



*arts*WOK  
collaborative

# Annual Report

Financial Year 2023/2024

(Year Ended 31 March 2024)

Developing Community Creatively

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# Organisational Overview

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Assistant Artist Stacy Huang and senior collaborator Agnes Tan in a conversation circle at *tides*

Senior collaborators Devi Maniam and Shirley Wong Kwai Cheng passing a message at a workshop



“Welcome to our Annual Report, which tells our 2023-2024 story. Learn more about ArtsWok Collaborative in this first section: who we are, what we do, and what drives us!

We were started in 2012 by our founders Ko Siew Huey and Ngiam Su-Lin, who noticed the fundamental issue of the poverty of relationships in society. At ArtsWok, we believe that human flourishing can only happen in the context of healthy connections with self, others, institutions, and the environment.”

Lead Artist Salty Xi Jie Ng and senior collaborators discussing life memories



# Vision, Mission, Values, Objectives

<b>Our Vision</b>	Inclusive communities that allow the full expression of human potential.
<b>Our Mission</b>	To nurture thriving communities by harnessing the power of the arts to create dialogue, invite social participation, and build bridges across difference.
<b>Our Values</b>	<ol style="list-style-type: none"><li>1. <b>Collaboration:</b> Harnessing strengths and sharing resources through processes that foster mutual respect, shared decision-making, honesty, and open communication.</li><li>2. <b>Empathy:</b> Connecting with others by maintaining an openness, suspending judgement, and listening deeply.</li><li>3. <b>Creativity:</b> Permitting time and space to play, fail, imagine, and experiment.</li><li>4. <b>Agency:</b> Recognising everyone has strengths and abilities to be agents of change and to be equipped to realise their potential.</li></ol>
<b>Our Objectives</b>	<p><b>The objects of the Charity are as follows:</b></p> <ul style="list-style-type: none"><li>• To facilitate change by enabling communities to express identity, concerns, and aspirations through the language of the arts.</li><li>• To work with multidisciplinary teams to design and implement arts-based civic engagement projects.</li><li>• To pilot innovative arts programmes in community settings.</li><li>• To convene a community of practice and to conduct networking and training.</li><li>• To conduct research and advocacy in the field of arts-based community development.</li></ul>

# Organisational Information

ArtsWok Collaborative Limited ('ACL') was set up as a company limited by guarantee on 30 October 2014. It was registered as a Charity under the Charities Act on 29 September 2015, and accorded IPC (Institution of a Public Character) status from 1 October 2020 to 30 November 2025.

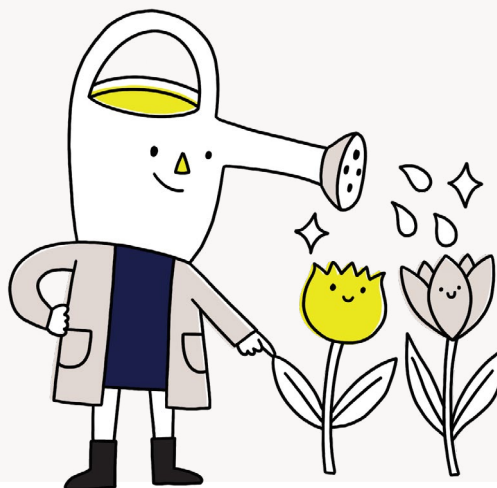
ACL has a Memorandum and Articles of Association as its governing instrument.

**Unique Entity Number (UEN)**  
201432448C

**Banker**  
Oversea-Chinese Banking Corporation Limited

**Registered Address**  
Goodman Arts Centre, 90 Goodman Road,  
Blk B #03-07, S(439053)

**Auditor**  
Tassure Asia LLP



# Leadership

## Governing Board Members

Name	Designation	Occupation	Past Charity Board Appointments
Lee Hing Giap, Justin	Chairperson	Senior Research Fellow, Institute of Policy Studies	Chairperson (Since 4 Nov 2014)
Ngiam Su-Lin	Vice-Chairperson	Executive Director, ArtsWok Collaborative	Vice-Chairperson (4 Nov 2014) Treasurer (4 Nov 2016) Vice-Chairperson (25 June 2018)
Bruce Liew	Board Member	Director, Sector Manpower and Leadership Development, National Council of Social Service	Treasurer (1 Nov 2023)
Simon Siah	Board Member	Founder, Qurious Consulting	Since 1 Nov 2023
Ranganayaki Thangavelu	Board Member	Adjunct Lecturer & Community Development Practitioner	Since 1 Nov 2023

