



STAGE MANAGEMENT ASSOCIATION

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Annual Report & Financial Summary January - December 2017



STAGE MANAGEMENT ASSOCIATION
supporting excellence in performance

A Company Limited by Guarantee (England and Wales) Registration No 3819176



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Executive Directors' Review

2017 was a mixed year for SMA, with a record number of awards nominations and more members helped and given advice than before.

The year did not run smoothly for our staffing, and the office will feature prominently in my report this time, The Association started 2017 in good shape with good financial reserves (bigger than for many years previously) and high membership figures. Early in the year an experiment with remote working ended when Natalie Reader (who had previously asked to continue her part-time work remotely after a quite sudden move to Exeter) then took on a full-time job which left no time for SMA work. Kelly Plank was recruited to take over the memberships admin role. This change was unplanned and placed a strain on the office and our finances while we covered both office roles and trained Kelly, (who along with Andy was working additional hours as a result); as always at such times office wages costs were high for the first quarter as a result. The new year is typically a time when student visits peak, and training plans are made, so the pressure was high, with staff working hard to maintain all of our services. With the new administrator progressing in her training we also pushed on with the new website and members volunteered to join a 'beta testing group'. Not for the first time our web site contractor was unable to complete the preparatory work in time for the Spring dates window we had planned to run a test site. With the additional work involved in the awards, increased training, and the ABTT show looming we were forced to postpone the tests until a more realistic and quieter time in the office. That prospect receded further when in May (when the office is at its busiest) our new administrator accepted a new more permanent contract from SMA and then almost immediately asked to be released from this contract with minimal notice to take a short contract at a Drama School. At this time Andy also had to take time away from work, and we needed to plan to replace office staff at short notice. We were very grateful when Board Director Sarah Yelland agreed to take on Andy's role full-time for ten weeks over summer, and our advert for an administrator bore fruit when we were able to recruit our current Admin. & Memberships Manager Debbie Bland into the role. Board Director Adam Burns volunteered to take on the task of editing the Summer Cueline (which was published as the Summer and Autumn edition) and other Board members supported Sarah and Debbie assisting with member enquiries and contract issues amongst other tasks. In summer 2018 Sarah Trim-West left the SMA Board.

Andy returned to work in October. Since that time he and Debbie have been working through membership tracing records which were incomplete, misrecorded or had not been followed through, due to the lack of continuity of staff earlier in the year. This is a big task which continues to this day and which has resulted in a healthy number of members who had lost touch rejoining and (despite a few difficulties when the records had failed to record payments, or failed to remove members on leaving, for which we apologise) a good number of new members including graduates and upgrades (we continued our successful 9 months for 6 graduate offer in 2017), and new college and producing theatre members as well as Professional Members.

The year ended on a positive note with member numbers starting to be restored, and the depletion of our reserves reversed by a kind legacy donation from a member. We celebrated the New Year with a Winter Warmer social and resolutions to provide excellent support and service to members in 2018 – starting with the announcement of discounts on training through our Training Support Voucher Scheme which trialled early in 2018.

Work for Members

SMA staff and board members helped many members over the course of 2017, we attended 5 trade shows or career fairs, undertook 15 drama school visits, meeting hundreds of students on technical theatre and SM courses, and giving them advice on many aspects of the transition to work as well as how to find work, where work opportunities are likely to come from for them, how best to present themselves and networking and following up on industry contacts; plus of course information on Associations including SMA appropriate to their career paths, and the benefits of membership. We organised one work placement in 2017 and answered questions on contractual and work matters including breaks, holiday pay, smoking on stage, using and touring with weapons, advising on managers own contracts, including buyouts, touring hours, days off and unfair or even illegal wording in some contracts. As a result of this advice and attendance at industry meetings and events, as well as sitting on Theatre Safety Committee, Skillscene and active support for PIPA, we published advice for all members on all these matters and more in our weekly **SMA**agenda and Cueline magazines. Our awards in 2017 were our most successful yet, attracting literally hundreds of nominations and the ceremony and drinks networking event at the ABTT Theatre Show were very well attended. As well as this summer networking event we held a Winter Warmer social early in January for members and guests, and our AGM was held at Wyndhams theatre, which included a lively debate on the extremely poor treatment of one of our members by a well know West Country theatre company. We maintain good contacts with Equity and BECTU (including shared training opportunities with BECT) but we are sad to report that Equity were unable to influence the outcome for our member in that instance, having raised the matter at a meeting with the theatre management. Stage Management Day 2017 was once again very successful and we look forward to **#StgMgrs18 on 10-10-18**.





