



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 2020**



STAGE MANAGEMENT ASSOCIATION
supporting excellence in performance

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



Contents	2
AGM 2021 Agenda	3
Information for AGM- board nominee statements	4
Proposed Rule changes	5
Executive Director's Review of the Year	5
SMA Equity, Diversity and Inclusion Report	6
SMA Board Report 2020	7
Financial Summaries	8
SMA Board 2020 & Staff	10
SMA Memberships	11
Together we are Stronger	12



**2021 ANNUAL GENERAL MEETING of the
STAGE MANAGEMENT ASSOCIATION
13 July 2020 By ZOOM 1800 to 1900**

- AGENDA -

Election of Chair for the AGM 2021 Number of proxy voting forms received this year

[Minutes of AGM 2020](#) for approval. By show of hands

Approval of 2020 accounts. By show of hands

Current Board Directors

Retiring: Sarah Jenkins

New Board Directors (2 nominations received) to serve for three years:

Terance Dickson

Frances Howell

No election is required: The AGM will confirm the appointments

Rule changes:

Introduction of new Affiliate Memberships and confirmation of Keep in Touch Memberships

Questions and statements from the floor / AOB

-ooOoo-

Read Statements by Board Director Nominees p4

[Read all details of AGM 2021](#)

89 Borough High Street

London SE1 1NL

T 020 7403 7999 / M 07485 059103

www.stagemanagementassociation.co.uk



Introducing new Board Members in 2021

Statements from Terance Dickson and for Frances Howell: SMA Board nominees 2021:

Terry Lee Dickson

I joined the SMA in 1969. I served on Equity Stage Management Sub-committee. I worked as a stage, company and production manager here and overseas in both commercial and subsidised theatre, covering drama, opera and dance. For seven years I was a Production Stage Manager in North America then returned to set up a scenery company. In that role I was the sponsor of the first Stage Management Association Awards .

I returned to touring as CSM for three years to March 2020.

As a board member of Ken's Network I mentor people seeking career development.

Recently I wrote Rehearsal and Production Protocols for the SMA, Covid Safety Guidance for the ABTT and Principles for improved working conditions for Reset Better Campaign

Respect and Safety in the workplace are major concerns of mine. I offer experience in those matters and in a wide range of theatre, both past and present, to support the board and the work of the SMA.

Frances Howell – nominated by Ali Wade who writes:

Not only is Frances a great current Stage Management practitioner and terrific active member and advocate for the SMA, but I believe she has a great deal to bring to the SMA board.

Frances came to Stage Management as a second career having worked for a significant amount of time in the corporate and financial worlds. She didn't follow the conventional training route that most of us did by attending drama school, but learnt her craft on the job, starting as an SMA associate member and progressing to Professional membership via work experience, some of it brokered via the SMA.

Given our commitment to inclusivity I think this in itself is an extremely useful insight for the board and the association as we move forwards and embrace alternative routes into the industry and how we can best support these entrants. Frances also has prior board experience elsewhere and understands governance. Additionally, Frances has links with the amateur theatre community which may also prove a useful insight moving forwards, from a development point of view, but this is just the icing on the cake, building on all the other things that Frances has to offer.

Frances Howell adds:

I would be delighted to serve on the SMA Board. The SMA has been so supportive to me as I moved from being an enthusiastic amateur stage manager to becoming a very happy and fulfilled professional. Therefore, I would love to be able to show my thanks to the SMA, by bringing my experience and time to the Board, and to help the SMA to best serve all of its members.



SMA proposed changes to Rules & Regs 2021

- **Keep in Touch Membership (annual)** Available at **SMA discretion** to members in good standing who wish to take a break from SMA membership for a time (e.g. for health, family or career break) but will consider returning. SMA will keep the contact details of the member updated and they will receive some SMA communications (but not member benefits) and will be able to rejoin without additional rejoin fee during or at the end of the annual period
- **Affiliate Membership** available by invitation to like-minded organisations which share SMA values and with which our members can enjoy mutual benefits (reviewed annually).
 - + Additional discretionary entitlement: members rate fees on a restricted number of SMA training course or seminar places per year for Affiliate members

[SMA Rules & Regs \(amendments showing in red\)](#)



Executive Director's Report on staff and finances 2020

To be given at the meeting and reported in Cueline Summer 2021



SMA Equity, Diversity and Inclusion Report

In the recent events with the COVID-19 crisis in the performing arts sector and the global shockwave of the Black Lives Matter movement, organisations are reviewing their practices around diversity and inclusion. At the SMA, an equitable, diverse and inclusive membership is one where all members and staff, whatever their gender, ethnicity, national origin, age, sexual orientation or identity, education or disability, feels valued and respected. We respect and value different lived experiences to ensure that all voices are valued and heard.

