



Annual Report
For the Financial Year Ended 31 March 2022

Art Photography Centre Ltd

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ABOUT US

Established in 2014 as a container-art space for photography, DECK was created to fill a gap between critical art institutions in Singapore. It provides support and opportunities to artists in all stages of their careers while working closely with the community. DECK embodies these vision and mission values to shape the arts in Singapore:

DECK is the organiser of the biennale Singapore International Photography Festival (SIPF), an international platform for photography in the Southeast Asian region. DECK is a recipient of the National Arts Council's Major Grant from April 2019 to March 2022.

Vision

- Promote literacy & champion diversity in photography arts.
- Present all facets of photography to the widest possible audience.
- Cultivate photography as a contemporary medium of expression.
- Bridge global conversations through international content.
- Be a conduit between artists and the public.

Mission

Discovering diverse contemporary values through photography.

Engaging all minds in new ideas and critical thinking in photography

Connecting the global community through the exchange of visual cultures.

Knowledge sharing through exhibitions, public programmes and photobook collection.

DIRECTOR'S MESSAGE

In May 2021, DECK's first container arts gallery was demolished due to the nature of being a temporary structure made of shipping containers. The design-acclaimed space has provided the essential roof for our photography arts programming since October 2014.

The loss of the physical space while fundraising for the new building has spurred us to be creative with use of open space in its raw state of transition. In between, a series of pre-building planning and soil tests, DECK continued to carry out its mission as a photography centre for exciting discovery of photographic works in relation to our community and culture.

In January 2022, as part of Singapore Art Week, DECK curated an exhibition on Singapore Chinese Street Opera (commonly known as *Wayang*) with four Singaporean artists and a Taiwanese sound artist. The exhibition in the form of an actual Chinese street opera stage has successfully garnered over 4000 visitors to reflect and to revisit the importance of this local cultural heritage that was a popular street entertainment in the 60s. In March 2022, DECK's annual presentation by young artists in the seventh edition of "Undescribed" manifested into five mini-pavilions in which five recent graduates from local arts academies were chosen to present works in the outdoor open space at DECK.

The need for a permanent roof for our programmes has started the journey of building planning and fundraising. Tapping on the Organisation Transformation Fund (OTG), APC transformed its fundraising strategy with a stronger online presence through various channels, including sales of donated artworks from 30 artists, the #BUYABRICK donation platform with Giv Please, and its ongoing campaigns on Giving.Sg. The fundraising strategy has enabled better communication of our organisation's visions and needs, and how members of the public can support the construction of this visual arts space in Singapore.

The journey towards a permanent building means a firm step toward sustainability for the organisation both financially and creatively. The building plan is made with various consultations with the Board Directors, and professional advice from LAUD Architects and civil engineers to chart the best course of construction that fits within the budget of \$4 million (the estimated building fund in 2019). In the course of planning, the rising costs of materials and manpower has resulted in an increased cost estimate of \$5.2 millions by March 2022.

The climate of post-pandemic and sluggish economy has made fundraising more challenging, and this is further fueled by an increasing number of charities and organisations entering into the fundraising race for donations. APC will strive to establish new relationships with stakeholders under these uncertain times, and to foster deeper relationships among existing donors through DECK programmes.

The organisation has also received support from the National Arts Council as part of the COVID-19 resilience grant that assists arts companies to tide over this challenging period. In FY21, the organisation was awarded a 3-year NAC Major Company Grant starting from 01 April 2021 to 30 March 2024. Both the grant and COVID-19 relief fund have helped the organisation to persevere through these challenging times without retrenchment.

In January 2022, the Board Chairman Mr Kelvin Mun appointed a Sub-Committee on Employee Remuneration to ensure fair salary to attract talents and to retain employees. The remuneration structure is prepared by Board Member Ho Hui May and approved by the Chairman to be executed from 1 April 2022 onwards. The Sub-Committee consists of non-executive members to ensure fair assessment for remuneration for managerial and director positions.

The resumption of school extra-curricular activities from the last quarter of 2021 was a welcoming relief for our education manager who had to stop all school art activities in view of COVID constraints since the start of the pandemic. We are heartened by the returning schools and students who are eager for physical and in-person photography programmes.

Similar to the global move towards digital communication, FY21 involves adaptation to connect our local community to the global communities. The series of online Facebook conversations with photo artists from Southeast Asia titled “A Studio of One’s Own” is an example of conversations that are archived on www.deck.sg as shared resources for all. APC also continues to collaborate with oversea publishers and photo organisations to feature NOMAD x SIPF Photobook Showcase as a travelling exhibition. The biggest collaborator is Three Shadow Gallery where DECK curated a Singapore Showcase for the Jimei x Alres International Photography Festival. “The Natural History of an Island” brings a kaleidoscopic mix of works that represent the social and mental psychic in our diverse population. The exhibition subsequently travelled to Beijing in April 2023. The success with the international collaboration encourages us to continue to bridge Singapore photography works to a wider audience beyond our shores.

