



## ITC Annual Report 2022/23

### Chair's Introduction

As there continues to be little respite from the challenges facing our precious independent sector, ITC has continued to be a trusted friend, councillor, negotiator and champion of its members.

It is clear that ITC is needed now more than ever, providing a safe harbour in stormy seas: It is a place you can come to ask questions you might feel silly asking elsewhere; it is a place you can come to sharpen your skills and learn good practice; it is a place your boards can come to discover how they can better support you; it is a place you can come to discuss your options, because no matter how bad it feels sometimes, there are always options; it is a place where you will be listened to and treated with dignity; and it is a place that is working hard every day to put your well-being and the well-being of those you employ above all else.

In an industry that is short on resources, ITC is a rare entity. As part of your membership, you can access unlimited, bespoke and confidential advice from our team of legal and industry experts whenever you need it. So my call to action for you over this coming year is this: pick up the phone and use us. Use us often, and use us early, before you hit any kind of crisis point. At each hurdle you face, ITC will find the resources, energy and clarity of thought to help you move forward with your dignity intact.

It is important to acknowledge that any organisation is only as strong as the people within it, so I'd like to take this opportunity to say a huge thank you to Charlotte, Zoe, Rachel, Jackie and Kev for all of their unwavering hard work over the last year. I'd like to welcome Fred, ITC's new Legal & Industry Relations Manager who will work alongside Jackie. Many of you will get to know Fred when you reach out to us for support. I'd also like to say a huge thank you to the members of our board who continue to dedicate their time to nurturing ITC with the utmost care, diligence and respect.

Finally, I'd like to thank our members. I know for many of you the greatest challenge you face right now is simply surviving. But know that your work is important and valuable, even if it doesn't always feel like it is treated with the respect it deserves. Find glimmers of joy where you can and celebrate all that you achieve, knowing that ITC is here for you whenever you need us.

Gareth Nicholls  
ITC Chair



## **CEO's Introduction**

One of ITC's main priorities in this post pandemic year was to get back to initiating live activity for our membership. Most of our training was programmed in person though we maintained some online courses and continued to organise members forums online. We ran our first live conference in 3 years at our base at The Albany, attended sector conferences (Theatres Trust, Governance Now, Touring Symposium, ABTT Making a Difference) and spoke at The Stage Future of Theatre conference. Live meetings of the All-Party Parliamentary Group (APPG) for Theatre resumed. We completed the TORCH Micro Commission research enabling our sector to work more effectively with Higher Education. We launched the Writers Commissioning Scheme with WGGB in April 22 which made 18 new writing commissions in August 22. We launched a series of Podcasts and on-demand webinars. Our Freelance Producer's agreement with BECTU completed its pilot year and we entered into in-depth negotiations with Equity on the Performers/Stage Managers Agreement making significant changes and improvements to minimum terms and conditions. Our advice service continued to be very well-used by ITC members.

## **Our Mission**

To facilitate the creation of excellent professional performing arts by supporting, developing and representing the people who manage and produce it.

## **Our Purpose**

ITC performs a vital facilitating role for the performing arts encouraging and sustaining practitioners and organisations by:

- Providing comprehensive business advice and support services so that practitioners can concentrate on creating high quality, imaginative art.
- Providing a strong voice for the UK performing arts sector – raising its profile and representing its interests with policy makers.
- Uniting a community of performing arts professionals where sharing of good practice and peer-learning can take place.
- Empowering, educating and energising arts professionals through professional development suitable to all stages of their careers.

## **Our Values**

ITC believes that the performing arts:

- Has the power and potential to change lives – being a vehicle for emotional, intellectual and social development.
- Should be available and accessible to everyone.
- Succeeds most effectively when people are put before profit.
- Thrives on excellent and resourceful management.



### **Membership, Networking & Communications**

- 499 members (full list attached)
- 12 online Members Forums (Topics: Commissioning Writers, How we Manage Covid Now, Cost of Living Impact, Producers and Touring, Well-Being, Schools Touring, Boards & Leadership, Ethical Managers, Safe guarding and safer recruitment, Reputational Management, Recruitment Technical and Production roles)
- Live Conference '**Who Cares**' in November 2022 at The Albany - Focussing on well-being and working conditions in the sector.
- Members Directory & database, Blog, 12 newsletters & new help sheets, 10800 twitter followers, Facebook & Linked In

### **Advice Services**

- Over 2000 advice calls handled – Issues included: Contracts and contractual disputes, freelancers, insurance, redundancy, dismissals, disciplinary, Dignity at work, discrimination, debt recovery, insolvency, governance, intellectual property, digital, organisational structure, recruitment, business planning, professional development planning, safeguarding & child protection, data protection.
- 425 DBS applications for 75 organisations, incorporation & charitable status service
- Mediation and Board Facilitation.
- Online resources: help sheets, policies and contracts.

