



Annual Report

2007 - 2008







Content

Chair's Introduction	Page 3
CEO's Review of the Year	Page 4 - 7
ITC Board and Staff	Page 8
ITC Members	Page 9 - 13
ITC Courses and Trainers	Page 14
Thanks	Page 15



ITC Annual Report

The Independent Theatre Council (ITC) exists to enable the creation of high quality professional performing arts by supporting, representing and developing the people who manage and produce it.

We believe that good art thrives on good management.



INTRODUCTION BY JEREMY SMEETH, CHAIR



It is with great pleasure that I write my first Chair's Introduction to the ITC Annual Report 07-08.

Reflecting back on the year since my appointment as Chair in December 2007 it has certainly been an eventful one for ITC, its members, and for our sector as a whole.

2007 had been a year of mixed feelings in the arts world, with the severe reduction in funding available through Grants for the Arts being followed by a better than expected settlement for the arts in the Comprehensive Spending Review.

Despite these ups and downs, an air of cautious optimism hung over our sector. Innovation, experimentation and excellence were the buzzwords of the time – and we knew that we possessed ample of all three.

“*...by working and learning together as ITC members our resilience is greatly strengthened...*”

What a difference a year makes! Massive changes in Arts Council England's funding portfolio, continuing pressure on all funders' budgets, the near collapse of our banking system, and the impending announcement of a UK recession – all point to an uncertain and difficult future for us all, at least in the short to medium term.

And yet I remain (perhaps naively!) optimistic. Yes, we are facing challenging and uncertain times, but I believe that in our sector we have a natural resilience to such uncertainty. I also believe that by working and learning together as ITC members our resilience is greatly strengthened, and that challenges can be transformed into opportunities.

ITC continues to work hard on behalf of its members to promote and expand such opportunities.

Through its core services of professional development, management support and industrial relations, its high profile major initiatives, such as the Fast Track and Gain programmes, and its research and advocacy work, ITC strives to make our sector stronger by being more diverse, skilled, resourceful and resilient.

The ITC Board and management team are currently finalising our next three-year business plan – the results, I am sure, will be exciting, challenging, and full of opportunity for ITC and all its members.

With a 700-strong membership across the UK, we have a powerful voice to influence and change. Our voice is diverse, discursive, sometimes argumentative, but ultimately unified. This is just as it should be, and is a testament to the many remarkable companies and individuals within our membership. I urge them all to continue contributing to ITC's activities as much as possible.

Finally, I would like to extend my thanks to Charlotte Jones, all the staff at ITC and my fellow board members for all their hard work and support over the last year. I look forward to working with them all on behalf of our membership over the coming year.

REVIEW OF THE YEAR BY CHARLOTTE JONES, CEO



April 2007 to March 2008 has been a year of highs, lows and major change for ITC, our members and our sector. We began the year with intense advocacy, evidence gathering and engaging our members in helping to make the case for the

arts in relation to the government's comprehensive spending review. October 07 saw the government announce (late in their process) an uplift in funding for the arts and James Purnell (the then Secretary of State) announced an end to 'targetocracy', a recognition of the importance of trusting and freeing the arts and attempting to understand what makes excellence.

A brief period of Autumn optimism ended in the Arts Council England announcing its portfolio review and investment strategy the week before Christmas - pitching the sector into chaos. Over 200 organisations were cut including ITC and 23 of our members. January was a busy month of campaigning, supporting and advising members whilst rethinking our own activities and structure. Our new Chair (Jeremy Smeeth) had been in post for a month at this point! In Scotland the whole funding structure for the arts was being changed with the development of Creative Scotland and Wales decided to follow ACE's example with their own portfolio review.

As the dust began to settle and some good news about new funding relationships emerged the sector found its feet again. Many of the cut companies behaved with extraordinary resourcefulness and found ways to continue their work (only 3 ITC member companies had been forced to close completely by the end of the year).



Delegates at the ITC Summer Conference at Hampstead Theatre - June 2007, image by Yves Salmon

One piece of learning for me and for ITC from this rollercoaster ride was the importance of not over-focussing on Arts Councils and their policies. We can expend valuable energy trying to second guess what will happen only to respond negatively when decisions are finally made. Many of ITC's members do not receive money from these bodies anyway. Less than 25% of ITC's members are regularly funded organisations. We recognised that it is essential to broaden our perspective and to seek



Quizoola! by Forced Entertainment - image by Hugo Glendinning



ways to make our members more resilient, independent and confident.

