



WE ARE CIVIL LTD.

SERVICE OVERVIEW



INTRODUCTION

ABOUT US

Civil Disobedience is an arts management and production service provider.

We offer bespoke paid-for support packages for artists and companies, from smaller, modular service delivery to large-scale producing partnerships.

Our work can include anything from budgeting, staffing, and company management, to finding the right venue/negotiating the best venue deal, arts industry engagement, on-the-ground production support, tour programming/management, PR and copywriting.

Collectively, our team has worked within the arts (as both managers and creatives) for over two decades, with an additional 15 years spent in marketing, comms and digital content.

We have strong relationships with venues, festivals and arts industry influencers in the UK and globally.

While no one can guarantee success, we believe we can give creatives the best possible strategic vantage point from which to achieve their goals.

OUR EDGE...

01

20+ YEARS OF FESTIVALS/ARTS MANAGEMENT/MARKETING EXPERIENCE

02

UNIQUE INSIGHT INTO THE EDINBURGH FRINGE ENVIRONMENT

03

EXTENSIVE BOOK OF UK AND INTERNATIONAL INDUSTRY CONTACTS

04

ESTABLISHED, STRONG WORKING RELATIONSHIPS WITH VENUES/PROGRAMMERS



INTRODUCTION



OUR FINANCIAL MODEL

We are service providers and industry specialists and we charge a fee for our time and expertise.

This fee is typically paid up front, or as per an agreed payment schedule. Depending a bit on the scope and nature of a project, the financial agreement may also include a box office cut.

We don't take on projects where payment is based solely on a box office cut, royalty pool or profit share.

We also won't offer match funding or cover staff/project expenses, although we're happy to discuss potential in-kind support for certain types of partnerships.

FINANCIAL RISK

When creating budgets and overseeing contracts, we will always do our best to highlight costs/fees with complete transparency, helping you establish break-even points and predict box office take as accurately as possible.

That said, any costs, loss of earnings or financial shortfalls associated with a project are the responsibility of the artist/company, not Civil Disobedience.

This also applies when we sign a venue contract or other agreement on your behalf.

This could include (but is not limited to) tech fees, additional venue charges, cancellation penalties, staffing costs, project expenses, minimum guarantees, lower than expected sales, and box office payout delays.

On that note, the Edinburgh Fringe is a great place to get exposure, earn reviews and network; it should be seen as an investment for the future of your work. Making a financial profit from the Fringe is not guaranteed, so it's important that you have a clear idea of what you want to get out of the experience.

WHAT WE DO



PRODUCING & GENERAL MANAGEMENT

The below list isn't exhaustive, and our support packages are always tailored to the needs of our clients, but these services could include the following.

01

STRATEGIC CONSULTATION

One-off or ongoing strategic consultation on anything from venue options; marketing/promotion; PR (see PR section below); licensing law/insurance, performing at festivals, staff/tech requirements, and more.

02

MARKETING SUPPORT/PROMOTIONAL PLANNING

Input and strategic advice on marketing channels/materials/design/activity; help identify on-street promotional opportunities; street team recruitment.

03

VENUE LIAISON/RELATIONSHIP MANAGEMENT

Pitching your work to venues; negotiating a deal and time slot, making sure your needs are met as closely as possible. Typically, we would enter into venue contracts on artists' behalf, managing the relationship with the venue and administering/processing the box office payout.

04

INDUSTRY ENGAGEMENT

Presenting work to the right industry contacts and strategising show lifespan; gauging interest and potential touring options; ensuring all hosting venues/festivals are briefed on the work as well as your ambitions for it, and that they are consulted on locations-specific industry that can be invited.

05

BUDGETING/FINANCIAL MANAGEMENT

Helping you build and manage a viable project budget; making sure payment schedules are designed to complement your cash flow and that payments are made by agreed deadlines; identifying funding sources, building applications and undertaking the majority of the associated groundwork.

