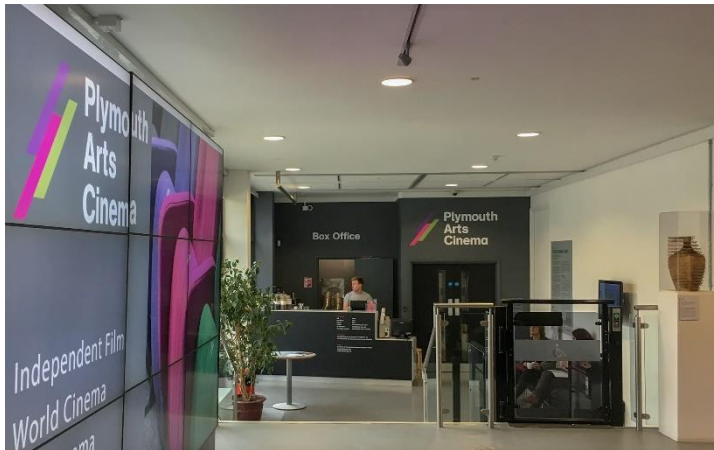


# Trustee Recruitment Pack 2025



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## Introduction

Thank you very much for your interest in becoming a Trustee of Plymouth Arts Cinema (PAC).

We are looking to appoint several new Trustees to expand the diversity and range of skills and experience on the Board.

We want our Trustees to offer a broad range of viewpoints and experience; some will already have worked with Boards (either as a Trustee or as an Executive), and some may be joining a Board for the first time.

PAC believes in the widest sense of diversity, and we want our Board of Trustees to reflect that. We are therefore keen to receive applications from potential trustees across the spectrum of age, disability, socio-economic background, and racial identity.

If you're not sure about whether this is the right opportunity for you, we would like to encourage you to get in touch for an informal chat – contact details are at the end of the recruitment pack.

We are looking forward to hearing from you.

*“It has been a real privilege to have been Chair since 2021 of this dynamic organisation which punches well above its weight. It is much loved by those who know it, as was evident in last year's crowd-funding campaign which attracted nearly £12,000 from over 150 donations. As a Board of Trustees we take our responsibilities seriously but also have fun in each other's company. I look forward to new energies and viewpoints joining us on our journey.”* **Paul Brookes, Chair of Trustees**

*“PAC prides itself on representing the best that independent cinema has to offer, with all of the diversity on screen that that can mean. Our audience is broad and dedicated and we have a staff team who have worked tirelessly to make sure we welcome and encourage everyone to watch entertaining, challenging and beautiful films. We would love our Board to represent the full breadth of our audience so please do contact me if there is anything you would like to ask.”* **Anna Navas, Executive Director and Film Programmer**

## About PAC

Plymouth Arts Cinema (PAC) is a not-for-profit charitable organisation, the only independent cinema in the city, with a much needed and a much-loved cultural programme. We have been uniquely providing independent cinema in Plymouth for almost 50 years. Open five days a week, we specialise in independent, foreign language and British films.

The cinema was originally part of Plymouth Arts Centre, which was one of the first arts organisations to receive regular funding from the Arts Council when it was established in 1947. Unfortunately, after decades of support, the Arts Council ceased their funding in 2018 and the galleries were closed, and the building sold.

The cinema found a new home, refurbishing a lecture theatre at Arts University Plymouth (AUP). The new cinema opened in January 2019 with an increased capacity of 109 seats and a small box office/café-bar area.

The new location, within Arts University Plymouth, and adjacent to The Box and the campus of the University of Plymouth, places PAC right at the hub of Plymouth's cultural quarter, which is a very busy, public area. The Box opened in September 2020 and is the city's museum, contemporary art gallery and archive and receives over 200,000 visitors a year. By almost doubling in size and in relocating to the city's cultural quarter, PAC is raising the visibility of cultural cinema in a city which deserves more opportunities to engage with films and events on the national film exhibition landscape. It is seen as a vital and essential part of the cultural offer.

