

**UK  
THEATRE**

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# **Overview of training, events, resources and services for UK Theatre members 2023**

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Updated: March 2023

# Introduction

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UK Theatre supports member organisations and individuals in theatre and the performing arts improve their knowledge, skills and resilience through a range of resources and initiatives, a programme of training and events, and other professional services.

To help our members navigate through all the resources and services we provide, we have created this document, which groups everything we provide thematically.

Each section outlines the resources and services available, and – where relevant – hyperlinks are provided to take the reader to the exact page on the UK Theatre website.

Our resources and services relating to equality, diversity and inclusion can be found in both the 'Workforce Skills and Development' and 'Working Culture' sections.

The work outlined in this document relates to practical resources, training and services that members can access **today**. It does not include much of our other ongoing development work, which we undertake in collaboration with various Working Groups.

Many of these resources are only available to members and can only be

accessed by logging in on UK Theatre's website. If you have a query about member logins, please email [ukt@soltukt.co.uk](mailto:ukt@soltukt.co.uk)

A full list of member organisations can be found [here](#).

If you're not yet a member, or would like to find out more about UK Theatre membership, read more [here](#).

For our current training courses open for bookings, visit our [Eventbrite page](#). For UK Theatre and partner training courses and conferences, visit [TheatreMeansBusiness.info](#). To see the full range of our training courses, which can be made available on request and subject to demand, please read [this document](#).

We hope you find this Guide useful. We welcome feedback on it, and also welcome your input on what information, tools and services you might need to help you with your work. Please email us at [ukt@soltukt.co.uk](mailto:ukt@soltukt.co.uk) with your thoughts.

**Sebastian Cheswright Cater**

Head of UK Theatre &  
Workforce Development

# Contents

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<b>Environmental Responsibility</b>	4
<b>Income Generation, Sales &amp; Audiences</b>	5
<b>Legal, Employment Relations &amp; Risk Management Services</b>	7
<b>Producing &amp; Touring</b>	9
<b>Workforce Skills &amp; Development</b>	10
<b>Working Culture</b>	12

# Environmental Responsibility

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## Objective

We will support members to be aware of guidance and resources to ensure their environmental sustainability. This will include helping to drive positive working practices throughout the industry, encouraging established organisations to share best practice, supporting members who are just starting their sustainability journey and sourcing sustainable utilities deals for members where possible.

We will also champion initiatives that are already working within theatre such as the “Theatre Green Book” and support the work of organisations like **SiPA** and **Julie’s Bicycle**.

## Initiatives

- Consortium Advising Sustainability in Theatre (CAST): Support network/forum to share ideas, disseminate key information & champion existing environmental initiatives. To find out more or to join the group email [phillip@soltukt.co.uk](mailto:phillip@soltukt.co.uk) for more information.

## Training/Conferences & Events

If there are any conferences, events, or training courses on this topic you would like us to provide, please get in touch at [events@soltukt.co.uk](mailto:events@soltukt.co.uk).

We will promote any relevant partner training, conferences, or events at our online learning hub [TheatreMeansBusiness.info](https://www.theatremeansbusiness.info).

Member discounts are available on all our training courses – please see individual training courses for details.

## Resources

- **Theatre Green Book:** Theatre-makers and sustainability experts have created a common standard for making theatre sustainably. The Theatre Green Book has not been created or commissioned by UK Theatre, but we are a partner organisation and sit on its steering group.
- **Energy Management & Planning:** This document is intended to provide guidance to enable organisations to better understand their energy use & sustainability priorities, as well as to plan for and implement business contingency arrangements in the event of power outage.

# Income Generation, Sales & Audiences

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## Objective

Champion both national and local funding for our members and for arts and culture overall. We will support the theatre and performing arts sector to address changes to their traditional funding models, and to become more aware of and be able to exploit new and innovative ways to generate income, to recognise and champion the need for audience development across the sector.

## Initiatives

- **Young Audiences Forum:** A forum for Creative Learning and Education managers to help theatres reconnect and attract young audiences and ensure their relationships are inclusive, accessible, valued, and long-lasting. Contact [londontheatreyoungaudiences@gmail.com](mailto:londontheatreyoungaudiences@gmail.com) for more information.
- **Theatre Tokens:** The UK-wide not-for-profit gift voucher scheme run by the theatre industry, for the theatre industry. Over £10 million of Theatre Tokens are sold each year through retail partners such as Tesco, Morrisons, Sainsbury's, Waitrose, John Lewis, WHSmith, Waterstones and Argos online, with Asda and Wilko launching later in 2023. With no expiry date they are the perfect gift for theatre-lovers and are waiting to be spent at your theatre.

