

## Chair Recruitment

### Centre for the Moving Image (CMI)

(The **CMI** incorporates *Filmhouse Cinema & Café Bar*, *Edinburgh International Film Festival* and *Belmont Filmhouse*)

#### 1 Recruitment of Chair

- 1.1 The Board of the CMI is looking to recruit a new Chair to lead the board and support the executive deliver against the organisation's vision, purpose and values over the next four years.
- 1.2 As an experienced leader of people you should also have experience and gravitas at Board level and across business networks. We are an arts based organisation and it is expected that the new Chair would have a keen interest or experience in one or more aspects of the arts, ideally film and the moving image.
- 1.3 Details of how to apply are contained at the end of this document.

#### 2 The Centre for the Moving Image

- 2.1 The Centre for the Moving Image (CMI) is a national organisation with bases in Edinburgh and Aberdeen. Its vision is to use film in all its guises to transform people's lives – through the watching, making and understanding of film. It is aiming to increase the range and quality of opportunities for a wider range of people to be inspired by and engage with film and the moving image, centred on artistic quality and excellence, genuine inclusivity and delivered in an environmentally sustainable way.
- 2.2 The CMI currently incorporates Scotland's leading independent cinema, **Filmhouse**, one of the world's longest running film festivals, **Edinburgh International Film Festival**, the **Filmhouse Café Bar**, and the home of film in Aberdeen, **Belmont Filmhouse**.
- 2.3 As a leader in its field, the CMI works to positively challenge, take risks, and believes in the independence of voice and genuine choice for audiences.
- 2.4 300,000 people come through their doors each year to be inspired, excited and challenged by the films they show, the learning, community engagement and talent development opportunities they provide, and the festivals and special seasons they host, including EIFF.
- 2.5 Filmhouse is a founding member of the **Edinburgh Cultural Venues Group**, Edinburgh International Film Festival is a founding member of **Festivals Edinburgh**, and Belmont Filmhouse and CMI are founding members of **Culture Aberdeen**
- 2.6 As well as being responsible for nurturing and developing these existing businesses and activities, the CMI aims to build on that heritage in understanding and addressing the future of the moving image – for audiences, talent and industry.

- 2.7** The CMI is a company limited by guarantee and a registered charity. It is the parent company of three subsidiary companies, Belmont Filmhouse Limited (also a registered charity), Filmhouse Trading Limited and the Edinburgh International Film Festival Limited.
- 2.8** The CMI generates more than half of its income through its trading activities (box office, café bar, sponsorship, individual giving); it is a Regularly Funded Organisation (RFO) of Creative Scotland, and receives grant funding from the PlaCE Programme (a partnership of the Scottish Government, City of Edinburgh Council and Edinburgh’s Festivals), the City of Edinburgh Council, the BFI, Aberdeen City Council, the Scottish Government through the Festivals Expo Fund, and Event Scotland.
- 2.9** The CMI has seen its turnover increase from approximately £3.7m in 2012/13 to over £6m in 2019/20. In that time the percentage of public funding has remained at approximately 37%, with earned and non-public income rising from £2.4m to £3.9m in that time.

### **3 Key Challenges**

#### **3.1 COVID-19**

The impact of COVID-19 for the whole cinema exhibition and festivals’ sector has been significant. Both our cinemas have been closed for much of the last year and there was a shortened online version of EIFF in 2020. As we look forward we believe that the future of independent cinemas and festivals is bright – we offer something unique for the film industry and audiences.

#### **3.2 Finances**

The organisation recognises that the combination of an inadequate building in Edinburgh, the ongoing impact of COVID-19 and an uncertain public funding landscape from 2022 onwards present financial challenges for the organisation in the long term. We are therefore reviewing all aspects of the costs and revenues of the charity to ensure that we can continue to deliver against our charitable objectives for the long term in a sustainable way.

#### **3.3 Building**

The existing Filmhouse building is not fit for purpose and is not able to support the delivery our charitable objectives in the long term. Following a prolonged period of investigation, the board’s preferred option is to develop a new Filmhouse on Festival Square in Edinburgh’s city centre and a full planning application for this was submitted in December 2020. However, the planning process will take time, and the financing will be challenging, and therefore the charity is continuing to explore options for interim and long term solutions.

#### **3.4 Creative Leadership**

The charity is in the process of recruiting a new Chief Creative Officer to create, lead and champion a refreshed creative vision for the whole organisation, putting the films, the filmmakers and the audiences at the heart of everything we do, spanning the curated screenings programmes, community engagement, learning, talent development and industry programmes. This includes a reimagined EIFF for 2022 onwards.

## 4 Person Specification

4.1 The individual will be expected to demonstrate the following:

1. Credibility and authority at a senior level within the Scottish, UK and international creative media sector; and/or
2. Proven ability to work effectively in a political environment at a senior level within Scotland and/or the UK, with sufficient weight and personal authority;

*It is essential that an individual should be able to address at least one of these first two points. The remaining points are desirable attributes, skills and experience.*

3. Ability to work with a CEO and executive in developing an organisation and delivering against agreed objectives;
4. Ability to provide strategic leadership with proven experience of chairing boards or committees;
5. Ability to work in partnership with different stakeholders (for example, funders, public, voluntary or private sector agencies and partners);
6. Understanding of management and governance issues, preferably at a senior level, including an understanding of the principles of public service;
7. A good understanding of the business environment of the CMI, sensitivity to its cultural, educational and industrial remits and awareness of the key opportunities and challenges for the organisation and sector;
8. Representation and media-handling skills, including public speaking.