## Executive Management Team

Name	Position	Appointed since
Ngiam Su-Lin	Executive Director	April 2018
Seah Sze Yunn	Director (Strategy & Capability Development)	June 2021

# Organisational Structure

## Board of Directors

Chairperson: **Dr Justin Lee**  
Vice-Chairperson: **Ngiam Su-Lin**  
Treasurer: **Bruce Liew**  
Member: **Simon Siah**  
Member: **Ranganayaki Thangavelu**

## Executive Director

**Ngiam Su-Lin**  
Business & Resource Development,  
Programme Development,  
Partnerships & Community Engagement,  
Human Resource,  
Finance

## Director

**Seah Sze Yunn**  
Strategic Planning & Management,  
Capability Development,  
Business & Resource Development,  
Human Resource,  
Strategic Communication

### Programme Manager

**Angie Cheong**  
Programme Management  
& Administration,  
Partnerships & Community  
Engagement

### Assistant Manager

**Jennifer Kwan**  
Programme Management  
& Administration,  
Partnerships & Fundraising

### Programme Executive

**Durrah Qistina**  
Programme Execution  
& Administration

### Marketing Executive

(Nov 23 – Mid-March 2024)

**To be Hired**  
Integrated Marketing,  
Audience Development  
& Engagement

### Content Creator

**Kyara Devaser**  
Marketing Communication,  
Audience Engagement



The ArtsWok team at the end of financial year (FY) comprised a team of 7 persons, pending the replacement of the Marketing Executive role. We hired an additional headcount towards the end of the FY, in anticipation of the increased work in our capability development programmes as well as stakeholder engagement and fundraising efforts.

In November 2023, the Board underwent a renewal process with Dr Justin Lee remaining as our Chairperson. Our new board members are Bruce Liew, Simon Siah, and Ranganayaki Thangavelu. We would like to thank our former board members Ko Siew Huey, Patsian Low, and Dr Charlene Rajendran for their time, dedication, and wisdom over the years.



From left to right: Ranganayaki Thangavelu, Dr Justin Lee, Ngiam Su-Lin, Bruce Liew, and Simon Siah



From left to right: Dr Charlene Rajendran, Patsian Low, Dr Justin Lee, Ko Siew Huey, and Ngiam Su-Lin

# Executive Director's Note

There was much to be grateful for this past 10th anniversary year, which has been both full and fulfilling. It was a time to reflect on the different individuals and stakeholder groups who have contributed to our journey, and continue to sustain our arts-based community development community and work. We celebrated this through our projects, which engaged many existing supporters while forging new relationships.

Our flagship programme Both Sides, Now, with 765 Wellness Kampung @ Nee Soon Central and Yishun Health, received very positive responses. We were further heartened by the warm reception and oversubscription for our inaugural ArtsWok Learning Forum. The year included a rebrand for Both Sides, Now along with a new website with expanded content on our arts-based methodology. As part of our field-building efforts, we also expanded the resource section on our website into a library with an all-new Project Journal to document and share our practice.