For more information on how Theatre Tokens can generate extra

ticket sales for your theatre, and how to join, please email Jamie Snelgrove, [jamie@theatretokens.com](mailto:jamie@theatretokens.com).

In 2023, Theatre Tokens are working with The National Lottery to provide players with £1m worth of £25 theatre vouchers to spend in theatres. This is an extension of the Love Your Local Theatre campaign that took place in 2022 and one of the many customer facing opportunities participating Theatre Tokens venues can access.

## Training

- **Principles of Finance:** A one-day course that covers the basics of financial management in performing arts organisations, Tuesday 4 July 2023.
- **Strategic Business and Finance:** A one-day course that helps non-financial staff to understand and interpret financial information and apply this knowledge to organisational decision making and planning processes, Tuesday 12 September 2023.
- **Managing VAT in the Performing Arts:** A one-day course that provides specialist advice on VAT issues affecting the performing arts sector and gives practical guidance on issues faced by the performing arts on a regular basis, Thursday 5 October 2023.

Member discounts are available on all our training courses – please see individual training courses for details.

## Conferences & Events

- **Business Resilience Conference:** A half-day virtual conference focusing on business resilience for theatres after the pandemic. Autumn 2023 conference date to be confirmed – please check our [Eventbrite page](#) for details.
- **Revenue Generation Summit:** A half-day virtual conference focusing on revenue generation in theatres. Autumn 2023 conference date to be confirmed - please check our [Eventbrite page](#) for details.

Member discounts are available on all our conferences – please see individual events for details.

## Resources

- Box office sales data reports
  - ♦ Reports from 2018 and earlier are available [here](#)
  - ♦ Future reports will be available from late 2023, as part of UK Theatre's new Evidence Centre (read more about it and find out how your UK Theatre Organisation Member venue can participate [here](#))

# Legal, Employment Relations and Risk Management Services

## Objective

We will maintain the high quality of our essential service of one-to-one legal advice at no cost to Organisation Members. In addition to the issues routinely covered by the service, we will seek to support members on relevant issues which may emerge, providing indispensable advice and guidance to help them to address the changing landscape for theatre and the performing arts and enable them to remain resilient.

UK Theatre's negotiation with recognised unions and its provision of contracts and employment relations advice is at the core of our offer to members. We will continue to revise the Agreements and practices and processes of engagement with the trade unions to better reflect developing needs and requirements of theatre and the performing arts.

We will use our in-house expertise to advise on risk, safety and technical issues and support the long-term resilience and security of buildings. We will identify and evaluate emerging industry risks and develop best practice industry guidance with key partners.

## Initiatives

- **SAFERtheatre**: A campaign to assist the theatre industry in promoting,

improving and maintaining health & safety standards.

- **Risk & Safety Consultancy Services**: We offer a range of services including bespoke training and audits. Audits are a means of demonstrating your compliance with declared health & safety objectives, the law and, where applicable, best practice standards. The role of the audit is to find out to what extent the standards are being met and help achieve your desired outcomes.
- **SOLT and UK Theatre Technical Committee (SUTC)**: This group is involved in the formulation of any legislation, standards and best practice which affects the industry's interests. It reviews and prioritises issues that are important for the management of risk within the industry.
- **TOSCA (Theatre Operators Security Communication Advisory) Group**: We help identify the key security risks facing the theatre industry and determine their importance given their potential impact and likelihood of occurrence.

For more information on any of the above initiatives, please email [phillip@soltukt.co.uk](mailto:phillip@soltukt.co.uk)

## Training

- **IOSH Managing Safely (Spring):** A three-day training course that provides you with the knowledge and practical tools to tackle the many and varied health and safety issues that arise within your organisation, Monday 17 – Wednesday 19 April 2023.
- **IOSH Managing Safely (Winter):** Monday 27 – Wednesday 29 November 2023.

Member discounts are available on all our training courses – please see individual training courses for details.