With this in mind ITC invited John Knell (an Economist who wrote 'The Art of Living' and 'The Art of Dying') to speak at our Summer Conference at Hampstead Theatre. His intervention followed an audience with Peter Hewitt (the then outgoing CEO of ACE). Members rose to his challenge to recognise their business strengths and weaknesses and to look forward with renewed vigour. Following the conference ITC commissioned John Knell to research the independent sector and to write a provocation in relation to his findings. Our AGM and Conference took place at The National Theatre and focussed on the entrepreneurial potential of the sector.

We also continued our work with the New Economics Foundation to develop a tool for performing arts organisations to measure the impact of their work on people's well-being and to reclaim the language of measurement.

ITC has used the learning from this turbulent year for the arts to deepen our understanding of the needs and potential of our members and to raise their profile. We have engaged in consultation and advocacy with Arts Councils (ACE, ACW & SAC), Government departments (DCMS, DIUS, DTI) and co-ordinated campaigns with unions and industry lead bodies (NCA, SOLT/TMA, ABO, Dance UK, VAGA, Museums Association, Equity, BECTU and Musicians Union). We have worked with the Greater



Michael Judge (Theatre Centre), Stella Barnes (Oval House) and Adam Annand (London Bubble) at the ITC Theatre Education Conference at Half Moon - March 2008

London Authority (The Mayor's Office) on Climate Change and Sustainability leading to the 'Greening London Theatres' Project.

ITC participated in a range of festivals, conferences and committees (including Edinburgh and Brighton Festivals, Creative Scotland Conference, Social Dialogue with Management Associations and Unions, with PEARLE in Brussels, Tipping Point, ACEVO, NCVO, London Education Managers Forum, Africa Consortium steering group, Olympics Culture Advisory Committee, Voluntary Sector Forum steering group, Mayor's Climate Change Theatre Strategy steering group).

We also engaged with members across the UK holding regional meetings in Bath, Edinburgh, Manchester, Cardiff, Birmingham and York.



Urban Dreams by London Bubble - image by Steve Hickey



Freefall at RSAMD, Glasgow by YDance (Project Y 2008) Image by Tilo Stengel

ITC Annual Report

Alongside these efforts to grow our understanding, represent the sector and build its capacity for powerful networking and engagement, ITC has continued to focus on what it does best – supporting its members through core services and developing projects to enhance practice through professional development and management support.

In response to members' needs and interests we ran 67 courses, trained 511 participants and strengthened our core-programme by developing new courses and training practitioners to become new trainers.

New Courses 2007-08

- Arts marketing - Part two
- Conflict resolution
- Finance for board members
- Handling challenging behaviour and volatile situations
- How to work well with your board
- How to write a business plan
- Managing change
- Motivation and team-building skills
- Realising your creative business ambitions
- Rural touring
- Skills audit for your board
- Stress management
- Transform your meetings
- Welcoming and inducting new board members
- Working as a freelance producer

Our peer-learning approach has proved particularly popular with senior managers. We continued to set up new Action Learning sets while many of the established sets continued self-facilitated.

Internationally the Action Learning (City of Culture) Project embarked on its third and final year (following successful partnerships with Cork and Stavanger) with two partner cities (Linz and Vilnius).

Danny Hearty, our Deputy Director and Professional Development Manager, completed his training as an Executive Coach. Consequently ITC has been



BAME Fast Track Selection and Induction Day - July 2007

offering one-to-one coaching programmes for senior managers. He has also developed a new coaching and mentoring course to assist managers in improving these skills.

As part of our commitment to developing Young Peoples Theatre we ran Master classes for young directors and a conference on Theatre Education at Half Moon.



Nicole Worrica and Sjaak van der Bent in the hydrotherapy pool at Amwell View School in *Pool Piece*, *Oily Cart* - image by Patrick Baldwin



Anna-Maria Nabirye in *Icicle Bicycle* at Half Moon
Image by Patrick Baldwin



We continued to invest our efforts in positive action in order to enhance the skills base and diversity of the sector. In partnership with SHAPE, Graeae and TMA/SOLT we recruited and trained 15 Black, Asian and Minority Ethnic (BAME) and 12 disabled potential arts managers and placed them within 30 participating arts organisations through the Fast Track programme.