PAC has a well-earned reputation as a centre of excellence in cultural cinema exhibition with established partnerships, locally, regionally and nationally. It is committed to ensuring audiences in Plymouth and beyond have access to everything a truly diverse cinema programme can offer. PAC was the winner of Best Arts, Culture and Theatre Venue – Muddy Stiletto's Devon Awards 2024.

PAC is the only full-time independent cinema in Plymouth and there is a sparsity of cultural cinema in the wider region of Devon and Cornwall which PAC serves. Without PAC there would be no cultural cinema provision between Totnes and Falmouth, a huge geographical area. Without PAC there is no opportunity for people to encounter non-mainstream or international cinema on a regular basis.

We are in receipt of funding from the British Film Institute, Plymouth City Council and grants from the Garfield Weston Foundation and the Foyle Foundation.

PAC is a Registered Charity No 800664 and a Company registered in England and Wales No. 2324916.

[www.plymouthartscinema.org](http://www.plymouthartscinema.org)

## **Key objectives / looking ahead**

### **Audience development:**

In the summer of 2023, PAC was awarded £120,000 from the BFI National Lottery Audience Projects Fund, to span three years from August 2023 to March 2026. The funding will be used to bring the magic of cinema to three defined groups:

- Year 1 (August 2023-July 2024): those whose socio-economic position makes accessing cultural cinema difficult.
- Year 2 (August 2024-July 2025): families and young people who feel excluded from cultural cinema.
- Year 3 (August 2025-March 2026): more diverse audiences who more accurately reflect the changing demographics of the city.

### **Key Objectives 2022 – 2025**

- Create a period of financial stability and build sustainability into the Business Plan.
- Developing audiences in line with BFI 2033 priorities and the Audience Projects Fund Award:
  - Enable people across the UK to access a wider choice of film and the moving image including stories that reflect their lives.
  - Contribute to delivering against the BFI's equity, diversity and inclusion principles.
- Consolidate existing and build new stakeholder partnerships.
- Build new business partnerships in order to explore future opportunities to grow.
- Sector development - create and lead on a new Cinema and Moving Image strategy for Plymouth in partnership with The Box, Plymouth Culture and other stakeholders. Continue to generate funded multi-partner cinema projects with The Box, Arts Institute and other city culture stakeholders.

### **Key Objectives for 2024/25**

- To stabilise the business as it emerges from the effects of the global Covid-19 pandemic.
- To re-engage and develop audiences, particularly those disadvantaged through socio-economic deprivation, as well as families and young people.
- To sustain a cultural cinema offer of significance within Plymouth and the South West for the wider community, and continue to grow our audiences and stakeholder partnerships.
- To lead the development of independent cinema in Plymouth and the wider region, and to nurture talent.

## Vision, Mission and Values

The Objectives for which PAC is established are to promote the education of the public in the practice and appreciation of the arts and letters in the City of Plymouth and the surrounding district within the Counties of Devon and Cornwall. Founded in 1947, PAC occupies a key place in the cultural life of the city.

### Our Mission

Plymouth Arts Cinema fosters and delivers distinctive and inspirational contemporary cinema. We want our vibrant programme to excite, challenge and inspire everyone who encounters it and we want to engage as many people as possible. Our visitors will find unexpected and thought-provoking ideas in a sociable space with a warm welcome.

### Our Values

We strive to be -

*Open* – by inviting people in to work with us, to lead on and respond to new ideas and partnerships; keeping the social aspects of everything we do at the front of our work.

*Inclusive* – by presenting a broader programme across a whole range of cinema and other moving image programmes; and tailoring our offer to reflect and develop our audiences from our loyal Members, to visitors to Plymouth and specific communities in our city and beyond.

*Creative* – by thinking in unusual ways, working with partners to think and behave differently, to challenge and also to reassure; to see and support our audiences as creative individuals.