On behalf of APC, thank you for the continuous support from donors, patrons and participants of our programmes. I also invite you all to join in the journey to build a permanent arts space for photography by 2024.

Yours Sincerely,

Ms Gwen Lee
Director
29 September 2022

OVERVIEW OF CHARITY

Art Photography Centre Ltd (“APC”) was registered as a company limited by guarantee on 22 June 2012.

APC was registered as a charity under the Charities Act (Chapter 37) on 30 March 2020.

APC has been accorded IPC (Institution of a Public Character) status as of 20 January 2022.

APC has a Memorandum and Articles of Association (M&AA) as its governing instrument that was incorporated on 22 June 2012..

APC is operating as DECK, a dynamic art space dedicated to the development of photography as an art medium. DECK is the organiser for Singapore International Photography Festival (SIPF), is a biennial gathering of minds from around the world with the common pursuit of advancing the art and appreciation of photography. One of Southeast Asia's longest-running photo festivals, it aims to be a critical arena for contemporary discourse on photography in the region.

Unique Registration Number (UEN)

201215478E

Registered Address

120A Prinsep Street
Singapore 187937

Mailing Address

1 Sophia Road
Peace Centre, #05-19
Singapore 228149

Auditor

KBW Assurance LLP (previously known as TASSURE ASIA LLP)
Public Accountants and Chartered Accountants

Banker

Oversea-Chinese Banking Corporation Limited

LEADERSHIP

Advisory Board



Mr Kelvin Mun
Board Chairman

Managing Director of AVS
Technologies Pte Ltd

Appointed on 19 Mar 2022



Ms Ho Hui May
Board Member

Dean, Office of Academic
Affairs at Nanyang Academy
of Fine Arts

Appointed on 19 Mar 2022



Mr Ho Tzu Yin
Board Member

Managing Director
LAUD Architects Pte Ltd

Appointed on 23 Dec 2019



Mr John Clang
Board Member

Visual Artist

Appointed on 19 Mar 2020



Ms Gwen Lee
Board Member

Director and Co-Founder of
Art Photography Centre Ltd

Appointed on 22 Jun 2012



Ms Jayvis Lau
Board Member

Director and Co-Founder of
Art Photography Centre Ltd

Appointed on 22 Jun 2012

Management

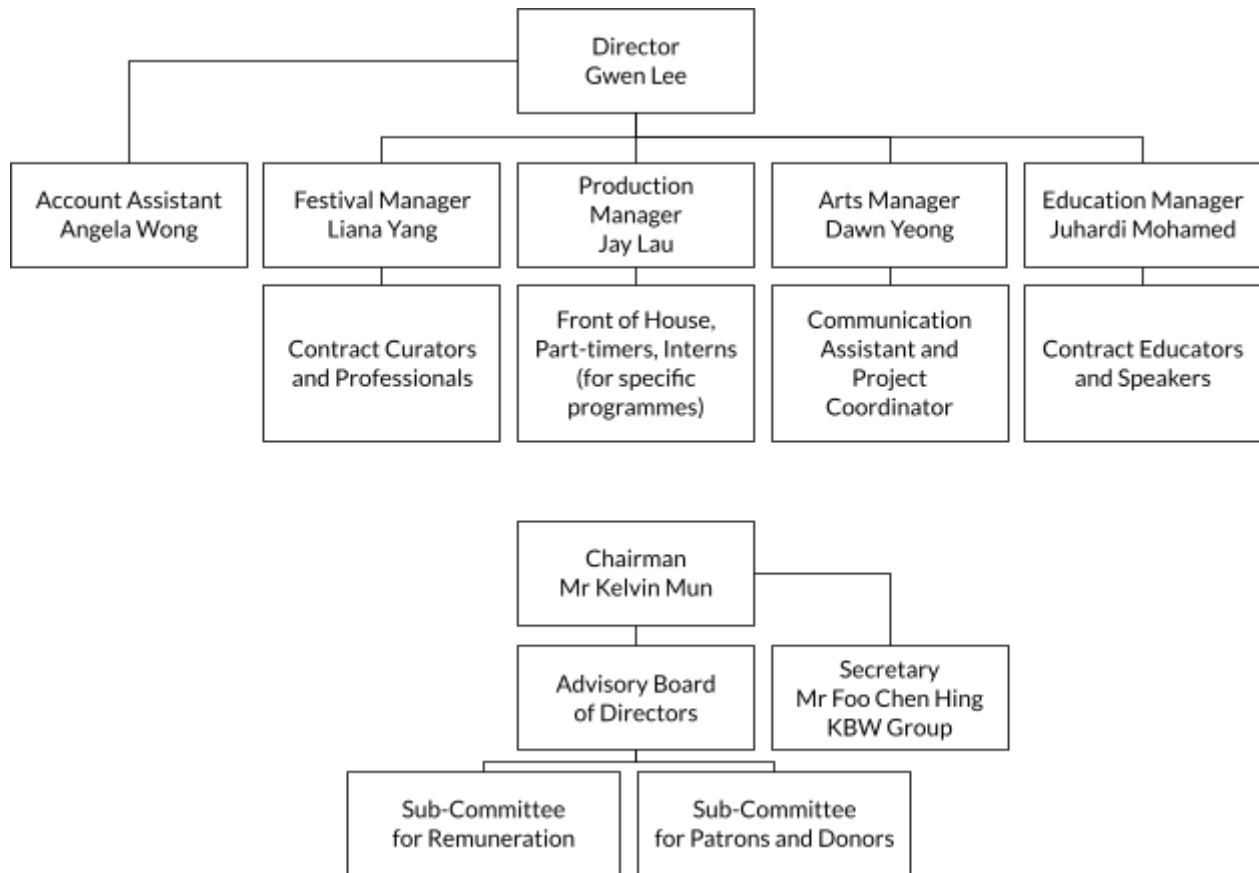
Ms Gwen Lee
 Director and Co-Founder
 DECK and Singapore International
 Photography Festival (SIPF)