In the area of governance and in partnership with GLA, Arts Council, Arts & Business and Sporting Equals we completed a successful year of the Gain programme – recruiting 39 BAME potential board members from a range of different backgrounds and with a broad range of skills. 28 of the new board members have joined arts boards and all have continued to engage with the network. As the year ended we secured agreement from the partners to run the Gain programme for a second year building on the success and profile of this year.

ITC's advice services have been particularly well-used this year. Our Legal and Industrial Relations Manager dealt with over 3000 advice calls from members including redundancy, dismissals and disciplinary procedures, debt recovery, contractual disputes, intellectual property, recruitment, restructuring, insolvency, governance issues.

The new ITC/Equity Agreement with its increased flexibility has enabled more ITC organisations to operate union recognised terms and conditions and has simplified the process of managing for companies. Only two disputes with the Union have



GAIN Launch at London City Hall - September 2007

arisen out of the new conditions – both solved. Members have engaged helpfully with us in monitoring the effectiveness of the new agreement.

Members continue to use ITC's Criminal Records Bureau disclosure service in large numbers and new members are still using ITC to form their limited companies and apply for charitable status (where appropriate).

By engaging in solving the detailed problems of our members and by working to remove the practical barriers to their success, ITC is uniquely placed to understand the sector's needs and aspirations. At the end of the year we used this position to communicate directly with government through a delegation to the New Secretary of State, Andy Burnham, where we were able to raise vital issues affecting our members and to convey strongly the potential of the independent performing arts.



Y Pair (Arthur Millers' *The Crucible*) by Theatr Genedlaethol Cymru
Image by Warren Orchard



The Vertigo of Sheep by Thingumajig Theatre
Image by Bruce Silcox

ITC Board & Staff

ITC BOARD

At 31 March 2008

Jeremy Smeeth	Artsadmin (now at The National Theatre of Scotland)	<i>Chair</i>
Bryan Savery	The Red Room	<i>Vice Chair</i>
Vicki Balaam	StopGAP Dance Company	
Gavin Barlow	The Albany	
Jane Claire	English Touring Theatre	
Judith Doherty	Grid Iron	
Benedict Eccles	Sixth Sense Theatre for Young People	
Paul Fitzpatrick	Catherine Wheels	
Leroy Harris	Edinburgh Festival Fringe	
Stuart Mullins	Theatre Is...	
Arti Prashar	Spare Tyre	
Emma Rees	Almeida Theatre (now Independent Member)	
Davina Shah	Drywrite (now at The Royal Court Theatre)	
Joe Sumsion	Action Transport Theatre (now at the Lancaster Dukes)	
Tim Webb	Oily Cart	
Gavin Stride	Farnham Maltings (resigned as Chair in November 2007)	
Lucy Perman	Clean Break (resigned as Vice Chair in November 2007)	
Emma Goad	Sgript Cymru (resigned in June 2007)	
Richard Oyarzabal	Cardboard Citizens (resigned in June 2007)	

