

Intercultural Theatre Institute Ltd
ANNUAL REPORT
for the financial period ending 31 March 2023

Intercultural Theatre Institute Ltd (“ITI”) was incorporated on 23 September 2008 as a company limited by guarantee (i.e. non-profit-distributing) and registered as a charity on 17 November 2009. It was approved as an Institution of Public Character (IPC) with effect from 1 January 2010, with the most recent renewal being from 25 February 2022 to 24 February 2023. The name was changed on 27 December 2010, from Theatre Training & Research Space (Singapore) Ltd. ITI has a Constitution as its governing instrument.

Unique Entity Number:	200818680E (UEN)
Registered address:	11 Upper Wilkie Road, Singapore 228120
Auditor:	Ms. Sharifa Nafisa of HMS Assurance Public Accountants and Chartered Accountants
Bankers:	United Overseas Bank Standard Chartered Bank
CPE registration period:	13/07/20 to 12/07/24 (previously 13/7/16 to 12/07/20)

OBJECTIVES

The main objectives of Intercultural Theatre Institute Ltd are:

- to promote education and training in theatre, performance and performing arts; and
- to provide research in theatre, theatre training, performance, performance training, performing arts and performing arts training.

VISION

To nurture the next generation of theatre artists, teachers and leaders with the hearts, minds and abilities to create art that embraces the values of cultural and social diversity, and celebrates humanity and life.

MISSION

To nurture skills, technical competence, critical awareness, social engagement and artistic autonomy in theatre artists so that they are capable of contributing significantly to the theatre-making processes and cultures of their own communities.

PRINCIPAL ACTIVITIES

The training of theatre actors through the 3-year, full-time programme known as the Professional Diploma in Intercultural Theatre (Acting), research through the Asian Intercultural Conference held once every 3 years.

BOARD OF DIRECTORS

Chairman: Mr Arun Mahizhnan (appointed 23 Sept 2008)
Special Research Advisor, Institute of Policy Studies
oversees Nominations/Board succession & Review of processes/internal audit

Directors: Mr Chew Kheng Chuan (appointed 23 Sept 2008)
Independent consultant in philanthropy
oversees Fundraising

Ms Loh Chay Koon Winifred (appointed 2 July 2018)
Director, LeadForte Consulting
oversees Human Resources

Dr Nazry Bahrawi (appointed 1 August 2019)
Senior Lecturer, Singapore University of Technology and Design
oversees Core Programme

Mr Andrew Nai (appointed 1 September 2022)
Director at Aura Private Equity, Aura Group
oversees Finance

Ms Jean Tay (appointed 1 Feb 2023)
Playwright
oversees Programmes

The Board reviews and approves the strategic plan and annual budget prepared by the management and reviews quarterly budget reports and the performance of the key executive staff. No staff sit on the Board. Board members do not receive remuneration.

The Board takes an active approach to the selection, recruitment, and induction of new Board members, with ongoing succession planning. The first 2 Directors named above have served since incorporation and therefore for more than 10 years. ITI requires them to stay on until 2024 because of their significant and valuable contributions as directors, the small size of the board and the need to maintain continuity. A plan for the succession is in place, and timelines have been extended up to 2024 because of disruptions from the Covid-19 pandemic. A third long-serving

Director, Dr. Kwok Kian Woon, stepped off ITI's Board in December 2022. Mr. Tan Tarn How stepped off the Board in September 2022. Evaluation of Board effectiveness is done every 2 years.

Quarterly Board meetings were held, with 5 occurring in this financial year. There was full attendance except that:

- Dr. Nazry Bahrawi was unable to attend because he currently resides in the USA. He attended a physical catch-up meeting with staff in August 2022, in addition to online meetings.
- Mr. Tan Tarn How was unable to attend 2 meetings.
- Mr. Arun Mahizhnan, Ms Winifred Loh and Dr Kwok Kian Woon were each unable to attend 1 meeting.

In addition to Board meetings, each Director attended working meetings with ITI staff, achieving full attendance.

KEY EXECUTIVE STAFF

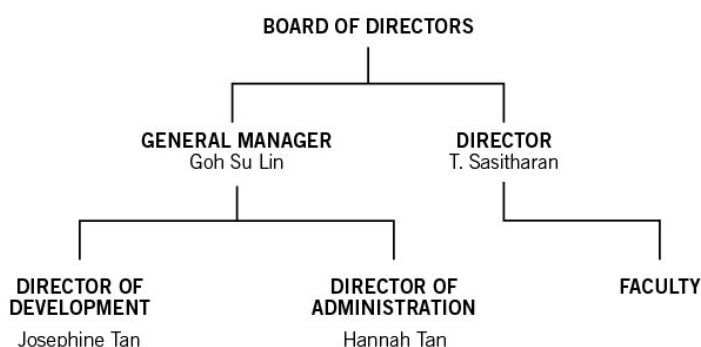
Mr T. Sasitharan, Director

- Appointed 1 Dec 2009
- Co-founded the Theatre Training & Research Programme (TTRP), the predecessor of ITI, and was Director from its founding to its acquisition by ITI in 2009; previously Artistic Director of The Substation; has experience in acting, theatre, and critical writing.