### **Training**

- 140 people attended 21 Theatre Management Toolkit courses: Appraisals, Budgeting, Boards & Governance, Creating Contracts, Effective Fundraising, Finance for Leaders, Financial Management, Fundraising Bid Writing, Incorporation & Charitable status, Intellectual Property, Negotiations & Contracts, Principles of Contracting, Recruitment, Risk Assessment, Safeguarding for Performing Arts Companies, Tax NI and VAT.
- In-house training: Bristol -Travelling Light, Belfast – Northern Ireland Theatre & Dance Association, Coventry – Highly Sprung, Bristol – Trigger, Lincolnshire – Producers Network.

### **Campaigns and Partnerships**

All Party Parliamentary Group Theatre, Anti-Racism & Touring, Brexit, Covid & Cultural Recovery, Cultural Governance Alliance, Culture Action Europe, Green Book – Sustainability in Theatre, GLA, Pearle, Freelancer Task Force, Access to Work, PIPA (Parents in Performing Arts), What Next?, Theatre Bodies Campaign Group, , Membership CEO's Forum, Writers Commissioning Fund, Torch Micro commission, Bectu Freelance Producers, Producers Pool.



## Staff

Zoe Bateman (General Manager), Kevin Dunn (Finance Manager), Jackie Elliman (Legal & IR), Charlotte Jones (CEO), Rachel Hepworth (Communications Co-ordinator).

## Board

Natalie Adams, Dienka Hines, Dougie Irvine, Leanne Jones, Aisha Khan, Gareth Nicholls (Chair), Maria Oshodi, Ria Parry (Co Vice-Chair), Aled Rees, Emma Rees, Ines Tercio, Sarah Jane Watkinson, Lian Wilkinson, Ellis Wrightbrook, Philippa Cross, Keisha Thompson (Co Vice-Chair),

## Members in 2022-23

1927	Back to Ours
20 Stories High	Ballet Black
Abigail Conway	Ballet Cymru
Above Bounds	Barbican Theatre Plymouth
Access All Areas	Barely Methodical Troupe
ACE dance and music	Beacon Arts
Actors of Dionysus	Bechdel Theatre
Adie Mueller	Bedales Olivier Theatre
Akademi South Asian Dance	Before I Go
Akram Khan Company	Beth Shouler
Albany The	Big Brum Theatre in Education
Almeida Theatre	Big Telly Theatre Company
Alnwick Playhouse	Black Country Touring
altrudrama	Black Mind
AMA Theatre	BLINK Dance Theatre
Amina Khayyam Dance Company	Blue Apple Theatre
Angel Exit Theatre Company	Blue Fire Theatre Company
Anne Timpson	Body Politic
Apples and Snakes	boho arts
Arch 468 Theatre Studio	Border Crossings
Ardent theatre	Boundless Theatre
Art with Heart	Box Clever
Arts admin	Box of Tricks Theatre Company
Arts at the Old Fire Station	Bradford Opera Festival
Arts Council England	Brighton Peoples Theatre
Arts Depot	Bristol Improv Theatre
As One Theatre Company	Brixton House Theatre
ASYLUM Arts	Bum Bum Train
ATC - Actors Touring Company	bunny productions
Attic Theatre Company	Bureau of Silly Ideas
B Team	By Jove Theatre



