

# WHAT NEXT? NATIONAL EVENT

17 OCTOBER 2016

## Speaker biographies

**Alison Tickell** established Julie's Bicycle in 2007 as a non-profit company helping the music industry reduce its environmental impacts and develop new thinking in tune with global environmental challenges. JB has since extended its remit to many other art forms and is acknowledged as the leading organization bridging sustainability with the arts and culture. Alison worked for many years with socially excluded young people as Development Director at Community Music, and then at Creative and Cultural Skills where she established the National Skills Academy for the music industry. She is a 2011 London Leader, advisor to Tonic, a judge on the Observer Ethical Awards and the Royal College of Arts Sustainable Design Awards, and a fellow of the RSA.

**Alistair Spalding CBE** has been the Artistic Director and Chief Executive of Sadler's Wells since 2004 after joining as Director of Programming in 2000. Alistair's first job in arts management was at the Hawth Theatre, Crawley, where he was a programmer from 1988-1994, before becoming the Head of Dance and Performance at Southbank Centre until 2000. Alistair was appointed as a national member of the Arts Council of England Board in January 2009. He was awarded Le Chevalier des Artes et Lettres by the French Embassy in October 2005. In June 2012 he was appointed a Commander of the Order of the British Empire (CBE) in the Queen's Birthday honours list, for services to dance.

**Amit Sharma** has been Graeae's Associate Director since 2011, and is a graduate from Graeae's Missing Piece actor training course. In summer 2012, Amit co-directed the outdoor spectacle *Prometheus Awakes* (with La Fura dels Baus/co-commissioned by GDIF and SIRF), marking the first large-scale outdoor production to be artistically led by Deaf and disabled people in the UK. Also for Graeae, he directed Ted Hughes' *The Iron Man* which toured both nationally and internationally and co-directed Graeae's Rhinestone Rollers in *Sequins and Snowballs* with Jenny Sealey at the Southbank Centre. Most recently, he directed Jack Thorne's new play *The Solid Life of Sugar Water* (Graeae Theatre Company/Theatre Royal Plymouth), gaining unanimous acclaim at the 2015 Edinburgh Festival Fringe, leading to a UK tour including a run at the National Theatre - a first in Graeae's proud history. As Assistant Director, he has worked on Graeae's productions of *The Threepenny Opera*, *The Changeling* and on *The Four Fridas* for Greenwich and Docklands International Festival 2015. Amit currently leads on Write to Play, Graeae's flagship new-writing programme in partnership with venues across the UK.

**Andrea Stark** is the inaugural Director of the Foundation for FutureLondon, the charity created to realise the potential of the new Cultural and Educational district and the Queen Elizabeth Olympic Park. Prior to this, she led the partnership responsible for a national centre of excellence for creative industries at High House Production Park in Thurrock. The fourteen acre campus of purpose built creative industries workspace, specialist industry training and education facilities is shared with the Royal Opera House, Creative and Cultural Skills and Acme Studios. A member of the National Executive Board of Arts Council England, Andrea first arrived in the East of England to take up the post of Chief Executive of Eastern Arts Board, where she devised a highly successful investment strategy that

generated over £125 million for a series of world class arts centres. As arts chief for Dundee City Council and the City of Sunderland, she led major regeneration programmes to position the creative industries as a driver of local economic growth. After completing postgraduate studies at University of Birmingham, Andrea's early career was in theatre.

### **Ayesha Hazarika**

Ayesha is a political commentator who appears regularly television and radio. Having worked in politics for 8 years as a senior Labour party adviser both in Government and Opposition, Ayesha is in a unique position to analyse and comment on current affairs. During her time in Westminster she worked for Harriet Harman and Ed Miliband advising them on Prime Minister's Questions, speeches, media and policy.

Previous to this Ayesha worked as a comedian performing stand up in clubs and theatres across the country and at the Edinburgh Fringe Festival. She was a semi finalist in the BBC and Channel 4 new talent competitions. Ayesha discussed her work in comedy and politics with The Guardian which can be read [here](#).