## Resources

- **Legal guidance notes and articles** on a range of topics, including contracts, data protection, employment, immigration, intellectual property, governance, tax and ticketing **(Organisation, Professional Plus and Partner Plus Members only)**
- One-to-one legal advice **(Organisation Members only)** – please email [lisa@soltukt.co.uk](mailto:lisa@soltukt.co.uk)
- **Rates of pay and agreements:**
  - ◆ UK Theatre / BECTU agreement
  - ◆ UK Theatre / Equity agreement for Overseas Touring
  - ◆ UK Theatre / Equity agreement for Performers and Stage Management working in Commercial Theatre
  - ◆ UK Theatre/Equity agreement for Performers and Stage Management working in Subsidised Theatre
  - ◆ UK Theatre / Musicians Union agreement for Musicians working in UK Theatre
  - ◆ UK Theatre/Equity agreement for Choreographers
  - ◆ UK Theatre/Equity agreement for Directors
  - ◆ UK Theatre/Equity/BECTU agreement for Designers
  - ◆ UK Theatre / SOLT / Equity agreement for Ballet and Dance
  - ◆ UK Theatre / SOLT / Equity agreement for Opera Guest Artists
  - ◆ UK Theatre / SOLT / Equity agreement for Opera Singers
  - ◆ UK Theatre / SOLT / Equity agreement for Opera and Ballet Stage Management
  - ◆ UK Theatre / SOLT / Equity agreement for Opera Directors
  - ◆ UK Theatre / SOLT / ITC / Equity agreement for Fight Directors
  - ◆ UK Theatre / Writer's Guild agreement for Writers working in Subsidised Theatres
- **Employment Relations updates** on discussions with the unions **(Organisation Members only)** and articles on a range of topics relating to the agreements **(Organisation, Professional Plus and Partner Plus Members only)**
- One-to-one employment relations advice **(Organisation Members only)** – please email [lisa@soltukt.co.uk](mailto:lisa@soltukt.co.uk)
- **Security and counter terrorism resource library** (please see the 'security and counter-terrorism guidance and documents' tab) **(Members only)**



# Producing & Touring

## Objective

We will work with Arts Council England, Arts Council of Northern Ireland, Arts Council Wales, and Creative Scotland to support producing theatres, presenting venues and producers to work effectively together, and to increase the availability of high-quality work for audiences to see.

UK Theatre will support the long-term resilience of touring and support the health of the producing and presenting model for the long-term benefit of audiences.

We will explore ways to support members to make more digital content and to reach broader, younger, and more diverse audiences. We will work on negotiating rights and pay scales for digital activity.

## Initiatives

If there are any initiatives you would like us to provide, please get in touch at [ukt@soltukt.co.uk](mailto:ukt@soltukt.co.uk)

## Training

If there are any training courses on this topic you would like us to provide, please get in touch with us at [events@soltukt.co.uk](mailto:events@soltukt.co.uk)

We will promote any relevant partner training or events at our online learning hub [TheatreMeansBusiness.info](https://www.theatremeansbusiness.info)

Member discounts are available on all our training courses – please see individual training courses for details.

## Conferences & Events

- **Theatre & Touring Summit:** The Summit brings together theatre professionals from across the UK to highlight the issues facing the sector as present, and to explore solutions to

improve the landscape for theatre, Monday 26 June 2023 at The Brewery, London.

- **All Party Parliamentary Group (APPG) on Theatre,** register for updates [here](#)

## Resources

- **Producing, Presenting and Touring Handbook:** The resources in this Handbook have been developed so that Venues and Producers can build stronger relationships to improve the long-term health of touring in the UK. **(Members only)**
- **Live to Digital: Guide to Getting Started:** This guidance is intended as a 'how to' guide for those at the beginning of their digital-capture journey.
- **Live to Digital – Guidance for dealing with Equity and the MU (March 2021):** A guidance note on the points to consider when approaching Equity and the MU with proposals for digital presentations of theatre. **(Members only)**
- **Digital Exploitation Checklist (March 2015):** A checklist of the key legal and commercial issues to consider when embarking on the digital exploitation of a theatrical production. **(Members only)**

## Research

**From Live to Digital: Understanding the impact of digital developments in theatre on audiences, production and distribution (2016):** The findings of the research point to both opportunities and challenges in the theatre sector and beyond as the digital environment continues to evolve.

# Workforce Skills & Development

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## Objective

We know that our industry is dynamic and changing, and that we need to invest in our workforce now if we are to have the right skills and expertise in place for our industry to thrive ten or twenty years from now. Our long-term objectives in this area are to improve the diversity of the theatre and performing arts workforce, to address gaps in training and development for off-stage roles and to work towards long term changes to the working culture of the sector.