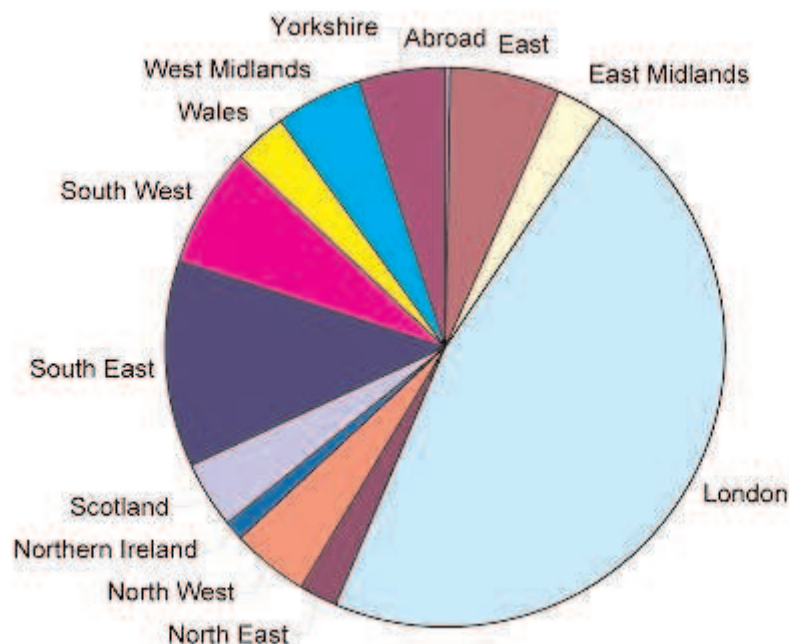
ITC STAFF

At 31 March 2008

Charlotte Jones	Chief Executive
Danny Hearty	Deputy Director & Head of Professional Development
Kevin Dunn	Finance Officer
Jackie Elliman	Legal & Industrial Relations Manager
Roger Lang	General Manager
Kemi Bamidele	Professional Development Co-ordinator
Alex Di Capua	Membership Co-ordinator
Kevin Durjun	Fast Track Co-ordinator
Robin Hawkes	Administrator
Hazel Tsoi	Training Administrator (left in April 2007)
Carol Sidney	Fast Track Co-ordinator (left in August 2007)
Kate Wickens	Finance & Office Administrator (left in February 2008)



ITC Membership - Regional Spread



Organisation Members

2 B Theatre Limited
 20 Stories High
 Abandon Theatre
 Abreaction Theatre
 Academy Theatre (The)
 ACE Dance and Music
 Act On It
 Actability
 Action Transport Theatre Company
 Activate Arts
 Actors Centre (The)
 Actors of Dionysus
 Akram Khan Company
 Albany (The)
 Alchemy Productions
 Alive And Kicking Theatre Company
 Amalgam Theatre
 Ampersand Media
 Angel Exit Theatre Company
 Animate Arts Company
 Ape Theatre Company
 Apparatus (The)
 Arc Theatre
 Artemis Theatre Company
 Artluxe
 Artsdepot
 Arts Services
 Artsadmin
 Ash Tree Actors

Asian Arts Agency
 AsOne Theatre
 ATC - Actors Touring Company
 Attic Theatre Company (London)
 Bandbazi
 Barbican Theatre
 Bash Street Theatre
 Battersea Arts Centre
 Bedales Olivier Theatre
 Benchtours Production
 Beyond Productions
 Big Brum Theatre in Education
 Big Creative Ideas
 Big Fish Theatre
 Big Telly Theatre Company
 Bilimankhwe Arts
 Birds Of Paradise Theatre Company
 Birmingham Opera Company
 Blackfriars Arts Centre
 Blue Elephant Theatre (The)
 Blue Hug Theatre Company
 Blunderbus Theatre Company
 Border Crossings
 Borough Theatre Abergavenny
 Bounce Theatre
 Box Clever Theatre Company
 Box of Tricks Theatre Company
 Brief Candle Theatre
 Brockley Jack Theatre (The)

Buchanan Theatre Company
 C&T
 Caboodle Theatre in Education
 Cahoots NI
 Cambridge Touring Theatre
 CandoCo Dance Company
 Caravanserai Productions and Acting Studio



One Small Step at Barbican Theatre Plymouth

Cardboard Citizens
 Cartoon de Salvo
 Cascade Theatre
 Catherine Wheels Theatre Company
 Central Line Touring
 Chain Reaction Theatre Company
 Chalkfoot Theatre Arts / Channel
 Theatre Productions
 Chance Encounters

ITC Members 2007-2008

Changing Faces Theatre Company
Cholmondeleys and
Featherstonehaughs
Circus Arts Forum
Circus Space (The)
Classworks Theatre
Clean Break Theatre Company
Clio's Company



Crampons of Fear by Eastern Angles
Image by Mike Kwasniak

Clod Ensemble
Close Knit Productions
Cloud Nine Theatre Productions
Collective Artistes
Common Ground Sign Dance Theatre
Company
Common Players (The)
Company of Angels
Company Paradiso
Comyns Carr / Tyger's Heart
Concrete Canvas Arts
Contemporary Stage Company
Converse Theatre
Creaking Door Productions
Creative Partnerships Thames Valley
Croft Productions
Crooked Sleeve
Crying in the Wilderness Productions
Crying Out Loud Limited
CTC Theatre
Curving Road
Cwmni Theatr Arad Goch
Cwmni'r Fran Wen
Dalton Associates
Dance United
Dance360
Dancing Shadows Theatre Company
dANTE OR dIE Theatre
Deafinitely Theatre
Debut Productions / Debutots
Debut Theatre Company
Dende Collective
Diversions, The Dance Company of
Wales
Doo Cot
Dorset Corset Theatre Co (The)
Double-Edge Theatre