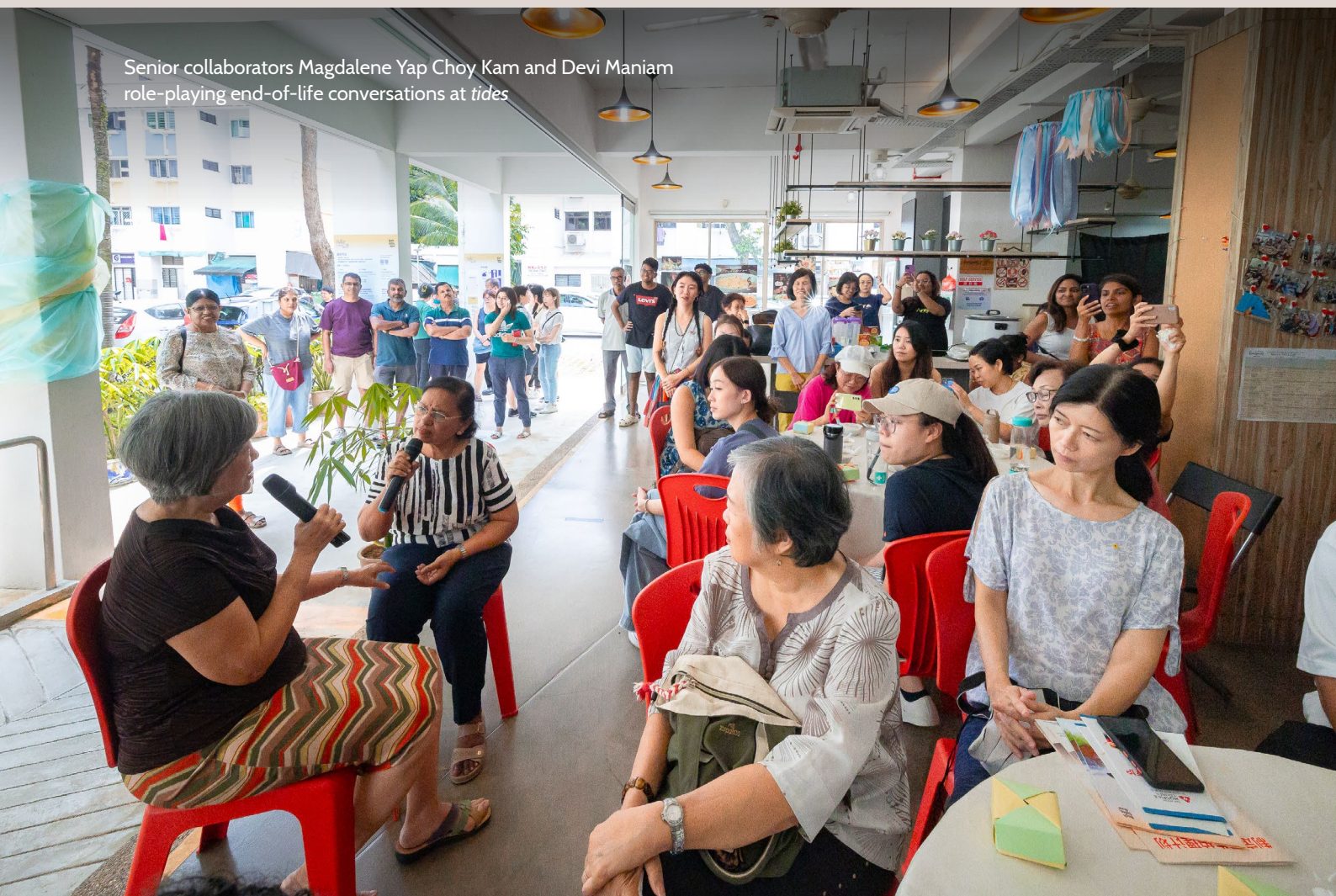
Last but not least, it was fitting to produce a report of findings from our 10 years of convening The Greenhouse Sessions. The accumulated knowledge, needs and gaps identified, along with recommendations were shared with our multi-sectoral arts-based community development network and key stakeholders. This feeds our continued call to collaborate, innovate, and develop practice for social change and community development.

Ngiam Su-Lin



# Year In Review

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Senior collaborators Magdalene Yap Choy Kam and Devi Maniam role-playing end-of-life conversations at *tides*

# Activities

## Creative Producing

As creative producers, we bring together collaborators across different sectors to design and implement community-based arts projects that showcase the possibilities of the arts to create positive social change. Our flagship programme Both Sides, Now encapsulates the breadth and depth of the art-based work we do by developing spaces that encourage end-of-life conversations through community engagement, community development, and public outreach.

**Both  
Sides,  
Now** Living well,  
Leaving well

Both Sides, Now

Senior collaborator Agnes Tan, Assistant Artist Stacy Huang, and Yishun Health staff Fanny Hee working on Agnes' sculptures



Senior collaborator Chia Yim Fong and Lead Artist Salty Xi Jie Ng explaining the short film *Float Free*



**“Because of this project, I had the chance to get to know gracious young people who were very friendly to me and showed me love, care, and concern...”**

**I like the intergenerational element. I usually find younger people harder to connect with, but not in this project with the artists and BSN volunteers. It’s a conduit for receiving help from younger people.”**

**Chia Yim Fong  
Senior collaborator of  
BSN at Yishun**

## Both Sides, Now (BSN)

BSN is a multidisciplinary arts-based community programme that has been presented and produced by ArtsWok Collaborative since 2013. We work with and equip individuals, families, and communities to explore, express, and enact what living well and leaving well might mean to them. Formerly co-presented with Drama Box till 2022, BSN continues to grow as our flagship programme as we move towards adopting a community development approach for longer-term and deeper engagement with communities through the arts.