Ms Jayvis Lau
 Director and Co-Founder
 DECK and Singapore International
 Photography Festival (SIPF)

Organisational Structure

Art Photography Centre Ltd as a charity entity is helmed by the Board of Directors. Within the Board of Directors, two Directors Gwen Lee and Jay Lau hold executive positions in the company. The executive team consists of five employees. On a contractual basis, the team will expand to accommodate expansion of public programmes and fundraising projects carried out by APC. For example the hiring of Festival Manager for the biennale Singapore International Photography Festival organised by APC.

The organisation structure will change in subsequent years when DECK re-opens in 2024 with new flagship programmes and outreach.



HIGHLIGHTS OF THE YEAR

Bringing arts to new audiences in open spaces through placemaking

From January onwards, in line with the lightening of COVID Safe Management Measures, the arts scene in Singapore re-opened its doors to physical and public attendance. DECK welcomed this reopening with a line-up of site-specific exhibition installations at 120A Prinsep Street, the open ground where its new and permanent building is to be developed in mid-2024. The resumption of physical programming at its site reflects DECK's continuous effort in bringing photographic arts to new audiences and its deep-rooted mission in developing an arts appreciation for lens-based artworks.

As part of the Singapore Art Week, DECK programmed a heritage-inspired exhibition titled **Time Present Time Past** 台上·台下. The open space at DECK was transformed into a Chinese Opera setting where a traditional wooden stage was assembled. The opera stage housed artworks by local artists who explored and examined the traditional Chinese performing art form and its relevance in our contemporary society.



This included a collection of photographs taken by Ken Cheong who has been documenting various Chinese opera troupes of different dialects in Singapore in the 90s; a collaborative stage painting between designer Wu Yanrong and Singapore's last stage painter Mr Leong Fong Wah; sound installation of operas in Singapore and Taiwan by Hsu Yenting; an examination of parallelism in hand gestures performed by opera troupes and public figures; and an art installation of opera symbolism by Mary Bernadette Lee.

At the stage where "Time Present" and "Time Past" converged, the exhibition welcomed young and old audiences—old-timers shared at length about the heydays of Chinese opera as mass entertainment while the younger audiences found a renewed interest in a traditional art form that is fading amidst the rapid evolvement of media entertainment.



From March to April, the open ground at DECK presented another site-specific installation titled Undescribed #7. The annual exhibition Undescribed seeks to

discover young and emerging photo artists whose lens-based works challenge current image-making practices, suggesting new ways to approach photography and the moving image within the field of art today. In this edition, the selected artists underwent a mentorship programme with Robert Zhao Renhui to conceptualise and create artworks that respond to the unconventional exhibition space at DECK's open ground. Working beyond the white cube space, each artist charted their own course to redefine the boundaries of creation to produce stunning outdoor photographic installations

Promoting Visual Literacy to School Students



In conjunction with lightening of COVID Safe Management Measures, schools resumed physical activities for Co-Curricular Activities (CC A) during the second half of 2021. Under the NAC-AEP (Arts Education Programme) scheme, DECK conducted photography programmes for 428 students from: CHIJ Katong Convent Secondary School, Evergreen Secondary School, Sembawang Primary School, Meridian Secondary School, Singapore American School, and Clementi Primary School.