She is also in demand as a speaker and host due her unique background in politics and stand up.

**Caroline Wilkinson** is Director of the School of Art & Design. She has a background in art and science and her research and creative work sits at the forefront of art-science fusion and includes subjects as diverse as forensic art, human anatomy, medical art, face recognition, forensic science, anthropology, 3D visualisation, digital art and craniofacial identification. Caroline is a graduate of the University of Manchester, where she also led the Unit of Art in Medicine and received a NESTA fellowship to develop a 3D computerised facial reconstruction system for use in forensic and archaeological depiction. She moved to LJMU from the University of Dundee, where she was Head of Human Identification in the award-winning Centre for Anatomy & Human Identification. Caroline is Director of the Face Lab, a LJMU research group based in Liverpool Science Park. The Face Lab carries out forensic/archaeological research and consultancy work, including craniofacial analysis, facial depiction and forensic art. Caroline is accredited as a forensic anthropologist Level I (craniofacial specialism) by the Royal Anthropological Institute (RAI) and is an experienced forensic practitioner.

**Cathy Graham** is Director of Music at the British Council, after gaining a Bachelor of Music at Birmingham University, Cathy Graham spent two years at the Royal Northern College of Music studying piano accompaniment. Fourteen years as a professional musician in Stockholm included work as a teacher, vocal coach and répétiteur with opera and theatre companies. Returning to the UK in 1992 Cathy quickly established herself on the London music scene, working for ENO Contemporary Music Studio and Almeida Opera, and as an Artists' Manager. In 1994 she became Executive Director of SPMN (Society for the Promotion of New Music), guiding organisational change, and her tenure culminated in spnm receiving the Prudential Award for the Arts. From 1997 - 2006 she was Managing Director of the London Sinfonietta, during which time the ensemble toured extensively nationally and internationally, and saw its repertoire, profile and audience broaden and increase. She also initiated and oversaw the ensemble's own record label, and was engaged on leading the move to a new multi-purpose venue at Kings Cross which now acts as a permanent home alongside the ensemble's South Bank Centre artistic residency. Since November 2006 she has been Director of Music at the British Council in London working across all genres of music on projects which create trust and understanding between the UK and the rest of the world. She is Chair of Streetwise Opera, the award-winning charity that uses music as a means to help homeless people move forward

with their lives, a Board Member of ISPA (International Society for Performing Arts), and a National Music Advisor to the Arts Council of Wales. Interests outside of music include theatre, architecture and walking.

### **Dave Harper**

My name is Dave Harper, drummer with Sunderland band Frankie & The Heartstrings and Director of Pop Recs Ltd. Pop Recs Ltd is a community resource, coffee shop, record shop and venue in the heart of Sunderland City Centre. Originally opened as a pop up in 2013 for 2 weeks, Pop Recs is now an established CIC which provides opportunities for creatives throughout the city. We host poetry night, Young Cuckoos songwriting workshops, provide affordable space for artists, a drop in centre for young people with mental health issues (In association with Mind) and also What Next (as well as many other things). The project was crowd funded in its entirety, remains unfunded and yet has attracted performances by people like James Bay, The Vaccines, The Cribbs, Franz Ferdinand, Edwyn Collins, Field Music etc. We believe entertainment is not exclusive to those who can afford it. To date we have never charged more than £5 for a show (£2.50 for people in receipt of benefits).

### **Dave Moutrey, Director and Chief Executive, HOME**

Dave Moutrey is Director and Chief Executive of HOME, Manchester a large purpose built cross art form venue that opened in May 2015. He has over 30 years experience as a professional arts manager working in visual arts, film and theatre. He is a qualified drama teacher and was until recently a practising artist.

