

BRITISH FILM INSTITUTE
BOARD OF GOVERNORS

MINUTES

25 JULY 2012

Minutes of the Away Day meeting held from 9:30 to 17:00 on 25 July 2012 at the Cumberland Lodge, The Great Park, Windsor, Berkshire, SL4 2HP.

Present:

Greg Dyke (Chair)

Josh Berger CBE

Shami Chakrabarti CBE

Tom Hooper OBE

Matthew Justice

Peter Kosminsky

By telephone for part of Item 4

James Purnell

For Items 4-6

In attendance:

Amanda Nevill

Chief Executive

Tim Cagney

Deputy Chief Executive

Trevor Mawby

Director of Finance & Resources

Iain Thomson

Board Secretary

In attendance for part of the meeting:

Will Evans

Director of Business Affairs

Item 4

Ben Roberts

Director of Lottery Film Fund

Item 4

Paula Le Dieu

Director of Digital

Item 4

Heather Stewart

Creative Director of BFI

Item 4-6

1. WELCOME

The Chair welcomed the Governors to the Away Day meeting.

2a. APOLOGIES FOR ABSENCE

Peter Foy

Ashley Highfield

Beeban Kidron

Libby Savill

Tessa Ross CBE

Cy Young

2b. DECLARATIONS OF INTEREST

- Amanda Nevill and Trevor Mawby declared an interest as company directors of British Film Institute (Big Screen) Limited. Amanda Nevill declared an interest as 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 this meeting.

Peter Kosminsky joined the meeting by telephone.

3. MINUTES OF MEETING HELD ON 21 JUNE 2012 AND MATTERS ARISING

Board of Governors Meeting 21 June 2012

- 3.1** The minutes of the meeting held on 21 June 2012 were noted and approved as a true and accurate record of the meeting.

Education Tender Specification and Guidelines

- 3.2** Tim Cagney presented the paper to the Board. The Board noted that the three tiers outlined reflected the structure of the Education policy paper presented to the Board in May 2012.
- 3.3** The Board agreed that the transparency of the tender process was paramount.
- 3.4** It was agreed that an indication of what each tier was expected to cost would be included. Further it was agreed that a requirement for match funding would be inserted.

Find Any Film (FAF)

[a part of this minute has been withheld for reasons of confidentiality]

- 3.5** Tim Cagney outlined the paper to the Board. Following a brief discussion the Board resolved to approve that the Industry Trust take over BFI Find Any Film Ltd, and [that the Industry Trust would] invest further money under a new business model for a period of twelve months with reviews at six and nine months, subject to a satisfactory negotiation of a transfer agreement between the parties.

4. BFI FUTURE PLAN 2012–2017

[parts of this minute have been withheld for reasons of confidentiality]

James Purnell, Will Evans and Ben Roberts joined the meeting.

The Emerging Strategy for Production & Development

- 4.1** Part A of the paper was presented by Ben Roberts and was noted by the Board.
- 4.2** The initiatives within the paper were outlined, principally the establishment of Focal Points and the rationale that they would allow filmmakers a closer relationship with the BFI Film Fund.
- 4.3** The Board noted the intention to run a second round of Vision Awards. The consensus view had been that the first round of awards was successful.
- 4.4** Ben Roberts stated that there was a clear vision for the Talent Lab partnership and that further work would be required in this regard. The Board noted that there was a clear expectation that any partner organisation would also fund a proportion of the initiative.
- 4.5** The Board was extremely positive about the contents of Part A of the paper and confirmed its willingness to subscribe to the initiatives contained therein.
- 4.6** Part B of the paper was presented by Will Evans and was noted by the Board.
- 4.7** The Board noted the Executive recommendation that in future, subject to any required State Aid approval first being obtained, the Film Fund adopt the new initiative whereby the BFI's recouped development monies are recycled back to those production

companies who have repaid such development sums, to be placed into a “Locked Box” to be controlled and monitored by the BFI and available to such companies for their future film development activities. The Board engaged in a lengthy discussion on this issue. It acknowledged that the detail and mechanics of the “Locked Box” scheme were not yet finalised and could therefore not be included in the Future Plan. It was agreed that it was not desirable or appropriate to disclose this level of detail until it had been finalised and approved by the Board.

