



Art Outreach

# ANNUAL REPORT

FOR THE FINANCIAL YEAR ENDED 31 MARCH 2022

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## ABOUT ART OUTREACH

Established in 2003, Art Outreach is a non-profit arts intermediary with IPC status that is dedicated to promoting art appreciation in Singapore and strengthening networks in the local art ecosystem.

We enable practitioners to sustain careers in the arts by offering financial support, professional development opportunities, and an independent and free space to nurture and incubate their work, as well as through facilitating dialogues with collectors and industry leaders.

We also champion the value of art by presenting a year-round roster of accessible and innovative programmes catered to diverse audiences—encompassing educational talks for schools, public art tours, exhibitions and artist residencies—with the aim of encouraging a deeper understanding and appreciation of art and artists in the community.

### Our Vision

Our vision is a visually literate public, comfortable in engaging with various aspects of visual art, especially with art that is relevant to Singapore's heritage. We believe that the arts are a human right and should be available to all.

### Our Mission

To promote access to—and appreciation of—art in schools, children from disadvantaged backgrounds and the wider community in Singapore with the aim of improving visual art literacy and critical thinking. To advocate the importance of art in society by fostering an appreciation of art practitioners and supporting the development of emerging visual arts talents in Singapore.

### Our Values

Our core values are: -

- Being passionate about the arts and our place in the community;
- Pushing the boundaries by offering surprising, challenging new experiences;
- Inspiring the imagination with high quality work that is vibrant and enriching;



Chloë Manasseh, *Petals Fall, Now and Then* presented by Art Encounters, Aug – Oct 2021, Bugis+

## ART OUTREACH SINGAPORE LIMITED CORPORATE INFORMATION

Art Outreach Singapore Ltd (AO) was incorporated on 6th May 2003, limited by guarantee and not having a share capital.

AO was registered under the Charities Act on 15th October 2003.

AO has been accorded awarded IPC (Institution of a Public Character) status since February 2004.

AO has M&AA (Memorandum & Articles of Association) as its governing instrument.

### Unique Registration Number (UEN)

200304127K

### Bankers

Development Bank of Singapore (DBS)  
Great World City Branch

### Registered Address

47 Malan Rd #01-24  
Gillman Barracks  
Singapore 109444

### Accountants

Ng Cheng Cheng

### Auditors

TJ ASSURANCE PARTNERS PAC  
36 Robinson Rd  
#14-03  
City House  
Singapore 068877

### Company Secretary

Vijay Sabapathy  
(appointed 29 December 2016)

### Company Members

Claudia Maria Cellini (appointed 6 May 2003)  
Audrey Phng Hwee Hieh (appointed 28 October 2003)  
Mabelin Yo Anderson (appointed 5 December 2013)

## CHAIRMAN'S MESSAGE



Art Outreach, like many other organisations, have appreciated the ebbing of restrictions due to the COVID pandemic. We have been able to resume most of our programmes and expand initiatives that we started during the pandemic. It has meant a lot to us to be able to be back in schools, at social welfare homes, and fully resume engaging with our stakeholders and beneficiaries.

One of our new initiatives, HEARTH, was first launched as a pilot programme to support independent Singapore-based artists and curators with free space to create and exhibit their work in October 2020. What was meant as a limited-run programme, has evolved into a flagship presentation for us, due to strong demand as well as very positive responses from both the art practitioners we support and from the audiences that visit each HEARTH show. More than just an art space, we also extend support to emerging artists and practitioners by way of talks and workshops by arts professionals, and access to other resources that may prove helpful in progressing their early career. In the past financial year (April 2021 to March 2022), through HEARTH and other art presentations in our space, we were pleased to be able to support 16 art shows, served 60 art practitioners and welcomed close to 8,000 visitors.

We are also glad to have run art appreciation programmes for over 11,000 students across 13 schools, and served 374 disadvantaged children through our partnership with 7 social welfare homes by running a series of 3 art workshops per home during the year-end school holidays.

Art Outreach was also very pleased to be able to present the 5th edition of the IMPART Art prize, recognizing 3 deserving talents with a cash award of SGD 20,000 each. We celebrated two artists: Lin Hui Yi and Zarina Muhammad, and also awarded curator, Berry Tan.

As we steer towards our third decade, we are grateful to count our numerous blessings, and we remain committed to our ambitions to supporting and developing the visual art ecosystem in Singapore.

”

Art Encounters, which features our 3 shipping containers repurposed as an artist studio and presentation spaces have been travelling across Singapore since January 2020. In the last year we featured 3 installations that travelled to the Malay Heritage Centre, Marina Bay Sands and Orchard Road. Please visit our website to learn more about this popular pop-up series.

As we approach our 20th anniversary in 2023, we reflect on the store of goodwill that we have accrued over the 19 years that Art Outreach has been active. We are immensely gratified that despite limited fund-raising opportunities these past two years, our friends and patrons have reached out to continue to support us. We are especially grateful to the National Arts Council, the Singapore Tourism Board and Marina Bay Sands for their constant support and strong partnership. Our past efforts in fundraising and careful stewardship of our resources have also allowed us some comfort and ability to ride out these challenging two years as we draw down on our modest reserves.

The success of Art Outreach truly depends on the community of partners and patrons that have rallied to support our cause. We are also fortunate to have a committed and talented group of employees that go above and beyond their professional call of duty, as well as a long-serving, dedicated board of directors. As we steer towards our third decade, we are grateful to count our numerous blessings, and we remain committed to our ambitions to supporting and developing the visual art ecosystem in Singapore.

Mae Anderson  
Chairman  
Art Outreach Singapore

## LEADERSHIP

### Board of Directors

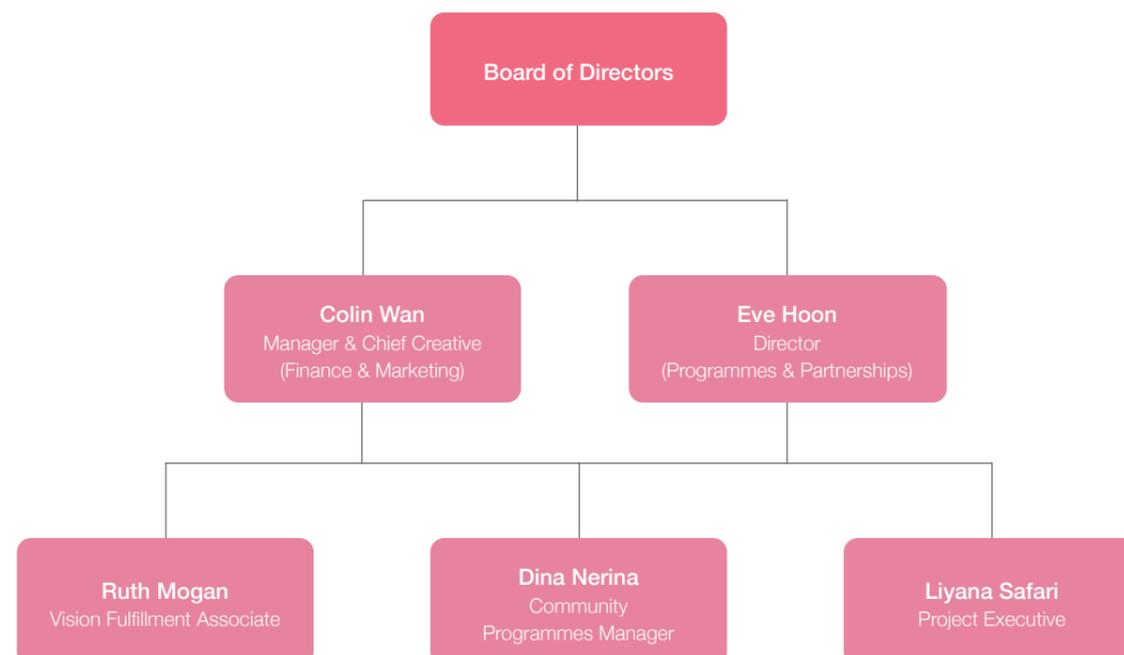
Name	Current Charity Board Appointment	Occupation	Past Board Appointments
Mabelin Yo Anderson	Chairman 13 Oct 2006	Head of Philanthropy Services, Asia, BNP Paribas Wealth Management	Director 20 Oct 2004
Asa Tucker	Director 8 Apr 2019	Attorney	-
Audrey Png Hwee Hieh	Director 20 October 2004	Director Asian Art Options	-
Kaori Kathleen Zage	Treasurer 8 April 2019	Entrepreneur	Director 1 Jan 2010