Drum, The
Drywrite
Dukes, Lancaster (The)
DV8 Physical Theatre
Earthfall Dance
East London Dance
Eastern Angles Theatre Company
Ed Stephenson Productions
Edinburgh Festival Fringe
El Mono Theatre
Electric Picnic
Emergency Exit Arts
Empty Space (The)
English Pocket Opera Company
English Touring Opera
Ensemble
Escapade Theatre
English Touring Theatre
Exelle
Extant
Face Front Inclusive Theatre
Factory (The)
Falling Wide
Farnham Maltings
Felix's School of Rock (FSOR)
Fetch Theatre Company (The)
Field Works
Fifth Word Theatre
Finborough Theatre
Firebird Theatre
Fired Up Theatre Company
Fireraisers Theatre Company
Fish Productions
Fittings Multimedia Arts
Flat Pack Productions
Fluff Productions
Forbidden Theatre Company
Forced Entertainment
Forest Forge Theatre Company
Forkbeard Fantasy
Foursight Theatre
Fragments and Monuments
Frantic Assembly
Freedom Studios
Freewheelers Theatre Company
(The)
Fresh Air Theatre
Full Body and The Voice
Function Factory Theatre
Fusion Community Theatre Arts
Futures Theatre Company
Gate Theatre
Giudecca Productions
Glasgay! Festival
Gomito Productions
Graeae Theatre Company
Grand Theatre of Lemmings
Green Candle Dance Company

Greenwich & Lewisham Young
People's Theatre
Grid Iron
Gulbenkian Theatre
Gwent Theatre
Half Moon Young People's Theatre
HamFisted!
Hampstead Theatre
Happenstance Theatre Company
Hathi Productions
Hearth Centre (The)
Henri Oguike Dance Company
HENs Theatre Company
Here There and Everywhere
Hidden Talent Productions
HiJinx Theatre
Hoipolloi Theatre
Honourable Society of Faster
Craftswomen (The)
Hoodwink
Horse and Bamboo Theatre
Hull Truck Theatre Company
Human Compass Theatre
Hyperfusion
Ichiza Theatre Company
Icon Theatre
Imaginary Forces
Impetuous Kinship
In Tandem T C
In Toto Theatre Company
In Yer Space
Independent Ballet Wales
Inside Intelligence
Interplay Theatre Trust
IOU Theatre
Jacksons Lane Community Arts
Centre
Jacqui Ison Theatre Arts
Jasmin Vardimon Dance Company
Jasperian Theatre Company
Jewel Theatre Company
Junction (The)
Kabosh Theatre
Kali Theatre Company
Kaos Theatre
Kazzum
Khayaal Theatre Company
Kilter
Kino Holdings
Kneehigh Theatre
Kompany Malakhi
Konflux Theatre in Education
Krazy Kat Theatre Company
Krik Krak
Lab Theatre Collective (The)
Laban
Ladder to the Moon
Lambeth Children's Theatre Company



Laurielorry Theatre
 Leibniz
 Leicester Theatre Trust
 Lifeblood Theatre Company
 Lions Part (The)
 Liquid Theatre
 Little Actors Theatre Company
 Live Theatre
 Livestock
 Living Pictures Productions
 Logos Theatre Company
 London Bubble Theatre Company
 London Centre for Theatre Studies (The)
 London Shakespeare Workout & LSW Prison Project
 Loop Dance Company
 Love & Madness Productions
 LS7 Results
 Luminous Arts
 LynchPin Productions Theatre Co
 M6 Theatre Company
 Magpie Dance
 Mahogany Opera Trust
 Maison Foo
 MakeBelieve Arts
 Marine Theatre
 Maverick Theatre Company
 MED Theatre
 Mess Up The Mess Theatre Company
 Metafora
 Michael Clark Company
 Midland Actors Theatre
 Milton Keynes Theatre of Comedy
 Mind The Gap
 Mokita Productions
 Momentum
 Montage Theatre Arts
 Moonstruck Astronaut
 Motionhouse Dance Theatre
 Motiroti
 Moveable Feast Productions
 Moving Arts Base
 Mull Theatre
 Myrtle Theatre Company
 National Association of Street Artists
 National Student Drama Festival
 National Theatre of Scotland
 Natural Theatre Company
 Neti-Neti Theatre Company
 New Directions Theatre Company
 New End Theatre
 New Perspectives Theatre Company
 New Theatre Works
 New Work Network
 New Writing North
 New Writing South

