

BRITISH FILM INSTITUTE  
BOARD OF GOVERNORS

MINUTES  
27 JANUARY 2015

Minutes of the extraordinary Board meeting held from 13:00 to 17:00 on 27 January 2016 in the Pinewood Room, BFI, 21 Stephen Street, London W1T 1LN.

**Present:**

Greg Dyke ( <i>Chair</i> )	Matthew Justice	Josh Berger CBE (By Telephone)
Libby Savill ( <i>Deputy Chair</i> )	Oona King	
Charles Cecil MBE	Tom Hooper	
Pete Czernin	Tim Richards	

**In attendance:**

Amanda Nevill	<i>Chief Executive</i>
David Parkhill	<i>Director of Finance &amp; Resources</i>
Iain Thomson	<i>Board Secretary</i>
Ceri Morgan	<i>Director of External Affairs (Maternity Cover)</i>
Ben Roberts	<i>Director of the Film Fund</i>
Heather Stewart	<i>Creative Director</i>
Paul Richardson	<i>Senior Monitoring Executive</i>
Gabriele Popp	<i>Head of Collections and Information</i>

**1. Apologies and Declarations of Interest**

***Apologies***

Pat Butler	Jonathan Ross
Alison Cornwell	Andrea Wong

***Declarations of Interest***

- Amanda Nevill declared an interest as a Trustee of the BFI Trust. Iain Thomson declared an interest as Secretary to the BFI Trust. It was agreed that the nature of

these interests was such that they would not be required to leave the room during this meeting.

- Also noted were the interests of most Governors in different aspects of the film industry and various related parties. It was agreed that the nature of these interests was such that none of these Governors would be required to leave the room during the meeting.

## **2. Minutes and Matters Arising**

- 2.1** The minutes of the meeting held on 4 December were considered by the Board. It was noted that the minutes did not reflect the resolution of the Board that having previously protected them from cuts as far as was possible in recent years, regrettably, all GiA funded partners would receive a 2% reduction in 2016-17. It was confirmed that this should include regional archives and venues. It was requested that the minutes be revised to reflect the resolution. Subject to this revision being made it was resolved to approve the minutes as an accurate record of the meeting.

## **3. Nominations and Appointments Committee**

### ***Appointment of the Chair***

- 3.1** The Board was advised that this was Greg Dyke's final meeting as Chair as his term was due to expire on 15 February. Josh Berger had been appointed as Chair designate.
- 3.2** Pursuant Article 6(d) of the Royal Charter, the Chair was permitted to serve three terms providing that he or she served no longer than ten years in aggregate. It was agreed that this article should be revised to permit an appointee to serve for a longer period. This would be particularly pertinent where an individual was appointed as Chair having previously served on the Board. This would form part of a broader suite of revisions already agreed with DCMS.

### ***Member Governor Election 2015***

- 3.3** The results of the recent Member Governor election were outlined and discussed by the Board. The Board was informed that Peter Kosminsky had topped the poll, but a disappointing 5.1% of the electorate had participated. In accordance with the rules governing the Election (that require 10% of the electorate to participate) the election was therefore null and void, and as the turnout was so low, the Board regrettably determined that they should not again exercise their right to appoint the winning candidate regardless. It was acknowledged that Peter's contribution to the Board over the last four years had been extremely significant and the Chair expressed his gratitude for Peter's considerable efforts during his term.
- 3.4** Three elections had taken place since 2012 and on each occasion the turnout had been well below the 10% figure required for the election to be valid. It was noted that the cost of running an election was significant. In light of these two factors, the

board questioned whether elections for a Member Governor should still take place. The Board acknowledged the value of reserving a Board place for a BFI member. As an alternative to an election, it was proposed that as the Member Governor position becomes vacant, members should be invited to nominate candidates who might meet specified skills requirements. A short list would then be drawn up and candidates interviewed by the Nominations and Appointments Committee. The Committee would then make a recommendation to the Board. The Board considered that this would allow for the reinvigoration of the valuable Member Governor position and resolved to approve the process going forward. As the position was now vacant the new process would be implemented as soon as possible.

### ***Governor Reappointments***

- 3.5** The Board was advised that the terms of five Governors expire between February and May 2016. With the terms of the remaining Governors expiring between April and May 2017, reappointments were discussed in this context. It was noted that Josh Berger would be discussing reappointments with all the relevant Governors over the coming week. It was agreed that the Board Secretary would circulate the details of the expiration of all Governor terms.

*Tim Richards left the meeting.*

**4. A Deep Dive into Film Forever – Strategic Priorities 1 & 3**  
**Part of this minute has been removed for reasons of confidentiality**

*Paul Richardson, Ceri Morgan, Ben Roberts, Heather Stewart and Gabriele Popp joined the meeting.*

- 4.1** Amanda Nevill outlined the nature of the evaluation. The timetable for the review of Film Forever was discussed.

