

# Unit 108: Production Management for Live Performance

<b>Unit code:</b>	<b>R/600/0338</b>
<b>QCF Level 3:</b>	<b>BTEC National</b>
<b>Credit value:</b>	<b>10</b>
<b>Guided learning hours:</b>	<b>60</b>

## ● Aim and purpose

The unit aims to develop learners' knowledge of the role and function of the production manager in the theatre and live event industry, and offer opportunities to fulfil the responsibilities of the production manager in a production.

## ● Unit introduction

The production manager of a performing arts company plays a major role in facilitating and coordinating the varied and vast elements of rehearsals/pre-production and performances, such as scenery, lighting, sound, technical staff, equipment and budgets, bringing them together in support of the artistic vision.

The skills required of a production manager range from an understanding of stage management, technical installation and operation, to financial procedures, time management and scheduling. Production managers are process and goal oriented and have the ability to listen to ideas and suggestions from other members of the team. They play a major role in the management and implementation of health and safety legislation.

Some performing arts companies do not have production managers so the role is often encompassed within other posts such as the stage or tour manager and even the lighting designer. However, this does not dilute or reduce the level of responsibility and skill required to carry out the role effectively.

This unit will require learners to interact with the production team to progress the production process and establish a productive working relationship with the director, choreographer and designer. A production budget will be managed by learners who will also be expected to run production meetings, setting action plans and solving problems whilst recording all outcomes.

It is expected that this unit will be delivered in the context of a production/event though it may not be possible for learners to carry out the actual role of production manager in full. Learners may be supported in their role, perhaps working as an assistant production manager to the tutor responsible for putting the event on. Learners may attempt individual criteria in separate events enabling a team of 'production managers' to work together.

## ● Learning outcomes

### On completion of this unit a learner should:

- 1 Be able to instigate the planning requirements of a production
- 2 Be able to manage a production budget
- 3 Know the legislative requirements of a production
- 4 Be able to manage human resources for a production.

# Unit content

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## 1 Be able to instigate the planning requirements of a production

*Production schedule:* set construction; design (lighting/set/costume/props/sound); venue and space availability, transportation; load in; load out; fit up and break down; technical rehearsals; breaks

*Production meetings:* organisation and running of meetings room bookings; providing schedules; organising minute taking; agendas; meeting with director/designer/wardrobe/set construction/stage and technical team/FOH manager

## 2 Be able to manage a production budget

*Production budget:* budget heads; gross costs; VAT; costs net of VAT; single entry accounts; petty cash; invoices; receipts

## 3 Know the legislative requirements of a production

*Legislative implications:* Health and Safety at Work Act – risk assessments; manual handling; electrical certification; Portable Appliance Testing; Control of Substances Hazardous to Health (COSHH); Provision and Use of Work Equipment Regulations 1998 (PUWER); Lifting Operations and Lifting Equipment Regulations 1998 (LOLER)

*Areas of control:* eg lasers, noise, fire, hazardous substances, crowd, audiences, pyrotechnics, disabled persons, electrical, mechanical, exits, access equipment, environment (heat, wet, cold), lifting and carrying, venues

*Licences:* eg premises, temporary events, children, performing rights, copyright, phonographic performance, radio microphone, radio communications

## 4 Be able to manage human resources for a production

*Managing members of a production team:* communication skills (listening and understanding); relationship building; delegation of activities/tasks; team morale; time management; discipline; breaks (tea/coffee/water, food, late nights); motivation; safety; Personal Protective Equipment (PPE); manual handling

## Assessment and grading criteria

In order to pass this unit, the evidence that the learner presents for assessment needs to demonstrate that they can meet all the learning outcomes for the unit. The assessment criteria for a pass grade describe the level of achievement required to pass this unit.

Assessment and grading criteria		
To achieve a pass grade the evidence must show that the learner is able to:	To achieve a merit grade the evidence must show that, in addition to the pass criteria, the learner is able to:	To achieve a distinction grade the evidence must show that, in addition to the pass and merit criteria, the learner is able to:
<b>P1</b> create a production schedule that is fit for purpose with support and guidance [IE, SM]	<b>M1</b> create a production schedule that is fit for purpose with minimal support and guidance	<b>D1</b> create a detailed production schedule that clearly informs and reflects professional practice
<b>P2</b> use a production budget with support and guidance [IE, SM]	<b>M2</b> manage a production budget that relates to a specific production using a clear and amendable format with minimal support and guidance	<b>D2</b> confidently manage a production budget that relates to a specific production using a clear and updateable format with independence
<b>P3</b> identify the legislative implications of a production with support and guidance [IE, SM]	<b>M3</b> identify legislative issues of a production and some codes of practice with minimal support and guidance	<b>D3</b> identify all the relevant legislative issues affecting a specific production and implement the relevant codes of practice autonomously
<b>P4</b> manage members of the production team with support and guidance. [IE, CT, TW, SM]	<b>M4</b> manage members of the production team effectively with minimal support and guidance.	<b>D4</b> manage members of the production team effectively and autonomously, demonstrating effective leadership skills.