### Executive Management Team

Colin Wan  
Manager & Chief Creative  
*Appointed to position since 1 October 2019*

Eve Hoon  
Director (Programmes & Partnerships)  
*Appointed to position since 14 June 2021*

### Organisation Structure



## HIGHLIGHTS OF THE YEAR

### Summary Financial Performance

- Total Income: \$840,972
- Total Expenditure: \$879,724
- Donations increased by \$293,918 due to corporate and private donations

### Major Financial Transactions

- Disbursement of cash prize to three IMPART Art Prize winners at \$60,000 (total)
- Transportation and setup of repurposed shipping containers over four editions of Art Encounters programme at \$136,372

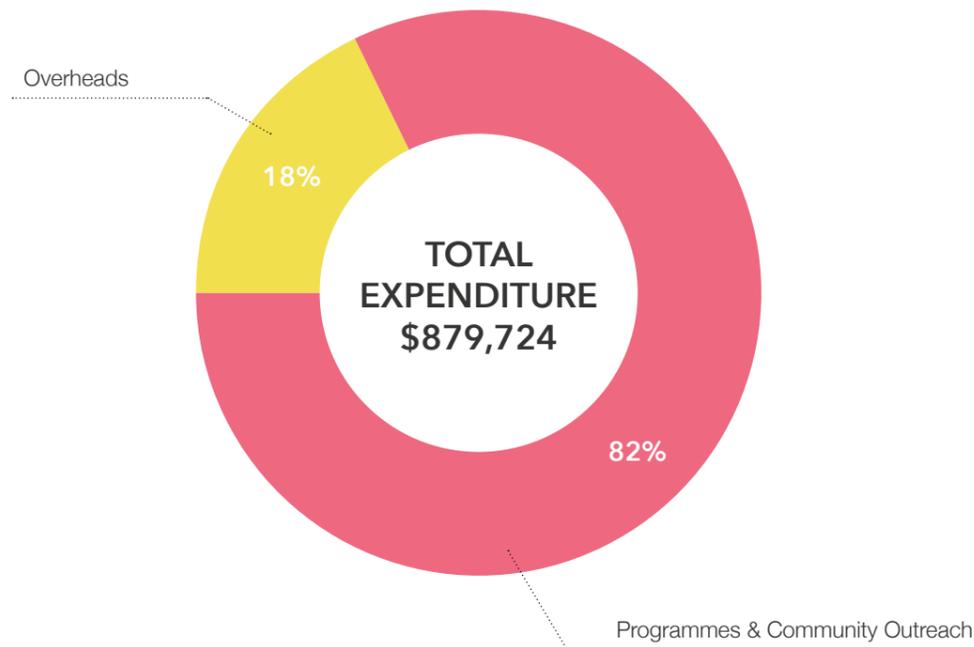
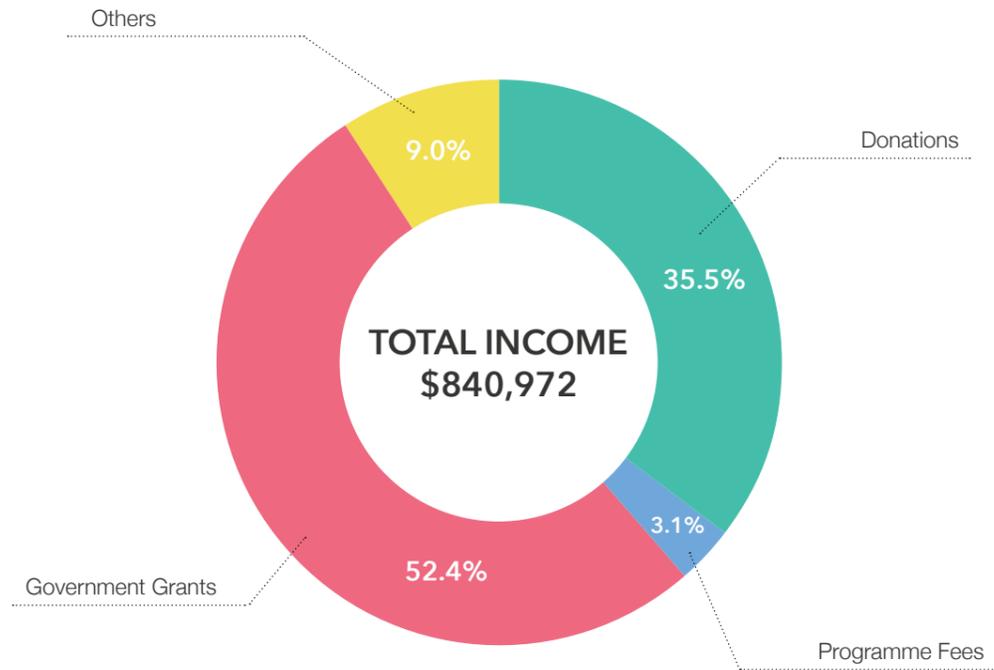
### Purpose of Charitable Assets held

- No specific funds were held for financial year



Setup of shipping containers at Marina Bay Sands event plaza for Art Encounters: *Perpetual Motion*, January 2022.

## FINANCIAL PERFORMANCE SUMMARY



## PROGRAMME HIGHLIGHTS



**5,259**

students attended our virtual assembly programme  
*(COVID19 has severely impacted our reach)*



**60**

visual art practitioners supported through our programmes (Art Encounters, HEARTH, Singapore Art Week & IMPART Art Prize)



**15**

projects supporting independent art practitioners through our HEARTH initiative



**3,895**

visitors to our HEARTH art space



**31,388**

visitors to Art Encounters



**3,805**

visitors to *IMMEMORIAL* by Rizman Putra, a programme of Singapore Art Week 2022

# KEY PROGRAMMES



## IMPART Art Prize 2022

In recognition of the need to support individuals of outstanding talent who have shown the potential and commitment to make significant contributions to the development of Singapore's vibrant art scene, Art Outreach launched the IMPART Art Prize in 2017. Each year, the Prize supports three promising local artists or curators with a cash prize of SGD20,000 towards their practice and impactful career building opportunities to enable them to grow and sustain their chosen careers in art.

The IMPART Art Prize 2022 was made possible by Marina Bay Sands under its Sands Cares community initiative.

### Our Winners

Entering its fifth year in 2022, the IMPART Art Prize made several key changes to its criteria to remain relevant to developments in contemporary art practises: the age limit was raised to 18 to 40 years (previously 18-35 years), all previous medium restrictions were lifted; and to recognise the pandemic disruptions, the time period for eligible artworks was extended to those made in the last 4 year (previously 2 years).

The IMPART Art Prize Jury—comprising Tan Boon Hui (Jury Chair), Patricia Chen, Catherine David, Honor Harger and Russell Storer—noted that the changes allowed more established artists and curators with sustained practices and strong examples of work to apply. The higher quality of applications reaffirmed the Prize's aim to not only offer financial support and exposure to promising practitioners on a needs-basis, but to recognise and reward high quality work, and send a signal to aspiring practitioners on models of excellence in the scene.

The 3 winners of IMPART Art Prize 2022 were Berny Tan (b.1990), Lin Huiyi (b. 1980), Zarina Muhammad (b. 1982). The Jury also acknowledged the work of Kent Chan (b.1984), who was awarded an Honourable Mention.

A private prize giving ceremony was held at the ArtScience Museum on 11 February 2022, attended by the awardees, their friends and family, and selected media.



## School Assembly Talks

We provide a coordinated and integrated approach to supporting local school curriculum through our assembly programmes and learning journeys. Our school programme features artworks from local museum and public art collections, as we believe this is an important way to stimulate active learning by engaging with Singapore's cultural and historic heritage.

