

THEATRICAL
MANAGEMENT
ASSOCIATION

TMA

training
and
events

promoting learning and best practice
within the performing arts

January – June 2012

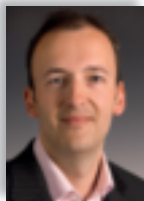
Brought to you in conjunction with



supported by

TRAVELERS 

Forward



Welcome to our new 2012 first half training and development brochure detailing courses and conferences tailored to those working within the performing arts.

At a time of continued financial austerity, we know that developing existing talent within your workforce and ensuring that individuals reach their full potential is critical to ensure organisations come through this difficult period.

In recognition of this, we have reduced our TMA, SOLT and ABO member prices for the majority of our courses for 2012 and laid on 20 events for this first half of this year.

Following the refurbishment of our offices at Rose Street, London, we are pleased to be able to roll out a number of these events in our specially designed training suite, equipped with the latest technology. Conveniently located in the heart of Theatreland, we are just a minute's walk from Covent Garden and Leicester Square underground stations.

We strive to provide events that promote learning and best practice to those working within the industry. We continually review and update our training and development to reflect the needs of our members and non-members alike.

Our mission is to create and deliver interesting and relevant courses, conferences and networking opportunities that benefit and support organisations and individuals within their roles.

Whether you're new to the industry or an experienced hand, our events are open to all and we hope that you find something here for you.

Julian Bird
Chief Executive

New for
2012

- **Prices reduced for Members**
- **Beautifully refurbished central London training facilities**
- **Double the number of events**
- **10% discounts on hotel bookings through Superbreak**

Book now:

www.tmauk.org/events

020 7557 6706

To keep up to date with our programme of activities please email:
events@solttma.co.uk

Information is correct at time of going to press but is subject to change. For the latest information please check our events pages at www.tmauk.org/events

Index

- **Business and Finance** 2
 - Finance for Non Finance Professionals 2
 - Business Planning 2
 - Managing VAT in the Performing Arts Sector 3
 - Introduction to Finance 4
- **Health and Safety** 4
 - Code of Conduct Course 4
 - Managing Third Parties in the Workplace 5
 - IOSH Managing Safely 5
 - Health & Safety Essentials Plus 6
- **People Management** 7
 - Performance Management 7
 - Negotiation Skills 7
 - Managing Conflict with Customers 8
- **Media and Networking** 8
 - Media & Presentation Skills 8
 - Networking for Success 9
- **Sustainability** 10
 - Sustainable Venues 10
 - Sustainable Touring 10
- **Conferences** 11
 - Touring Symposium 11
 - Press and PR Conference 12
 - Box Office Conference 12
- **Mentoring** 13
- **Tutor Biographies** 14
- **Training & Events Wall Planner** . . 17



The theatre business is becoming increasingly more complex and it is important that those involved take advantage of professional development and share best practice. That is why Travelers is delighted to support the training programme of the Theatrical Management Association, helping theatres to successfully manage their organisations and business risks.

Well established in the media and entertainment insurance markets in the UK, US and Canada, Travelers can offer a specialist insurance solution for theatrical and production companies. Our Stage Door Policy for theatres, playhouses, arts trusts and opera houses includes cover for full theft and property hired-in hiring charges and alternative hire charges, as well as business interruption options. For touring and static theatrical productions our Stage Show Policy provides coverage for one-off short period policies or annual policies for producers making theatrical productions throughout the year. Its benefits include full theft worldwide cover, as well as business interruption options.

To find out more about Travelers go to www.travelers.co.uk, or talk to your insurance broker.

■ Business and Finance

Finance for Non-Finance Professionals

Date: Thurs 15th March 2012

Time: 10.30am – 5.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO Members: £125 +VAT

Non members: £175 +VAT

Designed for

Those with experience of the subject matter or those in Senior Management positions within their organisation that deal with the financial affairs of their organisation.

Introduction

Would you like to learn more about finance, or simply refresh your knowledge on the subject? This course is a practical one day course covering everything from interpreting financial information to how to apply this information in organisational planning and decision making processes.