**David Jubb** is a theatre producer. He has been Artistic Director and Chief Executive of Battersea Arts Centre (BAC) since 2004, sharing the Joint Artistic Directorship with David Micklem from 2008-2012. He trained at Bretton Hall, Bristol University and Central School of Speech and Drama, where he is an Honorary Fellow, and has been awarded an honorary doctorate from University of Roehampton.

David was Chair of Kneehigh Theatre from 2008-2013, and Chair of the London Theatre Consortium from 2012-2015. He is an active member of the What Next? movement, was a panellist on the recent Inquiry into the Civic Role of Arts Organisations by the Calouste Gulbenkian Foundation, and was a member of the inaugural Advisory Council for the Creative Industries Federation.

Prior to working at BAC, David was Director of Your Imagination (formerly Me&Him) 2001-2004, a company dedicated to producing independent artists including Ridiculusmus, Kazuko Hohki and Toby Jones; Development Producer at BAC 1999-2001, working with Artistic Director Tom Morris to develop BAC's Scratch process; and Director of the Lion & Unicorn Theatre 1998-1999. He has also taught in secondary and higher education. BAC's purpose is to inspire people to take creative risks to shape the future. During his time at BAC, the organisation has signed a 125-year lease on Battersea's former Town Hall, delivered an innovative £13m renovation project, launched a new BAC Productions programme, created a national touring and development network, initiated a new series of live performances on BBC4 and BBC2, merged with Wandsworth Museum and established the new BAC Moving Museum, and increased BAC's turnover from £1.5m to £3.5m.

**David Lan** is a playwright, theatre director and social anthropologist. Since 2000 he has been artistic director of the Young Vic where he has produced more than 150 shows and directed, amongst others, *A Raisin in the Sun*, *Doctor Faustus*, *The Daughter-in-Law*, *The Skin of Our Teeth*, *Joe Turner's Come and Gone* and *Blackta*, as well as *As You Like It* in the West End. He led the campaign to rebuild the theatre, which reopened to acclaim in 2006.

He was writer in residence at the Royal Court theatre 1995-97. In addition to many plays, libretti and TV films, he is the author of an anthropological study *Guns and Rain: Guerrillas & Spirit Mediums in Zimbabwe*. He chairs the Belarus Free Theatre and is co-director of World Stages. He has received the John Whiting Award, the George Orwell Award, an Olivier Award, an Honorary Doctorate from London South Bank University and a CBE.

**David Micklem** is an independent theatre producer, cultural leader and strategic thinker with a demonstrable track record in supporting artists, delivering significant arts projects and influencing policy.

### **Elizabeth Lynch FRSA**

My aim is to create and collaborate on work that is engaging, challenging and gets people talking, thinking and feeling. I work with artists and communities, organisations and individuals. I established the Roundhouse Studios as Director 2001-8 and Tower Hamlets Summer University as Director 1996-2001. As a theatre director, I have worked with companies in the UK, India, Pakistan and Bangladesh, including [Naya Theatre](#) and [Ajoka Theatre](#). Recent projects include producing the Sexology Season for Wellcome Collection, and projects with Bush Theatre, Creative Barking & Dagenham, Oily Cart Theatre, Kinetika and Playing ON Theatre. I am an Associate Research Fellow in Contemporary Theatre at Birkbeck University, Chair of the Board for [Arts Catalyst](#) and [Theatre-rites](#), Programme Advisory Group for [Spitalfields Music](#), Chair What Next Culture? Wandsworth, Fellow of the Royal Society of the Arts. In 2002, awarded Queen's Golden Jubilee Award by London Borough of Tower Hamlets for an "exceptional contribution to youth and culture in the borough."

### **Greg Parker, Headteacher of LIPA Primary School**

<http://www.lipaprimary.org/>

A specialist in early years and primary education, Greg has been head teacher of the new LIPA Primary School since 2014. LIPA is a Free School set up in partnership with Liverpool Institute of Performing Arts and Edge Hill University.