Minutes of AGM 2017

SMA AGM Meeting 21/09/17
Wyndhams Theatre, London WC2H 0DA

Minutes

Meeting convened at 2.10 PM

Attendees: George Hims, Ali Pottinger, Adam Harrison, Andrew Killian, Helen Gaynor, Kevin Mullery, Diana Fraser, John Blunden, Suzi Kelly, Anna Hill, Toby Burbidge

In attendance: Andy Rowley, Deborah Bland

Apologies: Adam Burns, Helen Clarkson, Alastair Davidson, Matthew Richard Smith, Jane Thornton

1. Election of Chair for the AGM 2017

Vote taken for approval of George Hims to chair

For – 11

Against – 0

Abstain – 0

2. Minutes of AGM 28/08/16 for approval

Vote taken

For – 9

Against – 0

Abstain – 3 (not present in 2016)

3. Approval of accounts Jan to Dec 2016

- Whilst Turnover in 2016 increased from £62,958/£7,901 in 2015, to £73,997/£158.00 in 2016 to profits were reduced.
- Employment costs increased substantially defining aspects as far started the year with a resignation replaced with a member who then was offered a job who was replaced relocation and illness rotated. Everyone someone joins we normally have a 3-month period of training our staff do incredibly well. SMA Office Staff work part time and are asked to work more on occasion on busy periods however this can be Time off in Lieu. Element of rising costs just introduced work place pensions
- Employer Liability Insurance tax increased from 8% to 12%
- Reserve of a few thousand pounds is in place to initiate new website, replace office equipment , fund new initiatives. This reasonable reserve this was largely untouched in 2017 Reserves are expected to drop slightly
- Efficiency savings given the recession and the fact that it hasn't been a brilliantly healthy time especially in the first half our members have done extraordinary Arts professional can buck the trend
- Freelist Service have proved successful
- Questions - Di Fraser what is it looking like now financially it is difficult to say in the future Membership looks pretty SMA membership doesn't vary enormously Income is going to be looking at
- Kevin asked what level the members Emembership reduces costs as postage is lower and emailing

Vote taken

For – 12

Against – 0

Abstain – 0

5. Precis of Annual Report January – December 2016

- Thanks to the Board for the last 12 months, all are volunteers we try to proactive rather than reactive. All are working Stage managers and can be difficult to get together but this is done via Skype Thanks to Ali Pottinger who has stepped down from the board after 3 years, we will miss her enthusiasm and diligence
- Rates and utilities are all included in the monthly Rent and this increased 18 months ago; the Landlord also occupies the building and we have a rolling contract
- Wi-Fi continues to be due to the slow network, this is due to the area and the fact that BT have not yet got around to updating the cables to allow the faster Broadband speeds; The internet has been known to drop for brief intermittent periods; other businesses in the area also suffer. They have been saying that the Faster Broadband is coming.

- Drama schools' relationships going well; visiting schools for talks and seminars to encourage students. They make a difference and are very useful.
- There is ambition to take SMA nationwide, more to the regions of the UK. Perhaps arrange further meetings and socials.
- Would like pay tribute to Ali Wade who works tirelessly retweeting to current members and prospective alike and ensuring our Social media presence figures have soared to over 5000 followers and continues to increase. The #StgMgrs2016 Hashtag reached 3 Million
- Thanks to those who have covered the roles in the office, as it has been a challenging year re staffing. Andy takes on his own role and fills in the Administrator gaps as necessary
- We continue to maintain a Strong working relationship with Equity
- Recently on Plasa down to Office staff, and Board Members who
- Our Training offering has broadened and become more regular. Cueing to Music and Elements of Company Management are staples of training courses. Demand for part time /short course on Stage Management should be looked at. Our Partnering with BECTU, RC Annie, ABTT
- Future training; George is developing a course on DSMing aimed at people who didn't train and /or were on crew or people who were Book covers and need a refresher

5. Current Board members due to be re-elected in 2017 by rotation or for other reasons:

George Hims

Vote taken

For – 16 Proxy vote - 2

Against – 0

Abstain – 0

Sarah Yelland

For – 16 Proxy votes - 2

Against – 0

Abstain – 0

6. New Board Directors:

Rebecca Hansford

For – 16 Proxy votes - 2

Against – 0

Abstain – 0

Ruth Sidery

For – 16 Proxy vote - 2

Against – 0

Abstain – 0

7. Questions and Statements from the floor

Kevin Mullery mentioned that In recent months there had been a number of funeral as there has been a few established Stage Management Members who have sadly passed away; namely Graeme and Joy Cruikshank and James Gill and Ken Bennett Hunter remembered. They were all huge figures

Although the meeting was predominantly regarding 2016, Andy stated that notable passings of members and colleagues had been referred to in the Report. Details had been given in the Weekly, Agenda and any who hadn't been previously recorded will be noted in the next edition of Cueline.

