



Independent Theatre Council

Services and Professional Development
Good art thrives on good management



Foreword

As Chief Executive of the Independent Theatre Council (ITC) I am pleased to introduce our services and professional development programme. This programme reflects an ever increasing demand for the support, peer-learning opportunities and tailored professional development that ITC is proud to provide.

ITC represents over 500 members throughout the UK – a dynamic, diverse range of professional performing arts organisations and practitioners producing challenging work in the fields of drama, dance, opera, musical theatre, puppetry, street arts, physical theatre and circus.

It is our ambition to serve our members and the wider arts sector effectively and relevantly, to unlock creativity and to facilitate good management. We believe that theatre has the power to transform and enrich people's lives and that those experiences should reach the widest possible audiences.

ITC is committed to providing practical advice and services and a comprehensive professional development programme to support the production of the highest possible quality in theatre. We are dedicated to developing the careers of individuals working in the arts – from those forming new companies to established experienced managers at all scales of operation.

Whatever your route to our services we welcome you and hope you enjoy a valuable experience with us. I look forward to meeting you.

Charlotte Jones

Chief Executive
Independent Theatre Council

020 7089 6825
c.jones@itc-arts.org

Photo: Yves Salmon



Contents

About ITC	03
▶ ITC People: staff, board and trainers	04
ITC Membership	06
▶ Members' Services and Benefits	06
▶ Members' Fora and Events	07
ITC Management Training Programme	08
▶ Customised training and Consultancy	
▶ How to book	
ITC Training Courses	09
▶ Courses at a glance	09
▶ People Management	10
▶ Funding	12
▶ Resource Management	14
▶ Producing and Touring	16
▶ Working with Young People	18
▶ Communication and Marketing	20
▶ Legal	24
▶ Finance	26
▶ Personal and Professional Effectiveness	28
▶ Leadership and Development	30
▶ Board Management and Governance	32
▶ Organisational Well-being	34
▶ Action Learning	36
ITC Space and Facilities	37
▶ Training Room hire	
▶ Arts Management Reference Library	
▶ Hot Desks to hire	

Further activities are developed during the year in response to changing needs and circumstances. Please refer to www.itc-arts.org for the latest updates or talk with any member of ITC.



Splendid Productions – *The Trial*
Photo: Lewis Wileman

About ITC

The Independent Theatre Council (ITC) is the management association and lobbying voice of around 500 of the UK's most exciting and innovative performing arts organisations and individuals working in the sector. We support our members with a range of services including legal and management advice, training and professional development and networking. We provide regular updates on industry news and relevant legislation through email, Twitter and our website. ITC regularly initiates and develops projects that enrich, enhance and raise the profile of the performing arts.



Norwich Puppet Theatre – *Thumbelina*
Photo: Steve Lorenc

ITC People



Jackie Elliman

**Legal and Industrial
Relations Manager**
020 7089 6823
j.elliman@itc-arts.org

ITC's Legal Manager, Jackie Elliman is both a qualified lawyer and a drama graduate with years of experience working in the sector. Jackie is at the end of a phone (and email) to keep members up to date on all the areas that they have to deal with on a day to day basis. ITC can advise on employment law, intellectual property, dismissal and disciplinary procedures, health and safety and much more. We provide ongoing strategic and practical guidance when member companies are tackling complex projects such as restructuring and redundancies. On the other hand, no query is too small for our attention.

Sasha Alsop

Administrator
020 7403 1743
s.alsop@itc-arts.org

Sasha joined ITC in 2011 as the Administrator. Having obtained a Masters in Arts Administration and Cultural Policy she has a keen interest in performing arts management. Should you have any enquiries relating to our training courses, membership, training room hire or use of our other facilities and services please get in touch. Sasha is also responsible for the performing arts administrators' forum and is keen to build her peer networks with those in similar roles.

Kevin Dunn

Finance Manager
020 7089 6822
k.dunn@itc-arts.org

Kevin works with a wide range of performing arts companies and brings a breadth of knowledge to his role at ITC. Kevin is available to answer our members' finance and tax queries – just drop him a line.



Kemi Bamidele

**Professional development
Co-ordinator**

020 7089 6830

k.bamidele@itc-arts.org

Kemi is responsible for the management of ITC's professional development and training programme. She works closely with the sector's practitioners to develop a programme that is relevant, vibrant and responsive to the needs of ITC's members and course participants.

Kevin Durjun

**Membership and
communications
Co-ordinator**

020 7089 6820

k.durjun@itc-arts.org

As ITC's Communication and Membership Co-ordinator Kevin keeps you engaged and up to date on all of ITC's events and services. In Kevin's own words "ITC exists to serve the needs of its members and we welcome your suggestions as to how we can improve or add to the services that we offer. I look forward to hearing from you."

Board

ITC has a board of 15 practitioners elected by the membership. They represent the sector throughout the UK, providing governance, strategic direction, advocacy and participation.

Trainers

ITC has recruited, trained and developed a team of 40 specialist trainers to deliver its tailored professional development programme. All our trainers have practical experience of working in the performing arts.

