children and adults with cerebral palsy or multiple disabilities.

CPAS plans to roll out 5 fundraising projects and campaigns this Financial Year.

Quarter 1: Uplift Children and Adults with Cerebral Palsy or Multiple Disabilities (CPAS26)

This is a year-long digital fundraising campaign launched at the start of each Financial Year. Through appeals, we hope to solicit donations, all year round, for over 800 children and adults with cerebral palsy or multiple disabilities under our care.

Quarter 2: CPAS Charity Dinner 2026 – Appreciating Cultures, Empowering Lives

CPAS will work with our longstanding venue sponsor, Marina Bay Sands (MBS), to organise our annual Charity Dinner with an expected turnout of over 400 guests.

This year's theme is 'Appreciating Cultures, Empowering Lives'. Just as cultures thrive when embraced and understood, we believe that our children and adults flourish when given opportunities, support and a community that believes in them. CPAS aims to raise an event target of \$250,000 through table sponsorships, outright donations, and on-event day segments such as Raffle Draws and Auctions.

Quarter 2: CPAS Charity Draw 2026

For the first time, CPAS has been announced as one of Singapore Pools' Charity Draw partners for 2026. The draw tickets will go on sale at Singapore Pools outlets and their approved retailers from July to August 2026, and proceeds will go back to support essential programmes and services for the children and adults in our care.

Quarter 3: Spare Your Change for Suzy 2026 (SYC26)

World Cerebral Palsy (CP) Day is celebrated annually on October 6th. As the specialist social service agency in Singapore working with persons with the condition, CPAS commemorates the entire month of October as World CP Month. Through a mix of volunteering, advocacy, and fundraising collaborations with individuals, corporates and community partners, CPAS continues to elevate awareness of CP in Singapore.

Our iconic donation box, Suzy, who represents a girl with CP, will front this campaign and appeal to donors to spare their loose change through simple everyday giving. This can be in the form of physical donation box placements, digital screens, event posters, online appeals, or projects to raise funds throughout the main campaign period from July to October 2026.

Quarter 4: Gift of Hope 2027 (GOH27)

The end-of-year and the start of the year are marked with festivities such as Christmas, New Year's, and the Chinese New Year. Donors tend to give gifts during this period, and CPAS plans to launch this campaign to invite donors to share a gift of hope for beneficiaries in our care.



THE YEAR AHEAD



The Year Ahead - 2026

The year ahead is about building capability with a renewed sense of purpose. By aligning people, processes, and technology, CPAS aims to create an environment where staff are supported, systems are effective, and services remain responsive to the evolving current and future needs of persons with cerebral palsy and multiple disabilities.

As CPAS moves through 2026, we build on the momentum of 2025 by shifting decisively from diagnostics and planning to execution and capability strengthening. Guided by our 3 - 5 Year Strategic Plan (2024 -2028) and informed by insights from the Organisational Health Framework for Social Services (OHFSS), the year ahead focuses on translating insight into impact – strengthening our financial resources, people, systems, and digital readiness to support sustainable growth, quality service delivery, and better outcomes for our clients and community.

Strengthening Organisational Health

In February 2026, we conducted an OHFSS assessment to better understand our strengths and gaps across key organisational domains. With an overall Organisational Health Index score of 78.30, up from 74.97, the results affirmed our strong foundations in Strategy & Leadership, Governance, and People practices, while highlighting opportunities to deepen capabilities in Digitalisation, Volunteer Management, and Knowledge & Research. Our focus shifts to targeted interventions – strengthening financial resources, internal processes, enhancing workforce capabilities, and improving systems that enable staff to deliver consistently high-quality, client-centric services.

Investing in Our People

People remain at the heart of CPAS' mission. In response to staff feedback and organisational diagnostics conducted in previous years, 2026 will prioritise:

- Structured career progression frameworks and clearer development pathways across job families
- Strengthening leadership and management competencies to lead teams through growth and change
- Enhancing total rewards and recognition practices to support attraction, retention, and engagement

These efforts are underpinned by focused investments in HR capability to ensure people practices remain robust, consistent, and aligned with organisational growth.

Advancing Digitalisation and Operational Excellence

Digitalisation continues to be a key enabler of productivity and service quality. In 2026, CPAS will progress from pilots to broader implementation of digital solutions that reduce manual work, improve data quality, and support informed decision-making. Key priorities include:

- Implementing a Unified HR Ecosystem to streamline people processes and consolidate workforce data
- Expanding the use of AI-enabled tools to support staff productivity and knowledge management
- Strengthening data protection and cybersecurity practices to safeguard information and build organisational resilience

These initiatives directly support our longer-term goal of improving digital maturity, operational efficiency, and service responsiveness.