During the financial year, we pivoted to a virtual presentation format to work around pandemic restrictions, and reached 5,259 students across local primary schools. We have invested much time in developing innovative and creative content that captures the imagination of students. Our multidisciplinary approach incorporates visual thinking skills, dramatisation, interactive games, discussions, and videos to inspire and enable students to appreciate and understand the power of art.

Our students really enjoyed the assembly program and they loved how interactive and immersive the talk was.

”

Ms Nicole Cheng  
Teacher from West Grove Primary School

The assembly programme was great at creating awareness of art in common public spaces such as the MRT stations. It changed the students perspectives towards public art and encouraged them to look deeper at art around them.

”

Ms Avery Sim  
Teacher from Pei Ying Primary School



## HEARTH

HEARTH is a community art space initiative launched in 2020 to support independent practitioners with free space and support to create and exhibit their work. This initiative shared the value of Art Outreach's office unit in Gillman Barracks to provide a platform for diverse mediums and rich artistic explorations.

To institute a layer of accountability to the process, the proposals were selected through an open call and reviewed by a panel of emerging curators and past IMPART Art Prize winners—Kathleen Ditzig, Syaheedah Iskandar, Eunice Lacaste, Berny Tan and Zulkhairi Zulkiflee—who kindly volunteered their time and expertise to HEARTH. From July to October 2021, we supported 12 projects (and 28 artists), which reached 2,146 visitors.

HEARTH is made possible with the support of the Sands Cares Accelerator, a three-year non-profit capacity-building programme by Las Vegas Sands Corp., designed to catalyse the community impact of member organisations through extended funding and strategic support.

The space was professional, clean and spacious. Art Outreach went the extra mile in giving us the best experience, by providing a professional photographer and promotional support.

”

Edmund Kerk, Artist

HEARTH allowed me to work in the space with total independence. Having the support in advertising my work and the opportunity to share my work with the public was very much appreciated.

”

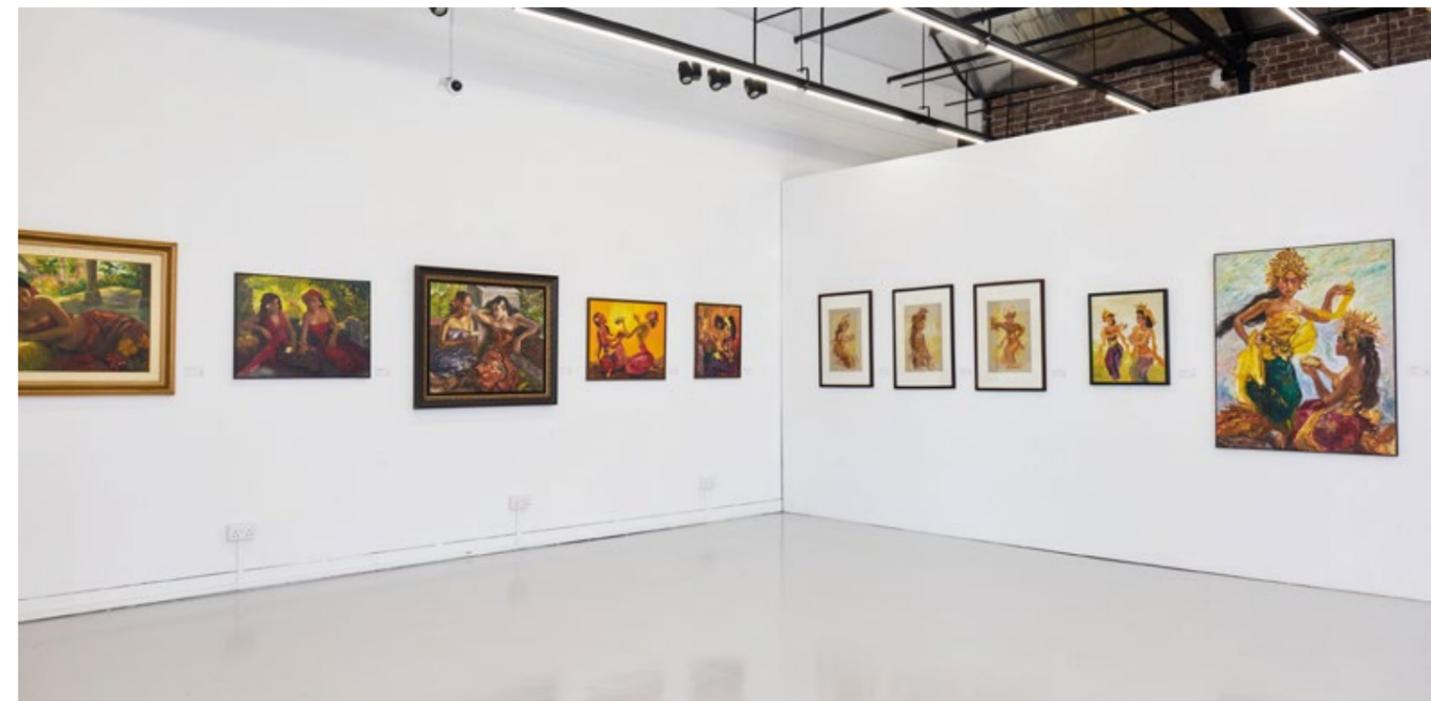
Manny Padernos, Artist



## PALADIN

TheFinalBosses | 11 – 27 June 2021

Influenced by the Paladin, heroic knight characters often found in role-playing games, and their principle to protect the innocent and uphold the law, *PALADIN* by TheFinalBosses used toys and collectibles as an avenue to raise awareness on meaningful social causes. The exhibition featured original limited-edition designer toys made by TheFinalBosses and 18 international and local artists, who were invited to weave their narratives and translate their thoughts and lived experiences into toys and art pieces to bring attention to the issue of bullying.



## Urbanisation and Portraits of Bali

Koeh Sia Yong | 4 November – 12 December 2021

We were proud to host a two-part solo exhibition by second-generation Singaporean artist Koeh Sia Yong, who has spent over 50 years creating realistic and expressive paintings on diverse subject matters that celebrate the rich culture of Southeast Asia. The first part of the exhibition, titled *Urbanisation* explored Singapore's changing landscape from post-WWII to independence; while the second part *Portraits of Bali* offered Koeh's perspective on the idyllic beauty of the Indonesian island. Koeh also presented a series of talks and live painting demonstrations to visitors on the weekends.



## IMMEMORIAL

Rizman Putra | 14 January – 6 February 2022

In conjunction with Singapore Art Week 2022, we presented an original commissioned work by multi-disciplinary artist Rizman Putra that celebrated the audience experience, the magic of co-creation and the transformative power of art. Inspired by child-like dreams of a fantastical world in an enchanting forest, audiences were invited to navigate a path filled with floor-to-wall drawings and 3D forms created by Putra, before reaching a blank space in which they could draw and colour in untouched forms. Throughout the exhibition, this three-dimensional colouring book evolved as it filled with audience interventions, connecting them to others around in a process of simultaneous creation in time. The exhibition was popular among the art offerings at Gillman Barracks, attracting 3,805 visitors over 24 days.



## Women by Women

Women in Street Singapore | 8 – 20 March 2022

On the occasion of International Women's Day on 8 March, we hosted a street photography exhibition by Women in Street Singapore, the local wing of a global movement that aims to connect, inspire and develop female street photographers around the world. Titled *Women by Women*, the inaugural exhibition by WiSSG showcased 13 female street photographers in Singapore across key sub-genres of street photography, including the realistic, the geometric, the abstract, fine art and portraiture.

## ART ENCOUNTERS

Launched during Singapore Art Week 2020 in partnership with the Singapore Tourism Board, Art Encounters is a presentation series capturing the art-making process within three 20ft repurposed shipping containers. Functioning as a mobile studio, gallery and public engagement space, the containers travel to a unique site each quarter, featuring a new site-specific installation by a commissioned artist across disciplines and mediums. In FY21, we organised 4 editions of Art Encounters, which drew a total of 31,388 visitors.





