

STAGE MANAGEMENT ASSOCIATION



Annual General Meeting

04 July 2023 In Person and via Zoom 1500

**Bishopsgate Institute
230 Bishopsgate
LONDON EC2M 4QH**

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**Annual Report
&
Financial Summary
January - December 2022**



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



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Together we are Stronger



AGM of Stage Management Association 2023

1500 04 July 2023 at Bishopsgate Institute London EC2M 4QH

(also via Zoom)

AGENDA

Welcome and introductions, apologies

Minutes of the AGM 2022

Election of Board members:

One board member resigns at this meeting : Arran Pallan

One applicant for a board position : Vikki Chandler

Financial Summary, Balance Sheet and Notes

Executive Review 2022

Board Report of 2022

Website Report

SMA Board and Staff 2022/23

SMA Memberships summary 2022-23



**Stage Management Association
Minutes of the 2022 Annual General Meeting
18th July 2022 18:00 by Zoom**

Present:

Emma Hansford **EH**, Adam Harrison **AH**, Diana Fraser **DF**, Amy Wildgoose **AWi**, Catherine Harmer **CH**, Terry Dickson **TD**, Alison Pottinger **AP**, Sharon Hobden **SH**, Jane Williamson **JW**, Mark Shayle **MS**

SMA Staff:

Andy Rowley, Iris Jaouën

Apologies: Owen Thomas, Ruth Sidery Arran Pallan, Frances Howell, John Blunden

AR asks for volunteers to chair meeting. No one volunteers so AR offers to chair it.

Ali Wade retiring from the Board & Jane Williamson.

Thank Ali Wade and Jane Williamson for their work.

Amy Wildgoose and Julia Reid re-appointed. No new Board members.

Iris has not been able to get help from Ali for social media (as part of her training). Iris is doing well on her own but would have benefitted from the guidance and knowledge of previous SM leads.

PROFIT/LOSS REPORT

AR went over Profit/Loss report.

Payments have been made to the SMA from Southwark Council (government aid) over the past 2 years. In 2020 SMA was allowed £10,200 for loss of income, and received further payments in 2021 (amounted to about £5,200). Was extremely helpful to help bringing income up, not too far from 2019 levels

We have been quite careful to spend Southwark money sensibly in order to prove we really need it. Income loss was due to membership loss/lower membership numbers. Although it is improving slowly, the numbers remain lower than 2019. A fair number of people didn't come back after Covid or are still wondering if they should come back, and a number of new entrants haven't been able to get much practical experience.

Office rent went up.

Prospect of 2022 will be looking as if we're a bit on a downward trend in income (as a result of 2020/2021).

MS was concerned by Profit/Loss. Brought up the idea to give up on the office to save up on rent.

AWi explained that the Board decided to have an office to work for staff welfare. At least until 2023.

TD expressed that we have a higher proportion of 'lower rated' people than before lockdown (prior to lockdown there were fewer Student members and more Professional members) and we need to increase the membership numbers. Board and members should be looking to recruit.

AR emphasised there's a need for membership drive.

MS pointed out there could be a decrease in recruitment of first year stage managers. There will be a shortage of stage managers in 3 years. Idea to introduce a discount for members recruiting other members.

AR said that Board has already agreed that apprentices can come on the student schemes & the SMA will potentially need to change some of our rules to recruit outside of drama schools.

DF suggested a basic fee for school to pay and all students become members (make a deal with school). AR explained we used to have a similar plan. It was not as popular as expected.



EH pointed out it's a great idea but there are issues with funding. Colleges are struggling. **AR** pointed to this as an issue and will need to be looked at from an AAPTLE level. We will need to pay attention to where our future workforce is going to come from. **TD** said there are not enough established professionals in. Would like to focus on people who have left the workforce to come back.

ACCOUNTS FOR 2021 APPROVED

MICRO-ACCOUNT

AR said AGM needs to take a vote on removing references to auditors. For a number of years we haven't needed to have audit by law in the SMA, but we have left references in if that was to change. We will most likely never need audit now- an accountant sufficiently qualified will monitor the accounts and apply the relevant rules (Luisa, our accountant, can do that). We haven't employed any auditors for a number of years, it is mainly to remove an anomaly from the Mem & Arts.

APPROVED. Subject to wording.