- 4.8** Following a discussion on the issue of the tax implications of the scheme, it was agreed that Will Evans would take advice in this regard and revert to the Board at a future meeting.
- 4.9** **[this minute has been withheld for reasons of confidentiality]**
- 4.10** The proposed BFI Joint Venture Fund (in response to FPR Recommendation 23) was noted by the Board and briefly discussed. It was agreed that the initiative could be introduced on a trial basis and refined over time as required.
- 4.11** **[a part of this minute has been withheld for reasons of confidentiality]** In relation to FPR Recommendation 30, the sharing of revenues between producers, writer and directors, the Board agreed that it should be the position of the BFI that the Governors note the recommendation and look forward to seeing the results of on-going dialogue and negotiations between the industry partners.
- 4.12** **[this minute has been withheld for reasons of confidentiality]**
- 4.13** The Board expressed great satisfaction with the policy paper and noted that the final document would be brought to the Board for approval at the meeting on 13 September. As the paper had already benefitted from a broad discussion the final document would be for approval only and the Board hoped that it would not be necessary to discuss it in the same level of detail at the meeting in September.
- 4.14** The Chairman reminded the Board that the Governors who had a conflict of interest could not take part in the approval of the paper at the meeting in September.

Peter Kosminsky, Will Evans and Ben Roberts left the meeting.

BFI Digital Policy

Paula Le Dieu joined the meeting.

- 4.15** Paula Le Dieu outlined the Digital Policy paper to the Board, the contents of which were noted.
- 4.16** The Board were informed that the policy would allow bfi.org.uk to distinguish itself in an extremely busy space. In addition it would provide critical crosslinking to sister sites, connecting individuals to as many film experiences as possible.
- 4.17** The elements of the policy were discussed by the Board including the proposal to signpost from bfi.org.uk to other platforms such as video on demand (VOD). It was noted that further expertise would be required in programming and creative business development to fully exploit the VOD potential.
- 4.18** The Board endorsed the general direction of the policy but requested that when it was next presented the deliverables were more clearly defined. In addition, a more detailed plan should be presented highlighting resource implications.
- 4.19** It was agreed that time was increasingly of the essence in relation to this policy and that this should be reflected in the speed at which detailed proposals were developed.

Paula Le Dieu left the meeting.

The BFI's Cultural Role

Heather Stewart joined the meeting.

- 4.20** Heather Stewart outlined the paper on the BFI's Cultural Role, the contents of which were noted.
- 4.21** The Programme Elements contained in Appendix 1 to the paper were discussed by the Board.
- 4.22** There was a broad consensus on the direction being taken and it was resolved to approve the paper and initiatives therein.

5. WHAT DOES SUCCESS LOOK LIKE AND HOW DO WE ACHIEVE IT?

- 5.1** Tim Cagney gave a presentation to the Board on the proposed Key Performance Indicators (KPIs) that would be used to measure the successful implementation of the Future Plan. The presentation was discussed by the Board.
- 5.2** Two possible methods of measurement were discussed by the Board. The first would be to use a broad, high level statement and the second was to use more detailed and complex indices.
- 5.3** Caution was expressed in relation to the inclusion of granular detail. It was considered that the greater the detail included the more unrealistic achieving the targets became.
- 5.4** It was agreed that the between six and eight high level KPIs would be developed and presented to the Board at the meeting in September.

James Purnell left the meeting.

6. WHAT WE HEARD FROM THE CONSULTATION PROCESS AND PROPOSED RESPONSES

Clare Luke joined the meeting.

- 6.1** Clare Luke gave a presentation to the Board on the Future Plan Consultation process. The presentation was noted.
- 6.2** **[this minute has been withheld for reasons of confidentiality]**
- 6.3** Amanda Nevill gave a presentation on the proposed responses to matters raised in the consultation process. The presentation was noted.
- 6.4** The Board noted that a Diversity Strategy was currently being developed. At a future meeting of the Board it was agreed to present a paper on diversity within the organisation and the industry generally.
- 6.5** The Board was informed that at a paper that dealt with the process for dealing with policy matters within the BFI would be brought to the meeting in September for approval.

The meeting closed at 17:00

Iain Thomson
Board Secretary