Knight of the Order of Arts and Letters (Chevalier dans l'Ordre des Arts et des Lettres) to Co-Founder Gwen Lee



In May, Co-Founder of DECK and Festival Director of the Singapore International Photography Festival (SIPF) was conferred the title Chevalier de l'Ordre des Arts et des Lettres (Order of the Arts and the Letters) by HE Mr Marc Abensour, Ambassador of France to Singapore.

This award is conferred for the presentation of INSIDE OUT Singapore and Afterlife by Vasantha Yoganathan during 7th SIPF 2020, supported by the Embassy of France, Singapore.

INSIDE OUT SG was an island-wide art activation project inspired by JR's large format street pastings. Over 1000 portraits of our community were taken as a symbol and celebration of diversity, togetherness, and hope during COVID-19. INSIDE OUT SG was supported by the Embassy of France, Singapore.

Afterlife by Vasantha Yoganathan was presented at DECK, and part of vOilah! France Singapore Festival 2020. The multimedia installation exhibited at DECK was created in close collaboration with filmmaker Philippe Calia and sound designer Samar Grewal.



Developing sustainability and amplifying fundraising efforts for DECK's permanent home for photography

In September, with the support of the National Arts Council's (NAC) Our Transformation Grant (OTG), DECK embarked on a long-term project to develop a sustainable donor relations and partnership system with new and existing patrons of the arts organisation. The objectives are (1) to increase the efficiency of the onboarding process for potential donors, (2) to continually match donors to DECK's programming all-year round, and (3) to develop donor relations by improving their experience in supporting the arts.

The first phase of this project focused on developing a donor management system that allows the organisation to create widespread awareness of DECK's immediate fundraising objective: to crowdfund for a new and permanent building that is dedicated to the photographic art form. This campaign was titled #BUILDECK (build.deck.sg) and its backend system is integrated with GivePlease's donation widget, a donation platform that secures digital donations with individuals' SingPass.

#BUILDECK was launched in December 2021, alongside The Charity Collection - a digital art marketplace of photography prints by 30 artists from 12 countries who have pledged their support to DECK's fundraising campaign. At the heart of The Charity Collection is DECK's endeavour to create meaningful donation relations among the organisation, its community of artists, and patrons. The pledging of artworks by artists nurtures a sense of ownership in building an independent arts centre for photography; the purchase of artworks (of which part of the sales is donated to #BUILDECK) delivers a valuable exchange between artists and buyers; and the art marketplace offers the potential for the organisation and donors to spark meaningful conversations and actions in rallying continuous support for the visual arts in Singapore.

The effort to develop a more effective and sustainable fundraising cycle has been quantified: within the project period, there has been an increase of donations (raised income) - in FY20, the raised income was \$40, 851, and in FY21, the raised income amounted to \$381, 351 from over 200 donors.

KEY PROGRAMMES & ACTIVITIES

Jun to Aug 2021

Online Dialogue Series

A Studio of One's Own Season 2, 8 episodes

Featuring

Agan Harahap
Chow and Lin
Dinh Q. Lê
George Wong
Geraldine Kang
Lim Sokchanlina
Manit Sriwachnichpoom
Sebastian Mary Tay



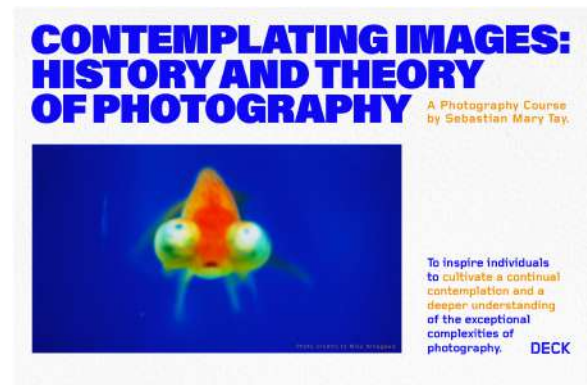
A Studio of One's Own is a series of weekly online dialogue sessions that seeks to reach out internationally to the quiet voices of Southeast Asia, catching up on their changing creative routines having been confined to their own home space. In casual conversation with DECK, the invited artists will share their thoughts on creativity and creation under lockdown and the impact of quarantine on their respective practices and involvement in the scene.