It was suggested that the meeting gave thanks for all those no longer with us for their past work Andrew Killian stated he had never known a year like it; they were all huge figures and distinctive as each other in their own different ways.

It was resolved to pass a Motion of condolence and thanks for all the work of those who had passed away.

Vote – Carried Unanimously

Members issue at work

In August, a member and long-standing DSM of 15 years was rehearsing in London with the Director and small cast in London contacted the SMA due to an employment issue the end of August. She had been rehearsing in London for a production which due to take place in a regional West Country theatre and then proceed onto a UK Tour. The difficulties were quite of a mundane nature 1. Cueing in the Rehearsal Room and 2. general relationships with the director and cast. A week away from the Tech Typically, these types of situations can be easily resolved quickly with a chat with the Company Manager might well have been appropriate. Our Member also mentioned that they felt that they had been trampled on by the director and the Asst. Director in terms on giving cues /lines and general interaction with the cast. However the theatre chose to raise a disciplinary and called a hearing with insufficient notice on a Bank Holiday which the member could not attend. She was then suspended.

After 10 days and hearing nothing at all from them, our member received an email from the Administrator of the Theatre stating that our member would be dismissed immediately.

Our member was offered two weeks' pay. But no subsistence for the period of suspension and no attempt was made to contact her in the time. There was no warning of the consequences of what might happen again contrary to the UK theatre/ Equity agreement..

In her second pay packet, our member received virtually nothing at all, as they had deducted all the money re the tour that was due to do as the train fares had been paid in advance.

Di Fraser asked if it was an experienced Director and it is believed that they are. And she went to say that they should have sat down with our member much, much earlier to resolve the problems And have a proper discussion when they may have the opportunity to say that they were sorry and could have resigned or moved forward to a resolution.

Andrew Killian asked if the SMA knew who was doing the job now however (we did not have that information). He went on the say that it's brilliant that the member has the SMA to support them. He felt that although no names of ether the Company had been mentioned it was not beyond the realms of possibility to make a statement in the Agenda and or Cueline for members to contact the SMA where they are offered a position with this company as twice in the recent times they have treated Stage Managers in a way that was unfair. But saying it in a way to prevent any legal action which the Company wish to bring because of it .

The SMA had provided our member with advice and support on all required occasions.

After discussion and a short break *The Proposed Motion was as follows*

At the 62nd AGM of the Stage Management Association, on 21st September 2017, the meeting resolved to express extreme disquiet about the suspension and subsequent dismissal of our member from the position of DSM from the {redacted} management. In our view, the actions taken by the Management regarding events during rehearsals were disproportionate and incompatible with Company's regulatory responsibilities and the basic rules of employment law. The SMA AGM would like to express shock and disappointment that the Management so established and respected should have failed to observe a statutory duty of care

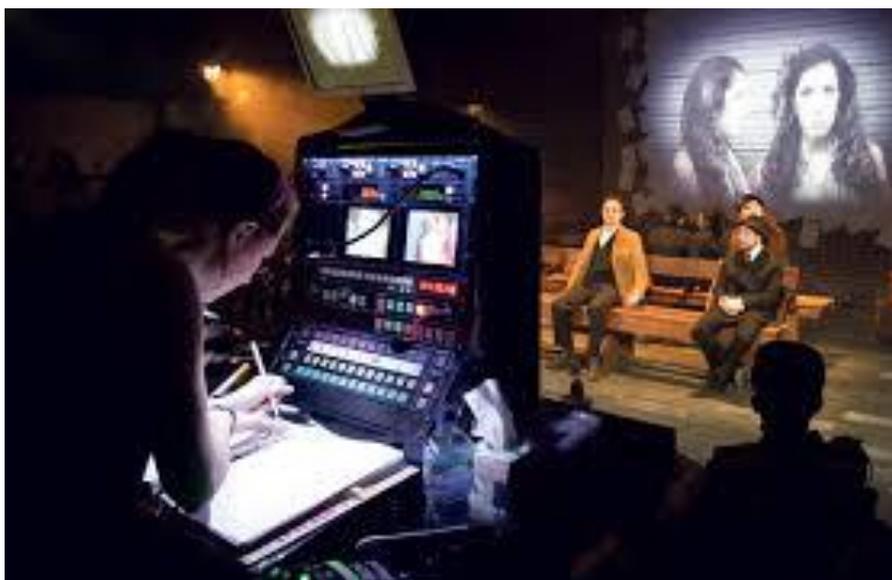
Vote on the motion -

Unanimously carried

9. Any Other Business

Diana Fraser Raised the point that Tutors are finding that they are not being paid on a Freelance basis when working for colleges where they previously would have been. Ali Pottinger concurred that she had found a similar situation Kevin Mullery stated that it is most likely to be a misinterpretation of HMRC rules leads to HR panic causing them to make payment on a PAYE basis. Andy Rowley mentioned that it was important to emphasise Consultant in the job title.