## Initiatives

- **TheatreCraft careers fair:** A one day careers fair for 16–30-year-olds, held in person at the Royal Opera House, Monday 20 November 2023, with an online offer one week after the event. Contact [lynda@soltukt.co.uk](mailto:lynda@soltukt.co.uk) for more information.
- **Young Audience Forum:** A forum for Creative Learning and Education managers to help theatres reconnect and attract young audiences and ensure their relationships are inclusive, accessible, valued, and long-lasting. Contact [londontheatreyoungaudiences@gmail.com](mailto:londontheatreyoungaudiences@gmail.com) for more information.
- **Inspiring Future Theatre**  
A nationwide campaign matching industry ‘ambassadors’ with schools across the UK to showcase the range of careers available in theatre to young people.
- **Workforce Development UK Theatre Award (Members only):** The Workforce Award recognises work that specifically promotes a commitment to professional development, improving organisational culture or the opening of entry routes to off-stage roles.
- **Working Culture Working Group:** A working group to guide our response to the main issues and challenges that are facing the theatre workforce in relation to working culture. Please email [ukt@soltukt.co.uk](mailto:ukt@soltukt.co.uk)
- **Skills & Development Working Group:** A working group to guide our response to skills and development issues affecting the sector. Please email [ukt@soltukt.co.uk](mailto:ukt@soltukt.co.uk)

## Training

- **Managing Volunteers:** A one-day course that will give ideas on keeping your volunteer team engaged, motivated and up to date, as well as how to manage different personalities, Friday 19 May 2023.
- **Managing Change:** A practical one-day, hybrid workshop for anyone interested in leading change within their organisation, department or team, Monday 10 July 2023.
- **Negotiation Skills:** A course for managers, directors and producers in the world of performing arts who would like to improve their

negotiation skills. Thursday 11 May 2023.

- **The Art of Governance:** A one-day hybrid course aimed at Board members and senior staff. Ensure you are properly equipped to fulfil your role in setting a strategic overview, and assist with developing sustainable business models, Tuesday 16 May 2023.

Member discounts are available on all our training courses – please see individual training courses for details.

## Events

Please get in touch with us at [events@soltukt.co.uk](mailto:events@soltukt.co.uk) if there are any events on this topic you would like us to provide.

## Resources

- **Workforce development resource library (Members only):** Find out more about alternative employment routes and work-related learning, reaching the future talent pipeline, training opportunities, and the ways in which theatre employers can get involved.
- **Apprenticeship and apprenticeship levy FAQs (Members only):** Guidance document with FAQs on Apprenticeships and apprenticeship levy for theatres around the UK.

- **Entry routes: a brief guide for theatres (Members only):** An information sheet to introduce employers to the learning and skills landscape. This guide applies to England only.
- **UK Theatre Jobs Vacancies:** A directory of current opportunities within the industry. This is accessible to all, however, there is a charge for posting a vacancy for non-members. Email [ukt@soltukt.co.uk](mailto:ukt@soltukt.co.uk) for more information.
- **Get into Theatre:** A website to help you find all the information and opportunities you need to pursue a successful career in theatre in the UK. Get into Theatre is supported by funding from the Theatre Development Trust, SOLT and UK Theatre's sister charity. We also provide strategic support.

## Research

- **Theatre Workforce Review (2017):** Final report of the Workforce Review of the UK Offstage Theatre and Performing Arts Sector.

# Working Culture

## Objective

Improving the diversity of theatre and the performing arts is a significant priority for UK Theatre and our members. The case for doing so is clear; for theatre and the performing arts to continue to contribute to the UK's world-leading creative industries they must draw on the talent base, and build audiences, from all areas of society.

We will make and support positive, practical interventions to improve the diversity of the theatre and performing arts workforce. We will lead in the delivery of practical tools and guidance to help create the best possible conditions for change to take place, and we will build partnerships with those whose knowledge and experience is enabling good practice to develop.

UK Theatre believes that diversity is key to ensuring resilience in the sector. We will ensure that UK Theatre is a core part of all discussions about how to drive this agenda forwards.

## Initiatives

- **CIISA (Creative Industries Independent Standards Authority) Working Group:** A group set up to help guide the development of CIISA, working to eradicate bullying and harassment in the creative industries.
- **Excellence in Inclusivity UK Theatre Award (Members only):** The Excellence In Inclusivity Award recognises the promotion of inclusivity within programming, workforce or

audience or community engagement.