## Into Softer Worlds

Natalia Tan | 1 May – 27 June 2021

Venue Partner: Marina Central

The fourth edition of Art Encounters travelled to Marina Central with an array of activities focused on the diversity of textile art. At Millenia Walk, visitors could join textile artist Natalia Tan in her pop-up free-weaving studio and try their hand at weaving with a Japanese floor loom. In the adjacent container studio was a showcase of Singaporean textile works curated by Tan. At Marina Square's outdoor walkway sat the welcome gallery, where visitors encountered upcycled textile works, while hands-on workshops and pop-up art installations took place at Suntec City and South Beach. In a world where audiences are conditioned to distance themselves from art (and each other), *Into Softer Worlds* was an invitation to touch, create, and share what moves us.



## Petals Fall, Now and Then

Chloë Manasseh | 21 August – 3 October 2021

Venue Partner: Bugis Town, CapitaLand

The fifth edition of Art Encounters travelled to Bugis Town (comprising Bugis Junction, Bugis+ and Bugis Street) featuring a multi-sensorial installation by Chloë Manasseh that explored the power of the imagination, the relationship between individual and collective memory, and identity anchored within spaces. Offering an escape to nature in the midst of an urban landscape, *Petals Fall, Now and Then* featured a 3D painting installation inspired by the centuries-old traditions of the Bugis seafarers, and a community canvas where visitors could leave their mark. The installation also featured a custom ambient scent designed by home-grown fragrance label Scent by SIX in collaboration with the artist.



## Where Land Meets Sea

Ripple Root | 6 November – 16 December 2021

Venue Partner: Malay Heritage Centre

For its sixth edition, Art Encounters travelled to Kampong Gelam with a vibrant painting installation by duo Ripple Root that celebrated the history of Kampong Gelam. Inspired by the Malay Heritage Centre's rich collection, the artists layered their colourful visual language over archival images and reimagined historical objects in their signature bright and bold hues, that enlivened the past and encouraged us to see it with new eyes. Life-size cut-outs of a traditional boat and Gelam tree were also sited on the sprawling lawn for visitors to take photos with. The duo spent the first 2 weekends of the exhibition live painting inside the containers, giving visitors a rare insight into their painting process which takes place in a tag-team like manner.



To commemorate Art Encounters entering its third year in 2022, we also collaborated with local artist William Goh to give the containers a fresh new look, while granting the public a rare insight into his creative process. Drawing on his own recollections and observations, Goh recreated scenes of everyday places such as void decks and coffee shops in a monochrome palette to speak to their liminality as spaces that have witnessed weddings, funerals, breakups and reunions over the years. In doing so, he wished to convey a sense of familiarity and comfort, ushering audiences into a deeper encounter with art as they draw connections to stories that resonate with them in the images.



## Perpetual Motion

Gerald Leow | 8 January – 6 Feb 2022

Venue Partner: Marina Bay Sands

As part of Singapore Art Week 2022, Art Encounters travelled to the Marina Bay Sands Event Plaza with *Perpetual Motion*, an installation of kinetic sculptures by local artist Gerald Leow. Asking the question “do objects have any meaning without humans?,” Leow erected a series of towering steel columns on the waterfront Event Plaza, that were designed to be turned by hand, or moved by the wind, speaking to the way we continually give new meaning to the things we interact with. The artist was also present on weekends to demonstrate the making of his maquettes and add to a wireframe installation within the containers, as well as interact with the public. An activity station invited younger visitors to create their own pinwheels that move in the wind like Leow’s work.

# PROJECTS

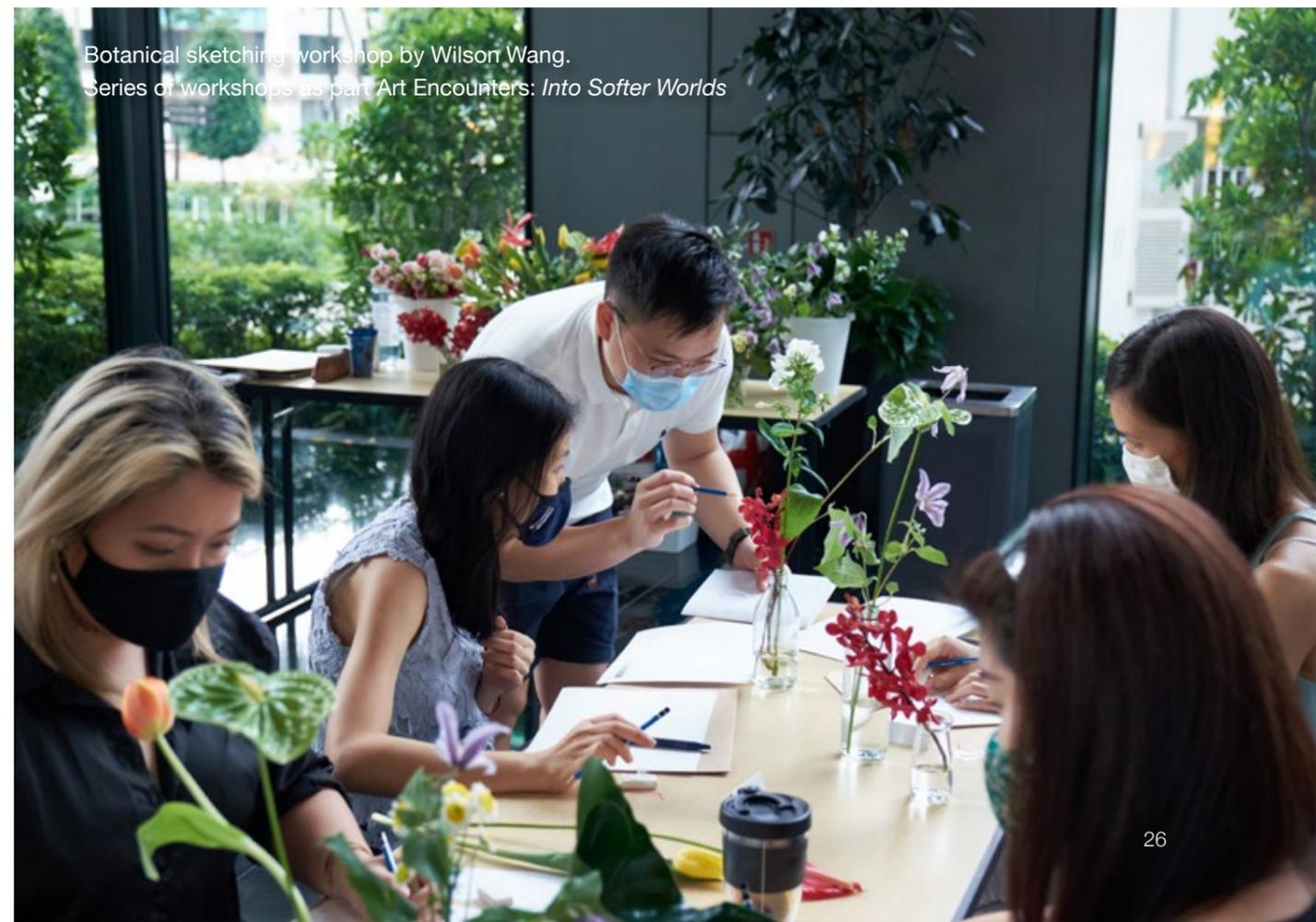
1 APRIL 2021 TO 31 MARCH 2022



Natalia Tan, *Art Encounters: Into Softer Worlds*  
featuring *Vessels* by Kelly Limerick  
1 May – 27 Jun 2021



Kelly Limerick and Natalia Tan, *Art Encounters: Into Softer Worlds*  
1 May – 27 Jun 2021



Botanical sketching workshop by Wilson Wang.  
Series of workshops as part *Art Encounters: Into Softer Worlds*



Special Collaboration: *PALADIN* by TheFinalBosses  
11-27 Jun 2021



Manny Padernos, *In Between Spaces*  
3-13 Jul 2021, Studio and Exhibition, HEARTH



Aryan Arora, Raghav Babbar, Divyam Ragnath, Kimberly Gloria Choi, Kevin Lau,  
Ahmad Anwar, Graceful Quille, *Converging Biographies*  
15-21 Jul 2021, Group Exhibition, HEARTH



