



STAGE MANAGEMENT ASSOCIATION

89 Borough High Street LONDON SE1 1NL
020 7403 7999
www.stagemanagementassociation.co.uk
admin@stagemanagementassociation.co.uk

Annual Report & Financial Summary January - December 2015



STAGE MANAGEMENT ASSOCIATION
supporting excellence in performance



Contents

SMA Board and Executive Director's Reviews of the Year	3
Links with the industry	5
A Year of Events	7
AGM 2016 Agenda	8
Information for AGM	9
Help Finding Work	10
SMA Membership: Facts & Figures	11
SMA Board 2015-16 & Staff	12
Financial Summary 2015	14
Brief history of the SMA & tributes	15
Thanks	16



SMA Board Review 2015

2015 was, for the SMA, a year we can collectively be truly proud of; a year where, thanks to the enthusiasm, commitment and vision of members and staff alike, we were able to extend the boundaries of all that we do.

From our training programme expanding into new territory, with our LSO Orchestral Stage Management collaboration, to our 2015 National Stage Management Awards becoming so popular not only in the UK, but also abroad, that we added an international category, 2015 was all about diversification and growth. As indeed good Stage Managers are expected to respond to the changing requirements of any project they are engaged on, we as an organisation have strived to meet the evolving needs of our membership and profession.

Thank you to our office staff for ensuring that not only the membership administration, training and events programme, our many publications and website information, plus monthly Freelist production reliably continue through the year, but also for all the work that might not be immediately apparent to all but that is a constant: assistance provided to members in need - indeed sometimes in distress - close collaboration with other industry bodies and the necessary continual work to promote fair and safe working conditions and good quality and effective training for Stage Managers at all stages of their careers.

Thank you to all of our fellow members who continue to volunteer time and skills to support the Association across a wide range of activities. From writing articles in Cueline, visiting drama schools and providing expertise for training courses to representing us at career fairs and trade shows and supporting our office staff when extra administrative help is needed. Our organisation belongs to you and continues to excel because of your engagement. As working stage managers, we know how busy your lives also are, and your continued generosity and passion is appreciated beyond measure. Thank you.

SMA Board of Directors.

Executive Directors' Review

2015 was also a strong year financially for SMA, and a year when many efficiency improvements were implemented in the office. With cost controls now being felt we saw reserves building, and the office getting to grips with long overdue investment in renewal and improvements to IT and new office procedures which are still ongoing. In 2015/early '16 we have replaced all office computers, two monitors, our laptop, and a new colour printer, as well as investing in new IT support and additional RAM for our base units.

We continue to be held back by the very poor and slow standard broadband service (which is all that is available on our site), and are hoping that BT's

promises of an upgrade to high speed fibre will come to our BT 'cabinet' in a dark corner of Borough High St. very soon! In the meantime we have migrated our office files and finance, membership, admin. and mail systems to cloud-based apps. which, despite a great many issues in 2015, are now working reasonably well. 2016 will see migration to a new and more functional website which we hope will offer members much better access to their membership records and ability to interact with SMA via their computers and hand held devices – this will involve some changes to finance and membership database software in Autumn. SMA links with Equity and ABTT (in particular) continue to be strong, SMA introduced our *How to Employ a Stage Manager* guidelines in 2015 which were welcomed and supported by Equity SMSC, and we support Equity's new buyout guidelines and (shortly to be introduced) buyout calculator. Our free vocational training 'brunches' mainly take place at Guild House and included very useful sessions in 2015, drawing on contacts and resources from Equity and SMA. Sadly attendance in Autumn 2015 became sporadic – we're not sure why. SMA has also improved our 'free three month's trial' student membership which has been popular. It was extended to Graduates in Summer 2015 with a good take-up.

During 2015 Elena Grice left SMA permanent employment due to family issues. We are pleased to welcome new staff to SMA in 2016, including Georgia Stanley-Hirst and Natalie Reader working on Admin and Memberships and Sejal Keshwala as our temporary assistant for SMA events.