*Experimental* – by seeking new partnerships, trying out new ideas, being brave, examining new trends and leading and stimulating debate.

*Excellent* – in everything we do. Keeping abreast of new ideas and national and international developments in film culture. We work at a national level, whilst supporting the local arts ecology and engaging a broad audience in our high-quality programme.

## Facts and figures

In 2023-24, we welcomed 14,166 people through our doors over 563 screenings and showed 173 different films, with an annual turnover of approximately £235k.

48% of our audience were first time attenders.

34% of our audience attended two or more times.

## Highlights of 2023-24

Plymouth Arts Cinema hosted a multi-venue season of films, talks, workshops and events as part of “Cinema Unbound: The Creative Worlds of Powell + Pressburger” a BFI-funded, UK-wide celebration of one of the greatest and most enduring filmmaking partnerships: Michael Powell and Emeric Pressburger. PAC’s season culminated in an immersive screening of Powell and Pressburger’s *The Red Shoes* in December with a newly commissioned dance work from Barbican Theatre (pictured on page 1).

We also hosted events and screenings forming part of national festivals or touring programmes (SAFAR Film Festival, dedicated to cinema from the Arab world; French Film Festival UK; Into Film Free school screenings; IRIS on the Move, offering programmes of short films curated by the Iris Prize LGBTQ+ Film Festival ), as well as one-day film festivals with local organisations (Cine Sisters SW; Plymouth Urban Tree Festival; Hidden Figures of Plymouth).

We continue working with The Box to show curated archive contents before our feature films (Wild Wild West Country for instance) and mini-seasons of films tying in with their exhibitions (the latest in date being a short South Asian film season for the exhibition ‘Beyond The Page: South Asian Miniature Painting and Britain, 1600 to Now’).

We started working in partnership with FOTONOW CIC on the Culture Connectors project, as well as a guided photography walk being paired with a screening of the documentary *Tish*. The partnership will continue in 2024 with a new project around learning filmmaking skills for older audience members in the community, which will also involve the Red Velvet Cinema group.

Guests who visited PAC this year to present their film included musician and film director Dunstan Bruce (*I Get Knocked Down*), film director Carol Morley (*Typist Artist Pirate King*), and actor Greg Sestero (*The Room*), all the way from LA!

### What our audience says about PAC:

*“Plymouth Arts Cinema is a wonderful venue run by welcoming and dedicated staff. It is an amazing asset for the community!”*

*“Plymouth Arts Cinema offers a wide genre of films. It is unique. I have been a member for several years and have very much enjoyed the opportunity to experience cinema at its best.”*

*“I love going to the Arts Cinema. The prices for me as a student mean I am able to attend more often. As a disabled person I love that it is easily accessible.”*

### How the Covid-19 pandemic impacted PAC:

The new cinema opened in January 2019 with an increased capacity of 109 seats and a small box office/café-bar area. The British Film Institute (BFI) made a commitment to provide two years of funding, and this facilitated matching revenue support from Plymouth City Council. The plan was to build audiences and be more self-sufficient over time, but then the Covid-19 pandemic intervened. The cinema had to

close during the lockdowns, and since re-opening audiences have been returning but not yet at the levels seen prior to the pandemic, when an average year would see over 500 screenings and audiences of 18,000+. The continuing economic climate has also contributed to slow returns of cinema audiences across the national independent and mainstream cinema sectors. Since 2022-23 (the first full year of operation since before the pandemic), audience numbers have steadily increased towards pre-pandemic levels.

In 2022-23, audience numbers represented 71% of the 2019-20 average attendance per screening.

In 2023-24, the recovery level was at 85% of the 2019-20 average attendance per screening.

## Company structure

PAC is a small organisation, with a small team, but a big strategic impact.

PAC counts 8 employees (4.4 Full Time Equivalent) and 1 part-time freelance bookkeeper (up to 45 hours per month). PAC also relies on the support of a group of around 30 dedicated volunteers, aged between 16 – 85, who help as ushers for all our cinema screenings and events.