Course outline

You will learn about the sources of financial information and how to interpret them, financial management systems including monitoring, reporting systems and internal financial controls as well as:

- Using financial information in costing and decision making
- Financial planning as part of the business planning process
- Methods of financial analysis
- Using budgets in monitoring systems
- Using financial information to help in decision making

Learning outcomes – at the end of this course you will:

- Have a solid understanding of financial controls
- Know about the nature of different types of costs and income
- Be able to identify your options for costing a project
- Gain insight into how financial planning forms part of business strategy

Tutor

Anna Williams

Testimonials from previous delegates

“Has given me the skills and vocabulary to take a firmer grip on the financial planning of our enterprise”

Business Planning

New for 2012

Date: Weds 18th April 2012

Time: 10.30am – 5.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO members: £125 +VAT

Non members: £175 +VAT

Designed for

Senior Managers and other management staff who are responsible for contributing to the development, organisational or departmental strategies as part of the organisational planning processes.

Introduction

For any organisation to be successful, a business plan needs to be in place that reflects your organisation's purpose. This will allow you to plan ahead, allocate resources and be prepared for issues that may arise, making the most of opportunities that come your way. Theatres and other venues need to be able to develop plans, processes and procedures to provide focus, optimise growth and prioritise development according to its current and future needs.

Course outline

The course is aimed at developing a general insight into the value of business planning processes to organisations and will work through some of the main constituents that might be included within a business plan. The course will comprise lectures and PowerPoint presentations with an opportunity for group work and discussion.

Learning outcomes – at the end of this course you will:

- Understand the key components of a business plan
- Be able to think about organisational vision and aims to develop a Mission Statement

- Understand techniques to review the present situation in your organisation to inform future plans
- Have learned how to set objectives
- Be able to build a portfolio of activities
- Understand some basic methods of performance monitoring against a plan
- Gain an understanding of financial plans as part of a business plan (for those who have not attended any of the TMA finance courses)

Tutor

Anna Williams

Managing VAT in the Performing Arts Sector

Date: Tues 8th May 2012

Time: 2.00pm – 4.30pm

Location: TMA 32 Rose Street, London

Date: Tues 22nd May 2012

Time: 2.00pm – 4.30pm

Location: Birmingham Hippodrome

TMA, SOLT, ABO members: £90 +VAT

Additional members: £60 +VAT

Non members: £125 +VAT

Designed for

Finance Personnel and Senior Management in performing arts eligible for VAT exemption.

Introduction

This course will provide specialist VAT advice with particular emphasis on the performing arts sector. It is intended to provide you with practical guidance on issues faced by theatres on a regular basis. The session will explore VAT liability issues common to performing arts organisations, optimising the VAT position in production agreements, agency vs. principal, tips on improving your partial exemption method, mitigating VAT on capital expenditure, taxable vs exempt status (pros and cons), and how your organisation can reduce VAT costs more generally. There will be plenty of scope for more general discussion on issues raised by delegates.

Course outline

- VAT liability issues. The extent of cultural exemption, friends and members packages, merchandise and food stuffs, room /

facilities hire, grant income, booking fees, charges to producers

- Production Agreements. This will explore ways of altering the status of the parties and the calculation of the box office share and contra charges to ensure the VAT cost is minimised.
- Agency vs. Principal. Explaining the key indicators, helping you to determine whether you are supplying admission to customers, venue hire to promoters or simply box office management on behalf of third parties
- Partial exemption. Alternative methodologies to help you to improve VAT recovery on costs. It will also explain the override provisions and the impact of the Capital goods scheme
- Mitigating VAT on Capital Expenditure. This will look at means by which projects can be re-structured to remove or reduce VAT costs. It will use worked examples to illustrate the position
- Taxable vs Exempt Status. Considering the various issues when determining the optimal VAT status for your organisation
- Reducing VAT costs. Input tax attribution, techniques to reduce VAT costs and reliefs available

Learning outcomes – at the end of this course you will:

- Have a sound working knowledge of the key VAT issues relevant to your organisation as well as an understanding of areas in which you can reduce VAT costs.

Tutor

Kevin Cresswell

Introduction to Finance

Date: Thurs 26th June 2012

Time: 10.30am – 5.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO members: £125 +VAT

Non members: £175 +VAT

Designed for

Those new to finance, or whose role includes some financial responsibility, those working with budgets from assistant to management levels or those with some experience of the subject or those looking to refresh their existing skills.

Introduction

Would you like to learn more about finance, how to plan a budget, or simply understand financial processes better? An Introduction to Finance is a practical one day course covering key issues in financial management and budgeting, dispelling the myths surrounding accounts and finance.

Course outline

This course is designed as an *introduction* to finance and is less advanced than Finance for Non-Finance Professionals. It will help dispel the myths surrounding accounts and finance and give more confidence to those people who have little or no financial experience.