Oct 2021

Online Photography Course Series

Contemplating Images: History and Theory of Photography by Sebastian Mary Tay

Participants: 30 students



A series of six public lectures across three weeks to promote insightful thought and further understanding of the photographic medium. The course focuses upon significant critical ideas and philosophical concepts that are important to the theoretical understanding of the photographic medium

Travelling Photobook Exhibition

NOMAD X SIPF Photobook Showcase

Busan International Photo Festival
Aug to Sep 2021

The Reference, Seoul
Oct 2021

Hong Kong International Photography Festival
Oct to Nov 2021

Lightbox, Photobook library, Taipei
Nov to Dec 2021



Behind every roving showcase of the Singapore International Photography Festival biennale, is the idea of NOMAD; to collaborate and exchange with communities from all over the world through exhibitions, talks and artist residencies. NOMAD is a bridge between festivals, platforms, photographers and audience to foster artistic practice, nurture appreciation, and promote cultural exchange between countries.

Since 2009, NOMAD has traversed Asia & Europe and received over 200,000 audiences. These activities are made possible with likeminded individuals, organisations and festivals who believe in promoting the appreciation of photography arts in multiple contemporary voices.

Overseas Exhibition
Nov 2021 to Jan 2022

The Natural History of an Island

Presented at JIMEI X ARLES 2021
INTERNATIONAL PHOTO FESTIVAL

Artists

Ang Song Nian
Marvin Tang
Geraldine Kang
Chow & Lin, Zhao Renhui
Syahrul Anuar
John Clang
Kevin WY Lee



The Natural History of an Island, curated by Gwen Lee, Founding Director of DECK, showcases photographs, archives, installations, and films from Singaporean artists, which reveal Singapore's history and explore its past and

present narratives.

The showcase by 10 photographers subsequently travelled to Beijing Three Shadow Art Photographic Art Centre in April 2022 .

The Jimei x Arles International Photo Festival was co-founded in Xiamen's Jimei District in 2015, and it is jointly organized by Three Shadows

Photography Art Centre and Tianxia Jimei Media. Since its founding, Jimei x Arles has presented more than 200 exhibitions from China and the rest of Asia, as well as a selection of excellent shows from Les Rencontres d'Arles.

11 to 28 Jan 2022

Exhibition (Part of Singapore Art Week 2022)

Time Present Time Past 台上·台下

Artists

Ken Cheong
Mary Bernadette Lee
Wu Yanrong
Lai Yu Tong
Yenting Hsu

Stage Painter

Leong Fong Wah



Situated on a temporal space at Prinsep Street, a time portal manifests as a traditional Chinese street opera stage to present new works by five artists who explore and examine this traditional performing art and its relevance in our contemporary society.

Across the week, a series of outreach activities were held including: artist-led tours, silk-screen printing workshop, and a backstage makeup & costume change performed by Wayang Wayang with Shuang Ming Feng Hokkien Opera.

14 Jan to 14 Feb 2022

Programmes and Outreach Partner

The Forest Institute

DECK is the Programmes and Outreach Partner for The Forest Institute.

Programmes

- Artist, Architect & Curator's Talk
- Nature Walk: The River's Source with Robert Zhao Renhui
- Nature Walk: Regeneration and Migration with Dr Yong Ding Li
- Nature Walk: Art Ecologies with Robert Zhao Renhui & Dr Yong Ding Li
- Nature Snap at Gillman Forest with Nicky Bay



The Forest Institute is a large-scale architectural art installation housing a research installation, and comprising the Forest Observation Room and the River Platform, devoted to research on the secondary forest surrounding the Gillman Barracks precinct. Conceptualised by Robert Zhao Renhui & Randy Chan, and curated by John Tung, the Institute—that intervenes into existing pedestrian infrastructure—is accompanied by several large-scale prints of fauna installed in its vicinity, exposing visitors to the different realities of the area.

25 Feb to 25 Mar 2022

Programmes and Outreach Partner

The Gathering: 千歲宮

DECK is the Programmes and Outreach Partner for The Gathering: 千歲宮.

Programmes

- Walking through the Garden: Acoustic Chinese Instrumental Music Performances
- The History of Nanyang Tea with Pek Sin Choon Tea Merchant
- Artist and Curator's Talk with Wong Lip Chin & John Tung
- A Lifelong Obsession: Stories with Chengtai Nursery
- Tea Routes with Kim Whye Kee
- Photowalk with Ken Cheong



The Gathering: 千岁宫 (Qiānsuì gōng) recreates opportunities for an elegant gathering (雅集: Yǎ jí) inspired by the winding stream party experience (流觞曲水: Liúshāng qū shuǐ), and set within a Chinese garden. The new site-specific art commission continues local artist Wong Lip Chin's ongoing interest in developing multi-modal art experiences delving into the intricacies of Chinese culture and history and is produced and curated by Singaporean curator and exhibition-maker John Z.W. Tung.