Trustees have the overall legal responsibility for PAC - which is a registered charity.

The Trustees and Board of Trustees have devolved responsibility for the day-to-day management of the organisation to Executive Director and Film Programmer Anna Navas. The Executive Director and Film Programmer reports to the Board and works closely with them to ensure the financial, organisational and artistic health of the organisation. Anna Navas has been the Film Programmer since 1998, after completing her MA in Women's Studies at the University of Exeter, and she became PAC's Executive Director in 2019.

The Board of Trustees, which must have a minimum of three and a maximum of ten, administers the Charity. There are currently four Trustees on the Board, with a range of skills reflecting our activities. Across the Board our specialist areas include media, arts management, contemporary art, cinema and moving image, financial and education.

Paul Brookes, PAC's Chair, has considerable experience of arts, tourism and heritage management. He was the Interim CEO of The Box, 2014-2021, and previous roles included the Director of Bradford's 2008 bid to be European Capital of Culture, the CEO of the UK 1998 Year of Photography and Digital Imaging and the Director of Leicester Revealed, 2003-2006.

Other trustees have senior roles within the University of Plymouth, the Arts University, and in local and international business.

We are committed to monitoring the make-up of our Board of Trustees and staff. We consider ourselves currently to be female-led; our Board of Trustees currently identifies as three female and one male; the staff management team is four female, no male.

## Who We're Looking For

Members of the Board need to have a strong interest in the work of PAC, expertise in their professional field and the ability to devote sufficient time to perform Board duties satisfactorily. As a whole, we want to have the necessary skill set to support PAC's mission and purpose effectively, but we also need to ensure we reflect a wide range of voices and the many points of view and lived experience of those who work with us, visit our venue, or live and work in the city or the South West.

You do not need an arts background or any particular qualifications to be a Trustee and we are actively seeking to become a more diverse board. We want to ensure we reflect the communities we serve and therefore we particularly welcome applicants from Black, Asian and ethnically diverse backgrounds, D/deaf & disabled communities and from individuals who are underrepresented in the cultural sector.

Whilst we hope that trustees will feel comfortable to bring their whole self to their work with us, we expect all members of our Board to consider inclusion in all aspects of what we do, and do not expect individuals to represent specific groups or demographics.

We are hoping to recruit 2 to 3 people who are passionate about PAC's vision and who can bring knowledge, skills and experience in one or more of these areas:

- Legal and Charity Law
- Marketing
- Philanthropy
- Private sector business
- Environmental sustainability

This is not an exhaustive list, so if you don't fit into it, but you believe you can make a positive contribution to PAC's governance then do please get in touch.

PAC is proud to be deeply rooted in Plymouth and the wider South West region. We expect all of our Trustees to have (or be prepared to acquire) an understanding of the cinema's regional role; however, not all our Trustees need to be based in the South West.

The Board normally meets every other month, 5 to 6 times a year. Meetings currently take place in person in Plymouth. The option to attend online is made available for all meetings.

This is a voluntary, unpaid role, and we know that this is a big ask, especially for freelancers and candidates not in employment. In line with charity law, we are not able to pay trustees for their time but we can cover reasonable expenses to attend meetings including travel, access and childcare costs.



## Key Responsibilities

A Trustee is responsible for ensuring the charity delivers its mission within the resources it has by guiding and supervising the staff team.

As a Trustee you will read the documents sent out before each board meeting, and come to the meetings prepared to ask questions, discuss, and act as critical friend to the team to ensure that the charity is being run well. You will work closely with the Executive Director and senior management team, taking a strategic overview of the organisation's planning and programme, and ensuring that the company operates to the highest professional standards.