In June 2020, the SMA board of directors made a commitment to survey our members, to investigate training opportunities regarding Equity, Diversity and Inclusion, to hold broad discussions to understand lived experiences of inequality and to work with partners to better include those who are under-represented in our industry.

To start the journey, we formed a board working group around Equity, Diversity and Inclusion and our first objective was to create a survey to find out about our current membership. After weeks of researching and planning in October 2020 we put out the “Who We Are” Membership Survey which had 309 responses.

We are in the process of planning the next steps of our Equity, Diversity and Inclusion journey. This journey has been a little slower than originally planned but the board are still very keen to keep the momentum of this important work going. EDI is still very much at the top of the agenda and work is being done behind the scenes to ensure we are still on track. We are looking at a number of ways to ensure our members get a chance to feed into the conversations about our actions and commitments moving forward. It’s important to us that SMA members can feel empowered to contribute to these conversations and have a voice.

Our target is to ensure we are committed to making meaningful and practical changes which are not tokenistic. We are currently putting together a comprehensive list of actions and commitments that we would like to achieve during our EDI journey. We shall be putting timeframes against our actions and commitments. We are doing this to ensure we make ourselves accountable.

We hope to share our EDI Programme soon.

This journey is one of learning, exploring and reworking organisational practices.

Towards the start of this journey when I joined the Board in August 2020 – I said to the board “Diversity and Inclusion is an incredibly long journey and change will not happen overnight but most important thing is that we are on this journey and we are exploring ways to ensure we can make change.”

-Arran Pallan on behalf of the SMA Board of Directors and EDI Working Group

What does Equity, Diversity and Inclusion mean to the SMA?

Equality - means ensuring every individual has equal opportunities. By being conscious of and actively challenging bias or prejudice we make sure no-one is treated less favourably because of who they are or what makes them different from other people. This requires a proactive approach to make reasonable adjustments that address the visible and invisible barriers people face.

Equity - means treating people in ways that make sure they are not unfairly prevented from accessing resources and opportunities nor that others have an unfair advantage. Simply providing the same opportunities to everyone is not an effective way to create equality of outcomes. Equality of outcomes highlights rather than giving everyone the same thing, it is about giving people what they need for fair access. This is about removing inequalities to make sure everyone has the chance to realise their ambitions. For this reason, equity is SMA’s preferred definition and we use this approach in our work.

Diversity - is concerned with representation and valuing individuals for the different perspectives they have to offer. We are not looking for a diverse candidate. Diversity is about a collective or a group.

Inclusion - means ensuring that everybody has a voice and a means to participate, which may involve making reasonable adjustments to our usual processes. Inclusion isn’t a natural consequence of diversity.



SMA Board Report 2020

To be given at the meeting and reported in Cueline Summer 2021



2020 Accounts

For the year January - December 2020.

Profit and Loss

Stage Management Association
For the year ended 31 December 2020

2020

Turnover	
Extraordinary Income	10,200.00
Interest Received	12.26
Turnover-CD sales	30.00
Turnover-donations	129.24
Turnover-membership	47,052.62
Turnover-sales and advertising	50.00
Turnover-training program income	2,094.00
Total Turnover	59,568.12
Cost of Sales	
PDQ charges	631.63
Total Cost of Sales	631.63
Gross Profit	58,936.49
Administrative Costs	
Accountancy and Bookkeeping fees	2,174.50
Admin Travel	94.76
Bank Charges	112.30
Contracted Staff	22,665.87
Cue-line expenses	602.40
Depreciation Expense	274.19
Development Marketing and Publicity	614.00
Event, Visits and Training expenses	605.52
Insurance	285.12
IT Services	3,794.76
Miscellaneous	278.80
Office Rent	7,100.00
Pensions Costs	357.05
Permanent Staff Wages	13,779.54
Postage	(3.50)
Printing & Stationery	99.91
Software	804.12
Subscriptions, Membership and other fees	107.00
Telephone & Internet	341.17
Total Administrative Costs	54,087.51
Operating Profit	4,848.98
Profit on Ordinary Activities Before Taxation	4,848.98
Profit after Taxation	4,848.98



SMA Balance Sheet to be reported to Companies House

Filing for: STAGE MANAGEMENT ASSOCIATION (03819176)