Members

SMA staff helped many members over the course of 2015, dealing with issues such as: recommending courses to help young people into a stage management career and organising work placements; helping members collect pay at the end of a contract overseas; helping a member deal with a non-fulfilment of an already low payment by a BBC backed charitable trust (working with colleagues we managed to ensure that most of the money was paid); holiday pay; enquiries about contracts; enquiries about the correct way to apply the rules about stage management wearing costume onstage; children's' hours; guns and weapons rules; and numerous enquiries about how to interpret the breaks overnight and for meals in the various contracts.

As a result of these enquiries, our brunches and attendance at industry meetings and events, we published advice for all members on all these matters and more in [SMAagenda](#) and Cueline.

SMA continues to support members with jobs services including our paid jobs board, freelist, discounts to SJP and The Stage for online and print jobs adverts, and contract advice. We are able to call upon legal advice from professional contacts, accountancy advice from Bambridge Accountants (who also offer a free advice service and 25% discount on their services for SMA members). We were able to take reports from members of further safety incidents to the Theatre Safety Committee and provide links for members to their new Safety Bulletins through [SMAagenda](#).



Links with the Industry

There are many **organisations** that the SMA has links to, or works in partnership with:

- **Arts Council England:** There was regular contact with their legal department over jobs non-compliant jobs advertised, and the unpaid/low paid work issue. We made representations about a number of low/no paid jobs during the year.
- **Association of British Theatre Technicians (ABTT):** The ongoing PMF is one joint project, and we talk and meet on other matters regularly. We held the National Stage Management Awards in partnership with ABTT as The Theatre Awards at the annual Theatre Show in 2015.
- **Association of Lighting Designers (ALD):** As a professional body very similar to the SMA, we meet to discuss initiatives and policies.
- **Association of Sound Designers (ASD):** A relatively recently established professional association representing the interests of sound designers in the UK theatre industry.
- **Australian SMA:** We are in occasional contact.
- **BECTU:** We continue to exchange information and discuss issues of common interest, such as training, working terms and conditions, insurance, and contracts. SMA members can take BECTU training courses at the 'Affiliate' rate.
- **DRAMA UK:** In 2016 Drama UK will cease to accredit technical courses. Most drama school technical and SM courses have taken up the SMA's Drama School Membership and new universities joined in 2015. Increasing numbers of technical graduates take up SMA Membership.
- **Equity:** 2014 saw continued success with joint training brunches with Equity. We continue to support Equity in the work they do, and they us, including collaborative initiatives on employment contracts, best practice and buyouts.
- **PLASA (Professional Lighting and Sound Association):** Representing manufacturers, organisations and individuals. The SMA & ABTT organise seminars and events for the PMF at their trade shows PLASA Focus (Leeds) and PLASA (London).
- **Production Managers Forum:** The SMA and ABTT run the forum and aim to run as many informative events per year as possible.
- **Skills Academy:** Creative and Cultural Skills.
- **Skillscene:** Industry training body for training, SMA has a seat at these meetings.
- **Society of London Theatres (SOLT) (with UK Theatre):** We work with SOLT on issues involving the SOLT/UK Theatre contracts and Theatre Safety Committee, continuing our good working relationship.



- **TAPthis:** (Tracking this limited) with ABTT, SMA offers the smart TAP card to all (e-) Professional members and works with these organisations to promote the use of this card.
- **Theatres Trust:** The SMA continues to be a friend, to exchange information with the Theatres Trust, and use their excellent room hire facilities for meetings and training courses.
- **Theatrical Guild:** Charity supporting backstage workers for training and hardship. We have linked up with Theatrical Guild to support our Equity/SMA professional development brunches this year and encourage members to support their initiatives, such as First Night Riders and other events.
- **Theatre Safety Committee:** SMA attend four meetings per year, representing theatre to HSE and other bodies and a forum to support and maintain our industry's high standards and good record for safety in the workplace.
- **UK Theatre:** We remain in regular contact and exchange information on issues such as the HMRC tax review of stage managers and theatre buildings safety.
- **US SMA:** We continue to exchange information and can set up contacts for UK members travelling to the US and vice versa to support US SMs coming to the UK.
- **Canadian Stage Managers:** We are continuing our newfound affiliation with Canadian stage managers, with an organisation called **S.M.Arts** who facilitate an annual training conference for stage managers, and with the Canadian equivalent of the ABTT, **CITT**.