**PLTS:** This summary references where applicable, in the square brackets, the elements of the personal, learning and thinking skills applicable in the pass criteria. It identifies opportunities for learners to demonstrate effective application of the referenced elements of the skills.

Key	IE – independent enquirers	RL – reflective learners	SM – self-managers
	CT – creative thinkers	TW – team workers	EP – effective participators

# Essential guidance for tutors

## Delivery

The delivery of this unit is broken down into four distinct areas relating to the role of the production manager: planning, financial, legislative and human resources; combined they form the broad picture of the responsibilities of production management. Before embarking upon a potential role in a production, learners will need to acquire the theoretical and underpinning knowledge that will support them in that role. An assessment of prior knowledge which could be from previous units such as *Stage Management* may help to assess learners' requirements.

Following on from the initial delivery, a tutorial based approach may suit this unit's delivery in the practical elements of its content. This would allow learners to develop knowledge on an ongoing basis, as and when required, with the autonomy that is appropriate to the role. Learners may team up to carry out the roles and functions, sharing criteria then rotating roles on another production occasion. Careful mapping will ensure credit of achievement where appropriate.

## Outline learning plan

The outline learning plan has been included in this unit as guidance and can be used in conjunction with the programme of suggested assignments.

The outline learning plan demonstrates one way in planning the delivery and assessment of this unit.

Topic and suggested assignments/activities and/assessment
Introduction to unit and assessment requirements.
Staffing a production. Roles and responsibilities: <ul style="list-style-type: none"><li>• director, choreographer, designer</li><li>• stage management team – ASD, DSM, SM</li><li>• technical team: technical manager, lighting and sound designers and operators</li><li>• crew, scenic construction, props, wardrobe and front of House (FOH) teams.</li></ul>
Technical equipment requirements for a production (including portable appliance testing): <ul style="list-style-type: none"><li>• lighting equipment: lanterns, accessories, filters, cables, dimmers, control desk</li><li>• sound equipment: mixing desk, outboard, cables, speakers, amplifiers, FX units, microphones, accessories</li><li>• AV: projector, cables, screen, suspension equipment.</li></ul>
Working in a production team: <ul style="list-style-type: none"><li>• communication: listening, observing, questioning, clarifying</li><li>• people skills: body language, stress management, character types</li><li>• managing staff: clarity in communication, follow up, supporting and guiding, supportive language, goal setting, reward, respect, discipline, time management.</li></ul>
Logistics: <ul style="list-style-type: none"><li>• venues: access for loading in/out, fit up operations, electrical power supply, communications, line of command, housekeeping, management of production team</li><li>• transportation: cars, vans, trucks, tacograph, road tax, insurance, MOT, fuel cards, use of petty cash, fuel receipts, load regulations, capacity of vehicle, weight restrictions, drivers, driving regulations, licence.</li></ul>

## Topic and suggested assignments/activities and/assessment

Production schedules and scheduling:

- formats – spreadsheets, word, written
- flexibility and ownership, ability to change plans, inform and record decisions
- production meetings – agenda, minutes, attendees, recording information.

Production budgets and budgeting:

- identifying resources, costings (gross and net of VAT, budget headings
- managing the budget, regular updates, control of finance through single entry accounts, petty cash receipts and invoicing.

Legislation:

- Acts of Parliament: regulations, link to health and safety
- codes of practice; professional standards, policies
- licensing requirements; alcohol, audience, venue, capacity, times.

Licences: premises, events

- children, animals
- performing rights (PRS) copyright
- radio microphones (frequencies) radio communications (frequencies).

Health and safety:

- review of existing knowledge
- updating of information and resources
- production specific regulations – manual handling, electrical testing (PAT), fire regulations (set construction and venue).

Areas of control:

- Control of Noise at Work Regulations 2005; first stage and second stage action limits
- COSHH, PUWER, LOLER, risk assessments
- HSE event safety guide
- crowd control, pyrotechnics
- disability access, Disability Discrimination Act
- environmental issues, heat, cold, wet, cleaning up, accountability.