As a Trustee you will:

- Ensure that PAC complies with its governing document, charity law, company law and any other relevant legislation, and pursues its stated objects.
- Ensure the effective and efficient administration of the charity, including maintaining proper financial control and using its resources in pursuance of its objects.
- Appoint the Executive Director and monitor their performance.
- Together with the Executive Director, create a clear strategic direction for the organisation, jointly setting overall vision, mission and values, defining strategic objectives and agreeing targets, and evaluating performance against agreed targets.
- Maintain and ensure effective Board performance.
- Safeguard the reputation of PAC.
- Protect, manage and adequately insure the funds and assets of the charity.
- Approve and monitor the implementation of internal policies (eg Health & Safety, Equality, Diversity & Inclusion, Safeguarding, and Grievance & Disciplinary procedures) and ensure that risk assessments for all aspects of the business are undertaken/updated effectively.
- Attend company events, and be an active ambassador for the organisation.

You don't need you to know everything about PAC and being a Trustee upfront; what we do need from you is a commitment to the values and mission of PAC, and the desire and ability to bring your skills and experience to support these aims.

We will work with you to make sure that there is a detailed induction, and we will discuss what support you might want in your first months, such as a buddy system, to make sure that you have everything you need to play a fully effective role on the Board.

We expect all trustees to have an awareness of, and adhere to, Nolan's Seven Principles Of Public Life – namely Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty & Leadership.

In line with charity law and best practice, we ask all trustees to let us know about other interests, associations and roles, to ensure there is no conflict of interest.

If you do not already have Trustee experience, you might find it useful to have a look at the Charity Commission's guidance [here](#) on how to be a good Trustee.

## Time Commitment

As Board members are recruited for specific skills and experience, they are asked to contribute their expertise to advise and support members of staff on an ongoing basis, working closely with the Executive Director and other staff as appropriate.

There are five to six formal meetings of the Board each year, each of those lasting 60 minutes. Some years one of those meetings is turned into a strategy away day or half-day.

Trustees often bring additional value and expertise to the organisation outside the context of the formal meetings. Trustees might also join a sub-committee of the board e.g. Finance or Programming, to contribute their expertise as appropriate.

From time to time there will be key events to attend, such as fundraisers or networking events.

We anticipate a time commitment equivalent to around one day per month; we are happy to discuss the details of this with you so that you have a clear understanding of our expectations.

Board members are elected for an initial term of four years. After which they may wish to be voted back onto the Board for another term of four years. Board members can step down at any time and do not have to complete their 4-year term in full. We would however expect applicants to commit for a minimum of 12 months.

## Next steps

If you'd like an informal & confidential chat about this role, please do contact Executive Director and Film Programmer Anna Navas, by emailing [anna@plymouthartscinema.org](mailto:anna@plymouthartscinema.org) with "Trustee Application" in the subject line.

## Application Process

To begin the conversation, we are asking you to send us an expression of interest. This can be a letter of no more than two pages.

Please make sure you tell us:

- Why you would like to join the board
- What you think you would bring to the organisation and how your skills could support the board and team in achieving its vision
- A bit about yourself; the work you do and your previous experience

Alternatively, you are also welcome to send a video or audio of no more than 5 minutes via [wetransfer.com](https://wetransfer.com) to [manon@plymouthartscinema.org](mailto:manon@plymouthartscinema.org)

To apply you need to:

- 1) send your expression of interest to PAC's Secretary Manon Le Tual by email to [manon@plymouthartscinema.org](mailto:manon@plymouthartscinema.org). Please use the email heading: **Confidential: Trustee Application**.
- 2) complete the online [equal opportunities monitoring form](#) which is anonymous, will not be shared with the shortlisting panel and will only ever be reported in summary form.

We want everyone who believes they can contribute to PAC's Board of Trustees to feel welcome to apply. It is our responsibility to make the application process accessible, and to give you the information you need to decide whether you might be suitable. If you require the pack or any further information in a different format, or have questions before you apply, please get in touch with us via [manon@plymouthartscinema.org](mailto:manon@plymouthartscinema.org) or call 01752 206 114 option 2.