



Broadway Trustee
Recruitment Pack

A Letter from the Chair & Board



Broadway is much loved, not only by its customers, but also by its staff, its board and its many stakeholders. In Nottingham, it has been called “the beating heart” of the Hockley area, but its reach and influence goes far beyond that. Over its 32 years, Broadway has become a cultural asset of national and international significance.

As a board member, along with your colleagues, you will be charged with the stewardship of Broadway, to help maintain its excellence, to broaden its reach, to plan and work towards a bright future, and to serve all of the community of those who interact with it. There is a place for everyone at Broadway, whoever they are, and it is of crucial importance to the organization that we live by that principle.

I hope that you will be attracted to apply to join our board, and to commit your skill and expertise, and your passion for film, for the arts, for our community, and – perhaps already – for Broadway as a place for the benefit of the organization and its charitable and business objectives.

I look forward to working with you.

Paul Southby, Chair



Welcome from the CEO

Now is an exciting time to join our Board and become a key contributor to the future of Broadway. Our audiences and the people we work with tell us that Broadway is important to them in making Nottingham an attractive City in which to live. Broadway is currently developing a new Business Plan that will launch in 2023, coinciding with the new 10-year strategic plans of our two key stakeholders, the British Film Institute and Arts Council England.

Broadway's purpose is to increase audience choice, remove barriers to accessing arts and culture, and to help young creatives progress their careers in the cultural sector. We do this by offering access to a broad range of British independent and international film, new digital content and screen heritage, working with local communities to continually attract new audiences, including young people and people from diverse backgrounds, and by working with our key stakeholders, the BFI and ACE, on the delivering of film training opportunities.

Having returned to business after the Covid pandemic caused everything to pause, we now recognise better than ever the value that sharing the wonder of the big screen has on society's health and wellbeing. Enjoying stories from across the world, shared together in the dark, has always been a vital part of what inspires our imagination.

We invite you to make your unique and valuable contribution to the next stages in Broadway's continued evolution.

Best regards, Steve Mapp, CEO





Who We Are

Located in the Creative Quarter of Nottingham city centre, Broadway is recognised as one of the leading four-screen independent regional cinemas and cultural organisations in the UK. A not-for-profit educational charity, Broadway has a long tradition of striving to reflect and support Nottingham's diverse culture and much of our success is built on continued engagement with communities and projects across the city. Our accessible café bar and public areas offer inclusive spaces where all communities can participate and providing shared resources for artists and for people working within the creative industries.

Typically, Broadway attracts 400,000 visitors per year, including almost 200,000 cinema attendees drawn from Greater Nottingham and the Central England region.

Broadway has an annual turnover in excess of £3m and employs around 60 people, including artists and filmmakers for whom working at Broadway provides vital employment and networking opportunities. Broadway's mission is to "inspire creativity and a lifelong love of film", providing a popular and distinctive film programme, opening up R&D funding opportunities for creative practitioners through our Near Now Arts Council England NPO supported programme, and by training the next generation of filmmakers through the BFI Film Academy.

The success of Broadway's cinema and Café Bar businesses generates sufficient revenues to ensure that it is not significantly dependent on public funds, although this has been made more challenging as a result of the Covid pandemic and the current increase in supply costs. Our aim is to efficiently direct the majority of any grant or contracted funding agreements we receive to directly support artistic, audience, and talent development activity.

Broadway is a core regional delivery partner for the British Film Institute (BFI), working to increase audiences and widen audience choice. As lead organisation for Film Hub Midlands we help fund organisations across the Midland to enable people to watch, make, and show film. Broadway is also developing a reputation, locally and internationally, as a digital lead organisation based on its inventive programme of artist commissions, professional development fellowships and arts organisation sector support delivered through our Arts Council NPO supported Near Now programme.

Broadway is also home to award-winning filmmakers such as Jeanie Finlay (Game of Thrones: The Last Watch, Seahorse: The Dad Who Gave Birth) and Wellington Studios (BAFTA Scotland award-winning Calibre, London to Brighton) who regularly receive international acclaim for their work.



Challenges & Opportunities



Despite an enforced period of closure owing to the Covid-19 pandemic, with support from Arts Council England and ERDF, Broadway was able to utilise a proportion of its capital reserves to complete an extensive capital refurbishment of the venue, develop its vision and values through internal discussions and quantitative research with our audience, and complete an extensive rebrand focused on refreshing our look and attracting younger audiences.

Support from the government's Cultural Recovery Fund, Job Retention Scheme, local business grants and from our customers via our successful Beyond the Reel campaign meant that Broadway has been able to maintain a level of consistency in staffing levels and in financial reserves despite the challenges faced.