New International Encounter (NIE)
 Nightingale Theatre (The)
 Nimble Fish
 Nitro
 Non Stop Cabaret Theatre Company
 North Star Opera
 Northern Firebrand
 Norwich Puppet Theatre
 Northumberland Theatre Company (NTC)
 Nuffield Theatre
 Ocean Theatre Company
 Ockham's Razor
 Off The Cuff Theatre Company
 Oily Cart
 Open Clasp Theatre Company
 Openwide Theatre
 Opera Circus
 Opera Restor'd
 Other Way Works (The)



My Life with the Dogs by NIE
 Image by Ed Collier

Oval House Theatre
 Ovation Theatres
 Oxford Shakespeare Ensemble
 Oxfordshire Touring Theatre Company
 P.A.N.D.A.
 Paddock (The)
 Paines Plough
 Pantaloons (The)
 Parsnips Youth Theatre
 Pascal Theatre Company
 Peer Productions
 Pegasus Theatre
 Pentabus Theatre Company
 People Show
 Peshkar Productions
 Phoenix Dance Theatre
 Pied Piper Theatre Company (The)
 Pilot Theatre Company
 Pindrop Theatre
 Platform 4
 Play On
 Point Blank
 Pop-Up Theatre

Present Moment
 Proteus Theatre Company
 Punchdrunk
 Puppet Centre Trust
 Puppet Lab (The)
 PuppetLink
 Purple Broccoli Theatre
 Pursued by a Bear Productions
 Q4 Productions
 Quarantine
 Quicksilver Theatre
 Rain or Shine Theatre Company
 Random Accomplice
 Rapture Theatre
 Rasa Productions
 Ratatat Theatre Company
 Reading Agency for Libraries (The)
 Real Ideas Organisation
 Reality Productions
 Realword Productions
 Rear View Mirror
 Red Ladder Theatre Company
 Red Room (The)
 Red Shift Theatre Company
 RedCape Theatre Company
 Rejects Revenge Theatre Company
 Relentless Theatre
 Replay Productions
 ReStock Theatre Productions
 Riding Lights Theatre Company
 Rifco Arts
 Robert Hylton Urban Classicism
 Romany Theatre Company (The)
 Rose Theatre Kingston
 Rose Theatrical of London
 Scamp Theatre
 Scottish Community Drama Association
 Scottish Dance Theatre
 Script
 Script Yorkshire
 SGA Productions
 Shady Dolls Theatre Company
 Shapeshifter Productions
 Shared Experience
 Shobana Jeyasingh Dance Company
 Shunt
 Simon Fielder Limited
 Six Impossible Things Before Breakfast
 Sixth Sense Theatre Company
 Sole Purpose Productions
 Southwark Playhouse Theatre Company
 Spare Tyre Theatre Company
 Speakeasy Theatre Co.
 Spectacle Theatre
 Sphinx Theatre Company

ITC Members 2007-2008

Splendid Productions
Splitmoon Theatre
St Donats Arts Centre
Stage Management Association
Standnotamazed
Stan's Cafe
State Of Emergency
Stellar Quines Theatre Company
STEP
StopGAP Dance Company
Strangeface
Stroud Theatre Company
Suspect Culture
Talawa
Talking Birds
Tall Stories Theatre Company
Tamasha Theatre Company
TAPS
Tara Arts
Tees Valley Dance
Ten Ten Theatre
The Place (Artist Development)
Theatr Bara Caws
Theatr lolo
Theatr na n'Og
Theatre 503
Theatre Alibi
Theatre Company Blah Blah Blah!
Theatre For All
Theatre Hebrides
Theatre Is . . .
Theatre Is Real Life
Theatre Lab Company
Theatre O
Theatre of Adventure