Learning outcomes – at the end of this course you will:

- Understand the difference between accounts and budgets and their application in the workplace
- Know how to prepare a simple budget and better understand financial information
- Gain a better understanding of how your budgets fit into a wider organisational structure
- Feel confident to talk about budgets and understand financial jargon

Tutor

Anna Williams

Testimonials from previous delegates

“Tutor used simple, accessible language and allowed us to feel comfortable to ask any questions”

Theatre Royal Stratford East

Health & Safety

New for 2012

Code of Conduct Course

Technical Induction Train the Trainer Training

Date: Fri 17th Feb 2012

Time: 11.00am – 4.00pm

Location: The Victoria Hall, Stoke on Trent

Date: Fri 24th Feb 2012

Time: 11.00am – 4.00pm

Location: New Victoria Theatre, Woking

TMA, SOLT, ABO members: £30 +VAT

Non members: £30 +VAT

Designed for

Production, Technical and Company Managers, Supervisors, Touring or Stage Managers and anyone involved in the training of or the health and safety of staff that work in the area of Get ins, Fit ups and Get outs.

Introduction

Following TMA's collaboration with BECTU concerning the creation of a Code of Conduct for those working in the performing arts, TMA will be running a ½ day Train the Trainer course for those involved with the training of staff working in the field of Get ins, Fit ups and Get outs. This is a practical course which will be held in a functioning theatre.

This course has been designed by the ATG with the aim of standardising the training received by staff within the industry.

Course outline

- 1 Theatre Terminology
- 2 Manual Handling
- 3 Working at Height
- 4 Flying
- 5 Use of Knots
- 6 Use of PPE
- 7 Drugs and Alcohol Policy
- 8 Health & Safety Policy
- 9 Risk Assessments
- 10 Working Hours and the Working Time Regulations
- 11 Working with Electricity
- 12 COSHH
- 13 Noise Regulations
- 14 TMA/BECTU Agreement

- 15 Safe Use of Telescopes
- 16 First Aid and Accident Reporting
- 17 Other Elements of The Code of Conduct

Learning outcomes – at the end of this course you will:

- Gain the knowledge and the skills to roll out the above training to your own staff.

Tutor

John Young

Managing Third Parties in the Workplace

Date: Wed 21st March 2012

Time: 10.30am – 4.30pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO members: £125 +VAT

Non members: £175 +VAT

Designed for

Managers, Heads of Departments, Team Members responsible for engaging, supervising or liaising with visiting productions and contractors.

Introduction

This course will examine the management tools required to ensure the effective integration of visiting companies and contractors into the venue environment with a view to enhancing operational efficiency and achieving legal compliance.

Course outline

Active participation from delegates will be encouraged. Through the use of your own knowledge and experiences, you will examine, discuss and illustrate issues and solutions in dealing with Third Parties. The course will cover the identification of Third Parties within the venue environment, the relationship between venue and any Third Party as well as:

- Management controls
- Competence, co-ordination & communication
- Venue responsibilities
- Economic and legal relationships
- Case studies using industry specific examples

Learning outcomes – at the end of this course you will:

- Be aware of your legal responsibilities with regard to third parties
- Have additional knowledge, confidence and competence to support your existing management skills
- Understand the relationship between legal compliance and improved operational efficiency

Tutor

Conrad Schwarz

Testimonials from previous delegates

“Practical, thought-provoking, useful, inspiring, realistic”

IOSH Managing Safely Course

H&S management within the performing arts

Date: Tues 15th – Fri 18th May 2012 (4 days)

Time: 10.30am – 5.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO members: £495 +VAT

Non members: £595 +VAT

Designed for

Managers and supervisors who have responsibility for health and safety within their organisation.

Introduction

Designed and quality controlled by the Institution of Occupational Safety & Health, Managing Safely will provide you with the knowledge and practical tools to tackle the many and varied health and safety issues that arise within your organisation. This course covers current legislation, theory and practice of H&S management and includes practical exercises and tests.

Course outline

- Introducing managing safely. Your responsibilities and the persuasive case for managing safely
- Assessing risks. How to define and demystify ‘risk’ and ‘risk assessment’
- Controlling risks. The best techniques and methods available to you to help cut and control key risks

- Understanding your responsibilities. The law and health and safety management systems
- Identifying hazards. Issues affecting operations – entrances and exits, work traffic, fire, chemicals, electricity, physical and verbal abuse, stress, noise, housekeeping and the working environment, slips, trips and falls, working at height, computers and manual handling
- Investigating accidents and incidents. Why accidents happen and why they should be investigated and how to carry out an investigation when they do
- Measuring performance. How checking performance can help to improve health and safety. Performance indicators and how to get to grips with auditing and proactive and reactive measuring
- Protecting our environment. An introduction to ways organisations and individual managers can cut down on their environmental impact

Learning outcomes – at the end of this course:

- You will be awarded an IOSH Managing Safety Certificate, a nationally recognised and respected certificate of training. Delegates will be required to attend all 4 days of training and successfully complete both the written and practical assessments before this is awarded.