18 Mar to 23 Apr 2022

Exhibition

Undescribed #7

Artists

Hong Shu-Ying

Jomel

Rachel Cheng

Ryan Lim Zi Yi

Sarah Lin

This edition's selection is selected by visual artist Robert Zhao Renhui and Director of DECK Gwen Lee.



Undescribed is an annual platform conceived to support emerging artists based in Singapore who have recently graduated from local and overseas art institutions. The exhibition presents works that challenge and rethink current image-making practices, suggesting new ways to approach photography and the moving image within the field of art today.

Open Call

8th Singapore International Photography

Festival | Open Call

Held from Dec 2021 to Mar 2022

In every biennale edition, SIPF holds an open call for submissions of photographic and photobook works by artists from around the world. The open call runs independent of the festival theme as we hope to uncover a wide spectrum of works, both completed and ongoing. Ultimately, SIPF seeks diverse proposals from the international community to present in Singapore.



Silvana S. Foundation Commission Award (Second Edition) | Open Call

Held from Jan to Mar 2022

The Silvana S. Foundation Commission Award 2022 seeks original and creative photographic works that address environmental concerns, wildlife preservation and humanitarian issues.

Emphasising both artistic innovation and environmental sensibility, the award lies at the intersections of art photography and nature

photography. It welcomes photographic works which simultaneously expand upon artistic possibilities and prompt humanitarian reflection on urgent global issues.



School Education Programmes

Photography Programmes for Schools

The inaugural student education programme was launched in 2012 during the third biennial edition of Singapore International Photography Festival (SIPF) in 2021, with the aim of raising levels of visual literacy among secondary and tertiary level students. DECK sees photography as a powerful means of personal expression and empowerment. As a bridge between the arts and sciences, it holds a great potential in promoting cross-disciplinary learning. So far, DECK has reached out to more than 8,000 students across various schools and institutions.



In the last year, photography programmes were conducted to a total attendance of 428 students from the following schools:

Basic Photography

With CHIJ Katong Convent Secondary School
24 Mar to 14 Jul 2021

Exhibition Planning with John Tung

With CHIJ Katong Convent Secondary School
28 Jul to 27 Oct 2021

Basic Photography

With Evergreen Secondary School
4 Mar to 31 Aug 2021

Basic Photography and I am a Photojournalism

With Evergreen Secondary School
24 Feb to 26 May 2022

Basic Photography

With Sembawang Primary School
19 Feb to 21 May 2021

Mobile Street Photography

With Singapore American School
14 to 18 Mar 2022

From Still to Motion

With Meridian Secondary School
21 Jul to 31 Aug 2021

Basic Photography

With Clementi Primary School
22 Mar to 5 Jul 2022

THE YEAR AHEAD

On this road of recovery after two and a half years of the pandemic, we recognise the strains on the organisation and our stakeholders—the artists, audience, supporters and donors—that were brought by the uncertain times of post-COVID. The roadmap of Art Photography Centre Ltd became more complex as compared to 2019, during which we envisioned a robust community, audience and arts creation. From this situation, it gives us opportunities to revisit the fundamental framework of DECK, its sustainability strategy, and the expansion plan to build a permanent home for photography and international programmes.

APC will tap on National Arts Council's Sector Transformation Grant to relook its fundraising strategy and its programmes accessibility for the underprivileged audience living at the fringe of the community. The organisation hopes to activate photography as an enriching arts form that can bring meaningful experiences to non-arts goers, and for public members in general to attempt creation of photography.

Our ongoing school programmes will be part of NAC-AEP programmes and expanded to reach out to primary school students. In view of the technological advancement of digital imaging and across social platforms, the photography programmes have also expanded to digital video editing as a classroom project. DECK's school offerings will be subsidised under the NAC- AEP scheme for schools to engage in arts classes at subsidised rates.

In this current new financial year, APC will carry out its international programmes with the 8th Singapore International Photography Festival 2022. The programmes are expanded to incorporate meetings of photobook publishers, and Directors of festivals from all around the world. Under the title "Asia Meet", SIPF is positioned as a key meeting place in Asia for photography and arts professionals to develop networks and future collaborations. The festival theme "Future known as Unpredicted" will present works by 69 artists from 26 countries to the audience in Singapore. Close to 30 activities will accompany the exhibition to engage the public in discussion with the artists and curators. The festival will take place across nice locations and aims to reach out to 200,000 audience.