The business of the meeting was concluded at 16.17



SMA supports many students in training, including at Rose Bruford College (pictured here)



**2018 (63rd) ANNUAL GENERAL MEETING of the
STAGE MANAGEMENT ASSOCIATION**

Theatres Trust, 22 Charing Cross Road, London, WC2H 0QL

12.00 to 14.00

- AGENDA -

1. Election of Chair for the AGM 2018

2. Minutes of AGM 21/09/17 for approval. By show of hands

3. Approval of accounts 2017 and approval of audit and filing of 2017 accounts. By show of hands

4. Current Board Directors due to be re-elected in 2018 by rotation to serve the SMA board for a further three years:
Rebecca Emery

5. New Board Directors (1 nomination received) to serve for three years:
Sarah Jenkins

6. Questions and statements from the floor

- 7 AOB

- Refreshments available –

SMA would like to thank Theatres Trust for facilities and refreshments for the AGM.



SMA works closely as appropriate with many organisations and Associations, including the following:

- **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):** We talk and meet on other matters regularly. The National Stage Management Awards continue to be hosted by ABTT Theatre Show and we work together on other initiatives, such as the AK Bennett Hunter writing Bursary in 2017.
- **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 professional association representing the interests of sound designers in the UK theatre industry with whom we ran a Working with Qlab tips and tricks training session in 2017.
- **Australian SMA:** We are in occasional contact.
- **BAPAM** We continue to support and maintain contact with BAPAM who support performers and support staff in need of medical assistance.
- **BECTU:** We continue to exchange information and discuss issues of common interest, such as shared training events, working terms and conditions, insurance, and contracts. SMA members can take BECTU training courses at the 'Affiliate' rate.
- **Mandy.com** Members benefit from 25% off Mandy.com subs and we share information on badly paid jobs in order that these are taken down from the Mandy sites.
- **Equity:** We continue to support Equity in the work they do, and they us, including collaborative initiatives on employment contracts, best practice and buyouts.
- **Global Design Solutions** GDS continue to generously support our Student Achievement Award, and also our training support vouchers.
- **PIPA** SMA are a strategic partner of PIPA and support their aims and work
- **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 Glasgow) and PLASA (London).
- **Production Managers Forum:** We support the newly independent PMF and promote their meetings and activities when appropriate.
- **Skills Academy:** Creative and Cultural Skills.
- **Skillscene:** Industry training body for training, SMA has a seat at these meetings.
- **Society of London Theatres (SOLT):** We work with SOLT on issues involving the SOLT/UK Theatre/Equity contracts and Theatre Safety Committee, continuing our good working relationship.
- **Stage Electrics** Valuable supporters of our trade show and events attendance, providing transport and support as well as prompt desks on display at some of our trade show stands.
- **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 when appropriate.
- **Theatrical Guild:** Charity supporting backstage workers for training and hardship. We have linked up with Theatrical Guild to support our low cost training support vouchers providing valuable help to members short of funds to upskill, and we promote TG events such as First Night Riders.
- **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.
- **The Stage** Stage Supports are the principal sponsor of the National Stage Management Awards and are partners in the AK Bennett Hunter writing Bursary. The Stage continue to offer attractive discounts to members for subscription to the print and online editions
- **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.



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.
- **SMAgenda** 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
- **Mandy.com:** Mandy 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 Contacts website:** Listing on this is FREE and available to SMA Members ONLY. It allows members to upload their full CV and place a link to this in their Freelist listing. This 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.

SMA membership

Membership 2017: 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.

**In Autumn 2017 the SMA had 678 members; 507 of all members were Professional Members
At August 2018 the SMA has 708 members, 520 of whom are Professional members.**



SMA Board 2017

The number of directors in 2017 was 9

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.