Tutor

Phillip Brown

Testimonials from previous delegates

“Very well balanced, informative and reassuring. Inspires confidence with the amount of knowledge imparted”

Sadler’s Wells Theatre

Health & Safety Essentials Plus

New for 2012

Date: Thurs 28th June 2012

Time: 10.30am – 5.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO Members: £125 +VAT

Non members: £175 +VAT

Designed for

Supervisors and Line Managers. No prior knowledge required.

Introduction

Supervisors and line managers have both a legal and moral responsibility to look after the health and safety of employees at their venues.

Health & Safety Essentials Plus will enable managers and supervisors to improve the health and safety culture within their workplace and understand the basic procedures required to develop their safety management systems.

Course outline

The course will focus on why health and safety is important and will examine how supervisors and line managers can make a real difference to the wellbeing of themselves as well as others through changing behaviour and venue culture towards safety.

This course is an excellent foundation for those looking for an introduction to safety before continuing onto the IOSH Managing Safety course.

The course will be a mix of interactive PowerPoint presentations and group exercises looking at how we implement safety effectively within the performing arts. Delegates will receive handout copies of the presentation and a certificate of attendance.

Learning outcomes – at the end of this course you will:

- Understand the concept of health and safety
- Be able to manage accidents in the workplace and complete investigations
- Be aware of legal provisions and understand their importance
- Manage and organise health and safety at your workplace
- Have the confidence to supervise health and safety

Tutor

Phillip Brown

■ People Management

Performance Management

Date: Tues 28th Feb 2012

Time: 10.30am – 6.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO members: £125 +VAT

Non members: £175 +VAT

Designed for

Anyone involved in the Performance Management or Appraisal process. This could include Directors, Line Managers, Team Leaders and HR Professionals.

Introduction

Performance management is not a fixed sequence of events, but a continuous process that constantly adapts to the needs of your team. The key aim of the performance management process is to develop your team in order for them to assist the organisation in achieving its objectives.

Course outline

You will explore the different management styles that are available to you as a manager and how they can be used to effectively manage the performance of others. You will explore actual issues affecting participants and how these issues might be resolved. The course will also cover the tried and tested methods for managing performance in a 21st century organisation.

Learning outcomes – at the end of this course you will:

- Understand the different styles that can be adopted to handle different circumstances
- Be able to describe the key stages in the performance management process
- Use core performance management skills
- Develop techniques to address poor performance
- Review challenges that face you within your team
- Follow an action plan of your key development points

Tutors

Rachel Newman & Ruth Eastwood

Negotiation Skills

Date: Thurs 19th April 2012

Time: 10.30am – 6.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO members: £125 +VAT

Non members: £175 +VAT

Designed for

This course is aimed at Managers and Senior Managers in the world of performing arts who would like to improve their negotiation skills.

Introduction

Whether it is pay deals or purchasing, with patrons or promoters, improving our negotiation skills will make our life much easier. And in this tough economic situation, the need to get the best possible deal is more pressing than ever.

Course outline

This course uses the latest thinking from the Harvard Business School to achieve sustainable negotiated agreements that satisfy all parties at the table, using powerful tools to deal with the most complex of multi-party negotiations.

Learning outcomes – at the end of this course you will:

- Understand the fundamentals of negotiation
- Build profitable and sustainable relationships through negotiating win-win solutions
- Call on a repertoire of advanced techniques to get around any impasse in the negotiation due to conflicting demands
- “Negotiate backwards” to successfully resolve complex multi-party negotiations
- Leverage power differences for your own gain
- Deal effectively with the most difficult of negotiators
- Get your best deal in any situation

Tutor

Simon Horton

Testimonials from previous delegates

“Constructive, relevant, challenging, thought-provoking”

Managing Conflict with Customers

Date: Tues 29th May 2012

Time: 11.00am – 4.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO members: £125 +VAT

Non members: £175 +VAT

Designed for

Front of House staff including Stewards, Ushers, Cloakroom Attendants, Bar and Box Office staff. Anyone whose job brings them into regular and direct contact with the general public.