### Both Sides, Now at Yishun

Commencing in May 2023, Both Sides, Now at Yishun was a year-long pilot in partnership with the Wellness Kampung @ 765 Nee Soon Central and Yishun Health. The project used arts- and asset-based community development approaches to nurture end-of-life (EOL) conversations, and build supportive communities on end-of-life issues. Eight seniors were recruited from the Wellness Kampung as core participants for workshops with socially engaged artist Salty Xi Jie Ng (Lead Artist) and Stacy Huang (Assistant Artist). In these facilitated sessions, they explored topics related to living well and leaving well through person-centred conversations with healthcare staff and other community members, identifying and working with assets in their community, and exploring their own end-of-life planning. The senior collaborators then responded to the process by co-creating their own artworks with Salty and Stacy, which culminated in a 12-day community exhibition and showcase called *tides* that ran at the Wellness Kampung from 9 to 20 March.

Overall, the exhibition and its programmes were very well-received. The turnout exceeded our expectations with close to 1400 visitors, of which 72% of those surveyed encountered ArtsWok for the first time. Through private sessions for community partners and funders, we reached out to potential new partners interested in exploring working with us. We are recognising the value of these learning journeys for stakeholders to have a deeper understanding of community-engaged arts and ArtsWok's role – a practice we aim to continue.

## Both Sides, Now at Yishun

### When

2023-2024

### Partners

Diana Koh Fund

Alexandra Health Fund

Yishun Health

Wellness Kampung

Visitors to the exhibition rated their experience highly, with 90% of them indicating they found it interesting and enjoyable. Many of them conveyed how they enjoyed their interactions with the senior collaborators as the latter fronted many of the exhibition programmes such as docent tours, conversation circles, panel Q&A, readings, etc. These activities, together with the artworks, enabled visitors to understand seniors in new ways that were separate from end-of-life matters and conversations. This is a significant development for Both Sides, Now to have community collaborators taking on a more prominent role and leading the engagement efforts with the public.

We are currently in the midst of evaluating efforts together with various stakeholders. We will be reconnecting with the senior collaborators soon on how the next phase of this community development work might continue; a desire that most of them share. Artists Salty and Stacy are also interested to continue practising within this community. Our team remains hopeful about continuing our community development work in this place.

**Both Sides, Now Website**

**Both Sides, Now Facebook**

**Both Sides, Now Instagram**

**Both Sides, Now YouTube**

## Reach

1385 visitors attended *tides* public engagement from 9 to 20 March 2024 at the Wellness Kampung @ 765 Nee Soon Central



Senior collaborator Michelle Sim at the Q&A session for *tides*

**“Because of the questions people asked after watching my film, I think about how I can contribute more to society [and] give others a sense of positivity. I hope to bring joy to others.”**

**Michelle Sim  
Senior collaborator of  
BSN at Yishun**



### Training Workshops with Singapore General Hospital (SGH)

Between July and October, we produced and co-facilitated three full-day workshops for healthcare and allied health staff from SGH and some of their partners. The workshops were developed with the Medical Humanities department and focused on increasing practitioners' self-competence in initiating and facilitating end-of-life communication through the arts. They were co-facilitated by our Executive Director Ngiam Su-Lin and Kok Heng Leun from Drama Box. We also worked with a visual scribe on creative documentation of participant learnings. The benefits and efficacy of this arts-based workshop are currently being studied by SGH.

Providing training in this area is a natural extension of our BSN flagship and our accompanying toolkit of arts activities/approaches created in 2018. They are part of our advocacy efforts for arts education, and the field of arts and health. The workshops have contributed towards building our training curriculum as well as the range of stakeholders we work with. They also deepen our engagement with healthcare professionals, enabling us to better understand this stakeholder group and how best to design projects that would be relevant to them.

#### When

26 Jul 2023

11 Sep 2023

17 Oct 2023

#### Reach

50 participants



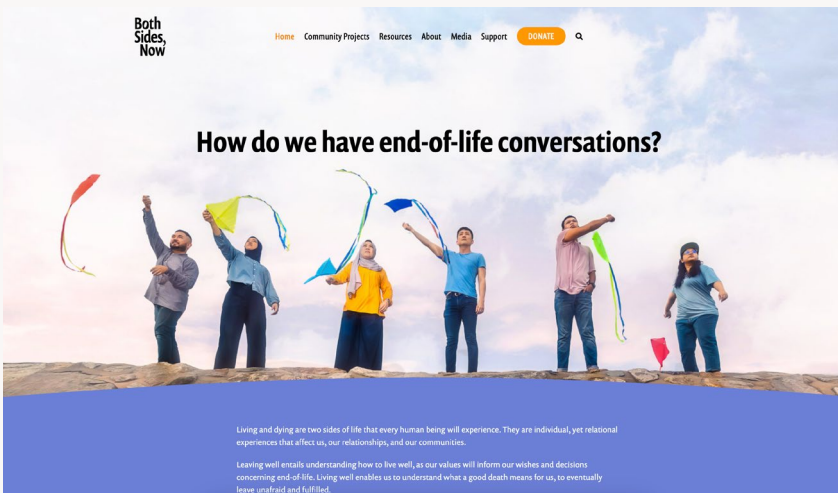
Kok Heng Leun leading workshop participants in learning activity