ITC Membership

ITC Membership gives you and your organisation access to:

- ▶ Management, legal and financial advice
- ▶ Specialist arts management training
- ▶ Networking opportunities – face to face and online
- ▶ Collective lobbying for the sector

ITC's Advice Services and Benefits

ITC provides members with access to free unlimited management, legal and financial advice and additional support at a heavily subsidised rates.

As a member you and your organisation benefit from:

- ▶ **Support with contracts: access to ITC's union agreements or sample contracts and we can cast a trained eye over your own drafts.**
- ▶ **Savings on CRB Disclosures – unlike many “umbrella” bodies ITC processes CRB Disclosure applications for members without taking any admin fee (other bodies charge £30 or more per Disclosure)**
- ▶ **Low cost of our company formation service. We charge just £200 + VAT to make sure that your company structure complies with funding requirements. We can help with your application for charity status too.**
- ▶ **Discounted training courses**

ITC Online Resource

ITC sends out regular arts management and legal updates via Twitter. We also email circulations, produce an online newsletter and our website's Advice & Info section contains help sheets that go into more detail on a comprehensive range of topics.

Joining ITC

ITC offers two membership packages: Organisation Membership is open to companies and venues seeking to benefit from the full range of services. Independent Membership is aimed at freelancers, producers, consultants and those interested in accessing services tailored to the needs of individuals. Membership of ITC starts at just £175 plus VAT. Membership forms and subscription rates are available on our website at www.itc-arts.org.

“Joining ITC is the final bit of advice that I give to my Performing Arts students. ITC provides some incredibly essential services”

Alex Kelly, Artistic Director, Third Angel

Members' Fora and Events

ITC hosts a series of networking events for our members. Our Annual General Meeting and Summer Conference offer topical debates and panel discussions with guest speakers, seminars and presentations, together with a networking drinks reception.

In addition we also host members' meetings and Fora. ITC Fora provide an opportunity for participants to learn from peers, spark relationships, share ideas and gain support from each other.

They are tailored for arts practitioners and professionals working in the following roles: Artistic Directors, General Managers, Producers, Programmers, Tour Bookers, Marketing Managers, Finance Managers, Administrators and Chairs.

Each forum lasts two hours and is a facilitated session. All forum dates are available in the calendar and online.

Online Networking

The ITC blog provides an opportunity to share views and generate debate. In parallel to the face-to-face meetings, our website features a blogspace to follow up on the various forum discussions.

"I find the fora incredibly important and valuable"

Adrian Turrell-Watts, Spike Theatre



Photo: Yves Salmon

ITC Management Training Programme

25 years providing training and professional development.

We've been providing courses for arts professionals for over 25 years. Our aim is to remove barriers to creativity and to facilitate good management practice. We are dedicated to constantly assessing and responding to the needs of the arts and cultural sector, ensuring that our programme remains vibrant and relevant.

We support the training and development of our sector by providing a comprehensive training programme, ranging from bite-size lunch seminars to full-day courses.

Customised training and consultancy

All of our courses can be individually tailored to meet the needs of your organisation. Programmes can be delivered as stand alone courses or as a combination of several topics. Customised training can be run at our London based training room, in your organisation or a venue of your choice. We can provide a consultancy service, working with your organisation to design an appropriate intervention.

Follow up Sessions

As part of your continued professional development, we offer individual follow up sessions with our course facilitators and trainers. Please contact us for more information.

Support and Advice

We are available to offer professional development advice, discuss your requirements and answer your queries on individual courses. Call us on 020 7403 6698 or email training@itc-arts.org

How to book

To book a place on any ITC training course, download our online booking form and send it together with a BACS payment or cheque made payable to ITC. Booking forms are available from www.itc-arts.org.



Courses at a glance

People Management 10

- ▶ New to Management
- ▶ Conflict Management
- ▶ Motivation and Team Building Skills
- ▶ Positive People Management
- ▶ Facilitation Skills
- ▶ Success through Diversity

Funding 12

- ▶ Effective Fundraising
- ▶ Creating Successful Grant Applications
- ▶ Developing an Enterprising Approach

Resource Management 14

- ▶ Project Management
- ▶ Health and Safety at Work
- ▶ Evaluating and Assessing Arts Projects
- ▶ Starting a Performing Arts Company
- ▶ Reducing your Carbon Footprint

Producing & Touring 16

- ▶ Tour Booking
- ▶ Touring Abroad
- ▶ Outdoor and Site Specific Work
- ▶ Working on Co-Productions
- ▶ Working as a Freelance Producer

Working With Young People 18

- ▶ Child Protection and Safeguarding
- ▶ Delivering Workshops and Managing Projects
- ▶ Audience Participation: using Digital Media

Communication & Marketing 20

- ▶ Introduction to Arts Marketing
- ▶ Using IT to Engage with your Audience
- ▶ Marketing a Touring Production: Venues and Producers
- ▶ Raising your Media Profile
- ▶ Effective Front of House Management
- ▶ Audience Development
- ▶ Introduction to Press Relations
- ▶ Social Media and the Arts