### ***Strategic Priority 1 - Expanding education and learning and boosting audience choice***

#### ***Education***

- 4.3** The Board was concerned to ensure that public funding was being used to provide access to as diverse a choice of films as possible. It was agreed that what children were watching was a key factor in justifying public money intervention. A delayed Customer Relationship Management (CRM) system was currently now being implemented that should provide a hitherto unavailable depth of knowledge in relation to the films that were being viewed as well as more accurate details of the number of clubs. It was agreed that there was a strong argument in favour of a more tightly curated offer.

- 4.4** Into Film rely on Amazon for the supply of DVDs to Film Clubs and yet not all Clubs use it so tracking titles was complex. The Board queried whether a digital delivery model might be possible or had been considered by Into Film.
- 4.5** The Board asked if there was research evidence of the link between clubs and cinema attendance by young people.

### ***Audiences***

- 4.6** Ben Roberts presented the evaluation of Strategic Priority 1, Boosting Choice – delivered through 5 key interventions – the Film Audience Network, Neighbourhood cinema initiative, the Festivals Fund, National Blockbusters drawn from the BFI Programme.
- 4.7** The FAN was a cultural intervention that facilitated more cross network programming than ever before. Having been a complex structure to establish, and despite it still being in its infancy, with some Hubs still delivering more strongly than others, it was starting to provide valuable leadership at a regional level. It was essential that this initiative was given sufficient time to mature and funding would continue to be essential if this choice of cultural film was to be sustained outside London. Going forward it would be crucial to pull more value out of BFI initiatives by developing a more joined up approach between FAN, the Cultural Programme (Blockbusters), Into Film, Neighbourhood and BFI Player.
- 4.8** An important area where we have failed to find a successful or affordable working partnership was with the larger exhibition operators. The organisational structure of these larger companies is more centralised, and therefore lacks the decision making ability at a local level to actively participate in FAN. The larger circuits have been very open in seeking to find ways of working with the BFI, and there have been a couple of pilot scenarios, but no sustainable model has been alighted on. The conclusion is that a separate approach needs to be taken directly with the larger exhibitors rather than through the FAN as part of the next strategy.

### ***Digital***

- 4.9** The Board discussed the digital interventions that had boosted audience choice around the UK. Britain on Film had exceeded all expectations in delivering unprecedented audiences to archive film, indeed it had the biggest impact and highest audience for any BFI project.
- 4.10** BFI Player had delivered a market-leading VoD platform for cultural film, bringing diversity of choice to the digital market. Improvements to digital content and website technology delivered sustained growth in digital audiences and exceeded the 5-year target within 3 years. Going forward, tighter integration with the Cultural Programme would be sought.

**4.11** For sustained growth in digital audiences, a third party collaboration and partnerships would be key.

***Strategic Priority 3 - Unlocking film heritage for everyone in the UK to enjoy***

**4.12** Heather Stewart outlined the developments relating to the Unlocking Film Heritage project. The investment in digital preservation facilitated by the project had helped to protect and provide access to vast volumes of data and secure future digital preservation.

**4.13** Gabriele Popp outlined the *UK Filmography* initiative; a powerful statistical tool that would inform strategy, collecting and campaigning. It was the most comprehensive data bank of information in relation to UK film ever amassed. All UK feature films would now be allocated a unique identifier (EIDR) equivalent to ISDN for books.

**4.14** Crucially, the information had a commercial value and there would undoubtedly be products that could be built on it. The Board agreed that the UK Filmography represented a comprehensive and momentous piece of work.

*Paul Richardson, Ceri Morgan, Ben Roberts, Heather Stewart and Gabriele Popp left the meeting.*

**5. The Devolution Agenda**

*John McGee joined the meeting.*

**5.1** As there was insufficient time to consider this paper in detail it was agreed to defer it until the meeting in February.

*John McGee left the meeting.*

**6. Board Committees and Normal Business**

**Part of this minute has been removed due to reasons of confidentiality**

***BFI Activity – CEO Report***

**6.1** Amanda Nevill outlined the pertinent elements of the CEO Report that were noted by the Board.

***Finance Report and Management Accounts***

**6.3** The Finance Report and Management Accounts before the Board were noted.

## **7. AOB**

- 7.1** Libby Savill led the Board in thanking Greg for his tireless service to the BFI over the last eight years. It was acknowledged that this had been a time of significant change and that Greg had provided inspirational leadership during this period. Two events were planned at the beginning of February to mark Greg's departure and it was hoped that all Governors would be able to attend. Formal handover of the Chair would take place at the Chairman's Dinner of 23 February 2016.