## Both Sides, Now Rebrand and Website

In 2023, we took full reins of Both Sides, Now and rebranded our flagship programme to mark its 10th anniversary. The new look is not only a refresh but also a reflection of the direction BSN is moving towards in becoming an arts-based community development programme. It captures the collective wisdom of our community: the importance of pausing at various stages of life to reflect on how we live and leave, and our commitment to equipping communities to be better prepared and to support one another in dying, loss, and grief.

In keeping with this, we revamped the Both Sides, Now website. It now offers a comprehensive introduction to the vision of BSN as well as how this has been realised in our decade-long archive of impactful projects and editions with different artists and communities. Visitors to the site get to hear from the community about their experiences with end-of-life matters, widen their knowledge with insights and research, and navigate our repository of end-of-life planning information. We also offer additional resources such as research reports, case studies, and other forms of insights into BSN over the years.

### Both Sides, Now Website



Homepage of Both Sides, Now website

## Capability Development

ArtsWok is an active contributor towards the capability development of practitioners in the field of arts-based community development. We accomplish this through the following programmes:

- **ArtsWok Learning Forum**  
A triennial touchstone event to dialogue, exchange knowledge of significant field developments, and network across sectors on a larger scale.
- **The Greenhouse Sessions**  
A network of practitioners that meets biannually to share practice and resources, network, and explore potential collaborations.

They attract practitioners, policymakers, and funders across sectors – arts, creative, community, social, health, urban planning, etc. – who are interested in community-engaged work through arts and creative processes.

*arts&wok*  
**Learning  
Forum**

ArtsWok  
Learning Forum



The Greenhouse  
Sessions



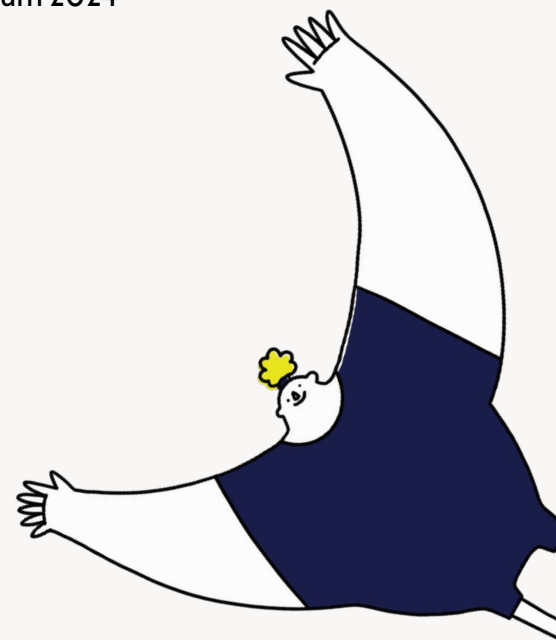
Participants at *Empowering Communities through Co-Created Neighbourhood Trails* workshop

Scores for Caregiving participants attempting to lift one another with cloth as part of a lived experience workshop activity



**“The diversity of professionals and personalities that attended truly broadened my horizons and opened up new opportunities of collaboration. Hearing passionate people also adds fuel to my fire, and makes me feel less alone in going through the time and labour-intensive, yet magical process. Major kudos to the ArtsWok team and collaborators - this is a critical, useful platform.”**

Amaryllis Puspabening  
Participant of ArtsWok Learning  
Forum 2024



## ArtsWok Learning Forum

Launched in conjunction with our 10th anniversary, our inaugural ArtsWok Learning Forum was the first and largest convening of arts-based community development (ACD) practitioners in Singapore. It provided a prime opportunity for community-engaged practitioners from the arts and other sectors to gather on a larger scale for learning, dialoguing on ACD field developments, and networking. We were very heartened by its resounding success, with over 94% of our survey respondents reporting being highly to extremely satisfied.

