

GLASGOW / FILM /

Trustee Pack
2020



Welcome from the Board of Trustees

Dear Applicant

Thank you for taking the time to consider the vital role of Trustee of Glasgow Film.

Glasgow Film is a success story with Glasgow Film Theatre one of the busiest cultural cinemas in the UK; Glasgow Film Festival is now one of the leading UK film festivals; Film Hub Scotland supports the development of cinema across the whole country; a year-round programme of Screen industry events helps to fuel the screen sector and economy; we are a success story in embedding equalities, diversity and inclusion across all aspects of delivery and programming; our established programme for children and young people; and an award-winning programme of outreach and engagement that enriches the lives of many.

In 2019/20 we were on track to record our busiest year ever in terms of total admissions before COVID-19 struck and we had to close our doors for just over five months.

Glasgow Film now faces significant COVID-19 financial challenges. Our audiences, participants and the communities of need we work with are similarly affected. Some marginalised and under-represented groups face not only COVID-19 related financial worries but also increased social isolation and health concerns alongside worsening mental health and wellbeing.

There are also many opportunities for Glasgow Film too, as we pivot our delivery to meet the requirements of this new COVID-19 reality and super-charge our work supporting those most in need and develop our digital capabilities. We are ready to embrace change, to expand our vision, create new partnerships and to drive forward our strategies. We are also supported in our mission by the extraordinary quality and commitment of our staff and volunteers at all levels and in all areas of our business. Under the leadership of our Executive team, we believe Glasgow Film has opportunity to reach its ambitious goals and to continue making a decisive difference over the coming years to the life of Glasgow and its richly diverse communities.

We hope that this important but demanding role appeals to you and look forward to receiving your application to become a Trustee of Glasgow Film.



The Opportunity

Glasgow Film is looking for up to four new Trustees to join the current Board of 11 and the Executive team. We are looking for people who will bring a diverse range of experiences and ideas to the organisation and who are strategic thinkers.

You may have specific professional experience; you might also consider yourself a member of the Glasgow Film community; or you might have lived experience and knowledge of our equalities work which includes autism friendly programmes for families and adults, a D/deaf friendly programme, and Movie Memories, our dementia friendly programme. We are interested in hearing from anyone who is drawn to this role and is passionate about securing the future of Glasgow Film for future generations.

All Trustees will act as champions of Glasgow Film, helping us to extend our networks and relationships, contribute at a strategic level to business planning but most importantly help ensure that we continue to drive forward our mission of 'Cinema for All' making significant progress in our commitments to equalities, diversity and inclusion.

Glasgow Film also regularly reviews the collective skills and expertise of its Board to ensure that it has the right balance to further our strategic aims. We have identified the following areas as gaps in our current shared skill set:

- . Philanthropy and/or corporate partnerships. You will have the opportunity to help shape the income strategy and advise on donor development.
- . Digital development including infrastructure, data analysis and online customer offer. You will have the opportunity to advise on our digital strategy and earned income model.
- . Human resources and staff development. You will help ensure that Glasgow Film is an excellent employer and that all staff are supported to develop and do their best work.
- . Equalities, diversity and inclusion. You will have the opportunity to support diversity staff champions to drive forward our EDI action plan and Black Lives Matter commitments.
- . Legal. You will have the opportunity to guide the Executive on general legal matters and provide support to seek expert external legal counsel where required.

We welcome and strongly encourage applications from people who are under 30; and/or are D/deaf or disabled; and from ethnic minorities.

Time commitment: Four Board meetings per year, currently held virtually in the current circumstances. If we return to holding meetings in the GFT, the building is fully accessible for wheelchair users. The term of office is initially from August 2021, and subject to the Board rotation policy to August 2024.

Remuneration: This role of Trustee is currently voluntary. However, to mitigate potential barriers, any relevant expenses (for example childcare costs or BSL) will be covered.



Application Process:

Stage 1 - Informal enquiry

Anyone that is interested is encouraged to enquire now and have an informal chat with Allison Gardner (Chief Executive Officer) or one of our current board members over the phone in advance of making a formal application. This is a chance for you to chat about the reality of the role, time commitment and discuss any access or support you might need.