The SMA also provides advice and information to individuals in the industry:

- **Stage Management students:** The SMA seeks to visit drama schools who are members once a year for a talk on starting in the profession and the support the SMA can give to stage managers. SMA staff and Board members do most of these visits, and we now include more colleges and universities in this scheme. This year the SMA visited RADA, Mountview, GSA, Guildford, Rose Bruford, Bath Spa, ALRA, Guildhall, Birmingham, Univ. Kent, Canterbury, BOVTS, Backstage Academy, Leeds University, RCSSD.

Individuals/ companies/ venues/ producers/ other associations:

- How to find stage management staff & how much to pay them.
- Tracking down specific stage managers to employ again or for reunion or contact.
- Training and/or qualifications for stage management.
- Publishing statistics on stage management and other backstage matters.
- Dealing with contractual and employment matters for members and of interest to stage management generally.
- Notification of members' deaths or illness.



A Year of SMA Events 2015

15th February 2015: SMA/Equity Brunch on Sub Rep Contracts

13th April 2015: SMA/Equity Brunch on Accounting and Bookkeeping for SMs

11th May 2015: Training - Practical Props Making course

12th/13th May 2015: PLASA Focus - Leeds

24th June 2015: Theatre Awards including SMA Stage Management Awards 2015

24th/25th June 2015: ABTT Theatre Show at Alexandra Palace

1st July 2015: Training - Orchestral Stage Management course

August 2015 Summer Meeting and Social with Equity at Edinburgh Fringe

7th September 2015: SMA/Equity Brunch on Risk Assessments

13th September 2015: Training - Guns and Weapons course

28th September 2015: Training - Score Reading & Cueing to Music course (Level 1)

4th October 2015: PLASA ExCel (ABTT Seminar & SiPA Events)

12th October 2015: SMA/Equity Brunch on Equity West End Theatre & Commercial Agreements

26th October 2015: Training - Score Reading & Cueing to Music course (Level 2)

9th November 2015: Training - Employment Law (Worker vs Employee)

20th November 2015: TheatreCraft Exhibition at the Royal Opera House

18th December 2015: SMA Xmas Social



**2016 ANNUAL GENERAL MEETING of the
STAGE MANAGEMENT ASSOCIATION**

Thursday 18 August 2016 14.00

- AGENDA -

1. Election of Chair for the AGM 2016
2. Minutes of AGM 28/07/15 for approval. By show of hands
3. Approval of accounts 2015 and approval of audit and filing of 2015 accounts. By show of hands
5. Precis of Annual Report January – December 2015
6. Current Board members due to be re-elected in 2016 by rotation:
Helen Clarkson,
Sarah Yelland
wish to continue to serve the SMA board for a further three years. By show of hands to approve.

Michael Budmani is stepping down from the board due to overseas work commitments and Ali Wade has also decided to stand down. The AGM thanks Michael and Ali for their service to SMA board as directors, and as chair and deputy respectively.
7. New Board Directors (3 nominations received)
Sarah Trim-West (seconded by Helen Clarkson)
Matthew Richard Smith (seconded by Adam Burns)
Adam Burns (seconded by Alex Burke)
Three new members are nominated and four positions are available, so the AGM can approve the appointment of the three candidates. By show of hands.
8. Proposed change to Rules and Regulations
9. Questions and statements from the floor
10. AOB

Tour of the theatre and social networking social to follow the meeting.

*SMA would like to thank the trustees and staff of Hackney Empire
In particular Clive Chenery for their kind support and hospitality*



SMA BOARD NOMINATIONS

Date	Name	Nominated by	Seconded by
14/06/2016	Sarah Trim West	Self	Helen Clarkson
06/07/2016	Matthew Richard Smith	Self	Adam Burns
12/07/2016	Adam Burns	Self	Alex Burke

Proposed changes to Rules and Regulations of the SMA **Annual General Meeting 18 August 2016**

Agenda item 8

Current Rule: 2. Membership

Professional Membership

Professional Membership shall be open to anyone:

Who has worked on the stage management staff of a professional company

Who is able to provide the names of two referees who are familiar with their stage management work professionally or as a student (maximum one course tutor referee)

“One of the referees should be a current professional SMA member”

Graduate to Professional Membership

Graduate Membership is for six months and is changed to Professional Membership at the discretion of the Board following receipt of one satisfactory professional reference

“Ideally the referee should be a current professional SMA member”

Proposed changes to rule 2

Professional Membership

“One of the referees should be an established professional known to the board, or recognised in the industry. Ideally this referee will be a current SMA member”.