- **Annual demographic monitoring of UK Theatre Board, membership and staff (Members only):** These audits allow us to monitor the make-up of our current memberships. We can then benchmark ONS data with the UK population (for UK Theatre members and Board) and London population (for SOLT members and Board, and SOLT & UK Theatre staff) and identify areas of under-representation.
- **Anti-Racism Touring Rider working group (Members only):** Guides UK Theatre's member consultation on the practical application of the Anti-Racism Touring Rider and helps shape the feedback UK Theatre provides to the Anti-Racism Touring Rider Committee.
- **Inclusion and Anti-Racism Working Group:** A group set up to address the long-term diversity and inclusion challenges faced by the industry and to improve practice.

## Training

- **Removing Barriers: A Practical Introduction to Disability Equality:** An online course split over two half-days. Build your confidence and knowledge in discussing and tackling disability equality within your organisation, Monday 11 & Monday 18 September 2023.
- **Mental Health First Aid in the Performing Arts:** A two-day course tailored for those working in the theatre industry. At the end of

the course delegates are awarded the qualification of Mental Health First Aider, Monday 4 – Tuesday 5 December 2023.

- **Best Practice Mental Health & Resilience for Arts Leaders:** A one-day hybrid course aimed at those with people and company management responsibilities, understand the key challenges, and understand how to create and maintain a healthier workforce, Tuesday 5 September 2023.

Member discounts are available on all our training courses – please see individual training courses for details.

## Resources

### Working Culture:

- **10 Principles for Safe and Inclusive Workspaces:** These principles aim to eradicate all forms of discrimination. They can help employers meet legal requirements and offer a shared vision to promote and maintain a safer, more inclusive workplace environment for everyone working within theatre and performing arts.
- **Bullying, harassment and discrimination resource library (Members only):** Supports the sector through research and analysis, leading to resources, guidance and best practice.
- **Encouraging Safer and More Supportive Working Practices Handbook (Members only):** This handbook is to ensure that everyone in theatre and the performing arts can prevent and tackle harassment and abuses of power, and to help create a supportive and inclusive working

environment for all in the future.

- **Legal checklist for preventing and dealing with bullying and harassment (Members only):** A checklist to help to develop policies and procedures to address harassment and bullying.
- **Safety and Safeguarding for Women in Theatre (Members only):** This guidance note has been produced to point towards useful resources, along with information about the industry's provision for safeguarding women.
- **Remote working toolkit (Members only):** Resources written by PIPA (Parents and Carers in Performing Arts) for organisations to identify the potential for remote and mixed model working and practical tips for implementation.

### Mental Health & Wellbeing

- **Mental health and wellbeing resource library (Members only):** Aims to improve the mental health of the sector by collecting and analysing data, collaborating with others, sharing guidance and best practice, and initiating change.
- **TheatreSupport.info:** Centralised information about how and where you can access support if you work in the theatre industry.
- **Wellbeing webinars:** Recorded webinars that provide insight and knowledge for theatre professionals on the topic of wellbeing.

### Diversity & Inclusion

- **Diversity and inclusion resource library (Members only):** Online

resource promoting initiatives and companies that improve the representation of global majority workers within the British performing arts sector, both on and offstage.

- **Access resources (Members only):** Signposts to guides, toolkits, organisations, and other tools to help theatre employers remove barriers which may be preventing D/deaf and Disabled people from thriving within the workforce. These resources can also help improve accessibility for audiences.
- **Inclusive recruitment guide (Members only):** Breaks down the recruitment process to help with writing a better job pack, removing bias from selection processes, and offers suggestions on where to post job ads to reach a wider talent pool.
- **Theatre Casting Toolkit:** A practical resource for making meaningful change on stages and rehearsal rooms, designed for people involved in the casting process.

- **Anti-Racism Touring Rider:** Created to establish the baseline of expectations between companies, venues and artists on a touring production. This toolkit was created is for everyone committed to change in the arts sector, irrespective of scale or remit. The Anti-Racism Touring Rider has not been created or commissioned by UK Theatre, but we sit on its steering group.

## Research

### **Theatre Workforce Recruitment & Retention Survey Report (Members only)**

A short report from 2021/22 which summarises the key findings, offers an insight into worker concerns, and provides an opportunity to explore solutions to address the issues.