Participants, panellists, and workshop facilitators alike enjoyed the generous learning and sharing environment created during the Forum, the breadth of practice and expertise represented, and the curation of the sessions. Programme highlights included a participant-driven unconference, where they took the lead in proposing topics and concerns of importance to them. Su-Lin drew the Forum to a close by summarising the salient questions and topics that emerged over the two days, and highlighting the asset of diversity across disciplines, fields, and sectors in the room

With a greater push for community development outcomes amid a lack of formal education pathways, we see a pressing need to continue providing learning opportunities for community-engaged artists and creatives. We also recognise the growing interest from practitioners of related fields such as community, health, and social work in incorporating arts and creative approaches into their work with communities. The next Learning Forum is scheduled to take place in March 2027. Future editions will continue broadening access across sectors for our network of ACD practitioners, and in the process, increase recognition of ACD's activities, applications, and impact for strengthening communities.

[ArtsWok Learning Forum Webpage](#)

[ArtsWok Learning Forum Video](#)

### When

29 & 30 Mar  
2024

### Reach

143 participants

Participants of ArtsWok Learning Forum 2024



**“There was so much ‘heart’ for the work that one cannot help but feel energised and warm.... here is to more enriching conversations, and possibly even projects, in future!”**

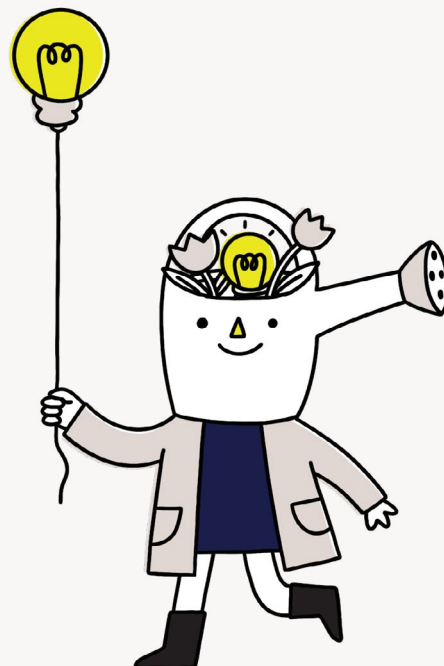
Chang Mei Yee  
Panel Respondent for  
ArtsWok Learning Forum 2024

## The Greenhouse Sessions

The Greenhouse Sessions went on hiatus this year to allow the team to focus on organising the ArtsWok Learning Forum. During this time, we took the opportunity to publish a summary paper analysing and synthesising matters of interest, challenges, and recommendations made by the community of practitioners from the arts and other sectors over the 23 Greenhouse Sessions held from 2013 to 2023. This went on to inform some of the programming for ArtsWok Learning Forum before being subsequently shared with our community of practice members and forum attendees.

[The Greenhouse Sessions Webpage](#)

[The Greenhouse Sessions Summary Paper](#)



## Research and Advocacy

The articles and case studies we publish are our contribution to documenting and sharing practice, as well as thought leadership in the field of arts-based community engagement and development. They are hosted on our website and are available on some research portals. We largely distribute them through our mailing list, partners' networks, social media, and some research portals. They attract a readership of community-engaged practitioners, researchers, and students from across the arts, community, social, and health sectors.

Izzaty Ishak facilitating participant discussions in *Opening Up Conversations About Oppression* workshop





Salty Xi Jie Ng collecting participant expectations for *Imprints From a Shared Cosmos: Documenting Practice* workshop



“An important part of our work is researching the field we are a part of. In turn, we also see our practice as research, and aim to constantly and critically reflect, document, and engage with others on our work. Follow me to this chapter to discover what we’ve learnt and documented this year!”



## Library

Hosted on our website, the ArtsWok Library is a repository of arts-based community development knowledge and practices in Singapore. It was launched in September 2023 as an expansion of the resource section on our website. The Library consists of our project journal, field studies, insight reports, and research papers.

We published 6 articles this year:

- 4 Project Journal entries
- 2 Insight Reports

The all-new Project Journal was introduced to provide a behind-the-scenes look into ArtsWok's projects from an artistic, programme management, and the stakeholders' point-of-view. There were four journal entries this year about our Both Sides, Now at Yishun project, with three posts from Lead Artist Salty Xi Jie Ng and one from Assistant Artist Stacy Huang.

Two Insight Reports were also published this year. Co-commissioned by ArtsWok and Drama Box, the first examined end-of-life issues and care planning among the Malay-Muslim community in Singapore through community engagement workshops. The second was a summary paper on The Greenhouse Sessions (TGHS) written by producer Jerusha Tan. It looked back on how the community-engaged arts scene in Singapore has changed over the past decade of convening TGHS.