Aside from programmes, the key focus for APC for next two years are fundraising activities and the building constructions of DECK at 120A Prinsep Street. The construction is expected to take place in 2023 and to be completed by 2024. Currently, the architect plan has been submitted and the next phase of tender will take place in the first quarter of 2023.

Together with the board members, we will step up on our fundraising by tapping on the Tote board enhanced fundraising grant with outreach programmes and activities. The first of the series "MIRROR" will take place at Chijmes by incorporating lifestyle and arts as a weekend tea session

for young donors and supporters. Next, we will continue to expand and push for public awareness through our online publicity and activities.

Over the last one year, the board members have provided tremendous support and resources to APC. The regular meetings among board members and the executive team have kept everyone updated on the organisation's operation, and building fundraising efforts. Still, we recognise the board should grow to better support the coming building plan and expansion.

In the coming year, the governing board hopes to expand the current board to include diversities (gender balance and racial multiplicity). The expansion also hopes to plug in some of the missing skill set and experience that are currently faced by the board team. APC will apply for board matching assistance under the Centre for Non-Profit Leadership to increase the number of board members to nine from seven. With more board members, we hope to gain stronger momentum in our building fundraising and increasing the organisation's strength and accountability as a charity entity.

GOVERNANCE

Art Photography Centre Ltd adheres to good practices and code of governance for charities in Singapore. This ensures accountability and responsibility placed upon the organisation.

In FY21, Art Photography Centre Ltd and its Advisory Board held three Board Meetings and one Annual General Meeting. All Board Members were present for the meetings. To overcome social gathering restrictions, video conferences were held successfully and meeting agendas were fulfilled. The Board undergoes annual declaration to ensure open and transparent involvement within Art Photography Centre Ltd. The declaration is compiled in Annex B

Board Governance

1. All six members of Art Photography Centre Ltd's Advisory Board are Singaporean citizens. Two members Ms Gwen Lee and Ms Jayvis Lau hold executive positions within Art Photography Centre Ltd.
2. The remuneration received by Lee Gim Lay and Lau Mei Leng is declared and audited by appointed auditor KBW Assurance LLP.
3. The Annual General Meeting is carried to examine, to approve and to adopt the audited Annual Financial Statement carried out by the appointed auditor.
4. The Annual General Meeting was carried out on 6 September 2022 with physical attendance of all board members. .
5. In addition to the AGM, the Board of Directors conferenced three times a year to be updated on the organisation's financial health and fundraising activities.
6. The Board Chairman holds the authority to examine and to verify the submission of materials and information of the organisation.
7. The Board Chairman is the approver in report submission for funds received by Art Photography Centre Ltd.
8. The Board Chairman is the approver for budgetary planning and activities under Art Photography Centre Ltd for the following financial year.

INTERNAL GOVERNANCE

In compliance with the organisation's objectives, each role is conferred with defined responsibilities and authority to carry out necessary works in daily operation at Art Photography Centre Ltd. The reporting lines including the preparer, the reviewers and approvals are defined to ensure internal control and risk control.

1. Employees declare conflict of interest in relation to their roles and duties. This includes procurement of services and products from family members and relatives.

2. The hiring of staff is procured through interview and assessment by the Director and one board member. Board will be updated on staff hiring during quarterly meetings. The exit interview will be conducted by the Director and Operation Manager.
3. Account Assistant is the preparer for payroll invoices, which will be reviewed and approved by the Director, provided the sum is \$9,999 and below.
4. The approval of sum \$10,000 & above for service and product requires the approval of Board Chairman prior to its proceedings.
5. Procurement of services above \$10,000 requires open call for quote and tender. The preparer (Manager) will seek review from the Director, and finally to be approved by the Board Chairman.

SUB-COMMITTEE FOR ORGANISATION REMUNERATION

A Subcommittee for Organisation Remuneration is created to ensure fair and transparent remuneration for the employees of the Art Photography Centre.

The Chairman Mr Kelvin Mun appointed Board Member Ho Hui May as the Chair for the Sub-Committee, and two members John Clang, and Ho Tzu Yin are invited. On 11 February 2022, the Sub-Committee met via a hybrid of zoom and physical attendance to discuss the guidelines for remuneration structure. On 25 March 2022, Ho Hui May submitted the meeting minutes to the board of directors.

For the meeting minutes of Organisation Remuneration structure, contact dawn@deck.sg.

In April 2022, the remuneration for Gwen Lee Gim Lay, Jay Lau Mei Leng and Juhardi Mohamed were adjusted in response to their roles, responsibilities and years of employment in the organisation. The gross salary is adjusted to \$4,500 for Gwen Lee, \$3,500 for Jay Lau and \$3,000 for Juhardi Mohamed.