EXECUTIVE CHIEF ON BOARD

AR explained there is an agreement in non-for-profit organisations to allow their chief executives to be an officer of the association while they are in place. It won't happen this year but would be worth having a discussion. Reason for that would be: bring a skillset that would not necessarily be represented in stage management. A few rules: Office holder couldn't vote on staff salary or any actions relating to staff. When they leave the office, they cannot remain as Board director, they're only there by virtue of the office. **AR** feels it would be good to have someone on the Board with a different skillset. Don't want to vote on it today as it hasn't been properly discussed (originally had planned to discuss this at a Board meeting but the Board hasn't been able to arrange a meeting before the AGM).

AWi keen to discuss it but it should be a Board meeting item.

MS said unknown exceptions means there are reasonable instances where it wouldn't be reasonable. Has no problem with it but doesn't believe an executive director acting ex officio should be able to have a vote and should be left to an elected Board.

AR said the chair always has to cast a vote.

MS still expressed concerns about people with 'skin in the game' being on the board.

AR said that many people (not just staff) have an interest in SMA surviving ; and there are always exceptions to rules. Directors cannot vote on their own salaries. They can't vote on anything that involves them personally. Executives as directors are pretty commonly seen in not-for-profits. It's a way for staff to have a say in the Board. The day to day running of the SMA is a very different thing.

AWi says she unsure about new skills on Board as the SMA is ran by members for the members and agrees with Mark's point.

TD suggests that Mark Shayle should put his ideas on paper for the Board to consider it as there are not enough Board members present.



AGM had discussion inviting comments. Those will be discussed by the Board.

NO VOTE

Mem & Arts

AWi offers to take out references to she/he in Mem & Arts.

AR agrees but need to check if this is legally possible changes would need to be checked

MEMBERSHIP/RECRUITMENT

IJ reported membership numbers for 2021 (data from December 2021 – 612 active members, about 100 less than 2019).

AR said we have more new entrant members.

SH pointed out that SMs in the West End are generally disinterested in the SMA and don't know what we can do for them. Need to make them feel the association is relevant. There are a lot of people working in the West End that can be recruited. **MS** said there's a definite sense in the West End they don't need the SMA (work is more word of mouth). Not sure what we need to do to make they feel like it's relevant to them.

DF thought it might be interesting to know what the situation is like with the American SMA. **MS** responds that the situation in the UK is very different to the USA.

TD said we need to recruit face to face not just social media.

AR SMA has had conversations with international cohort – memberships drop, people have left the industry, producers not paying a lot. It's a global problem.

AWi: maybe have a similar thing to an Equity dep in on shows. But that could be something done by members as staff might not have the time for that. Numbers are down in the industry but need to push the elements of the association and how it is relevant.

SH: Tea breaks similar to the ones in lockdown where you can drop in could be a good idea. Have something where you can drop in and see what's going on, doesn't have to be every week.

DF used to have monthly meetings when SMA was bigger in the West End. A lot of we can give is the swapping of experiences.

EH says maybe there's a case for trying to recruit more organisations to be members. How does it benefit organisations to be members? Also agrees with tea breaks. Need to make sure it doesn't become a chat between people who already know each other. Should have someone to host those meetings.

AR agrees, SMA had tea breaks and meeting during lockdown but the main issue is to find the the staff time to do them in more normal (busy) times. Would need to have people helping us do this. It can be quite difficult to get members to events like these (we have tried to organise some of them).

DF meetings in other towns had some success. Can be once every few weeks, doesn't have to be every month.

We will refer those questions to the Board. Those meetings used to be organised by the Board.

END OF MEETING



Application to the SMA Board

Vicki Chandler CSM/DSM

Vicki trained at Royal Welsh College and has since 2019 has worked as a freelance ASM, CSM/book SM/Book and DSM around England and Wales and in London on a wide variety of in theatre shows and live events . Vikki has been an SMA Member since 2019.

'I would love the opportunity to be on the SMA board of directors primarily to be a part of change, to advocate for my fellow stage managers when needed and to be a part of an organisation that provides both wellbeing and professional support to those who want to step into this exciting industry'



Abbreviated Accounts
Stage Management Association
31 January 2023

Company Information

Stage Management Association For the year ended 31 December 2022

1. Directors

Owen John Thomas (chair)