**Jamie Beddard** is Co-Artistic Director of Diverse City, part of the creative team behind Extraordinary Bodies, an 'Agent for Change' at The New Wolsey and was recently performed in Threepenny Opera at The National Theatre. He has worked as actor, writer, director and consultant across the sector including the Arts Council, the BBC, Graeae Theatre Company, Level Playing Field and various Higher Education and Drama Colleges.

In 2012 he directed 'Breathe/Battle for the Winds' for the opening ceremony celebrating the Olympic Sailing, and in 2013 he became a Clore Fellow. Jamie acts as an advocate for the integrated sector, working tirelessly for change.

**Jo Lappin** has decades of economic, infrastructure and regeneration experience gained at national, regional and local level.

Jo spent decades in the civil service covering all aspects of government's policy agenda from employment and skills to business and innovation. Her final role was as a member of the Senior Civil Service team in Government Office North West, where she was responsible for housing, transport, planning and delivery of one of the largest European-funded regeneration programmes in the country.

Following her civil service career Jo worked in Cheshire and Warrington supporting the development of the West Cheshire national Community Budget public service transformation pilot, which aimed to deliver more efficient and effective public services to residents and businesses. She also supported the development of the Cheshire and

Warrington Local Enterprise Partnership, including working with government to pilot the Growth Deal process.

Most recently, Jo was the Chief Executive of the Northamptonshire Enterprise Partnership, where she developed an ambitious strategy to increase the local economy by £4billion and create 32,500 new jobs, by ensuring that all sectors of the economy were punching at or above their weight. This included working directly with the creative and cultural sector to develop an ambitious visitor economy strategy and high profile marketing campaign.

### **Jo Verrent**

Jo believes that 'different' is delicious not divergent. She works in arts & culture at strategic levels embedding the belief that diversity adds texture, turning policy into real action. Jo is the senior producer for Unlimited, the world's largest commissions programme for disabled artists based in the UK. Working with Sarah Pickthall, she created SHORT CIRCUIT – fusing disabled artistry and digital acumen, PUSH ME – a series of shorts and SYNC examining the interplay between disability and leadership. She is also a practicing artist, creating the award winning Take Me to Bed with Luke Pell which is now touring internationally. Jo has won both Cosmopolitan's woman of achievement award and her village's cup for making jam. @joverrent @weareunltd

**John Newbigin** OBE is Chairman of Creative England. As Special Advisor to the Minister for Culture, Rt Hon Chris Smith MP, he was closely involved in developing the UK government's first policies for the creative industries in the 1990s. He was Head of Corporate Relations for Channel 4 Television (2000-2005) and executive assistant to Lord Puttnam as the Chairman of the film company Enigma Productions Ltd (1992-97). As a policy advisor to the Leader of the Labour Party and Leader of the Opposition, Rt Hon Neil Kinnock, MP, (1986-92) he had responsibility for environmental and cultural issues, amongst others.

He is a member of the UK government's Creative Industries Council; Chairman of the British Council's Advisory Group for Arts and Creative Economy; member of the Advisory Board of the Institute for Creative and Cultural Entrepreneurship at Goldsmiths, University of London; and of the Arts and Humanities Research Council's Knowledge Exchange Oversight Group. He is a member of the International Board of Advisors of Srishti Institute of Art, Design and Technology in Bangalore and an Honorary Professor at the University of Hong Kong. He was a youth worker in East London for 6 years and writer-in-residence for Common Stock Theatre. He has also worked as a journalist and as an illustrator. He was awarded an OBE for "services to creative industries and the arts" in the 2015 New Years Honours List.