The directors who held office during 2017 were as follows:

Rebecca Emery

Appointed 2015

Anna Hill (Resigns by rotation at the AGM 2018)

Appointed 2015

George Hims (Chair 2017-18) Resigned August 2018

Repertory Theatre & Events In Stage Management since: 2012

Appointed at the AGM 2014

Sarah Trim-West Left the Board Summer 2017

Appointed at the AGM 2016

Matthew Richard Smith Resigned January 2018

Appointed at the AGM 2016

Sarah Yelland (Sarah resigned briefly in summer 2017 to act as SMA Executive Director and was reelected to the Board at the AGM 2017)

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

Appointed 2012 Resigned 2015

Re-elected 2016

At the AGM 2018 there are 4 vacancies and 1 member standing for them. In the event that no more than 4 nominations are received there will be no election and any members standing will be confirmed as Directors by the AGM

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.

SMA STAFF:

Andy Rowley

Executive Director

Works part time, normally Monday, Tuesday Thursday each week

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.

Debbie Bland

Membership and Office Administrator

Works part time- normally Monday, Wednesday and Friday each week

Debbie joins us from a strong background in administration and immigration matters, and supports members on membership, day to day training administration, and also at trade shows and SMA events

Debbie is pleased to be working in the arts and theatre sectors: areas of interest to her over many years.

She looks forward to meeting and assisting members with their subs, memberships and helping to make the most of SMA membership for every member.

LUIZA BRAUN

LB-Counts. Accounting and bookkeeping services.

Luiza works with SMA on a contracted basis as required.

Luiza has ably supported SMA accounts and finances for several years and continues to create and approve our accounts and provide management information on finances, as well as maintaining our books and assisting the ED and Board to ensure compliance with Companies House and other statutory financial and regulatory requirements.



Financial Summary

For the year **January - December 2017**. The full financial statement is available on request from the SMA Office.

Profit and Loss Stage Management Association For the year ended 31 December 2017

Account	2016	2017
	£ GBP	£ GBP
Turnover		
Interest Received	7	2.63
GBP	130	154.39
Turnover-conference/misc	-	314.00
Turnover-development	-	255.00
Turnover-donations	90	5,710.66
Turnover-membership	56,114	48,837.15
Turnover-sales and advertising	1,207	234.61
Turnover-Other	-	38.50
Turnover-sponsorship	1000	1,235.00
Turnover-training program income	8032	2,038.50
Total Turnover	68349	58,820.44
Cost of Sales		
PDQ charges	438	443.19
Royalties	184	75.26
Total Cost of Sales		518.45
Gross Profit	67,727	58,301.99
Administrative Costs		
ABBT & Other trade shows	135	829.65
Accountancy and Bookkeeping fees	964	1,381.60
Admin Travel	362	765.61
Bank Charges	309	132.34
Board expenses	76	57.55
Contracted Staff	39,904	29,506.80
Cue-line expenses	1,560	1,725.00
Depreciation Expense	711	533.00
Development Marketing and Publicity	1,678	162.00
Insurance	785	819.89
IT Services	3,620	2,625.00
Office Rent	8100	8,100.00
Permanent Staff Wages	5,278	5,252.93
Postage	136	137.02
Printing & Stationery	1,334	1,058.96
SMA awards	246	1,686.28
Software	410	546.71
Staff Training & Development	1,360	680.00
Telephone & Internet	748	854.68
Training Program other expenses	3,014	966.78
Training Programme Fees	3076	255.00
Training programme travel expenses	461	297.50
Total Administrative Costs	49,480	58,374.30
Operating Profit	1,753	(72.31)
Profit on Ordinary Activities Before Taxation		(72.31)
Profit after Taxation	1,753	(72.31)

Accounts report:

The accounts for 2017 reflect lower receipts which reflects the lower number of training days we offered in 2017 and lower membership receipts due to some issues in membership reporting and management in the first two quarters of 2017.

Income in 2016 had been higher than usual, and the figures in 2017 reflect the effect of costs of staff changes, training and exceptional staffing. However we believe that the 2017 figures are likely to be representative of the situation in the immediate future. The Association reported a very small loss of £72.31 in 2017. In Spring 2018 the Association reluctantly raised membership subs by an amount smaller than RPI (with particular emphasis on keeping the increase in early bird payments for renewing members as low as possible).

In 2017 the Association carried the costs of statutory workplace pension payments for staff for the first time. In 2018 these costs rose considerably and are scheduled to increase again in 2019.

We hope to improve the income from training in the current and future years and as always will be cautious with administrative costs and outgoings, although costs of insurances, utilities, postage and printing as well as rent and employment costs continue to rise. Staff wages are still lower than the sector average and any increases in staff wages have been very modest and less than RPI over the past five year period.



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.