Ruth Sidery

Emma Hansford

Aran Pellan

Frances Howell

Julia Reid

Terance Lee Dickson

Amy Wildgoose

2. Registered Number

03819176

3. Registered Office

Union House

111 New Union Street

Coventry

CV1 2NT

Balance Sheet

Stage Management Association As at 31 December 2022

	31 Dec 2022	31 Dec 2021
Assets		
Bank		
HSBC Development Account *234	1	600
HSBC Reserve account *2117	7,000	11,500
HSBC STAGE MANAGEMENT *2010	1,267	1,266
Total Bank	8,268	13,366
Current Assets		
Accounts Receivable	150	-
Total Current Assets	150	-
Fixed Assets		
Computer Equipment	5,303	4,248
Less Accumulated Depreciation on Computer Equipment	(3,516)	(2,987)
Office Equipment	5,514	5,514
Less Accumulated Depreciation on Office Equipment	(5,390)	(5,349)
Total Fixed Assets	1,911	1,426
Total Assets	10,329	14,792
Liabilities		
Current Liabilities		
Accruals	738	977
HSBC Company Credit Card	88	(61)
Pensions Payable	106	143
Tax and NI Due	1,048	596
Wages Payable - Payroll	1,248	2,529
Total Current Liabilities	3,228	4,155
Total Liabilities	3,228	4,155
Net Assets	7,101	10,637
Equity		
Current Year Earnings	(3,536)	(4,327)
Other Reserves	375	375
Retained Earnings	10,262	14,589
Total Equity	7,101	10,637

Notes to the Abbreviated Accounts

Stage Management Association For the year ended 31 December 2022

1. Accounting Policies

The accounts have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

1. (a) Turnover

Turnover represents the invoiced value of goods and services supplied by the company, net of value added tax and trade discounts.

1. (b) Depreciation

Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives. Computer Equipment - 25% Reducing Balance Office Equipment - 25% Reducing Balance

1. (c) Stocks

Stock is valued at the lower of cost and net realisable value.

1. (d) Deferred Taxation

Full provision is made for deferred taxation resulting from timing differences between the recognition of gains and losses in the accounts and their recognition for tax purposes. Deferred taxation is calculated on an un-discounted basis at the tax rates which are expected to apply in the periods when the timing differences will reverse.

1. (e) Foreign Currencies

Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the rate of exchange ruling at the balance sheet date. All differences are taken to the profit and loss account.

1. (f) Leasing & Hire Purchase Commitments

Assets held under finance leases and hire purchase contracts, which are those where substantially all the risks and rewards of ownership of the asset have passed to the company, are capitalised in the balance sheet and depreciated over their useful lives. The corresponding lease or hire purchase obligation is treated in the balance sheet as a liability. The interest element of the rental obligations is charged to the profit and loss account over the period of the lease and represents a constant proportion of the balance of capital repayments outstanding. Rentals paid under operating leases are charged to income on a straight line basis over the lease term.

1. (g) Pensions

The company operates a defined contribution pension scheme. Contributions are charged to the profit and loss account as they become payable in accordance with the rules of the scheme.

2. Fixed Assets

The entity has the following fixed assets recorded:

Cost	
At 1 January 2022	9,762
Additions	1,055
Disposals	-
At 31 December 2022	10,817
Depreciation	

Notes to the Abbreviated Accounts

At 1 January 2022	8,336
Charge for year	570
At 31 December 2022	8,906

Book Value at 31 December 2022	1,911
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3. Debtors

Debtors includes amounts of £0.00 falling due after more than one year.

4. Creditors

Creditors includes amounts of £0.00 falling due after more than one year.

5. Share Capital

Authorised x Ordinary shares at £1 each (Ex) y Preference shares at £1 each (Ey) Alloted, issues and fully paid x Ordinary shares at £1 each (Ex) y Preference shares at £1 each (Ey)

6. Transactions with Directors

[Enter any transactions with directors]

Profit and Loss

Stage Management Association

For the 12 months ended 31 December 2022 For the 12 months ended 31 December 2022

Dec-22 Income

Extraordinary Income	£2,062.93
Interest Received	£12.20
Turnover Standard Price Supplement	£0.00
Turnover-CD sales	£0.00
Turnover-development	£0.00
Turnover-donations	£30.00
Turnover-membership	£55,219.57
Turnover-sales and advertising	£0.00
Turnover-sponsorship	£0.00
Turnover-training program income	£1,195.00
Total Income	£58,519.70

/ continues over...