T:zi, *No Empty Canvases* curated by Syed Muhammad Hafiz  
24-30 Jul 2021, Solo Exhibition, HEARTH



Manny Padernos, *In Between Spaces*  
3 – 13 Jul 2021, Studio and Exhibition, HEARTH



Myrthe Biesheuvel, *Dreamscapes*  
3–8 Aug 2021, Solo Exhibition, HEARTH



Chloë Manasseh, *Art Encounters: Petals Fall, Now and Then*  
21 Aug – 3 Oct 2021



Benedict Yu and The erosion Space, *生 Rebirth as part of 醉生夢死 erosion*  
11 – 15 Aug 2021, Community Installation and Exhibition, HEARTH



Tan Hui Rui, Fazera Makrof, Edmund Kerk, Amisha Prakash, *Unconsumed*  
19 – 25 Aug 2021, Group Exhibition, HEARTH



Benedict Yu and The erosion Space, 生 *Rebirth as part of 醉生夢死 erosion*  
11 – 15 Aug 2021, Community Installation and Exhibition, HEARTH



Hunny & Lummy, *ThisConnect: What Am I, If I Am Not*  
30 Aug – 3 Sep 2021, Performance Art Exhibition, HEARTH



Hunny & Lummy, *ThisConnect: What Am I, If I Am Not*  
30 Aug – 3 Sep 2021, Performance Art & Exhibition, HEARTH



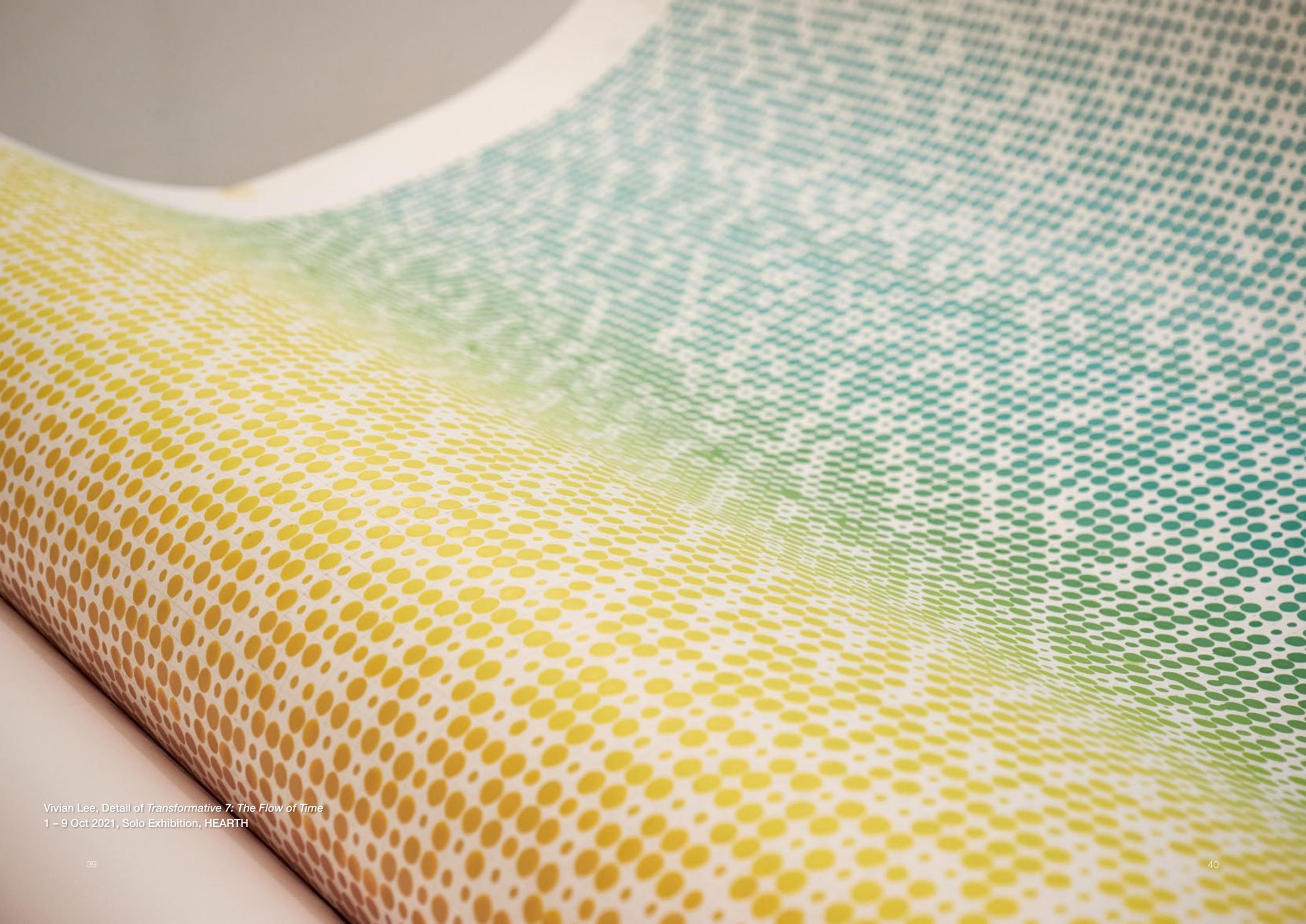
Elisa Ang, *Repurposed*  
22 – 29 Sep 2021, Solo Exhibition, HEARTH



Shen Jia Qi, Min Suen, Janice Lum, Erman NAIKAN, *Well:Beings*  
10–19 Sep 2021, Group Exhibition, HEARTH



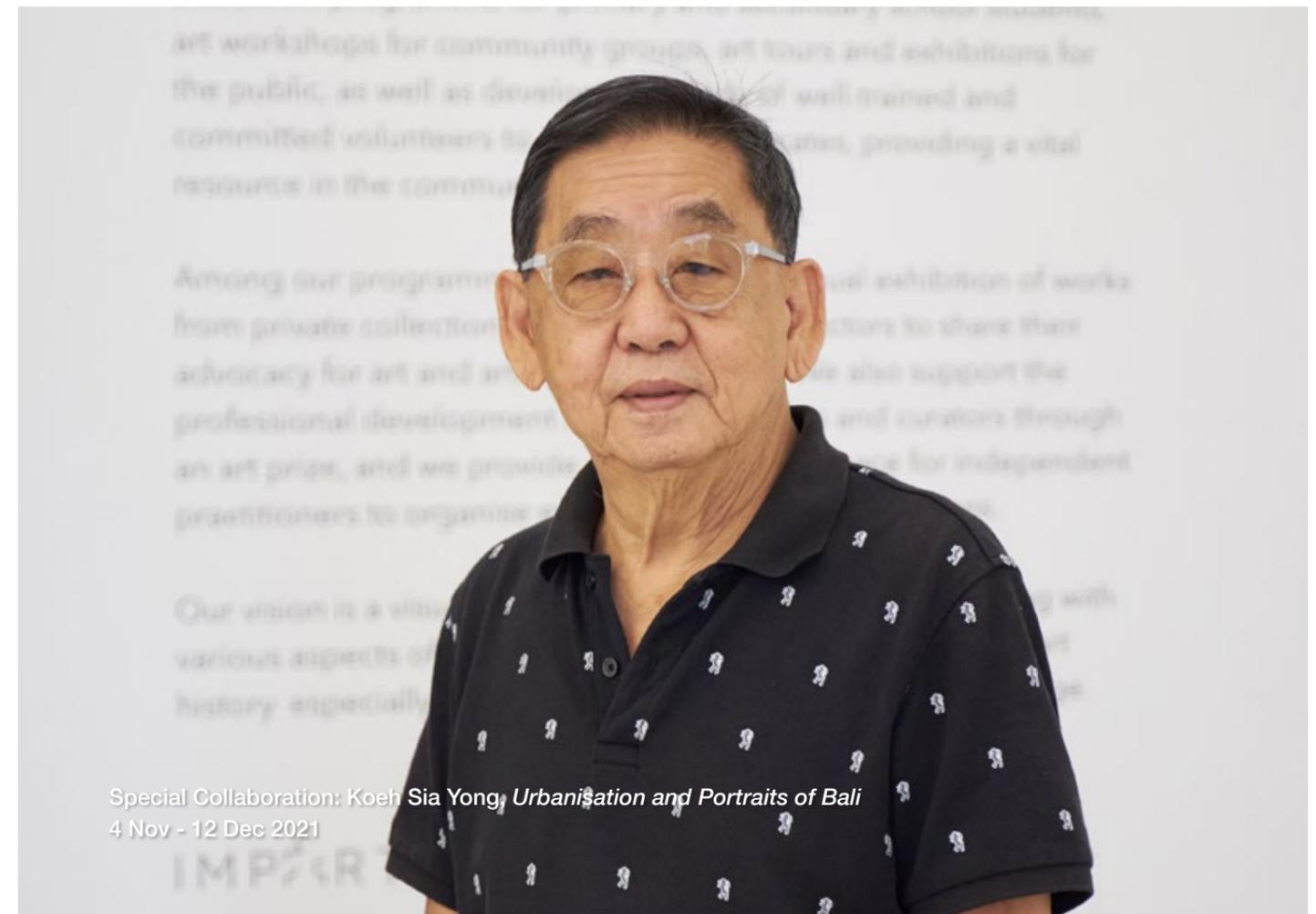
Vivian Lee, *Transformative 7: The Flow of Time*  
1 – 9 Oct 2021, Solo Exhibition, HEARTH