WHAT WE DO



PRODUCING & GENERAL MANAGEMENT

06

COMPANY/PERSONNEL MANAGEMENT

Consultations for senior managers/directors; supporting the day-to-day management of staff; recruitment of company members; short-term line-management of individuals, including appraisal, professional development, and performance-related mediation.

07

TROUBLESHOOTING/CRISIS MANAGEMENT

Quick, responsive production solutions during show development, rehearsal, and staging — or as a crisis management response. This does not typically cover hands-on stage management duties, but could include negotiating the use of equipment — or the space itself — with a venue.



WHAT WE DO

FESTIVALS

We have extensive experience as festivals producers, particularly in relation to the Edinburgh Festival Fringe, with artist and industry contacts built up over the course of the last 10+ years.

Our Director Barry Church-Woods was the Venues & Companies Manager at the Edinburgh Festival Fringe Society for over eight years before setting Civil Disobedience up, acting as the liaison between participants and venues.

In the last decade, he has worked closely with and at a number of other festivals around the world as well, including the Adelaide Fringe, the Orlando Fringe, Under the Radar in New York and DanceLive in Aberdeen.



Our Associate Producer, Louise Oliver, worked at the Fringe Society alongside Barry for over four years, and is responsible for setting up its Arts Industry Office, with a focus on onward touring opportunities and post-festival development.

When it comes to Edinburgh venues, our expertise is second to none and our contacts unrivalled. We have strong relationships with many Edinburgh Fringe programmers, giving you the best chance possible to be considered by your top venue choices.

SOME HIGHLIGHTS...

01

EXPERIENCE OF BRINGING WORLD-CLASS PRODUCTIONS TO THE INTERNATIONAL STAGE

02

WORKING ACROSS A RANGE OF VARIED AND BESPOKE VENUE TYPES AND MODELS

03

REPUTATION FOR EXCELLENCE WITHIN THE WORLD FESTIVAL NETWORK



WHAT WE DO

PROGRAMMING & BOOKING SHOWS

Programming services can include curating variety performances, tour planning and logistics, as well as identifying and targeting regional, national and international venues.

It can also cover courting artists, agents and promoters; negotiating, drafting and issuing artist agreements; reviewing and negotiating venue contracts/deals; production coordination; general artist/venue liaison; and managing Visa/work permit applications.

We'll work with you to achieve your ambitions for the presentation, submitting proposals/applications on your behalf and overseeing the contractual delivery to make sure registration, marketing and other deadlines are met.



SOME PAST EXAMPLES...

01

Three public debates as part of the EdFringe Society's Fringe Central programme

02

UK tour for Grammy-nominated musician Michelle Shocked

03

The Boards, Edinburgh Playhouse (venue) at the 2017 Edinburgh Fringe

04

Wood Mackenzie CSR comedy / variety events

05

The Big Comedy Gala in aid of Macmillan Cancer Support

06

The Edinburgh Fringe Society's Friends of the Fringe Receptions

07

The Edinburgh Fringe Society's Fringe Select events

08

The BBC Olympics Closing Ceremony Street Party

09

The Art of Love Festival for Fife Council

WHAT WE DO



PR & PUBLICITY

We can help companies and artists with a range of PR services, including:

- writing and issuing news releases and follow-up with targeted media
- identifying/applying for guest spots/promotional opportunities
- pitching news stories and ideas for photocalls
- managing media enquiries, interview requests and press comps

RECENT PR JOBS

01

Bugle Boys: Christmas Crackers (Assembly Roxy, Edinburgh, Dec 2018)

02

Twa (Annie George/Flore Gardner, Edinburgh Fringe, 2018)

03

Pixel Dust/Wondr (Metta Theatre, Edinburgh Fringe, 2017)

04

Hans: Mein Camp (Matt Gilbertson, Edinburgh Fringe, 2017)

MARKETING/CONTENT/COPYWRITING

Our Director Josef Church-Woods has 15+ years of experience in marketing, comms, journalism and digital content. While marketing support would usually be included if you engage us as producers for a larger-scale project, we also take on stand-alone assignments for artists (or any other type of client/business).