Ms Goh Su Lin, General Manager

- Appointed 1 Dec 2009
- General Manager of TTRP from 2001 to 2009; previously General Manager of The Necessary Stage Ltd; has experience in business management, curriculum development, education and training.

ORGANISATION STRUCTURE



REVIEW OF THE PERIOD

1 April 2022 to 31 March 2023

Intercultural Theatre Institute (“ITI”) continued its theatre training work in the Professional Diploma in Intercultural Theatre (Acting), as well as work towards establishing longer term sustainability.

11 students graduated in December 2022, having completed 2 public performances and a presentation of individual creative work in that year. The public performances were devised play *ASYLUM* by Jean Tay and directed by Oliver Chong, presented at School Of The Arts; and *A Midsummer Night’s Dream* directed by Aarne Neeme and presented in collaboration with The Esplanade. This is a graduation rate of 92%; 1 of the cohort had left in 2020, their 1st year of training. It is above the benchmark of 90% drawn from the average of the preceding 5 years. Management has also reviewed the reasons for the attrition and concluded that there is no need for corrective action.

In January 2023, 5 students passed into their final year and 5 students passed into their second year of training, while 6 new students were enrolled for the academic year beginning 2 January 2023.

The student performance data for Academic Year 2022 (Jan to Dec) is as follows:

		Benchmark (ave of preceding 5 years)
Year 2 students' passing rate	100%	100%
Year 1 students' passing rate	100%	100%
Year 3 students' attrition rate	0	2%
Year 2 students' attrition rate	0	1.8%
Year 1 students' attrition rate	16.7%	11.7%

The attrition of 1 Year 1 student was due to the student becoming anxious about travel back home to China during her 3-years’ training, in the face of travel restrictions imposed because of Covid-19, and failing to arrive at ITI. ITI continued to face challenges arising from the Covid-19 pandemic, including diminished enrolment, but was able to carry out the training. ITI’s master teacher in traditional theatre system Beijing Opera was not able to come to Singapore to teach, and ITI engaged substitute teachers based in Singapore. The Noh teachers were finally able to teach at ITI again from January to March 2023.

Throughout the year, ITI hosted Edith Cowan University student Jemma Dunn, as she trained alongside ITI 3rd-year students to complete her own Bachelor of Performing Arts from the Western Australia Academy of Performing Arts. She attended ITI training as a special placement student, on a New Colombo Plan Scholarship from Australia.

For the theatre community, ITI offered workshops on clowning and performance-making by faculty member Guillermo Angelelli, as well as artists' exchanges with renowned director Peter Oskarson (Sweden) and the artistic directors of Dirks Theatre (Macau).

In November, ITI Director T. Sasitharan ("Sasi) delivered the Harvard Club of Singapore Fellow 2022 Lecture at their Annual Dinner, touching on the roles of art in society. Sasi is the 3rd Harvard Club of Singapore Fellow, after Dr. Noeleen Heyzer and Prof. Wang Gungwu.

In March 2023, ITI and Tan Tock Seng Hospital' Sports Medicine and Surgery Clinic began an initiative to provide ITI students with better access to physiotherapy services and equip them with practical knowledge on maintaining the actor's body.

Also in this period, ITI received affirmation of its work through the work of its alumni. ITI alumni have continued to prove the value of the training and contributed to their communities. In Singapore alone:

- At Singapore International Festival of Arts 2022, Sonia Kwek ('17) performed in Drama Box's site-specific work *ubin*, investigating the history and future of the island while Liz Sergeant Tan ('16) performed in *Devil's Cherry* by Kaylene Tan and Paul Rae.
- Caroline Chin ('18) remained a core member of Chowk Productions, and co-created and performed in *i have nothing to do with explosions* as part of contact Contemporary Dance Festival 2022 while Sonia Kwek performed in the festival's Off Stage. The festival also presented workshops for the public by each of them.
- Grace Kalaiselvi ('14) wrote and directed *The Indigo Jackal* for Esplanade – Theatres on the Bay's Kalaa Utsavam – Indian Festival of Arts, among other works for Esplanade. She also acted in Mediacorp Vasantham's Mullum Malarum and played the lead in "Mani", for which she was nominated for Best Leading Female Performance at the 27th Asian Television Awards 2022.
- Yeo Yann Yann ('03) starred in *Modern Love: Mumbai* for Amazon Prime Video, alongside Indian stars. Her performance was hailed as "outstanding" and "perfectly judged" by critics and earned her a nomination for Best Actress, Series (Female): Drama at the Filmfare OTT Awards 2022.
- Peter Sau ('03), Head of Performing Arts and Artistic Development at ART:DIS, was a panelist at 'Disability Arts: Critical Conversations between South Korea and Singapore' which took place online and was hosted by ArtsEquator, Equal Dreams and Taeyoon Choi Studio.