Please email Allison Gardner on Allison.Gardner@glasgowfilm.org to arrange.

Stage 2 - Formal application

Please send with a one-page written statement that simply and clearly outlines your reasons for applying and a copy of your current CV (if you have one) to Caroline.Rice@GlasgowFilm.org Please also complete the attached equalities monitoring form and send this separately to Caroline.Rice@GlasgowFilm.org Deadline end of day Thursday 07 January 2021.

Stage 3 – Shortlisting

Applications will be reviewed and shortlisted by Allison Gardner (Chief Executive Officer) and two current board members. Shortlisted candidates will be invited to attend an informal interview (either in person or online depending on circumstances.) This is a chance for both parties to ask questions.

Stage 4: Observation and Appointment

Successful candidates will then be invited to observe a board meeting before being formally appointed to the board at the following meeting.

Training and Support:

You do not need to have previous Board experience or fully understand charitable law, regulations and your specific legal responsibilities. You will be supported by the Executive through an induction, you will be 'buddied' with another board member and you will be given the opportunity to join staff meetings where possible to get to know the team and organisation. We will also actively seek training opportunities for board members through bodies like SCVO (Scottish Council for Voluntary Organisations) to help you build your skills and confidence as a board member.



About Glasgow Film

The UK's first purpose built art-house cinema outside London, the Cosmo in Glasgow's Rose Street opened in 1939 with an introduction by pioneering documentary filmmaker John Grierson. Grierson said he believed it would contribute not just to cultural vigour, but also the city's democratic and social life, presenting cinema as an instrument of observation and enlightenment as well as a form of art and entertainment. By the early 1970's due to a fall in cinema admissions in the UK, its future was uncertain. At this point the Scottish Film Council (predecessor body of Scottish Screen and then Creative Scotland) was looking for a home for Scotland's first 'Regional Film Theatre' and on 2 May 1974 the Glasgow Film Theatre (GFT) opened its doors. Grierson was right, this cinema has remained a treasured institution.

Since those early days the organisation has changed and evolved but the original sense of being at the cutting edge has remained central to our DNA. What began as a single screen cinema has grown to a three-screen complex offering screenings, lectures, discussions, festivals, workshops, industry support and the chance to see films and meet filmmakers from Scotland and around the world.

Glasgow Film now incorporates one of the UK's leading independent cinemas, the GFT; Glasgow Film Festival now one of the leading UK film festivals; the Film Hub Scotland network supporting the development of cinema across the whole country; a year-round programme of screen industry events; an established programme for children and young people and an award winning programme of outreach and engagement.



Glasgow Film is...

The GFT, Glasgow's centre for film-lovers. GFT is a specialised cinema providing an extraordinary and independent programme. The programme in 2019/20 comprised 720 films that were made up of first-run independent, auteur and international cinema combined with film festivals, unique events and film seasons in partnership with local organisations, national collaborators and cultural organisations. An important part of that is our engagement with audiences, including Q&As with cast and crew, and post screening discussions – an impressive 149 such events took place in 2019/20. We worked with a huge range partners (as well as our in-house curated seasons) to deliver a diverse programme of work including: Reclaim the Frame - Birds Eye View Film, Scottish Mental Health Arts Festival, Luminare Festival, LUX Scotland, Interfest (Refugee Festival Scotland), Italian Cultural Institute, Take One Action!, Women's Support Project, Scottish Bi+ Network, BAFTA Scotland, SQIFF, National Library of Scotland Moving Image Archive, Black History Month, Scotland Loves Anime, Africa in Motion, UK Green Film Festival, UK Jewish Film Festival.

Established in 2005, Glasgow Film Festival (GFF) is dedicated to presenting the best Scottish, UK and international cinema. GFF presents a unique programme including feature films, Industry Focus and special events with particular emphasis on encouraging new audiences and talent development. With 192 features the 2020 programme featured many up-and-coming filmmakers, reinforcing GFF's reputation as major festival and a key platform for emerging talent.