SERVICES INCLUDE:

- copywriting and content development
- writing for the web/basic SEO
- content idea generation
- editorial articles, blog posts, web copy
- content review/advice
- marketing strategy development
- social media management
- help with social media campaigns

RECENT CLIENTS:

- JacTravel/WebBeds
- Edinburgh Centre for Carbon Innovation
- Primate
- Yard Digital
- Sainsbury's Bank
- Sage

WHAT WE DO



EVENTS & EXPERTISE

As experts in the arts, we design, programme and deliver seminars, public debates, panel discussion and thematic lectures addressing key issues being explored in our work as well as that of our peers.

Recent examples include three public debates that formed part of the Edinburgh Festival Fringe Society's 2018 Fringe Central programme, exploring drag culture, art as activism and the representation of women in the arts. These near-sold out events saw provocations delivered by Courtney Act, Pussy Riot and Orla McLaughlin (Artistic Director of the Traverse Theatre).

We've delivered guest lectures at Columbia, NYU, Napier University and the Prague Academy of the Arts.

We've also appeared as industry experts at numerous events, including at the Kennedy Centre (Washington), 59E59 (New York), Fringe Central (Edinburgh), The Young Vic (London) and Fringe Club (Adelaide).

Additionally, we take on consultation work, such as the venue feasibility study we carried out for the International Science Festival at the start of 2018.

SOME HIGHLIGHTS...

01

ENGAGING COURTNEY ACT AND PUSSY RIOT IN OUR 2018 EDINBURGH FRINGE PUBLIC DEBATE PROGRAMME

02

PARTICIPATING IN EVENTS AS INDUSTRY EXPERTS AT THE KENNEDY CENTRE (WASHINGTON), 59E50 (NYC), THE YOUNG VIC (LONDON)

03

BEING COMMISSIONED BY THE INTERNATIONAL SCIENCE FESTIVAL TO CARRY OUT A VENUE FEASIBILITY STUDY



WHAT WE DO



LOW COST SERVICES

We have developed a number of modular service packages, offering lighter support with anything from finding you the right venue or researching touring options to basic PR. Starting from just £600, these packages are typically delivered over a fixed number of days in the run-up to a festival or project.

PRODUCING LITE

This would usually involve consultations and general producing services delivered during the development/pre-launch stages of a show/tour/festival, rather than on-the-ground support during an actual run/event.

FROM
£600

Find out more about our producing LITE service.

PR LITE

A "lighter" version of our PR service, this option offers basic support with things like writing/issuing news releases and media follow-up.

FROM
£600

Just ask us if you want to find out more.

EDFRINGE VENUE LIAISON

A bespoke service package to support you through the venue registration process, covering consultations, feasibility/scoping exercise, targeted venue meetings/applications, contract negotiation, show registration and more.

FROM
£700

Get more info about our Edinburgh Fringe venue liaison service.

HOW WE WORK



GENERAL APPROACH

We are happy to take on any size project. After an initial discussion, if you decide you would like to hire us, we'll discuss and agree on the key areas where you need our support as well as our fee/payment terms.

Depending on the project and how well defined your requirements are, we may kick off with a stand-alone consultation and scoping exercise, resulting in a top level report with our strategic recommendations and proposed next steps.

Read more about how we work.

COMMUNICATION/ PROJECT MANAGEMENT

Our aim is always to build strong, lasting and rewarding relationships, and we like to set clearly defined communications procedures, scheduling regular updates.

To an extent, we would expect creatives that we partner with to take our advice and involve us in the decision-making process. Particularly in relation to things like the quality and calibre of your marketing materials, applying our brand name/logo correctly, and engaging additional partners/producing support after our working relationship has started.