Introduction

Working to help our customers enjoy an artistic experience can be a source of immense job satisfaction. But what happens when things go wrong? If your role brings you in contact with customers you may have encountered difficult situations, flared tempers or even physical aggression. Knowing how to deal with these situations, remaining calm and professional and reaching a successful outcome for all involved is vital.

Course outline

This is an interactive day using group work, exercises and discussion, with plenty of opportunities for you to share your experiences and learn from each other.

Learning outcomes – at the end of this course you will:

- Understand why conflicts happen
- Understand challenge, confrontation and conflict
- Spot the signs of aggressive or violent behaviour
- Be equipped with tips and techniques in order to respond constructively
- Have developed your assertiveness and your confidence

Tutor

Ruth Mason

Testimonials from previous delegates

“Really useful for me as a manager becoming a better manager for my staff but also a better person”

Media and Networking

Media & Presentation Skills

Date: Wed 9th May 2012

Time: 10.30am – 5.30pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO members: £125 +VAT

Non members: £175 +VAT

Designed for

Marketing and Press Officers responsible for dealing with the media, those in Senior Management positions within their organisation

Introduction

Ensuring that you are giving the right message to the media is an exciting challenge. How should you present yourself? How should you act and what should you say in front of a TV camera or radio microphone when being interviewed?

Course outline

This is a practical course that will help you to stay “on-message” no matter what the provocation and reinforce the message that you want to convey.

You will have the opportunity of being filmed at different points through the course, gain valuable insight into your individual presentation style and will have the opportunity to collaborate with colleagues to provide and receive valuable feedback. You will learn how to keep focused, avoid the classic pitfalls and how creative use of language can dramatically improve how you come across personally and as a spokesperson for your organisation.

Learning outcomes – at the end of this course you will:

- Have a clear understanding of your personal presentation skills and will gain new tools for effective communication
- Learn how body language can convey a message
- Understand how to focus and stay on message no matter what distractions come your way
- Understand the classic mistakes that

people make in media and presentation and how to avoid them

- Gain skills to assess a press / media situation and maximise your time to convey your information concisely and effectively
- Improve your confidence when faced with any media or presentation situation

Tutor

Sonia Beldom

Testimonials from previous delegates

“As my role is to represent the organisation publicly and spearhead the capital campaign this kind of course is invaluable”

Networking for Success

New for
2012

Date: Thurs 14th June 2012

Time: 10.30am – 1.30pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO members: £75 +VAT

Additional members: £60 +VAT

Non members: £105 +VAT

Designed for

Everyone from the theatrical, arts, media professions. From entry level to Senior Management.

Introduction

Networking is an essential part of relationship building and business development for any organisation. Knowing how to start and maintain conversations, develop rapport and connect with new people is a skill that can be learned and built upon.

This is a practical half-day course to learn the essential skills needed for successful and powerful networking.

Course outline

The course consists of:

- The five essential lessons in successful networking
- Practical “business speed dating” session to practise your new skills and gain feedback into your personal effectiveness

Learning outcomes – at the end of this course you will:

- Know how to identify your core body language signals and those of others
- Understand the magical secrets of building rapport and connecting instantly with other people
- Discover how to get your message over quickly and effectively in a competitive market

Tutor

Sonia Beldom

■ Sustainability

Sustainable Venues

100% of previous delegates that expressed an opinion said that they would recommend this course.

Date: Wed 28th March 2012

Time: 11.00am – 5.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO Members: £125 +VAT

Non members: £175 +VAT

Designed for

Specifically designed for those with responsibility for venue management.

Introduction

Pressures to improve environmental performance are coming from government, funders, artists, staff and audiences. Add to this the rising costs of energy. Everyone wants to do the right thing, and reduce costs too, but operating under extreme financial and time constraints is the day-to-day reality. What can a venue actually do to make a difference?

Course outline

This one day course will introduce ways in which cultural venues have successfully reduced emissions and costs and enable you to consider your relationships with stakeholders including staff, artists, suppliers, touring producers and funders.

The course will be led by Julie's Bicycle, environmental specialists for the creative industries. Tutors Sian and Helen will draw on their extensive research and expertise in this field to share best practice and a range of practical tools and frameworks, including Industry Green.