Less Cost of Sales	
PDQ charges	£810.94
Total Cost of Sales	£810.94
Gross Profit	£57,708.76
Less Operating Expenses	
ABBT & Other trade shows	£249.92
Accountancy and Bookkeeping fees	£2,207.25
Admin Travel	£479.89
Bank Charges	-£3.16
Board expenses	£0.00
Contracted Staff	£0.00
Cueline expenses	£113.00
Depreciation Expense	£570.25
Development Marketing and Publicity	£1,032.23
Event, Visits and Training expenses	£977.38
Insurance	£302.53
IT Services	£3,397.26
Miscellaneous	£96.20
Office Rent	£8,747.50
Pensions Costs	£696.06
Permanent Staff Wages	£39,672.04
Postage	£141.90
Printing & Stationery	£192.60
Repairs & Maintenance	£0.00
SMA awards	£57.00
Software	£1,109.17
Staff Training & Development	£0.00
Subscriptions, Membership and other fees	£324.20
Telephone & Internet	£386.91
Training Program other expenses	£0.00
Training Programme Fees	£495.05
Total Operating Expenses	£61,245.18
Net Profit	-£3,536.42



Executive REPORT 2022

2022 opened after a difficult Xmas season when many shows had been cancelled, and in the midst of confusion as the government announced that 'PLAN B' would be superseded by 'PLAN A' on 20th January- reducing the amount of regulation effective from March 2022 (The government called it 'giving people back their freedom'); most people struggled to understand what the new requirements were. It was not clear whether theatre and live performance shows would be specifically included in the relaxation of the rules (people with covid symptoms were no longer required to self isolate and payments for this purpose ended) although some guidance was given to shops and hospitality businesses.

A great many theatre and events professionals were still working in non-arts jobs at this time, and the majority of new entrants graduating in 2020 and 2021 were still trying to find their feet having received no financial aid from the government at all during the pandemic.

In the face of what seemed to be a complete lack of leadership the industry reaction was that by June 2022 a huge number of new shows had all started (re-)rehearsing and opening at once; this in turn revealed a huge shortfall in skilled staff- particularly SM showcallers, live sound mixers and costume staff.

The SMA Freelist in May 2022 (we had published a new monthly Freelist each month throughout the pandemic) had only five people listed as 'available NOW' . We weren't alone -similar skills shortages were reported across Europe and in Canada and USA. SMA also began to hear reports of college students finishing their courses early as they were employed as ASMs and even DSM's on shows desperate for crew.

At this critical time SMA also faced a second challenge. The website support company acting as our 'website department' gave us notice in May that they would cease to work for us from July . As we had been experiencing some fairly minor issues with the software developed and supported by this company (and it apparently could not cope with a simple change of subs rates) we also received a proposal from them to upgrade update and improve our membership software before leaving us. The written proposal looked to be what was needed, and after discussion with the board SMA added a strict condition that the new software and all other parts of our website were to be fully working and effective by the date that the support contract would end. This was agreed and on a weekend in late June 2022 the SMA website went offline for a planned two days whilst the necessary work was done. Two days beyond this- in the middle of the following week -it was clear that all was not well, with the support technician reporting that most of our members had needed to be added manually rather from carefully prepared lists. There followed a short and very rushed handover which omitted a lot of necessary testing and information, and completely ignored the need to fully hand over the site to our new support company before the contract end date.

The true seriousness of the situation was not yet fully clear, but in early August our monthly income dropped to less than a quarter of the expected amount) staff and our new support company reported to the board and members that the upgrade was not performing to the agreed spec. and remedial action was needed. The second part of the payment was withheld until the work could be completed. Meanwhile the confidential report -for board and



members eyes only-resulted in a complaint (which was not subsequently upheld) from the company which had done the installation (they had kept a disguised login to our sites on the system after handover when their access was removed and were able to see protected information) SMA staff were then asked to pay the second part payment to the company and the board considered a demand from them for a written apology. This was never appropriate or provided, but the board decided not to act to seek remedy from the company responsible or seek the return of our payment and consequential losses.

Unfortunately the issues on the site then started to become far worse. It would be four months before we could fully understand the reason for the failure and also find work rounds to allow members to keep their subs updated.

(Full report separately *(To be added when received or distributed at the meeting* [Events – Stage Management Association](#))

Meanwhile SMA training resumed (in autumn 2021 two one day courses were run not very successfully at a time when it turned out Xmas shows were recruiting hard for staff).