Theatre of Relativity
Theatre Peckham
Theatre Sans Frontieres
Theatre Venture
Theatre Workout
Theatre Workshop
Theatre Writing Partnership
Theatre-Rites
Thee Black Swan
Thingumajig Theatre
Third Angel
Third Party Productions
Three Legged Theatre Company
Tiata Fahodzi
Tinderbox Theatre Company
Told By An Idiot
Total Theatre Network
Trading Faces
Trap Media
Travelling Light Theatre Company
Trestle Theatre Company
Turtle Key Arts
UK Arts International
Union Dance
University of Chichester
University of Hertfordshire
Unlimited Theatre Company
Unpacked
Ut Severis Seges
Vanguard Productions
Vanishing Point
Vayu Naidu Company
Vincent Dance Theatre
Visible Fictions
Visiting Arts



Como Agua Para Chocolate by Theatre Sans Frontieres - image by Keith Pattinson

Volcano Theatre Company
Wansbeck District Council
Weaver Hughes Ensemble
Webplay UK
West Wing Arts Centre
Whalley Range All Stars
Whippersnapper Theatre
Whirlwind Theatre For Children
White Bear Theatre Club
Whole Hog Celebratory Arts Co (The)
Widsith
Windsor Arts Centre
Wired Aerial Theatre
Women And Theatre
Wonderful Beast
World Famous (The)
Y Touring Theatre Company
Yellow Earth Theatre
Youth of Creative Arts
Zecora Ura Theatre Company

Independent Members

Diane Bader
Alexis Bailey
Claire Birch
Monique Briggs
Annika Brown
Maz Bryden
Liz Burton
Tanya Campbell
Sylvia Carter
Clair Chapwell
Philip Cheng
Simon Cole
Ann Cross
Katie Dacosta
Anna Denny
David Edmunds
Rebecca-Lucy Emery
Katherine Fenton
Fleece
Yasmin Floyer

Cathy Francourt
Milan Govedavica
Fiona Greenhill
Charlene Hamilton
Cinzia Hardy
Jason Ho
Teresa Howard
Andrew Hurst
Gareth Johnson
Sarah Kingswell
Natasha Lewis
Geraldine Ling
Sandy Maxwell
Rachel McNally
Prav Menon-Johansson
Roger Nelson
Mulika Ojikutu
Richard Oyarzabal
Meera Patel
Linda Potter

Jamie Read
Jas Rekhi
Joanna Ridout
Philippe Rixhon
Maggie Saxon
Katharine Stephens
Gwen Van Spijk
Brian Walters
Sue Webster
Lisa Wolfe
Jih-Wen Yeh
Adam Zane



Associate Members

Almeida Theatre	Dance UK	Soho Theatre Company
Arts & Business	English National Ballet	Stantonbury Campus Theatre
Arts Council England (National Office)	Federation of Scottish Theatre	Theatre Centre
Arts Council England, East	Immediate Theatre	Traverse Theatre
Arts Council England, East Midlands	Jerwood Space	Triangle Theatre
Arts Council England, London	London International School of	Unicorn Theatre
Arts Council England, North East	Performing Arts	Wolverhampton Grand Theatre
Arts Council England, North West	Loud Mouth Educational Theatre	Young Vic Theatre
Arts Council England, South East	Company	
Arts Council England, South West	Nottingham Playhouse	
Arts Council England, West Midlands	Polka Theatre	
Arts Council England, Yorkshire	Redbridge Drama Centre	
Bates, Wells & Braithwaite	Royal Academy of Dramatic Art	
Bristol Old Vic	Royal Court Theatre	
Bush Theatre (The)	Salisbury Arts Centre	
Clore Leadership Programme	Salisbury Playhouse	
Cochrane Theatre	Shakespeare 4 Kidz	
Complicite	Sherman Cymru	