**Judith Knight** is the co-director and founder of Artsadmin. She worked in theatres in Hull, Glasgow and London before setting up Artsadmin in 1979. Over the last thirty-seven years, the organisation has supported and produced the work of contemporary artists and companies working across all disciplines. Artsadmin has developed its base at Toynbee Studios in East London into a centre for the creation and development of new work, with rehearsal spaces, free advisory service, bursary scheme, education programme, residencies, showcases, workshops and performances. Together with Shape, Artsadmin runs Unlimited – a programme of commissions of work by disabled artists. Judith has produced numerous projects nationally and internationally, many of which have been site-specific pieces in locations all over the world. She works with the *Imagine 2020* European Network producing artists' projects about climate change, including Artsadmin's *Two Degrees* festival and associated projects including the commissions with LIFT of

Michael Pinsky's *Plunge* (2012), Amy Sharrocks' *Museum of Water* (2014) and Clare Patey's *Empathy Museum*. She is on the board of the arts and environment organisation Tipping Point. She was awarded an MBE in 2007, and in 2009 was made Officier des Arts et des Lettres by the French Government.

**Kathy McArdle**

Irish living in England. Originally from the country now living in the city. Theatre director, youth and community drama Worker, arts education practitioner working to influence policy, artistic director of two major arts centres (one in Ireland, one in uk), delivered strategic development work with major cultural partnerships including Liverpool arts regeneration consortium, Lancaster arts partnership and the quays partnership. Now CEO of the Creative Quarter in Nottingham, Co-chair of Nottingham What Next? with the brilliant Paul Russ of dance4, increasingly interested in culture, talent, economies, identify, place.

**Kyle Walker** is an artist working with the Contact Theatre and has recently been awarded an artist's commission from the Calouste Gulbenkian Foundation.

**Liz O'Neill** is Chief Executive and Artistic Director of Z-arts, Manchester's venue for children and families. She is also chair of the Big Imaginations network of children's theatre programmers in the North West and a Steering Group member for TYA: England (Theatre for Young Audiences.)

**Lizzie Crump** is the Co-Director of the Cultural Learning Alliance (CLA), a collective voice working to ensure that all children and young people have meaningful access to culture. She also runs What Next?, a national movement of arts and cultural organisations and artists which aims to bring people together to champion and strengthen the role of culture in society. She is particularly passionate about creating new ways of working and thinking, about partnership, collaboration and about children's literature. Lizzie has worked for a local authority, for Arts Council England, as Cultural Advisor to Partnerships for Schools (now part of the Department of Education), as an associate with the Innovation Unit and as a freelance consultant. She was the 2011/12 Clore Leadership Learning Fellow and is a trustee of the English and Media Centre, the Poetry Society and Musical Futures.

**Louise Jury** is the Director of Communications and Strategy for the Creative Industries Federation, the national membership body for all the arts, creative industries and cultural education that was launched last year. She was formerly chief arts correspondent of the London Evening Standard and both arts and media correspondent for The Independent and Independent on Sunday, having previously covered a range of issues from Third World debt to Nazi gold on a string of national titles. She is on the board of the Baileys Prize for Women's Fiction.

**Mags Patten** is Executive Director for Public Policy and Communication at Arts Council England. She leads on communication and advocacy, with a focus on government and the sector. She also leads on public policy, including criminal justice, health and wellbeing and ACE's work on workforce, leadership and diversity.

**Matt Fenton** is Artistic Director/Chief Executive at Contact in Manchester, the leading UK arts venue to place young people at the decision-making heart of the organisation. Contact presents an innovative programme of contemporary performance, dance, spoken word, music and cabaret for young and highly diverse audiences. Each year it delivers a

wealth of young people's creative and leadership activity, including The Agency, ReCON (young programmers) and Future Fires, as well as the Queer Contact, Flying Solo and Contacting the World festivals. Recent co-productions include *No Guts No Heart No Glory*, *rites*, *Not in My Honour*, *Faslane*, *Big Girl's Blouse* and *Under the Covers*. Recent awards include the UK Theatre Award for Promotion of Diversity, the Co-Op Respect Inclusive Venue of the Year award, and the Lever Prize for business. As a theatre director, Matt worked most recently with *Imitating the Dog*, Neil Hannon (*The Divine Comedy*), and the Ligeti Quartet on the chamber opera 'In May'.