FEES / PRICING



PAYMENT OPTIONS

For large-scale, long-term collaborations, a retainer agreement with a monthly payment is an option, while a fixed fee (potentially including a box office cut or share in a royalty pool) can be negotiated for other projects.

GUIDE PRICING

Our daily rate is £200, so for a smaller project with an agreed fee of £600, you can expect roughly three days of our time. For bigger projects and retainer agreements, fees and rates are negotiable, but generally speaking, bigger projects mean better value for money in terms of the time we can commit to it.

Below is a table with a few examples of project types, typical fees, payment models and timelines. These are not set in stone; they have been pulled together as guide pricing, based on a selection of previous projects.

SAMPLE FEES

Type of project	Payment	Fee / time commitment
Large-scale producing job	Retainer	£500/month, covering 2.5-4 days / month for 12+ months; potential 15% box office cut off the top.
EdFringe full producing service	Fixed fee	£3000 for minimum 15 days delivered Nov-Sep, paid in full by July; potential 15% box office cut off the top.
EdFringe venue liaison service	Fixed fee	£700: consultation/report + min. three days work delivered anytime Nov-Apr, paid up-front.
Ad hoc producing / admin support	Daily rate	£200 per day.

ETHICS



ACCESS

We believe that until we are all equal, none of us are. As such, we're committed to ensuring that all work we support is accessible to as many people as possible. We'll always prioritise the most physically accessible venue where the business case allows, and encourage inclusive practice to best support audiences with sensory impairments.

We'll also interrogate venues and festivals about their audience development targets, and what they are doing to engage those for whom cultural provision traditionally fails.

SUSTAINABILITY

Civil Disobedience is a Green Arts Company through Creative Carbon Scotland, and we're committed to reducing our negative environmental impact through conscientious practice. That means reasonable print runs, efficient transport, minimising unnecessary travel/freight etc.

ACTIVISM

We believe that everyone has a right to be treated fairly and with respect. We campaign for human rights and try to avoid any behaviour that is harmful to others. This includes our public voice and who we associate with. It's subjective, so we tend to live by the simple mantra:

Don't be a dick.



WHAT WE DON'T DO



THERE ARE SOME THINGS WE GENERALLY CAN'T HELP YOU WITH...

FINANCIAL INVESTMENT / BANKROLLING

As a small company supporting two members of staff, we very much depend on getting paid for our services. We don't have the resources/cash flow to invest financially in collaborations, cover project costs/expenses, take on financial risk, or work on a box office cut/profit share-only basis.

In cases where we incur expenses on behalf of you/the project (e.g. props, adverts, session musicians, stage crew etc.) you are liable to cover the costs and we reserve the right to reclaim expenses from you/your box office payout.

ACCOUNTING / FINANCIAL RESPONSIBILITY

We can help you build and maintain a budget spreadsheet or recruit staff, but we're not finance professionals. We can't take any responsibility for your company's finances in relation to your legal status, or any financial commitments to third parties.

POSTERING / STREET TEAM ACTIVITY

We are not street promoters, and generally do not flyer for shows or distribute posters. It is your responsibility to collect any marketing materials we store for you and get them to/from your venue. We can offer promotional support by helping you plan your marketing strategy, consulting on the best promotional solutions, and we can also assist you in sourcing promoters/street teams.

STAGE MANAGEMENT

Hands-on stage manager duties (such as last-minute sourcing, buying or building props/kit; transporting props/equipment to/from venues; set design, stage prep, etc.) are not part of our remit, unless this has been specifically discussed and agreed as part of our contractual deliverables.

WHAT'S NEXT?



Once we decide to work together, the next step will be to agree on our deliverables, fee, and payment terms, then draw up a contract that reflects all of this.

LET'S TALK...

If you've read this document carefully and want to talk to us about making a collaboration happen, just get in touch and we can take it from there.

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