- Regina Foo ('17) became Associate Artist at Access Path Productions, and Education and Outreach Trainer for Paper Monkey Theatre. She was Director, Shadow Puppet Designer and Maker & Performer for *Catch a Breath!*, commissioned by The Esplanade for its PLAYtime!
- Tysha Khan ('19) performed in *#WomenSupportingWomen*, part of a triple bill production by T:>Works. She was also in the cast of "Tiga Hari Ke Korban", a telemovie produced by The Moving Visuals Co. which premiered on Mediacorp Suria and meWATCH.
- In the education sector, Zachary Ho ('08) continues to serve as a faculty member in SOTA, Sia Ee Mien ('06) continues to teach IB Drama at ACS International and Wan Ahmad ('22) is now Drama Instructor at Singapore Polytechnic and Temasek Polytechnic.

ITI continued working to raise funds through donations, grants and other support, and to raise scholarships and a loan fund for students. The National Arts Council ("NAC") continued to support ITI's work, through a 3-year grant awarded to ITI from April 2021.

From 1 October 2021, ITI leased the premises of 11 Upper Wilkie Road directly from the Singapore Land Authority ("SLA") and licenced the use of some spaces to artists. However, SLA commenced repair works from November 2021, affecting large portions of the premises and rendering them unusable for a long period. Regrading and drainage work in the front garden resulting in hoardings all around the garden and an unsightly visage to the public and any visitors. All this disruption continued through March 2023.

ITI continued its membership in Emily Hill Enterprise Ltd, a non-profit set up with other artists to take on the lease of the premises in earlier years. From 1 October 2021, Emily Hill has been inactive except to carry out reinstatement works required by NAC but delayed by SLA's works. ITI continued to provide management services to Emily Hill for this, for a fee.

During the review period, ITI was supported by:

Director cum teacher	1
Full-time teachers	8
Part-time teachers	2
Part-time researcher (up to Sep)	1
Full-time administrative support	9
Part-time finance staff	1

FINANCIAL MATTERS

ITI recorded a deficit of \$515,243 for the year, ending with an accumulated surplus of \$1,960,248. The main reasons are:

- Singapore Land Agency’s repairs to the premises affecting ITI’s ability to receive licence fees or rent from artists and other arts companies sharing the space, a loss of about \$240,000; and
- a gap between completion of research and disbursement of a \$200,000 research grant. The National Arts Council grant was received early in the new financial year.

ITI had requested rental rebates from SLA because of their repairs but had not received a reply at the close of the financial year. ITI has also experienced a drop in fees earned as student numbers fell after the pandemic hit, resulting in smaller intakes in January 2021 and 2022. Support from sponsors and donors has not yet returned to pre-pandemic levels.

In 2016, ITI established the Möbius Fund to provide loans to students who require financial assistance with course fees and living expenses. The loans are unsecured and non-interest-bearing up till one year after the student’s graduation. Students are expected to complete repayment 11 years after graduation. As at 31 March 2023, the Fund had accumulated \$1,451,993 since its inception (including \$54,112 interest), had received \$68,126 in repayments, and had a balance of \$40,091.

STAFF MATTERS

In this period, 3 staff received annual remuneration of more than \$100,000 and less than \$125,000 (and therefore also less than \$200,000). There was no paid staff who is a member of the family of the key executive staff or any board member of ITI, and no such staff who received remuneration exceeding \$50,000.

RESERVES POLICY AND INVESTMENT POLICY

ITI aims to hold reserves equivalent to at least 2 years’ operating budget and is currently working towards this aim. Details of the reserves position can be found at page 24 of the Financial Statements. \$500,000 is to be held as cash or cash equivalents, and the balance is to be held as a fund, held and/or invested in accordance with the directions of the Board. The reserve fund may be used only with Board approval. An Investment Policy is in place.

WHISTLE-BLOWING POLICY

ITI has in place a whistle-blowing policy and processes to address concerns about possible wrong-doing or improprieties in financial or other matters within ITI.

POLICY ON CONFLICT OF INTEREST

To ensure the integrity and accountability in the performance of their official duties, board members and staff are required to declare any potential conflict of interest using a declaration form. The individual will then abstain from any discussion, voting or decision-making on the matter in question. For a Board member, the member should also offer to withdraw from the meeting, and the Board shall decide whether this should be accepted.

FUTURE PLANS AND COMMITMENTS

1. Graduate 5 students in December 2023, conferring the Professional Diploma in Intercultural Theatre (Acting).
2. Begin classes in the Professional Diploma in Intercultural Theatre (Acting) on 2 January 2024 for Academic Year 2024, with Year 1, 2 and 3 students.
3. Organise the Asian Intercultural Conference 2023
4. Maintain and/or improve current operational standards.
5. Continue work to establish long-term sustainability.