**Margaret Bolton** is Head of Learning and Dissemination at the Calouste Gulbenkian Foundation (UK Branch). She has held senior posts in the public and voluntary sectors including Director of Policy and Research at NCVO (she was seconded from this post to the Prime Minister's Strategy Unit) and Director of Lottery Communication at the Arts Council of England. For the past ten years she has worked as an independent consultant for a number of charities - including foundations - government departments and other public sector organisations. As a consultant she has undertaken policy, research and evaluation projects and produced reports on a range of topics including; social investment, social innovation, capacity building and organisational learning.

**Dr Maria Balshaw** is Director of the Whitworth, part of The University of Manchester, and the Manchester City Galleries. As Director of these two major institutions, holding internationally important collections of fine and decorative art of more than 80,000 objects, she is responsible for the artistic and strategic vision for each gallery. An academic by training she has worked as an administrator and Director within the cultural sector for the past 10 years. Alongside her role as Director of Manchester City Galleries and the Whitworth Maria is Director of Culture for Manchester City Council. In April 2014 the Secretary of State for Culture, Media & Sport appointed Maria as a board member of Arts Council England. The appointment is for a term of 4 years, from April 2014 to March 2018.

Maria was awarded a CBE in the Queen's Birthday Honours for services to the arts in June 2015. In July 2015, the Whitworth was awarded the Art Fund Prize for Museum of the Year.

**Mariam Ibrahim Yusuf**, originally from Somalia now living in Manchester, was awarded The Woman on the Move, Woman Of the Year Award in 2016. Mariam arrived in the UK in 2008 fleeing war and gender-based violence in Somalia and leaving behind her two children, convinced that they would soon join her. But eight years later, having been detained, destitute and homeless, Mariam is still stuck in the asylum system. Wanting something positive to come out of her experience, Mariam has dedicated her time to campaigning to ensure that asylum-seekers are not forced into similar hardships. A tireless champion for the rights of women who have experienced domestic violence and FGM, Mariam is a source of support and hope for many people who are seeking protection and trying to rebuild their lives. She is not giving up hope of seeing her children again.

<http://womenonthemoveawards.org.uk/2016-award-winners/>

**Martin Sutherland** is the Chief Executive Royal & Derngate (R&D) theatres in Northampton and The Core at Corby Cube (The Core). R&D is a producing and presenting theatre which last year welcomed more than 500,000 audience members to see shows, films and take part in creative learning activity and The Core is a thriving arts centre which prioritises working with children and young people. In 2013 the team at R&D launched the Errol Flynn Filmhouse and has just recently announced plans to open another cinema site

in Daventry and develop a secondary school for Northampton which places the cultural and creative industries at its heart.

Prior to 2007, Martin was the Director of The Corn Exchange Newbury, an independent producer, and the administrator of Camden People's Theatre.

Martin is on the Board of Unlimited Theatre and is the Chair designate for the Cultural and Creative Industries Board for the South East Midlands Enterprise Partnership.

**Mary Cloake** is Chief Executive of the Bluecoat, Liverpool's centre for the contemporary arts. Prior to this, Mary was Director at Arts Council Ireland. Born in Cardiff, Mary is a graduate of Trinity College Dublin and Dublin City University. She initially worked as an independent theatre practitioner and with Arts Community Education, an arts development project. She then became local arts officer in Dundalk, County Louth. Mary then moved to the Arts Council in Dublin and held posts in Regions and Arts Development before being appointed Director. Mary is a member of the Advisory Panel for the Calouste Gulbenkian Foundation Inquiry into the Civic Role of Arts Organisations.

**Matt Hancock** was appointed Minister of State responsible for digital policy at the Department for Culture, Media and Sport on 15 July 2016. He was elected Conservative MP for West Suffolk on 6 May 2010.

After becoming an MP for West Suffolk, Matt was elected to the Public Accounts Committee, which scrutinises and questions the way that government departments spend taxpayers' money, and the Committee on Standards and Privileges that adjudicates on MPs' conduct.