Callum Sayer

Cap-a-Pie

Carbon Theatre

Cardboard Citizens

Cascade Theatre Company

Catrin Fflur Huwss

Central School of Speech and Drama

Certain Blacks

charades theatre

Chelmsford City Theatre

China Plate Theatre

Chinese Arts Now

Chisato Minamimura

Cirque Bijou

Claddagh Productions

Claire Morton

CLAIROBSCUR

claybody theatre

Clean Break

Clearcut

CLIP Theatre

Clod Ensemble

Clore Leadership

Cloud Cuckoo Land

Colab Theatre

Colour the Clouds

Common Wealth Theatre

Company Gabrielle Moleta

Company of Wolves

Complicite

Coney

Contact

cue 34

Cumbernauld Theatre

Curiosity Productions

curious directive

Curious Monkey

Cwmni Fran Wen

Cwmni Theatr Arad Goch

Daedalus Theatre Company

Daisy Farris Dance Collective

Dan Daw Creative Projects

DanceXchange

Dark Unicorn Productions

Darkfield Events Ltd

Dash Arts

Deafinitely Theatre

Deborah Pakkar-Hulls

Degenerate Fox Theatre

Dibby Theatre

Dickens Theatre Company

disaster plan

Diverse City

Dogstar Theatre

Dragon Breath Theatre

Dramatic Events

dream think speak

Drunken Chorus

East London Dance

Eastern Angles

Ella Gambles

Emergency Exit Arts

Emma Kerrs

Emmerson and Ward

English National Ballet

English Touring Opera

Ensonglopedia

Entelechy Arts

Equity

Eve Nicol

Extant

Extraordinary Us

Face Front Inclusive Theatre

Fair Shake Theatre

familia de lanoche

Farnham Maltings

FASTheatre

fatt projects

Feather Productions

Fevered Sleep

Fidget

Fifth Word

Filskit Theatre

Finborough Theatre

Fingersmiths

Fio Cardiff

Fiona Buffham

Flibbertigibbet Theatre

Fluid Motion Theatre

Fly High Stories



Foreign Affairs  
Forest Tribe Dance Theatre Co  
formidAbility  
Framework Theatre Company  
Franklyn Sweeney  
Fraser Boyles  
Freedom Studios  
front foot theatre  
Frozen Light  
Fuel Theatre  
Full House  
funnelwick limb  
Futures Theatre Company  
gallic gang  
Gary Clarke Company  
Gate Theatre  
GATHERUP  
Gecko Theatre Limited  
George Warren  
Gob Squad  
Golden Toad Theatre Company  
Good Chance Theatre  
Graeae Theatre Company  
Grand Union Music Theatre  
Grid Iron  
grief series  
Guildford School of Acting  
Half Moon Young Peoples Theatre  
Harlequin Studios  
Harrow Arts Centre  
Haywire Theatre  
heady conduct  
Heather Ruck  
Hiccup Theatre  
High Tide Festival  
Highly Sprung Performance Company  
Hijinx Theatre  
Historia Theatre Company  
Hive North  
Horse and Bamboo Theatre  
Horse Donkey  
humanhood  
Hummingbird  
Hurly Burly  
ignite

Illyria  
imagine if theatre company  
Immediate Theatre  
Impact Dance Foundation  
Improbable  
IOU Theatre  
Iqbal Jafar  
Jacks Lantern Productions  
Jackson M Phoenix Company  
Jacksons Lane  
Jameela Khan  
James Preston  
Jeremy Smeeth  
Joanna Ridout  
Joanna Ridout  
jones the dance  
Joyce Fraser  
Julie Burrows  
Jumped Up Theatre  
JW3  
Kaleider Limited  
Kali Theatre  
Karen Goddard  
Kazzum Arts Projects  
Khameleon Productions  
Kill The Cat  
Knotgrass  
K-Squared Productions Ltd  
Lang roger  
Larry Coke  
Lauren Reed  
Lavrak Circus  
Leading Light Collective  
Lee Smith  
Lee Smith  
Leeds Studio  
LegalAliens  
LEVEL Centre  
Lexi Clare  
Lighthouse Theatre  
Limbik  
Little Actors Theatre Company  
Little Angel Theatre  
Little Earthquake  
Little Seeds Music



Live Theatre  
Liverpools Royal Court  
Liz Downies  
LJ Hope Productions  
Logos Theatre Company  
London Bubble Theatre Company  
London Irish Centre  
Luca Silvestrinis Protein  
Lung Theatre  
Luxi Ltd  
Lynx Theatre in Education Projects  
Lyrici Arts  
M6 Theatre Company  
Magpie Dance  
Mama Quilla productions  
Mandala Theatre Company  
Manilla St productions  
Mark Ashmore  
Mark Makins  
Marlborough Productions  
Maureen McCulloch  
Maverick  
Maya Productions  
Mechanical Thought  
Mee Mee Theatre  
Meeting Ground Theatre  
Middle Child  
Mimbre  
Mind the Gap  
MJ Gardner  
Montage Theatre Arts  
Mosaic  
Motionhouse  
Moulded Theatre Company  
Movement Directors Association  
Moving Body Arts  
MQT productions  
Mull Theatre  
My Aerial Home  
National Dance Company Wales  
National Student Drama Festival  
National Theatre of Scotland  
National Theatre Wales  
New International Encounter  
New Perspectives

New Shoes Theatre  
nishaoza  
Northern Stage Theatrical Productions  
Norwich Puppet Theatre  
Notnow  
Nottingham Chamber Music  
Nottingham Playhouse Participation  
November Club  
Nutshell  
Ockham's Razor  
Oddly Moving  
Oeuvre A Participatory Service  
Oily Cart  
Old Courts  
Old Diorama  
Oliver Bennett  
One Day Creative  
Open Clasp Theatre Company  
Opera Up Close  
operating theatre  
Ordinary Glory  
Our Land Productions  
Outdoor Arts UK  
Outside Edge Theatre Company  
Page One Theatre  
Paines Plough  
Pantheus  
Papergang  
Papertrail Llwybr Papur  
Parabolic Theatre  
Pascal Theatre Company  
Pegasus Opera Company  
Pentabus Theatre  
Performance Infinity  
Peut Etre Theatre  
Pied Piper Theatre Company  
Pins and Needles Productions  
Play On  
plays the thing  
Prime Theatre  
Project Auske  
projekt.europa  
Proteus Theatre Company  
Proud Haddock Productions  
Punchdrunk