REVIEW OF CHARITY'S FINANCIAL STATE

Summary Financial Performance in FY22

Total Income:	\$1,433,133
Total Expenditure:	\$558,832

In FY22, there was an **increase of donations** after APC received its status as an Institute of Public Character in Singapore. The increased donations is also attributed to APC's new donation strategy (page 11) to crowdfund for DECK's new building. This contributed to an **increase in fundraising income** raised from public donations after DECK's container building was demolished in May 2021. There was also an **increase in other grants received** that were provided by the government in support of arts organisations during COVID-19.

During COVID-19, the rollout of Safety Management Measures restricted physical art activities and temporary closure of art spaces. This caused a **decrease in income** received from art activities for the public and schools, and income derived from DECK's venue rental for external events. In May 2021, after DECK's container building was demolished, income from venue rental also ceased. This also led to a **decrease in rental expenses** for decrease in the gross floor area rent at 120A Prinsep Street. This decrease in rental expenses is also attributed to FY22 being an interim year between the organisation of the Singapore International Photography Festival (SIPF) – there is no external rental of space for festival exhibitions.

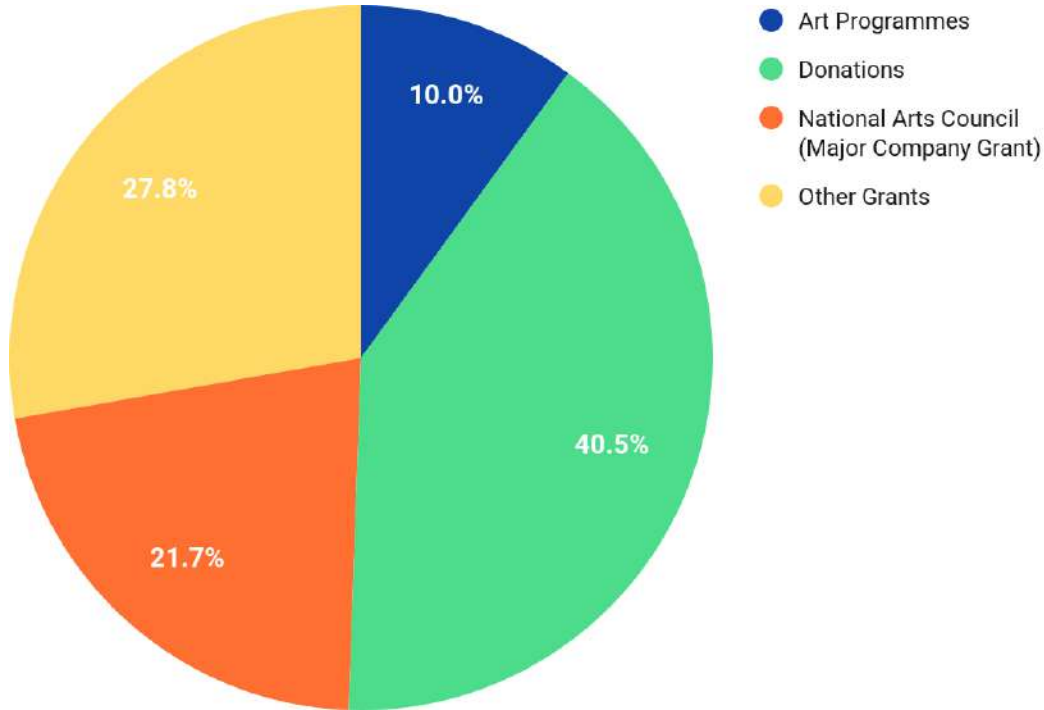
Reserves Policy

Art Photography Centre Ltd is a young charity entity. The nature of the arts organisation and its operations rest upon the support of government grants and public donations.

The volatile conditions and fluctuation of uncertainty heightened by COVID-19 has set a prudent reserve of two months. APC's Reserves Policy aims to sustain its basic operations to pursue the organisation's activities and to retain manpower required to carry out its activities.. The Reserve Policy will be reviewed regularly by the Advisory Board members in order to pace the organisation's growth and sustainability without being compromised by conditions of insolvency.

Principal Funding Sources

APC's principal funding sources in FY22 are illustrated below.



The principal funding sources in FY22 come from donations (40.5%), National Arts Council's Major Company Grant (21.7%), revenue from arts programmes (10.0%), and other grants (21.7%). In FY22, APC received an increase of donations after accorded its Institute of Public Character status. Other grants are inclusive of additional government support during COVID-19. Revenue from art programmes in FY22 include income from photography programmes (for schools), sales of photobooks and artworks.