Legal 24

- ▶ Using the ITC and Equity Contract
- ▶ Essentials of Employing People
- ▶ Incorporation and Charitable Status
- ▶ Negotiations and Contracts

Finance 26

- ▶ Financial Management
- ▶ Project Budgeting
- ▶ End of Year Accounts: Using Accounts and Accountants
- ▶ Tax, NI and VAT

Personal & Professional Effectiveness 28

- ▶ Assertiveness at Work
- ▶ Managing Time and Tasks
- ▶ Taking and Writing Minutes
- ▶ Networking and Presenting Yourself
- ▶ Public Speaking and Presentation

Leadership & Development 30

- ▶ Coaching and Mentoring Skills
- ▶ Transform your Meetings
- ▶ Leading with an Open Mind
- ▶ Strategic Planning

Board Management & Governance 32

- ▶ Recruiting and Induction New Board Members
- ▶ Financial Management for your Board
- ▶ Governance and Legal Responsibilities of Trustees

Organisational Well-Being 34

- ▶ Leading Change in Challenging Times
- ▶ Managing Stress in the Workplace
- ▶ Effective Communication for Managers
- ▶ Achieving your Goals using Emotional Intelligence
- ▶ How to Interview Effectively

People Management

These courses explore management techniques covering personnel systems, diversity and inclusion, motivation and team building.

New to Management

Thursday 22 September 2011

► TRAINER:

Alasdair Cant

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To help you become better equipped to fulfil the role of manager in ways that enable you and those around you to flourish.

► TARGET AUDIENCE:

Those new or fairly new to managing people.

Conflict Management

Friday 30 September 2011

► TRAINER:

Pauline Gladstone

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To enable you to deal effectively and appropriately with challenging behaviour and volatile situations at work.

► TARGET AUDIENCE:

Those who face potential confrontation, aggression and explosive situations in the workplace.

Motivation and Team Building Skills

Friday 1 July 2011
Thursday 2 February 2012

► TRAINER:

Alan Margolis

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To provide an opportunity to learn how people could work more co-operatively and effectively in teams or groups so their organisations can achieve more successful outcomes.

► TARGET AUDIENCE:

Any leader, whether department head, team leader or line manager.

“Each section of the day was extremely valuable. It was clear, precise, informative and engaging. Even areas I previously had knowledge of were refined.”

Rachel Oliver – NTC



Positive People Management

Wednesday 14 March 2012

► TRAINER:

Madeline Hutchins

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To develop an understanding of best practice for people management, with a particular focus on your responsibilities and personnel systems.

► TARGET AUDIENCE:

Those with responsibility for managing people in their organisation.

Facilitation Skills

Tuesday 27 September 2011

► TRAINER:

**Danny Hearty
or Michele Lazarus**

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To explore and practice some of the fundamental skills needed to facilitate a range of groups and meetings.

► TARGET AUDIENCE:

Anyone who needs to facilitate events either within their organisation or externally, e.g. consultation, events staff away days, planning meetings etc.

Success through Diversity

Tuesday 25 October 2011

► TRAINER:

Mary McDowall

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To help you understand the meaning and value of diversity and inclusion, and its contribution to the success of your organisation.

► TARGET AUDIENCE:

Those who want to refresh their knowledge of equality legislation, gain a better understanding of diversity and explore the benefits to their organisation.

Funding

These courses cover the key aspects of funding, including building skills and confidence in communicating effectively with investors and writing grant applications.

Effective Fundraising

Monday 27 June 2011
Wednesday 30 November 2011

► TRAINER:

Joanna Ridout

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To build your confidence in the value of your work and learn how to communicate this effectively to potential funding partners. This course will concentrate on trusts, foundations and statutory sources.

► TARGET AUDIENCE:

Those who want to increase their revenue stream and those who want to refresh their fundraising skills.

Creating Successful Grant Applications

Monday 5 September 2011
Monday 27 February 2012

► TRAINER:

Joanna Ridout

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To develop your skills in writing successful funding applications. You will be given the opportunity to explore how you can best make your case to meet funders' priorities, catch their attention and increase your chances of success.

► TARGET AUDIENCE:

Those who are seeking to raise funds for their projects. This course will also benefit those with some experience of writing funding applications even if these have not been successful.

Developing an Enterprising Approach

Wednesday 12 October 2011
Friday 23 March 2012

► TRAINER:

Jeanette Siddall

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To enable you to develop a commercially viable case for obtaining business support and private investment – whilst maintaining your organisation's core values.

► TARGET AUDIENCE:

Directors and managers with responsibility for business development and strategy. This course will be of particular benefit to those seeking to forge relationships with the private and commercial sector.

"I thought the small size made it really great – lots of chances for idea sharing"

Emily Austen – Birdsnest



Resource Management

These courses cover the key aspects of management, including project management and health and safety.

Project Management

Tuesday 31 January 2012

► TRAINER:

Michele Lazarus

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To equip participants with a range of tools and the skills required to manage a successful project.