Graduate to Professional Membership

“This referee should be an established professional known to the board, or recognised in the industry. Ideally this referee will be a current SMA member”.

(Both membership categories remain subject to the approval of the SMA Board of Directors)



SMA Helps members to find work

- **Freelist:** Continues to be successful in finding members work and is highly respected by employers in all branches of the industry. It is now distributed via email from the SMA Office, as well as through TMA, SOLT and ITC.
- **SMA Members jobs pages:** A free service for anyone to advertise jobs to our membership.
- **SMAagenda** our free weekly email to members and friends keeps members up to date with contractual and employment issues and carries a link to new jobs on our job pages.
- **LinkedIn:** SMA company page & group
- **Stage Jobs Pro:** SJP offer 25% off their rates for SMA Members.
- **The Stage: jobs online and in print:** SMA members receive a substantial discount to The Stage subscription rates.
- **Spotlight website:** Listing on this is FREE and available to SMA Members ONLY. It allows members to upload their full CV and is complementary to the Freelist which gives up-to-date availability.
- **Twitter:** Job info and advice is regularly tweeted by members, and we tweet and retweet jobs and new postings and opportunities closing soon or urgently required.
- **Work placements.** Occasionally, the SMA suggests other (usually Associate) members to its professional members as work placements; this is either for them to get a feel for a job they are considering training for; or to give professionals who don't have an SMA Member referee an opportunity to get to know one; or to give already experienced SMs the chance to learn about a different 'branch' of stage management. Thank you for supporting this.
- **CV and letter advice, etc.:** The SMA often gets asked to give advice or comment on members' CVs or letters. We are happy to do this or to get another member to have a look, so do feel free to email us the information you'd like us to review. There is also often advice or useful information in *Cueline* and other SMA publications as well as the popular CV workshops at the conference.
- **Networking opportunities:** The SMA provides networking opportunities in the form of social meetings, seminars, visits, brunches, etc. throughout the year which are mostly free to members and are a very good way for members to build their contacts within the industry.



The SMA membership

Membership 2015: Facts and Figures

- **(E-)Professional Membership:** open to anyone who has worked on the stage management staff of a professional company and is able to provide the names of two referees who are familiar with their stage management work professionally or as a student. One of the referees should be a current professional SMA Member.
- **E-Graduate Membership:** open to graduates of vocational stage management or technical courses at colleges approved by SMA and who apply within 6 months of graduating. One referee required who must be a course tutor. (3-month summer free trial membership also available in 2016)
- **Company Associate Membership:** open to any company or institution interested in stage management or related work and wishes to support the work of the SMA and stage managers or related professions.
- **Associate Membership:** open to those who do not qualify for Professional Membership at the start of their careers or after being a Student, or those who pursue technical work or stage management in a more permanent backstage role or in an amateur capacity.
- **E-Student Membership:** open to anyone in full-time education. (3-month trial membership also available).
- **Producing Theatre / Company Membership:** open to any producing theatre which employs stage managers, full-time or freelance.
- **Drama School & FE College / University Membership:** open to Drama Schools, FE Colleges and Universities with relevant courses in technical theatre or stage management.

• **At the end of 2015 the SMA had 609 members; 77.2% (470) of all members were Professional Members and 77% were e-members.**

At July 2016 the SMA has 713 members, 532 of whom are professional members.





SMA Board 2015-16

The number of directors in 2015 was 10 + 1 co-optee until the AGM. At the AGM, Ali Pottinger, George Hims, Rebecca Emery, and Sharon Calcutt (co-optee) were confirmed as board members. In Spring 2015 Adam Burns resigned due to work pressures; Louise Matthews and Jonathan Oliver resigned at the end of their terms at the 2015 AGM.

At the AGM 2016 Ali Wade and Michael Budmani are standing down at the end of their terms. The board optimal size is 12 so we have 4 vacancies in 2016.