Vivian Lee, Detail of *Transformative 7: The Flow of Time*  
1 – 9 Oct 2021, Solo Exhibition, HEARTH



Ila & Jannah, *Stimming, Dreaming*  
14 – 18 Oct 2021, Exhibition, HEARTH



Special Collaboration: Koeh Sia Yong, *Urbanisation and Portraits of Bali*  
4 Nov - 12 Dec 2021



Isabella Ong & Tan Wen Jun, *Weathering with Us*  
22 – 31 Oct 2021, Exhibition, HEARTH



Ripple Root, *Art Encounters: Where Land Meets Sea*  
6 Nov – 16 Dec 2021



Isabella Ong & Tan Wen Jun, Detail of *Weathering with Us*  
22 – 31 Oct 2021, Duo Exhibition, HEARTH



William Goh, Art Encounters Repaint  
3 – 12 Dec 2021



Gerald Leow, Art Encounters: *Perpetual Motion*  
8 Jan – 6 Feb 2022



Rizman Putra, *IMMEMORIAL*  
14 Jan – 6 Feb 2022. Presented by Art Outreach Singapore.



Karylne Wintels, Marie Dailey,  
Special Collaboration: *Women in Street SG, Women by Women*  
8 – 20 March 2022



Shawna Chia, Rizman Putra, Syarfa Shahiran, Bud Young, *IMMEMORIAL*  
14 Jan – 6 Feb 2022. Presented by Art Outreach Singapore.



Honor Harger, Mae Anderson (representing Lin Huiyi), Tan Boon Hui, Zarina Muhammad, Jackson See, Beryn Tan  
IMPART Art Prize Presentation at Art Science Museum, 11 Feb 2022

## THE YEAR AHEAD

While the pandemic and continuing restrictions majorly affected our programme reach, Art Outreach has and will continue to offer and develop programmes where possible, while pivoting to a digital or hybrid format when necessary.

In the coming financial year, we will continue to organise our flagship programmes including the IMPART Art Prize, Art Encounters, school assembly programmes and ARTLink community programme, while taking on collaborations and special commissions to coincide with key events in the arts calendar such as Singapore Art Week.

We will also be building on our HEARTH initiative to offer additional support for practitioners beyond space, to include professional development talks and resources. To this end, we will be expanding our premises to a larger unit within the Gillman Barracks arts district, which will allow us to retain our office functions while more closely supporting the multidisciplinary showcases at HEARTH.

We will be supporting our team to further develop their skills through relevant courses and workshops to keep our work capabilities up to date.

As the economic climate does not support a gala fundraiser, we will strive to maintain good rapport with current partners and sponsors, while continuing to search for other potential partners and opportunities for fundraising, including taking on commissions and consultancy projects that leverage on our deep networks in the local art scene.

## GOVERNANCE

### Role of the Governing Board

The Board works with the Executive Director and key management personnel to lead and manage the Company. The Board provides guidance to the Leadership Team and delegates the formulation of policies and the day-to-day management to the Executive Director and key management personnel. The Executive Director and key management personnel remain accountable to the Board.

The Board's decision and approval is required for the following matters:

- Agree strategy and implementation plans
- Appoint, remunerate and assess the performance of the Executive Director
- Delegate authority for routine expenditure to the Executive Director and approve annual budgets
- Approve annual reports and financial statements
- Agree business procedures
- Approve processes of internal control
- Appoint or remove the company secretary to the Board
- Appoint or remove the auditors and the company's legal advisors and any material or significant matter.

### Board Meetings and Attendance

The following sets out the individual Board member's attendance at the meetings:

Board members	Attendance
Mabelin Yo Anderson	2/2
Audrey Phng Hwee Hieh	2/2
Kaori Kathleen Zage	2/2
Asa Tucker	2/2

Attendance is indicated as the number of meetings attended over the number of scheduled meetings for the term. As Art Outreach Board Directors may be appointed in different periods during the term, the number of scheduled meetings for each Director's attendance may vary.

The Board members also participated in decision making through other means (such as electronic communications and approving resolutions in writing.)

### Disclosure of Remuneration and Benefits received by Board Members

No Board members were remunerated for their Board services in the financial year.

### Disclosure of Remuneration of Three Highest Paid Staff

Remuneration band	Number of staff
Between \$100,000 to \$200,000	1
Between \$200,000 to \$300,000	0

### Other Disclosure of Remuneration

The charity has no paid staff, who are close members of the family of the Executive Head or Board members, who each receives total remuneration of more than \$50,000 during the year.

### Board Induction and Training

All newly appointed Directors are briefed by the Executive Director on the operations and strategic plans of the Company to enable the Directors to discharge their duties effectively.

The Directors are encouraged to attend training programmes, seminars and workshops organised by professional bodies as and when necessary, to keep apprised of relevant new laws, regulations and changes in the charity landscape. The Company will, if necessary, organise briefing sessions or circulate memoranda to Directors to enable them to keep pace with these changes.

### Board Composition and Membership

All the Directors are independent and do not receive any remuneration for the services to the Company. New appointments of Directors are recommended by Board members and are selected based on their skills, experience, knowledge, diversity, in terms of expertise.

There is a maximum term limit for the Board Treasurer of 4 consecutive years. Re-appointment to the Treasurer position can be considered after a lapse of at least two years.

*The following Board members have served over 10 years: Mabelin Yo Anderson, Audrey Png Hwee Hieh and Kaori Kathleen Zage. These three Board members have played a critical role given their expertise, network, and contributions to Art Outreach. Mabelin Yo Anderson stepped up as Chair in 2006.*

### Access to Information

The Executive Director provides the Board with information considered necessary by the Board in discharging its responsibilities. This information includes background and other explanatory information relating to matters brought before the Board, annual reports, budgets and summarised quarterly management accounts highlighting material variances between actual results and budgets/forecast/past results.

### Risk Management and Internal Controls

The Board has overall responsibility for the charity's key risks to safeguard the charity's interests and its assets. They have an oversight function, ensuring that processes are in place, adequate and effective in fulfilling the mission of Art Outreach. The Treasurer assists the Board in providing risk management oversight while the ownership of day-to-day management and monitoring of existing internal control systems are delegated to the Executive Director. In management and monitoring the internal control systems for financial matters, Art Outreach uses recommended guidelines provided by the National Arts Council's Major Company Grant scheme.

## Policy Statements and Practices

### Personal Data Protection Act Policy (and Donor Confidentiality)

Art Outreach respects and honours our sponsors, donors, partners, volunteers and clients; their right to be treated courteously, fairly and have their privacy protected. Art Outreach is committed to complying with the Personal Data Protection Act passed by the Singapore Government Parliament in October 2012. Personal information is given in good faith by sponsors, donors, partners, volunteers and clients and will only be used to maintain or enhance their relationship with Art Outreach. Sponsors, donors, partners, volunteers and clients can remove their name from mailing lists upon sending their requests to Art Outreach.