SUMMARISED FINANCIAL STATEMENTS

Cerebral Palsy Alliance Singapore

Statement of Financial Position

For year ended 31st March 2026

	FY25/26	FY24/25
	S\$	S\$
Assets		
Non-Current Assets	12,674,533	14,514,900
Current Assets	29,383,852	20,996,965
	42,058,385	35,511,865
Liabilities and Funds		
Current Liabilities	2,862,360	3,568,685
Deferred Capital Donation & Lease Liabilities	10,328,179	12,379,008
Funds	28,867,846	19,564,172
	42,058,385	35,511,865

Statement of Comprehensive Income

For year ended 31st March 2026

	Total	Total
	S\$	S\$
Income		
Government Grants	9,841,911	9,795,564
Specific Donations	498,679	1,171,372
General Donations	10,967,480	908,865
Programmes/Therapy Treatment Fees	637,706	652,888
Wage Credit Scheme	147,641	467,147
TOL Fee	1,516,473	1,520,476
Others	7,695,261	5,937,432
Total Income	31,305,151	20,453,744
Expenditure		
Manpower	14,561,119	13,209,058
General & Administrative Costs	2,006,157	1,825,265
Upkeep and Utilities	504,198	599,945
Utilisation of Specific Funds	1,610,567	1,001,058
Interest Expense & Depreciation (ROU Asset)	1,529,271	1,735,040
GST Expense	269,431	598,413
Others	1,520,735	1,576,747
Total Expenditure	22,001,478	20,545,526
Surplus/(Loss)	9,303,674	(91,782)

For our full annual report and financial statements for FY2025/2026, please visit our website at www.cpas.org.sg
We sincerely thank all donors, volunteers, supporters, friends and well-wishers who have helped make a difference in the lives of our clients.

SUMMARISED FINANCIAL STATEMENTS

Cerebral Palsy Alliance Singapore School (East)

Statement of Financial Position

For year ended 31st March 2026

	FY25/26	FY24/25
	S\$	S\$
Assets		
Non-Current Assets	805,317	859,603
Current Assets	11,400,873	8,035,391
	12,206,190	8,894,994
Liabilities and Funds		
Current Liabilities	1,933,167	1,183,917
Deferred Capital Donation	424,464	380,319
Funds	9,848,559	7,330,758
	12,206,190	8,894,994

Statement of Comprehensive Income

For year ended 31st March 2026

	Total	Total
	S\$	S\$
Income		
Government Grants	15,169,063	12,763,446
Specific Donations	21,552	347,695
General Donations	-	574
Programmes Fees	150,736	133,574
Others	857,154	866,192
TOL Fee	676,728	679,968
Total Income	16,875,233	14,791,449
Expenditure		
Manpower	6,860,530	6,377,615
General & Administrative Costs	4,167,216	3,177,540
Upkeep and Utilities	297,882	333,727
Utilisation of Specific Funds	2,085,349	2,314,569
TOL Fee	676,728	679,968
Others	269,727	246,983
Total Expenditure	14,357,432	13,130,402
Surplus/(Loss)	2,517,801	1,661,047

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We sincerely thank all donors, volunteers, supporters, friends and well-wishers who have helped make a difference in the lives of our clients.

SUMMARISED FINANCIAL STATEMENTS

Cerebral Palsy Alliance Singapore School (West)

Statement of Financial Position

For year ended 31st March 2026

	FY25/26	FY24/25
	S\$	S\$
Assets		
Non-Current Assets	653,007	698,929
Current Assets	2,223,652	1,489,129
	2,876,659	2,188,058
Liabilities and Funds		
Current Liabilities	1,037,731	824,904
Deferred Capital Donation	297,203	392,162
Funds	1,541,725	970,992
	2,876,659	2,188,058

Statement of Comprehensive Income

For year ended 31st March 2026

	Total	Total
	S\$	S\$
Income		
Government Grants	5,475,685	4,570,163
Specific Donations	99,573	34,756
General Donations	-	-
Programmes Fees	179,400	118,677
Others	201,689	203,964
TOL Fee	680,400	680,400
Total Income	6,636,747	5,607,960
Expenditure		
Manpower	3,505,088	2,698,367
General & Administrative Costs	393,171	356,173
Upkeep and Utilities	307,645	306,127
Utilisation of Specific Funds	672,014	930,153
TOL Fee	680,400	680,400
Others	507,695	291,404
Total Expenditure	6,066,013	5,262,624
Surplus/(Loss)	570,734	345,336

For our full annual report and financial statements for FY2025/2026, please visit our website at www.cpas.org.sg

We sincerely thank all donors, volunteers, supporters, friends and well-wishers who have helped make a difference in the lives of our clients.



CEREBRAL PALSY ALLIANCE SINGAPORE

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