Learning outcomes – at the end of this course you will:

- Understand the most important and effective actions to take
- Know how to measure the emissions from your venue

- Be equipped with recommended approaches and top tips
- Know how best to communicate your actions to audiences, funders, staff and other stakeholders

Tutor

Helen Heathfield & Sian Alexander

Testimonials from previous delegates

“The tone of the day was excellent. Not too technical or terrifying but at the same time really substantial”

Hyde Park Picture House

Sustainable Touring

Date: Wed 10th May 2012

Time: 11.00am – 5.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO Members: £125 +VAT

Non members: £175 +VAT

Designed for

Those with responsibility for planning and managing touring activity.

Introduction

Pressures to improve environmental performance are coming from government, funders, artists, staff and audiences. Everyone wants to do the right thing but operating under extreme financial and scheduling constraints is the day-to-day reality. What can a touring company actually do to make a difference?

Course outline

This course will introduce ways in which touring companies have successfully reduced emissions and costs and enable you to consider your relationships with stakeholders including staff, artists, suppliers, venues and funders.

The course will be led by Julie's Bicycle, environmental specialists for the creative industries. Tutors Sian and Helen will draw on their extensive research and expertise in this field to share best practice and a range of practical tools and frameworks, including Industry Green.

Learning outcomes – at the end of this course you will:

- Understand the most important and effective actions to take
- Know how to measure the emissions from a tour
- Be equipped with recommended approaches and top tips
- Know how best to communicate your actions to audiences, funders, staff and other stakeholders

Tutors

Helen Heathfield & Sian Alexander

Testimonials from previous delegates

“The content was well thought out and clearly presented. And the issues were very well aired. The other participants were very interesting and contributed to a great day”

■ Conferences

Touring Symposium & TMA Members’ Meeting

Date: Thurs 1st March 2012

Touring Symposium

Registration Time: 11.00am - 11.30am

Conference Start Time: 11.30am

Conference End Time: 5.00pm

Location: Congress Centre, London

TMA, SOLT, ABO members: £100 +VAT

Additional members: £80 +VAT

Non members: £150 +VAT

Designed for

Anyone working within touring on a national or international basis, including Venue Managers, General Managers, Producers, Directors as well as those with programming or touring responsibility.

Introduction

The TMA's annual Touring Symposium first run in 2008, has quickly established itself as the key forum for debate on the development of UK touring industry. The Symposium provides a unique opportunity for venue managers, producers and directors involved in all scales of UK touring to determine the environment and practical operation of their industry.

This year we will be focusing on touring collaborations, international touring, funding for touring and will include 3 breakout sessions facilitated by experts in the field. Our Symposium provides an excellent opportunity for networking and includes a facilitated networking session run by Sonia Beldom.

Programme of events

Morning Sessions

- Working in Partnership
- Touring Internationally in 2012 & Beyond

Afternoon Sessions

- Business Speed Dating & Networking Session
- Funding for Touring in the UK (moderated debate)

Breakout Sessions

- Legal Issues for Commercial and Subsidised Co-Production
- Marketing on the Road
- Audience Development

For further information and details of guest speakers facilitating all sessions, please log onto our website.

TMA Members' Meeting

Meeting Start Time: 10.30am

Meeting End Time: 11.30am

Location: Congress Centre, London

Press and PR Conference

Date: Wed 23rd May 2012

Registration Time: 10.30am – 11.00am

Conference Start Time: 11.00am

Conference End Time: 5.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO members: £100 +VAT

Additional members: £80 +VAT

Non members: £150 +VAT

Details to follow

Box Office Conference

Date: Wed 13th June 2012

Registration Time: 10.30am – 11.00am

Conference Start Time: 11.00am

Conference End Time: 5.00pm

Location: TMA 32 Rose Street, London

TMA, SOLT, ABO members: £100 +VAT

Additional members: £80 +VAT

Non members: £150 +VAT

Details to follow

■ Mentoring Programme

A little while back, TMA introduced a Mentoring Programme using experienced professionals within the performing arts to support emerging talent. Whilst we know that informal mentoring happens in our industry and many people have benefited from working with a mentor, our Mentoring Programme will enable any TMA member to have access to a mentor at no cost.

What is Mentoring?

In the mentoring relationship the mentor offers to share their time and expertise with the mentee. The person being mentored thus has access to someone with greater experience who may act as sounding board, source of information or who simply offers encouragement and support. Typically mentoring provides the opportunity to learn informally from another's experience.

As the mentor is usually sourced from outside the mentee's current workplace, the mentee should feel free to discuss issues that perhaps concern them in the workplace and explore ways of resolving them in a comparatively objective and informed relationship. The focus is essentially supportive.

Why become a mentor?

Mentoring is a rewarding way to offer your insight and experience to others within the performing arts.