► TARGET AUDIENCE:

Those new to project management and those who would like to learn how to plan and manage their projects more effectively.

Health and Safety at Work

Friday 9 December 2011

► TRAINER:

Phillip Brown

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To help you to manage health and safety effectively within a performing arts setting. The benefits of managing health and safety are explored by looking at relevant issues and examining the regulations that relate to them.

► TARGET AUDIENCE:

All staff involved in the safety management process and those responsible for promoting a positive culture towards safety at work.

Evaluating and Assessing Arts Projects

Tuesday 28 June 2011

► TRAINER:

Alasdair Cant

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To allow you to acquire the relevant skills and learn techniques to effectively evaluate and assess your projects.

► TARGET AUDIENCE:

Managers, administrators, producers and individuals with responsibility for project management, business planning and development.

“A really interesting and informative session, which re-introduced and reinvigorated project management and policies for workshop programmes. A lot of new food for thought also in the mix.”

Rebecca Price – Earthfall

Starting a Performing Arts Company

Friday 14 October 2011
Monday 26 March 2012

► TRAINER:

**Mary Loughran
or Katrina Duncan**

► PRICE:

£75 + VAT

► AIM:

To provide an overview of the essential skills required for setting up and running a performing arts company.

► TARGET AUDIENCE:

Anyone considering starting their own company, particularly those new to arts management as well as those who need a refresher.

Reducing your Carbon Footprint

Wednesday 14 September 2011
Tuesday 14 February 2012

► TRAINER:

Larry Reynolds

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To enable you to create an environmentally sustainable arts organisation, through reducing your carbon footprint.

► TARGET AUDIENCE:

Those with responsibility for the strategy and direction of their organisation.



Photo: Yves Salmon

Producing and Touring

These courses look at making work happen and getting it out there, covering everything from booking a tour to co-productions and touring abroad.

Tour Booking

Thursday 1 September 2011
Thursday 8 December 2011

► TRAINER:

Mark Makin

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To provide essential information on how to successfully book tours of your production in the UK, develop effective working practices and establish professional standards.

► TARGET AUDIENCE:

Those who feel they would benefit from reflecting on their practice and sharing their successes and challenges with others doing the same tasks.

Touring Abroad

Friday 25 November 2011

► TRAINER:

Gary Hills

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To enable you to acquire the necessary information and planning details required for touring abroad.

► TARGET AUDIENCE:

Companies or individuals who are thinking about international touring and those who wish to develop a clear view of the issues involved in working abroad.

Outdoor and Site Specific Work

Friday 16 September 2011

► TRAINER:

Pippa Bailey

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To provide an opportunity to learn how to plan outdoor and site specific event, talk through project ideas and explore the pleasures and the pitfalls of this work.

► TARGET AUDIENCE:

Performers, directors, writers, producers, administrators and others interested in putting on site specific work.



Photo: Yves Salmon

"It gave me the perspective I need to go forward in my current project."

Elizabeth Mansfield – Ensemble



Working on Co-Productions

Friday 21 October 2011

► TRAINER:

Bryan Savery

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To explore the artistic and administrative elements needed for a successful co-production.

► TARGET AUDIENCE:

Managers who have been or will be responsible for planning, negotiating and running co-productions on behalf of companies and venues.

Working as a Freelance Producer

Tuesday 21 June 2011

► TRAINER:

**Pete Staves
and Shabina Aslam**

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To provide an overview of the producer's role within the performing arts. You will explore the different models of working. Through looking at the advantages and potential pitfalls of each, you will learn ways of managing your productions more effectively.

► TARGET AUDIENCE:

Independent producers and existing producers looking for innovative ways of working. Those whose roles involve working with producers, may also find this course useful.

"The course was more fun than I expected. It was clear, well structured, and covered all the objectives that I needed it to."

**Simone Kenyon
of Battersea Arts Centre**

Working with Young People

Looking at the particular skills and practical consideration involved in Young People's theatre work.

Child Protection and Safeguarding

Friday 24 June 2011

► TRAINER:

Simon Ruding

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To provide an introduction to safeguarding and child protection practices within the performing arts. The course will introduce Arts Council England's document Keeping Arts Safe and provide guidance on the development of appropriate policies and procedures.

► TARGET AUDIENCE:

For anyone who works with children, young people or vulnerable adults.

Delivering Workshops and Managing Projects

Thursday 23 June 2011

► TRAINER:

Kelly Wilkinson

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To provide a practical and specific insight into planning and delivering workshops for young people, both inside and outside the school environment. To explore how projects are negotiated, supported and evaluated.

► TARGET AUDIENCE:

Suitable for companies and individuals who are interested in creating and delivering work with young people, particularly those who are currently devising a programme.

Audience Participation: using digital media

Wednesday 21 March 2012

► TRAINER:

Hannah Nicklin

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To identify creative ways of making the performing arts practice through using digital and interactive media.