A well-attended combined Cueing to Music course (Levels 1&2) was held at Birmingham Royal Conservatoire in late September with student and member attendees. (In June 2023 Cueing to Music Levels 1 &2 at Bishopsgate were fully subscribed and the RCB course will run again in October)

Throughout the pandemic period and until mid-2021 membership had been maintained for many members who could not work. As reported at the AGM in 2022 SMA received government support (managed by London Borough of Southwark) which offset the loss of income . In May 2021 the SMA Board decided that the free memberships should end, and the members who had not been working (a lot of whom were now starting work in theatre and live events again) were asked to resume subs payments. A very modest increase in subs (just £2 for renewing Professional members) was introduced to shore up our finances which (of course, given the circumstances) were now projected to fail to meet our outgoings if nothing was done. After the AGM 2022 SMA also embarked on a recruitment campaign to attract new members (new entrants and graduates who had been unable to join during the lockdowns were given special permission and help to join) and also to attract members now rejoining the backstage workforce and needing to rejoin. This recruitment was beginning to take effect when our income was hit again by the failed website and membership work.

For the remaining months of 2022 SMA were fully engaged in the investigation into what had become a bizarre and random set of discoveries and consequences of the ‘upgrade’.

This has involved dismantling a lot of the automation which we had previously enjoyed, and maintaining membership records and admin manually, as well as many more payments being administered manually (either by BACS – the almost only means that monthly payments can now be maintained – or by manually entering payments into the Stripe system).



Unfortunately the website is still behaving oddly and issuing unwanted emails, as well as cancelling payments and then updating members records incorrectly that payments have been made or accounts cancelled.

By the end of 2022 it had become clear that the memberships system and payments on the website was badly researched, prepared and implemented and would need to be totally replaced. Because staff are almost fully employed keeping the old system running, this is going to involve a lot of support to steer the new development and implementation of a new system and monitor progress.

In the meantime, staff are stretched and are having to focus on manually keeping our members supported and the issues with payments and emails resolved for them and the SMA income flowing properly and records kept up to date. Membership is looking healthy, with a lot of new memberships, renewals and new company members and corporate supporters becoming engaged.

After a review of the prompt desk work undertaken and a very interesting session on Comms at ABTT Show this summer, plus encouraging talks with charity and industry supporters SMA hopes to announce a revamp of our training offering later this year- with more emphasis on comms and the basics of the core SM roles (a range of 'essentials' courses which seems to be more in tune with members needs these days) as well as continuing our existing popular courses. We hope that there may be additional financial support to help members to pay for and travel to these courses, and also industry participation- running training and familiarity sessions on the kit available (Zoom and in person) to give our members and SM colleagues a better understanding of comms equipment, the capabilities and range of types available, and the new opportunities and technology now becoming available as our existing analogue bandwidth is increasingly under threat of being allocated to new commercial uses.

SMA Board Report and Website Report

To be added when received or distributed at the meeting



SMA Board 2022

The number of directors in 2022 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 6-8 times a year (with a Board Away Day when required) and oversee and direct the activities of the organisation. They delegate the implementation of policy, promotion and management 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 2022 were as follows:

Emma Hansford (reappointment 2020)

Amy Wildgoose (appointed AGM 2019)

Ruth Sidery (reappointment 2020)

Julia Reid (appointed AGM 2019)

Emily Palmer (appointed AGM 2019 resigned spring 2022)

Owen Thomas (Scotland Representative, nomination at the AGM 2020)

Arran Pallan (resigns AGM 2023)

Terry Lee Dickson (appointed AGM 2022)

Frances Howell (appointed AGM 2022)

At the AGM 2023 there are 2 vacancies and 1 member standing There will be no election and our new member will be confirmed as a director by the AGM

SMA wishes to record our grateful thanks to all who have served or continue to serve on our Board for their service and generous support and time given to the Association.

STAFF

Andy Rowley **Executive Director**

Strategy, Finance, Training, Written communications, Website, Members' information and advice, Trade Shows & Events, Awards, Marketing

Former SM: touring, TVSM, AD, PM, TV producer. In stage and production / arts management since 1980.

Iris Jaouen **Memberships and office Coordinator**

Memberships and office admin., Freelist, Trade Shows & Events, awards and training administration, website admin.



SMA Membership Review 2022-3

Total Active Members 2022

January: 615

February: 624

March: 627

April: 627

May: 628

June: 631

July: August: September: October: no accurate data for the last few months of 2022 as there were no way to see membership reports after the website upgrade. It was only when Andrew was able to open access to admin settings on the website that I was able to see how many plans we had.

November: 704

December: 712 (as of 30/01/2023)

Total Active Members 2023 (as of 30/06/2023): 730

Professional: 515

Graduate: 71

Student: 28

Associate/Retired: 38

Producing Theatres/Colleges: 55

Honorary: 17

Keep in Touch: 6