It is a great way of connecting with new ways of thinking or working and gives the satisfaction of helping someone else in their career.

No previous mentoring experience is needed as we will offer a brief training session to all new mentors, paid by the TMA.

To be a mentor you should be personable, friendly, open-minded and a great listener. It goes without saying that confidentiality, discretion and trust is critical to the mentor / mentee relationship. The role of a mentor is not to tell the mentee what to do, rather to offer guidance and support as well as be a sounding

board when needed. This could also include practical help such as providing networking opportunities or introductions.

Why register as a mentee?

You can have a mentor to deal with a specific issue that you wish to work through over a short period of time, or for a longer period if you feel you need ongoing support and guidance. Working with a mentor gives you allocated reflection and thinking space, as well as more general encouragement, guidance and support.

How to register as a mentor or mentee

If you wish to become a mentor or register as a mentee, please contact TMA (see back page) to request a registration form. As a potential mentor, you will need to detail your career history, explain why you would like to become a mentor and what you could offer a mentee. As a mentee, you will need to explain what you hope to gain from being mentored.

■ Tutor Biographies



Sian Alexander

Associate Director for Theatre at Julie's Bicycle. Sian was Head of Theatre for Arts Council England, London for ten years until February 2010. Prior to joining the Arts Council, Sian worked for a range of performing arts

companies, producing and touring theatre and contemporary dance throughout the UK and overseas.

During her fellowship at Clore, she was seconded to Tate to develop a Climate Change Strategy.

Courses run by Sian

Sustainable Venues
Sustainable Touring



Sonia Beldom

Sonia is an experienced executive coach specialising in improving personal skills, communication and presentation techniques. From a background in television and radio production Sonia coaches presenters, on-screen experts and people new to appearing

on microphone and camera.

She is a press and media trainer and an expert in Neuro-Linguistic Programming (NLP) and creative thinking techniques.

Courses run by Sonia

Networking for Success
Media and Presentation Skills



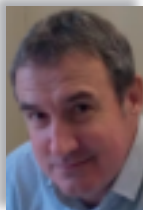
Phillip Brown

Phill is Group Head of Safety and Environmental Services for ATG and provides professional advice and guidance on all matters relating to health, safety, environment, welfare and fire.

He is a member of the International Institute of Risk and Safety Management, a Chartered Member of the Institution of Occupational Safety & Health and a Registered Occupational Safety & Health Consultant.

Courses run by Phillip

IOSH – Managing Safety
Health & Safety Essentials Plus



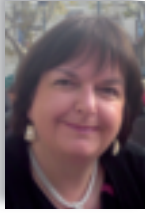
Kevin Cresswell

Kevin specialises in advising theatres and production companies on VAT issues. Prior to opening his own consultancy specialising in this area, Kevin was a partner in Deloitte, leading the indirect taxes practice in the South for many years.

He advises on a wide range of issues in the sector including partial exemption methods, VAT effective production agreements and the implications of transfers from taxable to exempt status.

Courses run by Kevin

Managing VAT in the Performing Arts Sector



Ruth Eastwood

Ruth specialises in transformational and change management, frequently working on large-scale capital developments. She is currently Interim Chief Executive at the Mercury Theatre, Colchester.

As an experienced Chief Executive and a Chartered Director of the IoD, she brings a strong business mind to all projects. As an accredited team development specialist, she brings extensive experience of successfully dealing with the human impact of change.

Courses run by Ruth
Performance Management



Helen Heathfield

Helen trained as an environmental economist and has been applying it to buildings, energy, climate change and our behaviour ever since.

As Director of Energy and Environmental Management at Julie's Bicycle, Helen has been undertaking carbon audits and reduction advice since its inception.

Helen is passionate about transforming our relationship with ourselves and with our planet.

Courses run by Helen
Sustainable Venues
Sustainable Touring



Simon Horton

Simon began his career in 1987 at Hoskyns, the UK's leading software house at the time (now part of Cap Gemini). Since then he has worked for a number of organisations and is now a trainer at BPP Professional Development,

specialising in Leadership, Influencing and Management Development.

He is an Accredited Member of the International Coach Federation, an Associate Member of the Coach Academy and a member of the Association of Business Psychologists.

Courses run by Simon
Negotiation Skills



Ruth Mason

Ruth has held senior positions in arts management, business development, PR and leadership training across a range of organisations including Bradford Theatres, the NSPCC, Opera North and the NHS.

As well as being a skilled trainer and development consultant, Ruth is an accredited facilitator of the Myers Briggs Type Indicator tool (MBTI), and a qualified practitioner in Neuro-Linguistic Programming.