► TARGET AUDIENCE:

Those who would like to keep up with cutting edge developments in theatrical storytelling and reach out to younger audiences. This course is also suitable for organisations and practitioners who are seeking to enliven or reinvent their practice in light of the innovative shifts in participation in theatre.



Theatre Hullabaloo – FIVE
Photo: Caroline Briggs

Communication and Marketing

Key activities here cover good marketing practice, press and public relations.

Introduction to Arts Marketing

Wednesday 9 November 2011
Friday 27 January 2012

► TRAINER:

Rachel Escott

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To introduce you to the essentials of good marketing practice and to help you get started, review current practice, refresh your skills and build your confidence.

► TARGET AUDIENCE:

Those new to marketing and those with some experience who may want to brush up on the basics and learn how a marketing sense can be brought in the core of their organisation.

Using IT to engage with your audience

Friday 9 September 2011

► TRAINER:

Marcus Romer

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To identify the online resources and systems available to assist organisations seeking to draw in new audiences.

► TARGET AUDIENCE:

Anyone who wants to develop their understanding and confidence in using online resources to engage with new audiences. Those working in marketing and audience development will have the opportunity to look at how they can integrate online resources into their marketing plan and campaigns.

Marketing a Touring Production: Venues and Producers

Tuesday 7 June 2011

► TRAINER:

Rachel Escott

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To provide an opportunity for production companies and venues to work together to explore the challenges and practicalities of booking tours, and identify useful communication techniques to build effective working relationships.

► TARGET AUDIENCE:

Producers, general managers, administrators, box office staff, programmers and production managers of small to medium scale performing arts companies venues.



Raising your Media Profile

Thursday 1 December 2011

► TRAINER:

Sue Rose and Liz Scarff

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To enable you to gain skills and confidence in maximising media opportunities.

► TARGET AUDIENCE:

Those working in performing arts organisations who are seeking to raise their organisation's profile through media exposure.

Effective Front of House Management

Friday 16 March 2012

► TRAINER:

Joanna Ridout and Bryan Savery

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To equip your front of house team with the skills to create a consistently excellent audience experience.

► TARGET AUDIENCE:

Front of house, box office, duty and catering managers as well as those who want to develop themselves and their teams in order to improve the audience experience.

Audience Development

Thursday 8 September 2011

► TRAINER:

Kemi Bamidele and Carmen Morris-Coulson

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To provide practical marketing and communication techniques to help you engage with various groups and promote your work to a wide audience.

► TARGET AUDIENCE:

Those seeking to develop new audiences and sustain lasting relationships with their current audiences and stakeholders.



Introduction to Press Relations

Thursday 30 June 2011
Friday 2 March 2012

► TRAINER:

Sue Rose

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To introduce the basic principles of press and media relations, and to provide tips on maximising opportunities for free press publicity and avoiding bad press.

► TARGET AUDIENCE:

Those working in performing arts organisations whose role may include press relations and publicity, Marketing people who want to extend their role into press relations.

Social Media and the Arts

Friday 2 December 2011

► TRAINER:

Jake Orr

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To find out how you can use social media as a marketing and communication tool.

► TARGET AUDIENCE:

Those working in performing arts organisations who want an introduction to using social media networks and resources.

“ITC courses are always invaluable for networking and sharing ideas.”

Vicki Oliver – Wide Eyed Theatre



Unicorn – *Beauty & the Beast*
Photo: Steve Hickey

Legal

Running an arts organisation requires knowledge of a wide range of legal issues. These courses provide comprehensive guidance on what you need to know and the opportunity to learn from the experience of other organisations.

Using the ITC and Equity Contract

Monday 14 November 2011

► TRAINER:

Jackie Elliman

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To enable you to use the ITC/Equity Agreement for the successful management of your company. To provide a practical understanding of the Agreement's terms and conditions, in the context of employment legislation.

► TARGET AUDIENCE:

Managers, administrators, stage managers and executive directors of performing arts organisations who already use the ITC/Equity Agreement, or those who are considering doing so.

Essentials of Employing People

Thursday 20 October 2011 (am)

Tuesday 24 January 2012 (am)

► TRAINER:

Jackie Elliman

► PRICE:

£ 80 + VAT

► ITC FULL MEMBERS:

£ 50 + VAT

► AIM:

To provide an overview of the legal essentials that you need to know about as soon as you have people working for you.

► TARGET AUDIENCE:

Anyone who wants to know more about legal aspects of employing people.

Incorporation and Charitable Status

Monday 19 September 2011 (am)

Monday 13 February 2012 (am)

► TRAINER:

Jackie Elliman

► PRICE:

£80 + VAT

► ITC FULL MEMBERS:

£30 + VAT

► AIM:

To help you decide what legal structure is right for your organisation and whether charitable status is appropriate for you.

► TARGET AUDIENCE:

Organisations considering registering as a Limited Company or applying for charitable status. It is also suitable for those wanting a refresher on how to run their company or a guide through the labyrinth of new structures.