All of these articles continue our education and advocacy efforts to expand understanding and vocabulary around socially and community-engaged arts practice in Singapore.

To view them, visit our library [here](#).

## Project Journals

*Opening the Portals*  
**Read Now**

*Elements of Community Art*  
**Read Now**

*To the Horizon Between Life and Death*  
**Read Now**

*How to Cook Eight-Treasure Porridge*  
**Read Now**

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## Insight Reports

*End-of-Life in the Malay-Muslim Community Research Report*  
**Read Now**

*The Greenhouse Sessions: A Decade of Reflections on Arts-Based Community Development*  
**Read Now**

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# Publicity and Outreach

## Features

The Straits Times, 6 March 2024

**Meet a 77-year-old cosmic philosopher from Yishun in community art show on end-of-life matters**

Plural Art Mag, 14 March 2024

**Tiding Over Conversations About Death: Salty Xi Jie Ng's Approach to Socially Engaged Art**

Today Online, 18 March 2024

**'Living well, leaving well': Yishun end-of-life art exhibition allows seniors to demystify death, document life**

Lianhe Zaobao, 19 March 2024

**年长者创作短片 对话身后事**

Shin Min Daily News, 21 March 2024

**义顺社区办临终艺术展 八旬长者: 不避忌谈死亡为自己准备后事**



## Speaking Engagements

### 8th Advance Care Planning International Conference

Hosted in Singapore, this edition marked the first international ACP conference in Asia. Su-Lin was invited to present as part of a panel and at a pre-conference workshop on community engagement. She shared about the journey and impact of our flagship programme Both Sides, Now (BSN) over the past 10 years. The responses she received reinforced the importance of collaborating across disciplines – health, social and community, arts and culture, design and so forth – in increasing the rate of death literacy in populations, and also encouraging end-of-life conversations within communities.

### Teh Tarik with Walid Episode 73: Community Building through the Arts

Su-Lin appeared on a special in-person episode of Teh Tarik with Walid to speak about community building through and in the arts. She was joined by Lin Shiyun (3Pumpkins) and their host Dr Walid Jumblatt Bin Abdullah. Held at Ethos Books Festive Market 2023, the session was recorded and later uploaded online.

Some of the topics they discussed included what successful community building might look like and the wider role of the arts in society and politics. Su-Lin spoke about our work in arts-based community development and some of our projects (e.g., Both Sides, Now and M1 Peer Pleasure Youth Theatre Festival). She also touched on how art can facilitate social change through expression and conversation when we collaborate and dialogue with communities.

**“It was heartening that our arts-based approach to increasing death literacy, community engagement, and now community development resonated with conference participants, and was a reminder for overseas delegates to connect with their artists back home to work together.”**

Ngiam Su-Lin  
Executive Director  
ArtsWok Collaborative



# Financials

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A visitor of tides in the Wellness Kampung kitchen viewing *From Atha to You* by senior collaborator Devi Maniam

# Financial Review

## Review of Financial State

A financial statement of ArtsWok Collaborative Limited was drawn up for the financial period of 1 April 2023 to 31 March 2024.

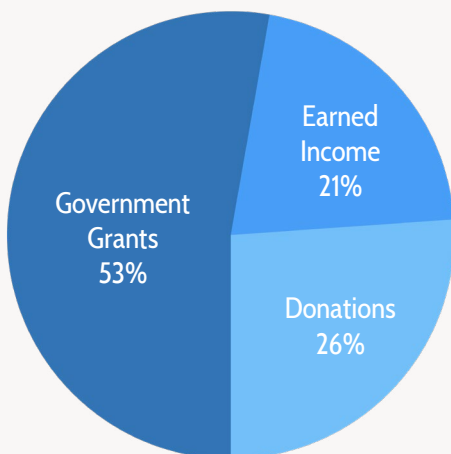
During this time, revenue from grants, donations, earned income, and other sources totalled \$538,230. Total expenses for FY23 included Administrative Expenses of \$450,474, Finance Costs of \$539, and Programme Expenses of \$195,535. The financial year closed with a deficit of \$108,318. Together with a surplus from previous years of \$699,029, the financial standing of the Charity remains in healthy net surplus.

There are no major financial liabilities.

ArtsWok Collaborative Limited has been a recipient of the National Arts Council's Major Company Scheme since 2018.