**Assignment brief 1: Production Management – Finance and Planning – P1, M1, D1, P2, M2, D2, P3, M3, D3**

**Assignment brief 2: Production Management – Legislation and Human Resources – P4, M4, D4, P5, M5, D5**

## Assessment

Assessment of this unit will fall into two areas. The production paperwork produced following relevant research and planning meetings and the physical management of the production requirements and the staff involved. The unit could be separated into four assignments covering each of the four areas identified or as one unit assignment run over a longer period depending on the scale and number of productions available and the number of learners working on the unit. Production paperwork will include production schedules, minutes from meetings, agendas for the meetings, action plans agreed, goal setting, contact sheets, codes of practice, staff call sheets, production budget sheets, invoices, petty cash recipes all of which will be organised and easily retrievable. The use of a computer may be required and the safety of the information generated will need to be ensured.

Criteria 1 requires the learner to produce a production schedule which must relate to a particular production and facilitate progress of that production.

To achieve P1 learners will provide a word processed list of the main events and dates relating to a production such as Production meetings, get in and fit up times, technical and dress rehearsals and performance times. A list of the staff required at each point will also be provided as will a list of the equipment required such as lighting, set, sound equipment etc.

To achieve M1 learners will provide more detail in the schedule including specifics such as work to be carried out, by whom and any deadlines set for the work, Pick up/drop off times, Van and load up times etc. It will be flexible in its format, such as the use of a spreadsheet which can be updated, and the provision of contact details will be included. Additional evidence of consultation with others would strengthen the merit grade. This could take the form of observation of meetings or minutes of the meetings.

To achieve D1 learners will provide a schedule that is clear in format, detailed in the daily and weekly requirements, accurate and contains all the information relating to the production run up. The schedule would clearly identify what is to happen, when and why and by whom. The schedule will be realistic and achievable in the context of the production it relates to.

Criteria 2 will require the learner to organise and manage a production budget. It is understood that learners may not be allowed to handle monies but the management of the budget (under supervision) would not require this. Evidence will be generated by the production of the budget and a rationale as to the reasons for budget heads in each area (Lighting, Sound, Stage, transport etc)

To achieve P2 learners will provide a break down of the given production budget which has been divided into areas relevant to a production. The final costing should be fairly accurate and most areas will have been thought about. The budget will be managed at a basic level with supervision and guidance.

To achieve M2 learners will demonstrate why the break down of the budget has been applied, such as quotations for equipment, costs based on daily/weekly rates, transport costs, venue hire etc. The budget will cover all relevant areas and will be presented in a digital format, such as a spreadsheet. The budget will be managed at a competent level with little supervision and guidance.

To achieve D2 learners will include in the budget, Net, VAT and Gross figures, allowed for a margin of error or change and manage the budget effectively and professionally.

Criteria 3 requires the learner to demonstrate an understanding of the relevant legislation providing references to the activity or task being carried out such as loading in or using portable electrical equipment and they will need to evidence the legislation through appropriate documentation.

To achieve P3 learners will provide a list the legislative implications of a production with support and guidance which will include relevant health and safety guidelines, LOLER, PUWER, Manual Handling, COSHH etc.

To achieve M3 learners will provide information that will explain the issue behind the list of implications provided. This will include a risk assessment of at least three issues and the provision of three codes of practice that will relate to the risk assessment.

To achieve D3 learners will actively manage identified legislative issues and codes of practice set up which affect the production worked on. Check lists, communication of information to others, reminders regarding issues will all be observed or evidenced for these criteria.

Criteria 4 require the learner to develop a positive working relationship with other members of the production team and to manage the team towards a successful event. Communication and management skills such as listening, anger management, conflict resolution, discipline, professionalism, clarity of thought and an action plan based on decision making will form the crux of the evidence. These skills may need to be identified/developed early in the delivery of the unit. Additional courses available within the centre may assist the learner in achieving the criteria.

To achieve P4 learners will communicate intentions to the production team, setting tasks and workload with relevant deadlines. The learner will facilitate communications skills to a basic level and will require support and guidance

To achieve M4 learners will be observed taking into account the opinions and advice of others, forming an action plan, which is then managed by the learner. Team members will be consulted at relevant stages and positive outcomes are sought from challenges that arise. Evidence of good listening skills and some ability to compromise or negotiate will be observed. Little supervision and guidance will be required.

To achieve D4 learners will be observed providing a high level of communication skills. Clarification and confirmation of advice from others will be made before carrying out any action. Evidence of checking with the team that the action is appropriate and achievable in the time frame set, flexibility and a cooperative attitude will be observed. The learner will be confident in working and managing others and will require very little or no direct supervision.

### Programme of suggested assignments

The table below shows a programme of suggested assignments that cover the pass, merit and distinction criteria in the assessment and grading grid. This is for guidance and it is recommended that centres either write their own assignments or adapt any Edexcel assignments to meet local needs and resources.