Thanks very much to all who have served or continue to serve on our Board for their service and generous support and time given to the Association.

The directors have overall legal responsibility for SMA, a Company Limited by Guarantee. As a group they form Stage Management Association's legal entity. Generally, the Board meet 4-6 times a year (one Board Away Day) and oversee and direct the activities of the organisation. They delegate the implementation of policy and promotion of our activities to the Executive Director and the running of the organisation and maintenance of the rules and regulations to him and the SMA staff; the board remaining responsible for the strategic aims, legal compliance and financial viability of the Association, and for maintaining its remit as laid down in the Memorandum and Articles of the Association.

SMA STAFF:

- Andy Rowley** **Executive Director**
Strategy, finance, training, written communications, members' information and advice, trade shows and awards.
Former SM: sub rep, touring, TVSM, AD, PM, TV producer.
In stage and production management since 1980.
- Natalie Reader** **Membership and Marketing Administrator**
Natalie joined SMA in May, and is a freelance costume designer and wardrobe person when she is not working at SMA HQ.
- Georgia Stanley-Hirst** **Freelance Administrator**
Georgia is a theatre freelancer and uses her knowledge of SMA office and systems to assist the team on a casual basis, as well as helping to cover the office for absences when required.
- Sejal Keshwala** **Office and Marketing Assistant**
Sejal is currently assisting in the office on a casual basis with the SMA Awards and with training and marketing admin. Sejal is an actress and singer in her 'other' life!



The SMA Board of Directors 2015

The directors who held office during 2015 were as follows:

Alison Joan Pottinger

Repertory & Independent; British Sign Language Interpretation.
In Stage Management since: 1989. Appointed at the AGM 2014.

Michael Peter Bassett (Michael Budmani)

Repertory Theatre, Ballet, Opera & Education.
In Stage Management since: 1988 Appointed 12th August 2013; standing down at this AGM.

Sharon Calcutt

Commercial & Repertory Theatre, Opera & Ballet, Teaching & Mentoring in Drama Schools
In Stage Management since: 2002 Appointed 28th July 2015

Rebecca Emery

Education, Teaches Stage Management & Technical Theatre at University of Derby
In Stage Management since: 2002. Re-joined May 2015, confirmed 28 July 2015

Alison Margaret Wade

Social Media. SM, DSM Show Caller, Commercial Theatre and Live Events
In Stage Management since: 1995. Appointed 12th August 2013; standing down at this AGM.

Anna Hill

Repertory & Commercial Theatre In Stage Management since: 1988. Appointed 28th July 2015

George Hims

Repertory Theatre & Events In Stage Management since: 2012 Appointed at the AGM 2014

Sarah Yelland

Commercial Theatre, Tour Management. In stage Management since: 1993.
Appointed 12th August 2013

Helen Clarkson

Repertory, Commercial Theatre and Site Specific Shows. In Stage Management since: 2002
Appointed 12th August 2013

Adam Burns (Resigned 28 April 2015)

Louise Janet Matthews (Resigned 28 July 2015)

Jonathan Stuart Oliver (Resigned 28 July 2015)

At the AGM 2016 there are 5 vacancies and 3 members standing for them. In the event that no more than 4 nominations are received there will be no election and these members will be confirmed as Directors by the AGM. (See the meeting agenda on page 9 for nomination details)



Financial Summary

For the year **January - December 2015**. The full financial statement is available on request from the SMA Office.

	2015		2014	
	£	£	£	£
Turnover		62,958		62,367
Cost of sales		(140)		-
Gross profit		<u>62,818</u>		<u>62,367</u>
Gross profit (%)		99.78%		100.00%
Administrative expenses				
Employment costs	(33,781)		(34,464)	
Establishment costs	(6,701)		(150)	
General Administrative expenses	(13,550)		(22,591)	
Finance charges	(219)		-	
Depreciation costs	(670)		(752)	
		<u>(54,921)</u>		<u>(57,957)</u>
Other interest receivable and similar income		4		6
Profit on ordinary activities before taxation		<u>7,901</u>		<u>4,416</u>

Accounts report:

Reduced income since 2014/15 after SBTD's decision to run their own membership has continued to be offset by efficiency savings and reduced costs.