Network Members

A Word in Edgeways	Tangere Arts	Stephanie Hay
Arts Intelligence (Arts Professional)	Theatre Forum (Ireland)	Philip Hedley
Arts Marketing Association	Theatre in Prison and Probation	Gary Hills
Between Foot and Thumb	Thurrock Council	Ian Hornby
Broad Horizons Theatre Company	WAC Performing Arts & Media	Madeline Hutchins
Chichester College	College	Shakira Hylton
Coppard & Co	Wet Picnic	Hussain Ismail
Dulsori UK	Works (Dance & Theatre Cornwall),	Geoffrey Joyce
Essexdance	The	Richard Lazarus
Freshwater Theatre Company	YDance (Scottish Youth Dance)	Michèle Lazarus
Historia Theatre Company	Tuhina Ahmed	Fernando Lee
Jodi Myers Projects	Tesse Akpeki	Jennifer Lewin
Kala Chethena Kathakali Theatre	Derek Aldridge	Mary Loughran
Company	Tamara Allen-Cousins	Alan Margolis
Lawrence Batley Theatre	Annabel Arndt	Sharon Marshall
LipService	Pippa Bailey	Penny Mayes
Lytic Hammersmith	Carol Baugh	Maureen McCulloch
Mobius Industries	John Cammack	Julie McNamara
Modalit	Margo Cargill	Wendy McPhee
Morhorn	Mary Caws	Alex Murdoch
No Limits Theatre	Shuet-Kei Cheung	Adjijima Na Patalung
Nomadic Collaborations	Sandra Coker	Shipra Ogra
Northern Ireland Theatre Association	Katrina Duncan	Sally Poyser
Operating Theatre Co (The)	Peter Ellison	Derek Purnell
Out of Joint	Rachel Escott	Emma Ratcliffe
Performers Insurance	Nicole Evans	James Robinson
Playtime Theatre Company	Pauline Gladstone	Sue Rose
Promenade Promotions	Joon Lynn Goh	Samantha Rowe-Beddoe
Really Youthful Theatre Company	Lois Graessle	Bryan Savery
Shapeshifter Arts	Nicola Green	Keith Stewart
Slanjayvah Danza	James Gwynne	Havana Wellings-Longmore
Strike a Light T.C.	Richard Hamilton	Ellen Williams
Tale on Fire	Miles Harrison	

ITC Courses and Trainers 2007-2008

Arts Marketing - Part Two	Rachel Escott
Assertiveness	Michèle Lazarus
Booking a Tour	Penny Mayes
Brain Power	Derek Purnell
Child Protection	Simon Ruding
Coaching Skills for Managers	Danny Hearty
Conflict Resolution	Keith Stewart
Co-productions	Penny Mayes
Copyright and Intellectual Property	Jackie Elliman / Sean Egan
Delivering Workshops and Managing Projects	Samantha Rowe-Beddoe / James Robinson
Dismissing an Employee	Jackie Elliman / Lucy McLynn
Effective Fundraising	Joanna Ridout
Effective Venue Management	Maggie Saxon
Employment Law	Jackie Elliman
Finance for Board Members	Richard Lazarus
First Steps in Financial Management	Maureen McCulloch
Front of House Management	Joanna Ridout / Bryan Savery
Handling Challenging Behaviour and Volatile Situations	Pauline Gladstone
How to Recruit Successfully	Ian Hornby
How to Work Well with your Board	Madeline Hutchins
How to Write a Business Plan	Miles Harrison
Incorporation and Charitable Status	Jackie Elliman
Introduction to Arts Marketing	Rachel Escott
Introduction to Press Relations	Sue Rose
ITC/Equity Contract	Jackie Elliman
Making Appraisals Work	Ian Hornby
Making the Most of your Annual Report	Sue Rose
Managing Change	Richard Hamilton
Managing Time and Tasks	Danny Hearty
Motivation and Team-building Skills	Alan Margolis
Negotiations and Contracts	Charlotte Jones
Networking and Presenting Yourself	Charlotte Jones
Passport to International Touring	Jane Claire / Gary Hills
Personnel Systems and Practice	Madeline Hutchins
Producing and Touring	Bryan Savery
Project Budgeting	John Cammack
Project Management	Michèle Lazarus
Realising your Creative Business Ambitions	Pippa Bailey
Risk Management	Geoffrey Joyce
Rural Touring	Alex Murdoch
Site Specific Performance	Pippa Bailey / Jon Linstrum
Skills Audit for your Board	Madeline Hutchins
Starting a Performing Arts Company	Mary Loughran / Katrina Duncan
Strategic Planning	Miles Harrison
Stress Management	Michèle Lazarus
Tax, NI and VAT	Kevin Dunn
The Stage Manager as Manager	Jane Claire
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