Rachael Halliwell  
Radiophonic  
Raze Collective Queer Arts Consortium  
Reach Out Arts  
Reading Agency The  
Recreate Agency  
Red Earth Theatre  
Red Ladder Theatre Company  
Red Room Theatre Ltd  
red rose chain  
Redcape Theatre  
Relish Theatre  
rhum and clay  
Ri Ri Dance Academy  
Riptide  
RJG Productions  
Rock Pigeon  
Rogue Otherworld  
Roustabout Theatre  
S4K INT  
Sabotage Theatre Company  
Saltburn arts  
Saphena Aziz  
Sarah-Jane Watkinson  
Scarabeus Theatre  
Scottee and Friends  
Second Hand Dance  
Selina Thompson  
Settle Stories  
Shakespeare in Italy  
Shobana Jeyasingh Dance  
Sixteen Feet  
SLIDE  
Slot Machine Theatre  
Slung Low  
Soho Theatre  
Soldiers Arts Academy  
Sonia Sabri Company  
Spanner Projects  
Spare Tyre  
Special Measures  
Spectacle Theatre  
Splats Entertainment  
Splendid Productions  
Splitmoon Theatre  
SpunGlass Theatre  
spymonkey  
squelch  
Stans Cafe  
Stolen Thread Productions  
Stone Crabs Theatre  
Strangefish Theatre  
Streetwise Opera  
Studio 3 Arts  
Studio Wayne McGregor  
Stuff and Nonsense  
Susan Taylors  
Synergy Theatre Project  
Take the Space Touring Theatre Company  
Taking Flight Theatre Company  
Talawa Theatre Company  
Talking Birds  
Tall Stories  
Tamasha Theatre Company  
Tamdem Theatre  
Tangled Feet  
Tara Arts  
Teatro Vivo  
The Alchemist Theatre Company  
The Bread Roses Theatre Company  
The Coronet Theatre  
The Fetch Theatre  
The Hal Company  
The Last Baguette theatre company  
The Mayers Ensemble  
The Natashas Project  
The North Wall Trust  
The Nutshell Arts Centre  
The Old Market  
The Opera Makers  
The Paper Birds  
The Performance Ensemble  
The Place  
The Powerhouse Company  
The Sparks Arts for Children  
The Thelmas  
The Yellow Box Theatre  
Theatr Bara Caws  
Theatr Iolo  
Theatr Na NOg





Theatre Accord  
Theatre Alibi  
Theatre and Dance NI  
Theatre Bristol  
Theatre Centre  
Theatre Deli  
Theatre Hullabaloo  
Theatre Lab  
Theatre of Debate  
Theatre Peckham  
Theatre Royal Wakefield  
Theatre Sans Frontieres  
Theatre Workout  
Theatre-Rites  
Theatres Trust  
Theatrotechnis  
Thick Skin Theatre  
Thick Tight  
Third Angel  
Thompson keisha  
Thumbsdown  
Tiata Fahodzi  
Tin Shed Theatre  
Toast Poetry  
Told By An Idiot  
Tom Dale Company  
Tom Dixon  
Tony Cealy  
Topsy Turvy Theatre  
Tortoise in a Nutshell  
Touretteshero  
Tramshed  
Travelling Light Theatre Company  
Tribe Arts  
Trigger  
Troubadour Stageworks  
Turtle Key Arts  
Tutti Frutti Productions

Two Can Inclusive Theatre Company  
UK Theatre Association  
Under Wired  
Unfolding Theatre  
Unity Theatre  
Unlimited Theatre  
Upstart Theatre  
Upswing  
utopia theatre  
Vanishing Point Theatre Company  
VAULT Festival  
Vincent Dance Theatre  
Visible Fictions  
Vital Xposure  
Volcano Theatre Company  
Watershed  
Wendy Erringtons  
Westminster Opera  
Whitworks Adventures in Theatre  
Wild Works  
Wildcard Theatre Company  
Wiltshire Creative  
Winchester University BA Theatre  
Production  
Winter Walker  
Wired Aerial Theatre  
Women and Theatre  
Wonderful Beast  
Workie Ticket Theatre  
Wretched Theatre  
Xavier De Sousa  
Yardheads  
Yellow Earth Theatre  
Yew Tree Youth Theatre  
Young Vic  
Z-arts  
Zest Theatre  
Zoo Nation The Kate Prince Company