Art Outreach also maintains a high level of confidentiality with respect to donor information. Donors' name or other details will not be published in any corporate collaterals or publications unless there is a partnership agreement between Art Outreach and the donor.

Art Outreach has put in place procedural, physical and electronic means to safeguard the personal information of our sponsors, donors, partners, volunteers and clients and will not rent, exchange or sell mailing lists of our sponsors, donors, partners, volunteers and clients to other organisations.

Sponsors, donors, partners, volunteers and clients' information may be kept both in hard copy and/or electronic forms. In either case, Art Outreach has documented procedures to safeguard this information.

### Reserve Policy

Art Outreach seeks to maintain a reserve of up to 12 months of operating costs. This is calculated to allow sufficient lead time for measures to be taken to find additional support for our key areas of work work, should anything happen to impact our existing income streams. The amount of reserves needed will be regularly reviewed by the Board of Directors to ensure they remain adequate to fulfil continuing obligations.

	Current Year	Previous Year
Unrestricted Funds (Reserves)	S\$ 993,546	S\$ 860,971
Restricted Funds	S\$ 92,696	S\$ 264,023
Annual Operating Expenditure	S\$ 430,000	S\$ 430,000
Ratio of Reserves	2.3	2.0

Art Outreach does not invest its reserves.

### Conflict of Interest Policy Statement

Art Outreach has also put in place its Conflict of Interest Policy (COI) to protect the Organisation's welfare and best interests over and above all priorities and objectives. The COI mandates that no staff or Board of Directors may engage in any external interest or business that may undermine or conflict with the Organisation's overall welfare.

The COI and declaration form shall be given to the staff or Board of Directors at the earliest opportunity, such as upon his/her taking up of employment with or appointment in the Organisation or to the Board. Annual declaration of interests by members of key management personnel and the Board is required. He/she will fully disclose to the Executive Director or the Board in the event a conflict of interest may arise.

#### **Loans Policy**

Art Outreach does not grant loans to any parties.

#### **Remuneration and Performance Management (HR) Practices**

The remuneration strategy for all employees is guided by Art Outreach remuneration principles of enabling the organisation to:

- Attract and retain candidates with qualifications and experiences that best fit the job
- Ensure a clear relationship between performance and remuneration
- Appropriately compensate employees for the services they provide
- Provide an appropriate level of transparency
- Ensure a level of equity and consistency across Art Outreach.

The Board is responsible for reviewing and approving the remuneration strategy for Art Outreach put forth by the Executive Director each year. The key factors taken into consideration for such review are guidelines and recommendations from relevant authorities such as National Council of Social Services, National Arts Council, Singapore National Wage Council, prevailing economic conditions and the financial position of Art Outreach.

Art Outreach remuneration consists of fixed remuneration and performance linked bonus. Performance appraisal in Art Outreach is a key HR process to ensure that employees receive performance feedback and establish a clear link between performance and remuneration. The appraisal will be done once a year to review performance in the current year and set objectives for the new work year.

The performance rating of the staff, based on his performance review of the preceding year, will be a key factor in determining their salary.

#### **Code of Conduct**

All Board members, staff and volunteers are expected to conduct and carry themselves in a professional manner while at work and to observe Art Outreach's policies and procedures so as to promote a harmonious working relationship and a conducive working environment. As Board members, staff and volunteers are representatives of Art Outreach, they must practice honesty and integrity in fulfilling responsibilities and comply with all applicable laws and regulations.

#### **Donations to External Parties**

Art Outreach does not make donations to external parties.

#### **Whistle Blowing Policy**

Art Outreach aims to provide an avenue for employees and external parties to raise concerns and offer them reassurance that they will be protected from reprisals or victimisation for whistle blowing in good faith. Whistle blowing is defined as a deliberate, voluntary disclosure of individual or organisational malpractice by a person who has or has had privileged access to data, events, or information about an actual, suspected, or anticipated wrongdoing within or by Art Outreach that is within its ability to control.

## **FINANCIAL STATEMENTS**

Art Outreach is audited by independent certified public accountants, in accordance with Singapore Financial Reporting Standards ("FRS") and the provision of the Charities Act (Chapter 37). Art Outreach works diligently to efficiently manage the resources entrusted to it. The next section is the audited financial statements.

#### **Governance Award**

Art Outreach won the Charity Transparency Award 2019, conferred by the Ministry of Culture Community and Youth, for the second year running. This award is an annual assessment that recognizes charities who communicate information to their stakeholders in a transparent and timely manner while exhibiting good governance practices. There were no awards given out for 2020 and 2021.



## Statement of Financial Activities For the Financial Year Ended 31 March 2022

	Unrestricted fund S\$	Restricted Fund S\$	2022 Total S\$	(Restated) 2021 Total S\$
<b>INCOMING RESOURCES</b>				
<b>Voluntary income</b>				
- Tax deductible	115,750	-	115,750	4,050
- Non-tax deductible	182,754	-	182,754	536
<b>Charitable Activities</b>				
Gala Dinner and Auction proceeds	-	-	0	7,000
Service income - Public Art Assembly	5,600	-	5,600	4,000
HEARTH Art Space	820	-	820	600
Merchandise Sales	5,065	-	5,065	3,122
Workshops	755	-	755	-
Singapore Management University - SMU Art Collection	14,000	-	14,000	-
<b>Grant Incomes</b>				
- Cultural Matching Grant	-	29,695	29,695	152,182
- National Arts Council - Major Company Scheme	135,000	-	135,000	120,000
- National Arts Council - Digital Presentation for the Arts	-	-	-	16,000
- National Arts Council - Arts and Culture Resilience Package Operating Grant	35,000	-	35,000	50,000
- National Arts Council - Singapore Arts Week	-	-	-	56,603
- National Arts Council - Capability Development Scheme for the Arts	-	-	-	13,774
- National Youth Council - Force for Good Scheme	900	-	900	-
- Singapore Tourism Board - Art Encounters	239,303	-	239,303	74,212
- Singapore Tourism Board - Leisure Events Fund	-	-	-	89,896
- Singapore Business Federation - SG United Traineeship Program Grant	425	-	425	6,857
- Tote Board Arts Fund - Art Encounters	-	-	-	15,000
<b>OTHER INCOME</b>				
Jobs Support Scheme	52,221	-	52,221	101,233
Jobs Growth Incentive	6,673	-	6,673	-
Miscellaneous Income	10,801	-	10,801	18,830
Wages Credit Scheme	6,210	-	6,210	9,169
<b>TOTAL INCOME</b>	<b>811,277</b>	<b>29,695</b>	<b>840,972</b>	<b>743,064</b>

Please refer to full financial statements at charities.gov.sg for accompanying notes.

	Unrestricted fund S\$	Restricted Fund S\$	2022 Total S\$	(Restated) 2021 Total S\$
<b>RESOURCES EXPANDED</b>				
Art Encounters	305,366	-	305,366	99,251
Community Programme	4,937	-	4,937	77
HEARTH Art Space	5,068	-	5,068	1,087
IMPART programme	62,608	-	62,608	125,594
IMMEMORIAL	20,959	-	20,959	-
Miscellaneous costs	206	-	206	-
Public Art Assembly	715	-	715	657
Staff costs	147,572	172,818	320,390	240,974
	<u>547,431</u>	<u>172,818</u>	<u>720,249</u>	<u>467,640</u>
<b>Administrative costs</b>				
Accounting fee	9,645	-	9,645	9,370
Audit fees	14,940	1,100	16,040	8,667
Bank fees	184	57	241	3,348
Depreciation of property, plant and equipment	75,826	-	75,826	78,532
Fines and penalties	-	-	-	4
Insurance	946	-	946	637
Internship allowance	-	-	-	4,971
Office Supplies	2,580	-	2,580	5,045
Other expenses	356	-	356	-
Office rental	-	-	-	-
- over provision in prior year	(2,857)	-	(2,857)	-
- current year	2,857	-	2,857	-
Postage and courier	326	-	326	164
Printing and stationary	315	-	315	203
Software subscription	2,756	-	2,756	1,613
Sponsor and partner recognition	1,864	-	1,864	1,846
Staff cost	14,196	27,047	41,243	77,290
Telephone and internet	2,140	-	2,140	2,117
Transportation	328	-	328	200
Upkeep of office	892	-	892	1,878
Utilities	2,805	-	2,805	869
Webhosting and maintenance	362	-	362	1,560
	<u>130,461</u>	<u>28,204</u>	<u>158,665</u>	<u>198,314</u>
<b>Finance cost</b>				
Interest expense on lease liabilities	810	-	810	2,518
<b>TOTAL EXPENDITURE</b>	<u>678,702</u>	<u>210,022</u>	<u>879,724</u>	<u>668,472</u>
<b>NET INCOME FOR THE FINANCIAL YEAR</b>	<u><b>132,575</b></u>	<u><b>(171,327)</b></u>	<u><b>(38,752)</b></u>	<u><b>74,592</b></u>

Please refer to full financial statements at charities.gov.sg for accompanying notes.