Profits / Turnover in 2015 increased from £62,367/£4,416 in 2014 (3.7%) to £62,958/£7,901 (7.6%) in 2015, reflecting again better managed resources and reduced expenses. Despite the recession and its impact on the Arts, memberships are holding at slightly increased levels over 2012-13 (with a further increase in the first half of 2016) and we have increased our training activities and member benefits.



A Brief History of SMA.....

The SMA was founded in May 1954 by a group of West End Stage Managers in order to put pressure on Equity to negotiate dedicated stage management contracts with producers. This was achieved within a couple of years, but the association was found to be so useful it has carried on to this day. In the 1960's WESMA (as the SMA was then called) changed its name to Stage Management Association, by now representing SMs from all over the UK (and Ireland). One of its earliest services was the Freelist which throughout its 47 years has continued to be valued by members. It is still much appreciated and widely used as it evolves to suit 21st century working patterns and communications. Gradually the predecessors of other services and publications which members recognise today, such as a weekly newsletter, Cueline magazine, professional training courses and annual Awards (which started as an informal event at a Christmas party in 1985) came into being, and these, along with new initiatives such as discounts for services and training, student visits and an informative and practical website, continue as member benefits. The SMA celebrated its 50th anniversary in style in the presence of HRH Prince Edward, and, more recently, its 60th anniversary in 2014.

David Ayliff, one of the original co-founders, continued to serve as SMA Honorary Life President until this year, and the SMA's longstanding Lifetime Achievement Award was named in his honour for the first time this year.

Remembering friends and colleagues

In April 2016 we lost our **SMA co-founder and Honorary Life President David Ayliff** who died after a very short illness just a few days before his 100th birthday. It is true to say that the SMA most likely would not exist at all without David's leadership and support; David was also known as a true gentleman and a backstage problem solver, as well as an inspiring teacher at RADA. He presided over the SMA with dignity and calm authority and will be sadly missed.

In the past 18 months we have also said goodbye to friends and colleagues who are sadly missed:

Alan Wallace. Alan was a board director of SMA for many years, and was part of a very tight team that helped the SMA onto a more professional footing during the period 1984-93. Alan was an SMA stalwart and good friend to the association – an active member up until his death in 2015.

Adrian Ord. Adrian was a much loved and respected Company Manager touring the UK with Sadlers Wells ballet and companies such as Fiery Angel, and in London residencies such as Railway Children (Waterloo) and the show he was currently working on: Hay Fever at The Duke of Yorks Theatre London. Adrian started his career as resident stage manager, and was part of a close-knit team working backstage at Theatr Clwyd for a number of years after it opened in 1976. Adrian succumbed to a sudden illness during the West End run of Hay Fever in July 2015.

Francis Reid lighting designer and stage manager who died in June 2016

Deborah Cronshaw Trusted colleague and much loved & respected Stage Manager who lost her battle with cancer in January 2016

Chris McCullough Chris was a company and stage manager and SMA member for many many successful years until he unfortunately lost a long battle with cancer in March this year.

Richard Pugh died on 9th April 2016 aged 55 after a short illness. Richard had been a member of the SMA for many years and worked on productions such as An Inspector Calls and The Snowman and will be remembered as a respected friend and colleague by members.



Supporting Excellence in Performance

The SMA exists for members. If we are not doing what you want, or are doing things you don't, please tell us - it is *your* association.

SMA is owned by its members and once again we are extremely grateful to all who have stepped forward and contributed to life at the SMA this year. From guest editing and writing articles for Cueline, promoting SMA, volunteering at the office and helping at training courses, to representing us at industry and trade events and in education, serving on the board of directors and leading our social media and networking events; our members have truly taken ownership of their association. We would also like to thank our many company sponsors and supporters whose generous support for the National Stage Management Awards, transport for trade shows, donating meeting rooms and training and other support in many ways are given freely and without charge. Thanks to Clive Chenery and Hackney Empire for the room and hospitality for today's meeting and supporting our social today.

Every contribution is valued, giving time, skills or simply spreading word or handing out flyers, it all counts and proves that **TOGETHER WE ARE STRONGER**. Thank you.