"I definitely feel much more confident and knowledgeable"

Galvin Street – Lincoln Drill Hall

Negotiations and Contracts

Thursday 29 September 2011

▶ **TRAINER:**

Charlotte Jones

▶ **PRICE:**

£160 + VAT

▶ **ITC FULL MEMBERS:**

£100 + VAT

▶ **AIM:**

To enable you to conduct successful negotiations and to formalise the results into simple, effective and legally binding contracts.

▶ **TARGET AUDIENCE:**

Relevant to anyone who has to negotiate contracts in their work. Though it starts with basic principles it would be useful to anyone who wants to improve their negotiating skills.

Photo: Yves Salmon



**All courses can be adapted and delivered at your organisation.
Contact training@itc-arts.org to discuss this with us**

Finance

These courses will help you understand your organisation's finances, maintain accurate records and manage your business more effectively. The areas covered here include accounts, tax, financial procedures and project budgeting.

Financial Management

Friday 17 June 2011

► TRAINER:

Maureen McCulloch

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To demystify accounting procedures and jargon, giving participants an understanding of how to use their own financial systems, for planning and reporting, with more confidence.

► TARGET AUDIENCE:

Anyone who has found themselves doing the job by default and want to be sure that they are doing as well as they can. It would also be of interest to those who do not actually administer finance, but need to understand what is happening in their systems.

Project Budgeting

Monday 4 July 2011

► TRAINER:

John Cammack

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To enable you to become more confident and skilled in using budgets to achieve your project's objectives.

► TARGET AUDIENCE:

Those from performing arts organisations with little financial background, who need to know how to manage the budget process for projects and how to interpret budgetary information.

End of Year Accounts – Using Accounts and Accountants

Friday 11 November 2011

► TRAINER:

Maureen McCulloch

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To enable you to understand end of year financial statements (of your own organisation or others) and to be better equipped to deal with auditors.

► TARGET AUDIENCE:

Those with the task of compiling end of year accounts and dealing with auditors. Managers who need to read and understand financial statements.

“Structure of course was fantastic.

Each section was broken down and manageable.”

Rosalind Wynn – Fuel

Tax, NI and VAT

Monday 13 February 2012 (pm)

► TRAINER:

Kevin Dunn

► PRICE:

£80 + VAT

► ITC FULL MEMBERS:

£50 + VAT

► AIM:

To discuss tax and National Insurance issues as they relate to employers within the performing arts.

► TARGET AUDIENCE:

Arts managers who deal with tax and National Insurance, especially those without the support of a qualified professional within their organisation.

Photo: Yves Salmon



Personal and Professional Effectiveness

Self development is an ongoing process and an investment that benefits both you and your organisation. These courses explore a range of approaches including time management, assertiveness and networking.

Networking and Presenting Yourself

Monday 3 October 2011

► TRAINER:

Charlotte Jones

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To identify, explore and enhance the skills and techniques needed to build and maintain strong networks. Through participative exercises you will improve your confidence and personal effectiveness.

► TARGET AUDIENCE:

Anyone involved in presenting themselves and their organisations externally and seeking to maximise their effectiveness in both formal and informal networking opportunities.

Managing Time and Tasks

Friday 10 February 2012

► TRAINER:

Danny Hearty

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To provide time away from your usual work environment, allowing you to explore ways of managing competing work priorities more effectively by using time as a tool.

► TARGET AUDIENCE:

Open to all, though with most relevance for those who have some control over their own workload. The course assumes little or no knowledge of time management theory and practice.

Taking and Writing Minutes

Tuesday 6 March 2012

In partnership with The Centre

► TRAINER:

Michele Lazarus

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

An opportunity to learn how to take and write up both formal and informal minutes, what to include what to leave out and how to ensure minutes are accurate.

► TARGET AUDIENCE:

Those who take minutes as part of their work. It is intended for those who have little or no experience, or for more experienced workers who want to hone their skills.

“The fact that the course was directly linked to everyone’s individual experiences – made it so much more relevant and understandable”

Paul Grist – Birmingham Royal Ballet

Public Speaking and Presentation Skills

Tuesday 4 October 2011

▶ TRAINER:

Larry Reynolds

▶ PRICE:

£160 + VAT

▶ ITC FULL MEMBERS:

£100 + VAT

▶ AIM:

To provide the skills, knowledge and confidence to deliver engaging and persuasive talks to large audiences.

▶ TARGET AUDIENCE:

Anyone who delivers talks or presentations at conferences, press launches, and other high profile events.

Assertiveness at Work

Wednesday 7 March 2012

▶ TRAINER:

Michele Lazarus

▶ PRICE:

£160 + VAT

▶ ITC FULL MEMBERS:

£100 + VAT

▶ AIM:

To increase your confidence and help you develop the skills to act more assertively.

▶ TARGET AUDIENCE:

Anyone who feels that they could achieve more if they could just be more confident and assertive.



Photos: Yves Salmon

“Clear tips and suggestions for better time management with a completely realistic and human understanding of people as individuals”

Sherrell Perkin, The Broadway Barking

Leadership and Development

These courses look at some key competencies of leadership and developing others while maximising your own performance.