## Statement of Financial Position as at 31 March 2022

	2022 S\$	(Restated) 2021 S\$
<b>ASSETS</b>		
<b>Non-current asset</b>		
Property, plant and equipment	34,096	109,922
<b>Current assets</b>		
Other receivables	270,942	87,633
Other current assets	24,620	7,828
Cash and cash equivalents	819,809	1,021,424
	<u>1,115,371</u>	<u>1,116,885</u>
<b>Total assets</b>	<b><u>1,149,467</u></b>	<b><u>1,226,807</u></b>
<b>FUNDS AND LIABILITIES</b>		
<b>Funds and reserves</b>		
Accumulated fund	993,546	860,971
Restricted fund	92,696	264,023
	<u>1,086,242</u>	<u>1,124,994</u>
<b>Current liabilities</b>		
Other payables	63,225	71,197
Lease liability	-	30,616
	<u>63,225</u>	<u>101,813</u>
<b>Total funds and liabilities</b>	<b><u>1,149,467</u></b>	<b><u>1,226,807</u></b>

Please refer to full financial statements at [charities.gov.sg](http://charities.gov.sg) for accompanying notes.

## Statement of Changes in Funds For the Financial year Ended 31 March 2022

	Accumulated fund S\$	Restricted fund S\$	Total S\$
Balance at 1 April 2020	773,479	276,923	1,050,402
Surplus for the year as restated, representing total comprehensive income for the year	87,492	(12,900)	74,592
Balance at 31 March 2021, as restated	<u>860,971</u>	<u>264,023</u>	<u>1,124,994</u>
Deficit for the year, representing total comprehensive income for the year	132,575	(171,327)	(38,752)
Balance at 31 March 2022	<b><u>993,546</u></b>	<b><u>92,696</u></b>	<b><u>1,086,242</u></b>

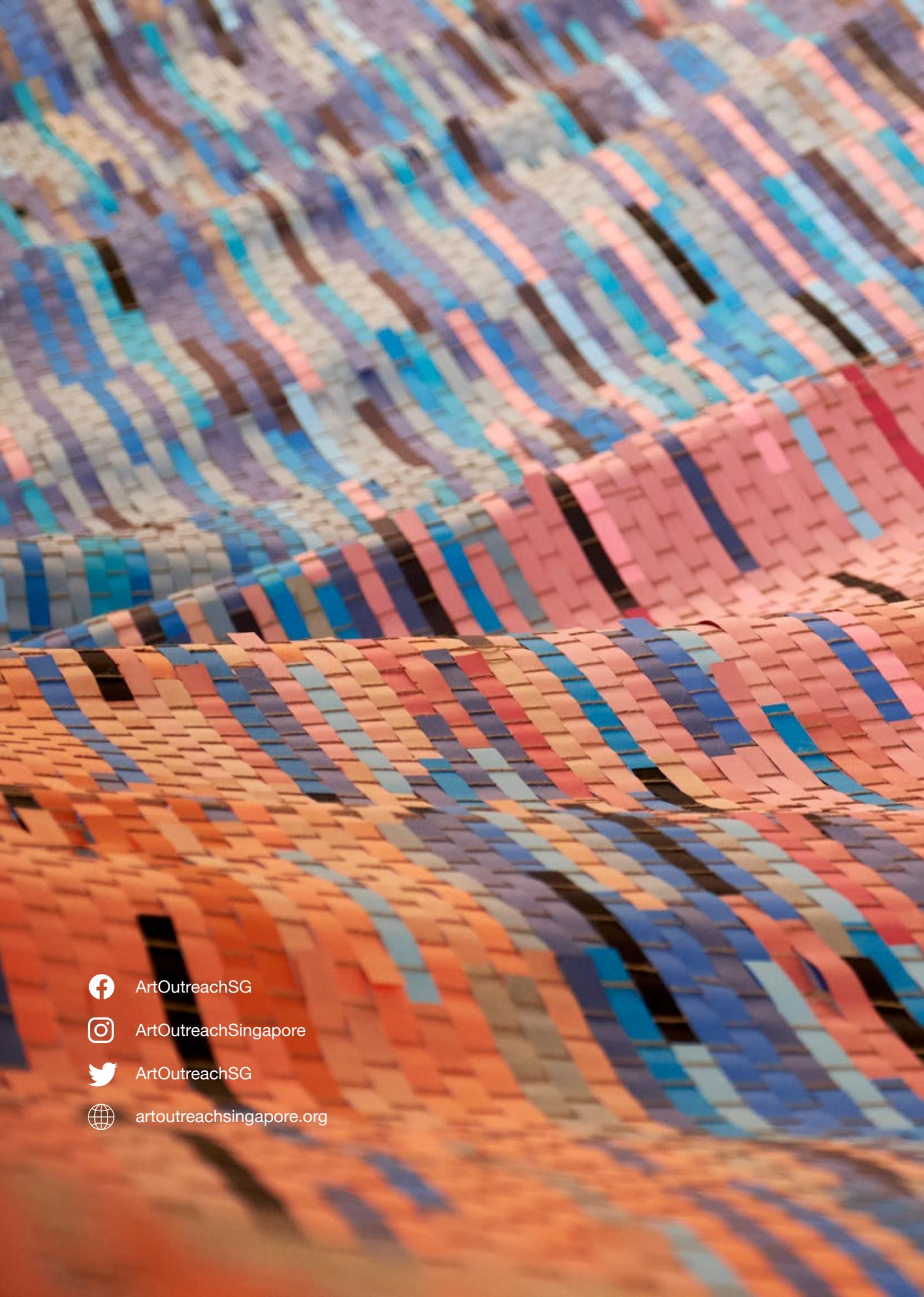
Please refer to full financial statements at [charities.gov.sg](http://charities.gov.sg) for accompanying notes.

## Statement of Cash Flows

### For the Financial year Ended 31 March 2022

	2022 S\$	(Restated) 2021 S\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
(Deficit)/Surplus before income tax	(38,752)	74,592
Adjustments for:		
Depreciation of property, plant and equipment	75,826	78,532
Interest expense on lease liabilities	810	2,518
Rental concession received from landlord	<u>(8,571)</u>	<u>(8,565)</u>
Operating surplus before working capital changes	29,313	147,077
(Increase)/Decrease in other receivables	(183,309)	216,931
Increase in other current assets	(16,792)	
(Decrease)/Increase in other payable	<u>(7,972)</u>	<u>64,182</u>
<b>Net cash (used in)/from operating activities</b>	<u>(178,760)</u>	<u>428,190</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Repayment of lease liability	(22,045)	(23,200)
Interest paid	<u>(810)</u>	<u>(2,518)</u>
<b>Net cash used in financing activities</b>	<u>(22,855)</u>	<u>(25,718)</u>
Net (decrease)/increase in cash and cash equivalents	(201,615)	402,472
Cash and cash equivalents at beginning of financial year	1,021,424	618,952
Cash and cash equivalents at end of financial year	<u><b>819,809</b></u>	<u><b>1,021,424</b></u>

Please refer to full financial statements at [charities.gov.sg](http://charities.gov.sg) for accompanying notes.



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