## 5 Responsibilities, Duties and Commitment

5.1 The Chair of the Board of Trustees of the CMI has the following responsibilities and duties:

1. Chairing regular meetings of the board of trustees (in normal years this would be approximately six meetings each year, held in Edinburgh);
2. Chairing the Nominations Committee (approximately four meetings per year);
3. Being an ex officio member of the Audit and Risk Committee (normally three meetings each year);
4. Being a public spokesperson for the organisation at key events and in the press and media;
5. Being available for meetings with key partners, including Screen/Creative Scotland, British Film Institute, City of Edinburgh Council, Aberdeen City Council and the Scottish Government;
6. Attendance at key events, including EIFF;
7. Taking the lead in building links at Board level with partner organisations and other stakeholders;
8. Ensuring that all Board members have a proper knowledge and understanding of their corporate roles and responsibilities;
9. Ensuring that the Board carries out its essential functions efficiently and effectively so that:
  - all planned business is dealt with, a conclusion is reached in respect of each item and each member of the Board understands the conclusion;
  - all decisions by the Board are clearly and accurately minuted;
  - the Board delegates appropriate authority to its committees and to the Chief Executive;
  - all Board members are given the opportunity to express their views before any important decision is taken; and
  - the Board receives professional advice when needed.
10. Developing an effective working relationship with the Chief Executive, including:
  - agreeing the Chief Executive's annual performance targets and undertaking the assessment of his/her performance.
11. Taking the lead in encouraging the Board to actively engage with the organisation's income generation and development/fundraising activity.

- 5.2** If appointed to the board of the CMI, you will be a director of the company and a trustee of the charity. The following responsibilities and duties cover both the requirements of company directors and charity trustees:
1. You must act in the interest of the CMI. Trustees should put the interests of the CMI before their own interests, or those of any other person or organisation;
  2. You must operate in a manner consistent with the charity's purposes;
  3. You must act with due care and diligence;
  4. You must ensure that the CMI complies with the provisions of the 2005 Charities Act, the Companies Act 2006, and other relevant legislation;
  5. You must be able to attend and participate in regular meetings of the board of trustees (approximately six meetings each year, held in Edinburgh);
  6. You will promote the long-term success of the company;
  7. You will act within the company's constitution and powers;
  8. You will exercise independent judgement;
  9. You will avoid 'situational' conflicts of interest;
  10. The Companies Act 2006 specifies a (non-exhaustive) list of factors directors must take into account in order to show that they are promoting the success of the company, including:
    - the likely consequences of any decision in the long term
    - the interests of the company's employees
    - the need to foster the company's business relationships with suppliers, customers and others
    - the impact of the company's operations on the community and the environment
    - the desirability of the company maintaining a reputation for high standards of business conduct
    - the need to act fairly as between members of the company
- 5.3** Time commitment: it is expected that the role will take up an average of 2 days per month.
- 5.4** There is no remuneration for this position.

## **6 Selection Process**

- 6.1** If you would like to have an informal, confidential discussion of any aspect of the process, please contact Ken Hay, Chief Executive of the CMI, at [ken.hay@cmi-scotland.co.uk](mailto:ken.hay@cmi-scotland.co.uk) or +44 7870 155105.
- 6.2** If you would like to apply for the role of Chair of the CMI, please forward your CV and a covering statement to [ken.hay@cmi-scotland.co.uk](mailto:ken.hay@cmi-scotland.co.uk) by 12noon on Monday 24<sup>th</sup> May 2021, with "Chair Application" in the subject box of the email. Your application will be treated in strict confidence.
- 6.3** A shortlist of applicants will be drawn up and invited for interview, currently scheduled for w/c Monday 14<sup>th</sup> June 2021 via Zoom.
- 6.4** The successful applicant would be expected to be able to take up the role of Chair from summer 2021 onwards.

## 7 Appendix 1: CMI Vision, Purpose and Values

**7.1 Vision:** To transform people’s lives through film.

**7.2 Our Purpose and Impact:** We will measure our success based on delivering the following positive impacts through our audience engagement, community engagement and talent development strategies, our pricing structures, our employment practices, and through our programmes, projects and activities:

For **individuals**, through film:

- *Providing access to and understanding of the world*
- *Enabling cultural enrichment*
- *Developing a greater sense of self and society*
- *Enabling emotional engagement and empathy*
- *Providing a fair and inclusive workplace*
- *Contributing to poverty alleviation*
- *Developing a sense of belonging*
- *Providing the ability to tell one’s own stories*

For **communities**, through film:

- *Developing a sense of community identity*
- *Providing the ability for communities to tell their own stories*
- *Contributing to a more balanced and inclusive economy*
- *Developing a greater understanding and sense of community*
- *Developing a more inclusive society*

For the **environment**, through film:

- *Developing a shared understanding of the climate emergency*
- *Committing to a more environmentally sustainable workplace and programme delivery*

**7.3 Values:** The CMI has developed the following values, which underpin what it does, why it does it and how it does it.

### **we are inclusive and accessible**

- We are open, accessible, and respectful
- We believe in diversity and are committed to equality
- We believe in working collaboratively with individuals and organisations in making a positive difference
- We will actively seek out and work with people and organisations with a wide range of voices, with different experiences and from different backgrounds to ensure that our work is authentic

### **we are innovative and inspiring**

- We are focused on artistic quality and excellence
- We are bold, creative and passionate
- We are inquisitive, challenging and risk taking
- We believe in understanding the present and shaping the future
- We believe in the power of film to change lives
- We are confident, positive and a leader

### **we have integrity**

- We are professional, accountable and transparent
- We are authentic, engaging and honest
- We believe in independence of voice and genuine choice for audiences
- We believe in developing and delivering our strategy sustainably – for the organisation, for the environment, for society