In September 2012 Matt was asked to become Minister for Skills in the Department for Business and Department for Education. In September 2013 he was promoted to become Minister of State for Skills and Enterprise, and served as Minister of State for Business, Enterprise and Energy from July 2014 to May 2015. Matt then served as Minister for the Cabinet Office and Paymaster General from May 2015 until July 2016.

**Mike Lock** is Leisure and Cultural Services Manager at North Kesteven District Council. He has over 30 years' experience in the leisure and cultural sector. He has worked and as a technical consultant in private practice and for the Institute of Sport and Leisure Management.

**Polly Hamilton** is Vice Chair of the Chief Culture & Leisure Officers Association, a Clore Fellow and regular facilitator for the Windsor Leadership Programme. She has worked for local government in England, Scotland and Wales, for over 20 years, and is passionate about the power of culture to transform places of low engagement, significant disadvantage and high potential.

**Roddy Gauld** has been the Chief Executive of Octagon Theatre Bolton since 2012, and has developed innovative relationships with higher education and housing partners. He is currently managing a major capital programme as part of the town centre's redevelopment, and is Chair of the borough's cultural partnership. He previously worked at Arts Council England both in the North West and nationally as National Portfolio Director. His early career included working in youth arts, theatre programming and venue management. Roddy is one of co-chairs of What Next in Manchester, and a trustee of Curious Minds, an organisation that promotes learning through culture and creativity.

**Rosie Luff** is an Associate Director at Hanover Communications, one of the UK's largest independent public affairs companies, where she provides political and media advice to a range of clients including Sky, Camelot/The National Lottery, John Lewis and University of the Arts London. Rosie is a member of the national What Next? team, assisting the movement with lobbying, political relations and campaigns. She is also on the Board of the NCA and a trustee of UK Theatre. She previously worked at Southbank Centre and in Westminster.

**Sade Banks-Brown** is a creative producer who has six years experience of developing work with and for diverse communities, young people and emerging artists. Initially starting as an apprentice at The Bush Theatre, Sade has since worked for The Lyric Hammersmith Theatre, Ogilvy & Mather and The Barbican Centre. Sade recently founded Sour Lemons, a charity to address the lack of social mobility in the creative industries.

**Sam Cairns** has worked in the culture sector for over 15 years - starting in museum education and expanding into libraries, archives and then the arts. She worked for the Museums, Libraries and Archives Council, and in education roles at Imperial War Museums and the Wellcome Trust. Sam is Project Director for the Calouste Gulbenkian Foundation Inquiry into the Civic Role of Arts organisations and is also Co-Director of the Cultural Learning Alliance. The Inquiry into the Civic Role of Arts organisations seeks to increase awareness of the civic role that arts organisations play nationally and in their communities. Through research and consultation we want to develop understanding of what constitutes 'next practice' and create a movement of organisations committed to demonstrating it. <http://civicroleartsinquiry.gulbenkian.org.uk/>

**Sarah Fisher** is currently the Director of Open Eye Gallery, Liverpool, Chair of Axisweb, Trustee of FACT. She has 30 years experience in the arts, previous roles include: Consultant, working with smaller arts organisations and artists, and establishing the network of HE/cultural partnerships *Culture Forum North*; Head of Visual Arts for Arts Council, NW; Director of Centre for Chinese Contemporary Art Manchester; Visual Arts Officer for Halton BC; London-based artist and Lecturer at the Slade and Chelsea Schools of Art.

**Victoria Amedume** lives in London. Victoria is the Artistic Director and Chief Executive of Upswing, a contemporary circus company which she founded in 2004 after a career as an aerialist. Upswing has grown to become an Arts Council England RFO in 2008 and NPO in 2012. She is the creative lead for the organisation, and also works on fundraising, planning and producing alongside the Executive Director. Victoria is also a Trustee of the Albany, Deptford and Improbable Theatre and is currently a Clore Fellow.