Coaching and Mentoring Skills

Thursday 17 November 2011

► TRAINER:

Danny Hearty

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To equip you with a strong understanding of the skills and characteristics of an effective coach/mentor combined with essential insights into the benefits of a coaching style of management.

► TARGET AUDIENCE:

Managers at any level can benefit, especially those in a senior position seeking to draw out the potential in key people throughout their organisation or department. Also for those wishing to use coaching or mentoring in their interactions with others.

Transform your Meetings

Monday 7 November 2011

► TRAINER:

Lois Graessle

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To provide practical skills and tips to help make meetings more efficient and satisfying – and less frequent!

► TARGET AUDIENCE:

Those with responsibility for planning and running meetings and conferences – of teams, networks, consortia and other gatherings. The focus will be on leadership more than on participation.

Leading with an Open Mind

Thursday 6 October 2011

► TRAINER:

Madeline Hutchins

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To explore and explain how learning, self knowledge, not knowing, open mindedness, new ways of thinking, dialogue and diversity all play a part in successful leadership and management.

► TARGET AUDIENCE:

Any leader, manager or entrepreneur interested in self-development by deepening and diversifying their own ways of seeing and thinking and involving others.

“The facilitator was very friendly, approachable, knowledgeable and had a genuine interest in each participant”

Hannah Dye, London Youth Dance



Understanding Strategic Thinking and Planning (Part 1)

Tuesday 13 September 2011

► TRAINER:

Miles Harrison

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To enable you to think strategically about the business planning process.

► TARGET AUDIENCE:

Those with a clear strategic element in their management role. This is a stand alone course but will connect directly to Practical Strategic Business Planning (Part 2).

Practical Strategic Business Planning (Part 2)

Friday 4 November 2011

► TRAINER:

Miles Harrison

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To provide the tools and techniques for developing and implementing a strategic business plan.

► TARGET AUDIENCE:

Those with a clear planning element in their management role. This is a stand alone course but will connect directly to Understanding Strategic Thinking and Planning (Part 1).

Board Management and Governance

We offer a range of courses to support the functions and effectiveness of your management board.

Recruiting & Inducting New Board Members

Wednesday 2 November 2011

► TRAINER:

Tesse Akpeki

► PRICE:

£80 + VAT

► ITC FULL MEMBERS:

£50 + VAT

► AIM:

To highlight best practice in recruiting and inducting new board members.

► TARGET AUDIENCE:

Ideal for senior managers, the Chair of the board and other board members, as well as those with responsibility for recruiting board members.

Financial Management for your Board

Monday 5 December 2011

► TRAINER:

Jeremy Smeeth

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To impart the practical skills needed to manage financial accounts as a board member.

► TARGET AUDIENCE:

Ideal for senior managers, the Chair of the board and other board members, as well as those with responsibility for recruiting board members.

Governance & Legal Responsibilities of Trustees

Tuesday 22 November 2011

► TRAINER:

Jackie Elliman

► PRICE:

£80 + VAT

► ITC FULL MEMBERS:

£50 + VAT

► AIM:

To help you understand the legal responsibilities of being a board member.

► TARGET AUDIENCE:

Board members and also Chief Executives, managers and others who work closely with their boards.

Facilitated Board Meetings

We can facilitate your board meetings and provide these courses in-house. We will tailor the course to suit the needs of your organisation. This is a cost effective approach especially if you have five or more people who require training. You decide when and where you want your training to take place. Our training room is also available to hire for away days, board meetings etc. Please call us on 0207 403 6698 or email training@itc-arts.org to discuss your particular requirements.

ITC Online Skills Bank

The ITC Skills Bank is an online tool created to support arts organisations seeking to attract and recruit new board members. Whether you are a professional interested in joining a board or an arts organisation seeking new board members, the skills bank is a useful resource to facilitate a match.

GAIN Board Development Programme

ITC has managed the Gain Board Development Programme since 2006. The programme encourages good governance practice and aims to develop the boards of London's arts and heritage organisations through offering training, networking and individual support.

Through the use of experienced professional trainers and structured creative workshops, the GAIN programme fosters an environment based on peer learning, critical analysis and professional development. Its blended learning approach is the hallmark of GAIN and support is widely available at every turn.

I have benefited immeasurably through the GAIN programme and remain a passionate advocate. Since participating I have joined the Board of Trustees of the Crafts Council in which I have acted for since 2007. The programme has enabled me to understand

the value of my corporate commercial skills in a Board context and contribute to the strategic development and international reach of the Crafts Council. In turn, I have gained an invaluable opportunity for personal development and the chance to contribute towards the ongoing success of the UK's creative and cultural sector through these challenging economic conditions.

Jules Campbell

**Gain Participant and
Crafts Council Board Member**



Photos: Mario Yanez

"Since completing the Gain Programme, I have joined a board which provides me with great personal and professional development. I have also recently gained a position on the Government's national mentoring scheme, which supports individuals interested in taking up senior board positions in the public sector"

Tanya Popeau, Gain participant,
board member, Afterall

**All courses can be adapted and delivered at your organisation.
Contact training@itc-arts.org to discuss this with us**

Organisational Well-being

Here is a range of professional development activities designed to enable you to develop and sustain a healthy, resilient and highly effective organisation.