Micro-entity Balance Sheet

[Save and exit](#)

Date of balance sheet

31 December 2020

Select required currency

GBP - Pound Sterling

	2020 £	2019 £
Fixed assets		
Total fixed assets	823	1097
Current assets		
Total current assets	15344	9773
Prepayments and accrued income	0	0
Creditors: amounts falling due within one year	(1203)	(755)
Net current assets (liabilities)	14,141	9018
Total assets less current liabilities	14,964	10,115
Creditors: amounts falling due after more than one year	0	
Provisions for liabilities	0	
Accruals and deferred income		
Total net assets (liabilities)	14,964	10,115
Reserves		
Reserves	14,964	10,115
Employees		
Average number of employees	2	1

Please confirm the statements below.

- For the year ending 31 December 2020 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.
- The members have not required the company to obtain an audit in accordance with section 476 of the Companies Act 2006
- The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.
- The accounts have been prepared in accordance with the micro-entity provisions and delivered in

[Accounts report 2020- Abbreviated Accounts 2020 \(PDF download\)](#)

SMA Board 2020

The number of directors in 2020 was 11

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 2019 were as follows:

Emma Hansford (reappointment 2020)

Ruth Sidery (reappointment 2020)

Sarah Jenkins (appointed summer 2018)

Katherine Montagu (appointed AGM 2020 resigned Spring 2021)

Ali Wade (appointed AGM 2019)

Julia Reid (appointed AGM 2019)

Jane Williamson, (appointed AGM 2019)

Amy Wildgoose, (appointed AGM 2019)

Emily Palmer (appointed AGM 2019)

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

Arran Pallan (appointed 2020)

At the AGM 2021 there are 2 vacancies and 2 members standing for them. There will be no election and these members will be confirmed as Directors 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.

SMA 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.

Debbie Bland **Memberships and office Administrator**

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



SMA Memberships in Numbers

Membership Comparison July 2020 / July 2021 Active (in Membership Period) Breakdown

Professional Total: - 494 (444 -professional annual / 33-Qtrly / 17- monthly)

Professional Total: - 409- (321 professional annual / 51 -Qtrly / 37- monthly)

Diff- 85

Graduate Total: - 33 (28 - full payment 5 -monthly)

Graduate Total : - 23 (19- FULL PAYMENT 4 -monthly)

Diff- 10

Associate Total: - 25 (24 -Annual 1- monthly)

Associate Total: - 29 ANNUAL

Diff- 4

Student Total: - 39 (3-month trial - 8 / Annual- 31)

Student Total: - 29 (3-month trial - 4 / Annual-25)

Diff- 10

Retired Total: - 12 Retired Total: - 9

Diff - 3

Vocational HE College Total: - 16

Vocational HE College Total: - 13

Diff - 3

FE College Total: - 5

FE College Total: - 8

Diff - 3

MRSL1 Theatre / National company Total : - 9

MRSL1 Theatre / National company Total: - 6

Diff -3

MRSL2/3 Theatre Total: - 7

MRSL2/3 Theatre Total: - 5

Diff- 2

Company Associate Total: - 1

Company Associate Total: - 2

Diff - 1

Keep in touch Total: - 1

Keep in touch Total: - 6

Diff - 5

Honorary Total: - 10

Honorary Total: - 12

Diff - 2

Members (all types) in Grace period expired no payment received 2020/2021 to 1st May 2021 – **233**

(Some have subsequently renewed and are now active the remainder have been archived)

Current Grace period 1st June 2021 to date – **26**



The SMA memberships

- **(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 or both referees can be but do not have to be a current professional SMA Member, but should be known to the SMA Board.
- **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. (Up to 3-months summer extra membership free available in 2018)
- **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 / Friend 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 or on an apprenticeship. (3-month trial membership also available).
- **Producing Theatre / Company Membership:** open to any producing theatre which employs stage managers, full-time or freelance, or industry company
- **Drama School / FE College / University Membership:** open to Drama Schools, FE Colleges and Universities with relevant vocational courses in technical theatre or stage management.
- **NEW 2021 Affiliate Membership** honorary company membership open by invitation to like-minded organisations and associations with whom we share mutual interests and support for members
- **NEW (confirmed 2021) Keep in Touch (KiT) Membership** open to individual members who leave SMA temporarily for career, health or other good reasons and intend to return. KiT Member receives some communications and updates contacts through the year and can be reinstated to membership without a rejoin fee (subject to board approval).

Supporting Excellence in Performance

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.

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.