Courses run by Ruth
Managing Conflict with Customers



Conrad Schwarz

Conrad is a health & safety practitioner with over 30 years' technical experience in the theatre and music industries. He is a Chartered Member of the Institution of Safety & Health (CMIOSH) and holds numerous qualifications

including Nebosh Certificate in Occupational Safety and Health, Level 4 NVQ in Occupational Health and Safety Practice and Level 4 City & Guilds PTTLS.

Courses run by Conrad

Managing 3rd Parties



Anna Williams

Anna is the Finance Director of the Birmingham Royal Ballet where as Finance Director, her role is to help to find practical and pragmatic solutions to business challenges in an increasingly complex, competitive and

challenging environment where money is not always the primary driver.

Anna is a Chartered Accountant and has lectured on financial management and business planning for the MA in European Cultural Policy and Management at the University of Warwick.

Courses run by Anna

Introduction to Finance

Finance for Non-Finance Professionals

Business Planning



John Young

John has worked in the theatre industry for 25 years. Having studied Stage Management at Guildford School of Acting, John went on to complete residencies at several regional theatres as well as freelance production and conference

work at home and abroad. In 2010 John switched disciplines and became Safety & Environmental Advisor for ATG. In 2011 John was promoted to the newly-created role of Head of Technical Services.

Courses run by John

Code of Conduct Train the Trainer

■ Training & Events Wall Planner

	February	March	April	May	June
Mon					
Tue				1	
Wed	1			2	
Thur	2	1 Touring Symposium pg 11		3	
Fri	3	2		4	1
Sat	4	3		5	2
Sun	5	4	1	6	3
Mon	6	5	2	7	4 Bank Holiday
Tue	7	6	3	8 VAT London pg 3	5 Bank Holiday
Wed	8	7	4	9 Media & Presentation Skills pg 8	6
Thur	9	8	5	10 Sustainable Touring pg 10	7
Fri	10	9	6	11 Good Friday	8
Sat	11	10	7	12	9
Sun	12	11	8	13	10
Mon	13	12	9	14 Easter Monday	11
Tue	14	13	10	15	12
Wed	15	14	11	16 IOSH Managing Safety pg 5	13 Box Office Conference pg 12
Thur	16	15 Finance for Non-finance Professionals pg 2	12	17	14 Networking for Success pg 9
Fri	17 Code of Conduct (Stoke) pg 4	16	13	18	15
Sat	18	17	14	19	16
Sun	19	18	15	20	17
Mon	20	19	16	21	18
Tue	21	20	17	22 VAT Birmingham pg 3	19
Wed	22	21 Managing 3rd Parties pg 5	18 Business Planning pg 2	23 Press & PR Conference pg 12	20
Thur	23	22	19 Negotiation Skills pg 7	24	21
Fri	24 Code of Conduct (Woking) pg 4	23	20	25	22
Sat	25	24	21	26	23
Sun	26	25	22	27	24
Mon	27	26	23	28	25
Tue	28 Performance Management pg 7	27	24	29 Managing Conflict pg 8	26 Introduction to Finance pg 4
Wed	29	28 Sustainable Venues pg 10	25	30	27
Thur		29	26	31	28 H&S Essentials Plus pg 6
Fri		30	27		29
Sat		31	28		30
Sun			29		
Mon			30		



Booking Information

To book a place on any of our courses or conferences, please go to: www.tmauk.org/events or call 020 7557 6706.

Terms and Conditions

Whilst the TMA will make every effort possible to run all courses and conferences within this brochure, we reserve the right to cancel or change any event if necessary.

Cancellation Policy

Please note that if you wish to cancel your booking, you must contact the TMA in writing. Should you wish to cancel your place, then:

Where at least 4 or more weeks notice is given before the course start date, a full refund or credit note will be offered

Where 2 – 4 weeks' notice is given before the course date, a 50% refund or credit note will be offered

Where less than 2 weeks' notice is given, no refund or credit note will be issued

In all cases, registrations may be transferred to another name for the same course.

Accommodation

In conjunction with Superbreak, we have arranged for delegates to receive a 10% discount on accommodation booked through them. Please go to www.superbreak.com/tma or alternatively call 0871 221 4444 and quote 'TMA' (calls are charged at 10 pence per minute).



TMA

32 Rose Street London WC2E 9ET

T: 020 7557 6706 E: events@solttma.co.uk F: 020 7557 6799

Web: www.tmauk.org/events