Leading Change in Challenging Times

Tuesday 18 October 2011

► TRAINER:

Larry Reynolds

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

When organisational change is driven by difficult circumstances, how can you make these changes as positive as possible for the people in your organisation? This course will enable you to successfully lead organisational change.

► TARGET AUDIENCE:

Directors, chief executives, board members and anyone involved in leading organisational change.

Managing Stress in the Workplace

Wednesday 1 February 2012

► TRAINER:

Michele Lazarus

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

This course provides an opportunity to learn about how stress affects us, to review your own stress levels and to develop strategies to ensure that stress doesn't take over.

► TARGET AUDIENCE:

Those with health and safety responsibility, and anyone who would like to learn more about how to manage stress in the workplace.

Effective Communication for Managers

Wednesday 16 November 2011

► TRAINER:

Carolyn Graham

► PRICE:

£160 + VAT

► ITC FULL MEMBERS:

£100 + VAT

► AIM:

To build your skills and confidence in handling difficult conversations such as performance management discussions, challenging colleagues constructively and imparting bad news.

► TARGET AUDIENCE:

Managers wishing to review and develop their communication style and approach and those responsible for reviewing the performance of others both formally and informally.

Photo: Yves Salimon



*“Thoroughly engaging
and thought provoking”*

Temujin Gill – Temujin Dance

Achieving your Goals using emotional Intelligence

Tuesday 1 November 2011

▶ TRAINER:

Alan Margolis

▶ PRICE:

£160 + VAT

▶ ITC FULL MEMBERS:

£100 + VAT

▶ AIM:

To enable you to inspire, influence and develop others through considering and understanding your emotions and the emotions of others.

▶ TARGET AUDIENCE:

Anyone who wants to build and maintain effective relationships in the workplace.

How to Interview Effectively

Tuesday 29 November 2011

▶ TRAINER:

Jeanette Siddall

▶ PRICE:

£160 + VAT

▶ ITC FULL MEMBERS:

£100 + VAT

▶ AIM:

To help you develop interviewing strategies and techniques.

▶ TARGET AUDIENCE:

Anyone who interviews candidates for employment and for anyone who might be interviewed in the course of looking for work.



Photo: Yves Salmon

All ITC training courses can be delivered in house, which is a cost-effective approach if you have several people who require training. You decide where and when you want our trainers to deliver. Our training room is also available for hire. We will also tailor the course to suit your organisation's needs.

To speak to an advisor about your particular requirements call us on **+44 (0)20 7403 6698** or email training@itc-arts.org.

Call us on **0207 089 6830** to discuss your specific training needs

Action Learning

Action learning gives people the chance to step outside the pressures of their leadership role and to view it from a different perspective. The action takes place back in the workplace and the learning comes from reviewing the action and its effect at a later meeting. The outcome is a change in behaviour or approach.

Simple, practical, robust and effective are all words that describe Action Learning. It is often referred to as group coaching. A set provides a confidential space in which you can explore any issue that is significant for you. Within a distinctive set of conventions, you will learn a unique process for listening, questioning, diagnosing, challenging, inspiring, supporting and sharing feedback in order to generate new ideas and solutions to take away and try out.

► **TARGET AUDIENCE:**

Senior managers and leaders. You will work with a small group of five to seven peers.

► **TIME:**

The set meets for a day's session five times over a year.

► **FACILITATORS:**

Our facilitators are accredited and have extensive arts sector and management experience. The role of the facilitator is to act as a catalyst and co-ordinator and to model the Action Learning process.

► **PRICE:**

£650 +VAT for five sessions

► **FULL ITC MEMBERS:**

£500 +VAT for five sessions.

► **HOW TO APPLY:**

Please contact ITC Training to join a set or register an interest. Action Learning Sets require a minimum of five participants and can take place in London and the regions.



Photo: Wes Salmon

ITC Space and Facilities



Training Room

Most of our activities take place in our Training Room at The Leathermarket in Central London. It is a bright and spacious room, conducive to learning and equipped to a high standard.

It is also available for hire

► PRICE:

£300 +VAT

► ITC FULL MEMBERS:

£150 +VAT

Half day and hourly bookings are also available.

ITC Arts Management Reference Library

We have an extensive collection of Arts Management books at our offices in London Bridge. They are available for use by anyone wanting to learn more about anything from fundraising to management styles, cultural policy to health and safety. Access to the library is available by appointment.



Hot Desk in Central London

Our London based office provides a great environment for arts practitioners to work. We have a range of desk space available for hire: with telephone access, printing, meeting room, wifi and tea/coffee. Whether you are looking for somewhere to work for a few hours while visiting clients in London or between meetings or would like to hire a desk for a few weeks or months, contact our Administrator to discuss your requirements.

All courses can be adapted and delivered at your organisation.
Contact training@itc-arts.org to discuss this with us



Independent
Theatre Council