Criteria covered	Assignment title	Scenario	Assessment method
P1, M1, D1, P2, M2, D2, P3, M3, D3	Production Management – Finance and Planning	As production manager of an event, provide a schedule and run a production meeting relating to the event.	Observation of meeting, paperwork produced, peer assessment.
P4, M4, D4, P5, M5, D5	Production Management – Legislation and Human Resources	As production manager of an event, identify and manage legislative and human resource issues.	Production paperwork, observation of management skills, peer assessment.

## Links to National Occupational Standards, other BTEC units, other BTEC qualifications and other relevant units and qualifications

This unit forms part of the BTEC Performing and Production Arts sector suite. This unit has particular links with the following unit titles in the BTEC Performing and Production Arts suite:

Level 1	Level 2	Level 3
Exploring Technical Support for Stage Performance	Performing Arts Production Process	Performing Arts Business
		Stage Management

This unit also has links with the following National Occupational Standards:

Live Events and Promotion

- LE3 – Support the licensing and permissions application process for a live event
- LE6 – Support the planning of live events
- LE7 – Identify suppliers of materials and equipment for the running of a live event
- LE12 – Assist with the implementation of safety and security at a live event
- LE16 – Manage changes to a live event schedule

Technical Theatre

- CPD2b – Ensure that you and your team keep up to date with the technical and production areas of the live arts
- CPD4b – Overseeing technical production work for performance.

### Essential resources

Learners will require access to a production as soon as the production has been agreed at centre level. Access to a computer is essential for learners to produce and record production documentation, as well as for accessing the internet to gain specific information.

Meeting rooms will need to be set up/made available with presentation resources and equipment where required. A limited amount of petty cash may be made available depending upon the centre ethos and financial regulations.

### Employer engagement and vocational contexts

Access to a local venue and freelance personnel would greatly assist learners.

## Indicative reading for learners

### Textbooks

Carter P – *Backstage Handbook: An Illustrated Almanac of Technical Information*, (Broadway Press, 1994)  
ISBN 9780911747393

Dean P – *Production Management: Making Shows Happen* (The Crowood Press, 2002) ISBN 9781681264510

Palmer S – *Essential Guide to Stage Management, Lighting and Sound* (Hodder & Stoughton, 2000)  
ISBN 9780340721131

### Journals

*Lighting and Sound international*

*Sightline*

*The Stage newspaper*

### Websites

[www.4rfv.co.uk](http://www.4rfv.co.uk)

Directory of theatre equipment-related businesses

[www.abtt.co.uk](http://www.abtt.co.uk)

Association of British Theatre Technicians

[www.ccskills.org.uk](http://www.ccskills.org.uk)

Creative and Cultural Skills

[www.stagemanagementassociation.co.uk](http://www.stagemanagementassociation.co.uk)

Stage Management Association

## Delivery of personal, learning and thinking skills

The table below identifies the opportunities for personal, learning and thinking skills (PLTS) that have been included within the pass assessment criteria of this unit.

Skill	When learners are ...
<b>Independent enquirers</b>	researching legislation regarding production and performance of an event
<b>Creative thinkers</b>	creating, managing and updating a production schedule
<b>Reflective learners</b>	referring to previous and relevant units undertaken
<b>Team workers</b>	progressing the unit
<b>Self-managers</b>	organising own production paperwork and time
<b>Effective participators</b>	planning and scheduling meetings and the load in, fit up and get out of a production/event.

Although PLTS are identified within this unit as an inherent part of the assessment criteria, there are further opportunities to develop a range of PLTS through various approaches to teaching and learning.

Skill	When learners are ...
<b>Independent enquirers</b>	asking questions outside of the scope of the unit in order to inform the unit
<b>Creative thinkers</b>	negotiating with production staff to fulfil requirements of the schedule/production
<b>Reflective learners</b>	asking other learners about their own experiences/knowledge in this area
<b>Team workers</b>	taking part in group activities to produce a result
<b>Self-managers</b>	keeping to time for meetings and briefings
<b>Effective participators</b>	assisting other learners in their own tasks/activities.

## ● Functional Skills – Level 2

Skill	When learners are ...
<b>ICT – Use ICT systems</b>	
Manage information storage to enable efficient retrieval	producing and managing production paperwork
<b>ICT – Develop, present and communicate information</b>	
Bring together information to suit content and purpose	compiling production requirements in preparation for a production meeting
Present information in ways that are fit for purpose and audience	presenting information in a production meeting
<b>English</b>	
Speaking and listening – make a range of contributions to discussions and make effective presentations in a wide range of contexts	managing staff and meetings
Reading – compare, select, read and understand texts and use them to gather information, ideas, arguments and opinions	reading reference books, legislative materials and plans then using the information in production meetings
Writing – write documents, including extended writing pieces, communicating information, ideas and opinions, effectively and persuasively	posting production schedules and information on requirements of staff and equipment.