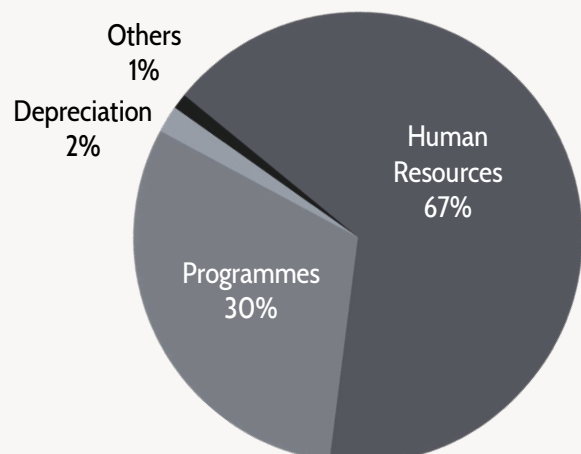
## Summary Financial Performance

Principal Funding Sources



Total Income : \$538,230

Total Expenditure



Total Expenditure: \$646,548

# Financial Statement

[Click here to download our audited financial statement for FY23/24](#)

## Financial Plans for FY24

There will be a strategic review of our programmes to determine how to create improved financial sustainability for the organisation over the longer term without over-burdening the limited human resources available. This may involve a slight expansion in overall team size.

Fundraising plans include organising events to engage our existing stakeholders and to attract new supporters. This is in addition to our usual efforts involving online campaigns, as well as pitches to individual organisational donors, sponsors, and funders. We will continue to tap on the Cultural Matching Fund to match donations received in FY23.

Our expenditure items will revolve around similar areas as before, i.e. human resources, programme costs, overheads and administration, governance and accounting, fundraising, and business development.



# Governance

## Role of the Governing Board

The Board's role is to provide strategic direction and oversight of ArtsWok Collaborative's programmes and objectives. They are to steer the charity towards fulfilling its vision and mission through good governance. As part of this role, the following matters require the Board's oversight:

- Approve budget for the financial year and monitor expenditure against budget;
- Review and approve financial statements;
- Regularly monitor the progress of the charity's programmes.

## Term Limit of Board

In the spirit of sustainability of the charity, the Board has a term limit of 10 years to enable succession planning and steady renewal. The Treasurer, in particular, has a term limit of 4 years.

## Board Meetings and Attendance

A total of 2 board meetings and 1 AGM were held during the financial year with all 5 board members being present for all meetings, except for Patsian Low who was absent and Charlene Rajendran who missed 1 board meeting. New board members, whose term officially commenced from 1 November 2023, attended meetings before the start of their term as part of their onboarding process.

## Policies Adopted During the Financial Year

No new policies were adopted this financial year.

## Disclosure of Remuneration and Benefits Received by Board Members

No board members have been remunerated for their services in the financial year.



## Disclosure of Remuneration of Three Highest Paid Staff

Disclosure of annual remuneration of three highest paid staff who each receives between \$100,000 - \$200,000: two staff members fall within this category, one of whom serves as a board member of the charity.

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.

## Conflict of Interest Policy

All board members and staff are required to comply with the charity's conflict of interest policy.

Documented procedures are in place for board members and staff to declare actual or potential conflicts of interests on a regular and need-to basis.

Board members also abstain and do not participate in decision-making on matters where they have a conflict of interest.

# Future Plans & Commitments

Our efforts to grow and strengthen the ArtsWok Collaborative team will continue in the next financial year as part of capacity building efforts for organisational sustainability. This is in response to improving staff wellbeing in terms of workload, as well as in anticipation of the increased volume of projects ahead. We plan to ramp up offerings under our flagship programme Both Sides, Now and our capability development arm.

Given the multi-sectoral nature of our intermediary work and the absence of salary benchmarks in the arts and culture sector, we will strive to raise salaries closer to the salary guidelines provided by the National Council of Social Service (NCSS) through increments or adjustments. This will contribute towards better outcomes for attracting and retaining staff in the long term.

As such, fundraising will continue to be a significant priority for us. This will involve emerging new strategies, including organising events and engaging a consultant to work with us. Based on our research in FY23, we will also be implementing plans towards strengthening our supporter base of diverse audiences/stakeholders, with the aim to increase giving from our supporters.

Finally, we plan to use the duration of FY24 to review our capability development efforts for practitioners so that programmes like The Greenhouse Lab continue to remain relevant and beneficial. This may include offering shorter term workshops on a wider scope of areas and mentorships. We will also spend FY24 working more closely with our three new Board members, who started their term during the last quarter of 2023, to tap on their expertise and networks.

Thank you to all  
partners and participants  
for this fruitful year, and  
to those who've  
contributed to our  
programmes through  
donations and  
volunteering!



Donate