Our Children & Young People programme encompasses engagement with schools through screenings, workshops, CPD and youth employment support, inspires learning about and through film across the curriculum from nursery to secondary pupils. In 2019/20 we reached a total of 8,638 school participants through our programme of 52 school screenings and nine workshops. Due to the increased capacity in the team we delivered more school-based events such as our first Careers Day (122 pupils from 8 schools), and a BECTU event (292 attendances), broadening our reach while also promoting our range of opportunities. This has resulted in work with 30 of 37 Glasgow City Council Secondary Schools.

Our Access & Community Engagement programme aims to provide and nurture inspiring, informative, accessible and participative engagement and lifelong learning opportunities around cinema and the moving image, for all. Targeted work in equality, diversity and inclusion includes autism friendly programmes for children and families, and for people aged over 15; D/deaf friendly programme, Visible Cinema, and Movie Memories targeting people living with, or affected by dementia.

Our Mission

GFT's mission is Cinema for All.

GFT is a national centre for film and moving image media where audiences and filmmakers experience and debate cultural practice and ideas through diverse, unique and quality programmes that transform the way people see the world, through film.

Governance Context

The Board of Trustees is the governing and legally responsible body of Glasgow Film Theatre. The charity is registered as The Glasgow Film Theatre (also known as GFT), trading under the following names: Glasgow Film, Glasgow Film Festival (GFF), Glasgow Youth Film Festival (GYFF) and Film Hub Scotland (FHS). A company limited by guarantee, registered in Scotland No SC097369 and registered with the Office of the Scottish Charity Regulator (No SC005932) and is governed by a memorandum and articles of association. The Trustees of the charity are also Non-Executive Directors of the company. Glasgow Film operates within the regulatory frameworks for companies and charities. New Trustees are offered a structured introduction to Glasgow Film and its governance. Glasgow Film aims for excellence standards of governance that are appropriate to its operating context and resources.

Role and Composition of the Board

The Board provides strategic direction and sets overall policy, goals and evaluates performance against agreed targets. The Board is responsible for ensuring the charity's objectives are adhered to and that appropriate mechanisms are in place to protect its assets.

The day-to-day operation of the charity is delegated to the CEO and Executive Management team. The Board provides support through expertise and guidance whilst ensuring effective management controls are in place and developed. The Board typically comprises:

- . Two nominees from Glasgow City Council
- . 13 independent Trustees (Board members)
- . Two stakeholder observers (Creative Scotland and Glasgow Life for Glasgow City Council)

Sub committees:

- . Finance, Audit, and Risk Committee (Four Trustees, CEO, Executive Director and Financial/Commercial Director)
- . Board Search Committee (Vice-Chair, Two Trustees, CEO)
- . Building Development Committee (Three Trustees, CEO)

The Role of Trustee

All charity trustees have legal duties and responsibilities under the 2005 Act. These include,

- 1. You must act in the interests of the charity**
 - You must seek in good faith to ensure the charity operates in a manner consistent with its purposes
 - You must act with care and diligence
 - You must manage any conflict of interest between the charity and any person or organisation who appoints charity trustees

- 2. You must comply with the specific duties of the 2005 Act, including**
 - Charity details on the Scottish Charity Register
 - Report any Charity changes to OSCR
 - Maintain financial records and statutory reporting
 - As charity trustees you are responsible for taking control of how your charity raises funds
 - Provide charity information to the public that publicises charitable status and governing documents

Full details of the 2005 Charities act and Trustee duties can be found [here](#).



Trustees of Glasgow Film must:

- Commit to good attendance, to read papers in advance and contribute constructively and consistently.
- Demonstrate commitment to our equalities, diversity and inclusion policies.
- Demonstrate commitment to our environmental and sustainability policies.
- Appoint the CEO and support the employees.
- Protect and manage the assets of the organisation, ensure the financial stability of the charity and the proper investment of its funds.
- Contribute to sub-committee meetings as appropriate.
- To learn about the activities of Glasgow Film and research external issues that may affect its future.

Our website provides more information about our activities:
<http://www.glasgowfilm.org>