Audiences have enthusiastically returned to Broadway since our re-opening in May 2021. Under-25 audiences have increased by 10% compared to pre-pandemic levels, fueled by mainstream Hollywood releases and a number of repertoire screenings of classics and independent films that cannot be found on streaming platforms that have become prevalent over the past two years. We plan to capitalise on this renewed interest in cinema by launching a free young person's membership at the end of 2022 which we hope will be the catalyst for further young audience growth.

Despite facing increased pressure on food and drink costs and increased competition in Hockley, our Café Bar and Mezz Bar continue to show robust growth and are central to key cultural events in Nottingham, such as Pride and Hockley Hustle.



Our Future

Broadway is at the start of an exciting 3-year business plan. Key areas for growth include: increased audience diversity through local and national partnership building; support for up-and-coming creative talent via improved access to skills training; alignment of approaches to environmental and sustainability issues with local and national stakeholders; increased understanding of organisational values through increased communication, and the expansion of Broadway's commercial revenue.

Nationally, our key stakeholders, the BFI and ACE also find themselves at the start of their respective 10-year strategies and it's important that our commitment to diversity, inclusion, sustainability and skills training across film and digital art not only complements their aspirations, but that Broadway continues to be a key part of a national success story.

These goals build on Broadway's strengths and previous successes but will also challenge ways of working and offer several opportunities for teams and individuals to develop important skills. It is the size of this ambition that makes the recruitment of engaged Trustees with expertise in key areas so essential to our success.

Broadway recently undertook a skills audit of our Board and identified gaps that are required if Broadway is to achieve its planned outcomes by 2026. The gaps identified were:

- Digital strategy/digitalisation
- Finance/accounting
- Retail/hospitality

It is not essential that every applicant have experience in these areas, but we welcome these, in order to strengthen the existing skills of our experienced Board.

Fulfilling these additional areas of expertise will complement the existing skills of our experienced Board and give a renewed focus on shared outcomes.





The Role

Broadway is looking to recruit Trustees that will bring new ideas, energy and enthusiasm to the Board. It is key to resilience, growth and success that Trustees are key advocates for Broadway, both internally and externally, but that they are comfortable challenging business decisions as the three-year business plan moves forward.

Trustees will be asked to commit their time and energy as an expert voice in sub-groups covering specific areas such as equality, diversity and inclusion, environmental performance and sustainability, and fundraising, as well as being visible and approachable to all staff when in the building.

This is an opportunity to “stress-test” Broadway’s plans and act as a critical friend at a key moment in the organisation’s history. By becoming a Broadway Trustee, applicants will gain strategic insight into the arts and film industry and the opportunity to communicate ideas in an open and supportive environment.

The Board is responsible for the overall governance and strategic direction of the organisation, as well as bringing insights, diverse perspectives and a healthy debate to the oversight of Broadway.





The main governance responsibilities of the Trustees are to:

- Determine overall strategic direction for the organisation, setting policy, defining goals, and evaluating performance against agreed targets
- Ensure Broadway is carrying out its purposes for the public benefit
- Ensure that Broadway complies with its governing document, charity law, company law and any other relevant legislation or regulations
- Act in Broadway's best interests
- Ensure that Broadway manages its resources responsibly, exercising overall control of the charity's financial affairs
- Ensure that the way in which the charity is administered is not open to abuse, and that the controls are rigorous, and risks are identified and managed
- Act with reasonable care and skill
- Be diligent, careful and well informed about the charity's affairs
- Analyse information presented to the Board and where appropriate challenge constructively

In carrying out the role of Trustee, you should:

- Maintain an interest in the life of Broadway, and an awareness of major events/milestones in the Broadway calendar
- Ensure you have prepared for Board meetings, reading papers in advance, and ensuring regular attendance
- Feel comfortable offering constructive challenge where appropriate, in a mutually respectful manner
- Ensure that diversity and inclusion, and sustainability, are a key considerations in all discussions and decision making within the Board
- Feel free to 'walk the floor' and meet staff
- Represent Broadway positively in external settings, when opportunity arises





The Person

We are very keen to work towards a fully diverse Board of Trustees. We welcome applications from people with diverse life experience and perspectives, to enrich the performance of the Board, people from global ethnic majority communities which are not adequately represented, those from different socio-economic backgrounds, younger people, as well as people living with disabilities, and those from the LGBTQIA+ community.

Knowledge and/or experience in one or more of the following is highly desirable but we also welcome applicants without these, who meet our other requirements.

- Digital strategy/digitalisation
- Finance/accounting
- Retail hospitality

Previous experience as a Trustee is not essential, as you will given support and induction into the role.

What you should bring to the role is:

- An ability to engage in topic-focused discussions, ask questions, debate constructively, listen to others, and offer constructive challenge where needed. You may have gained this experience through paid work, volunteering, school, college or university
- Willingness to read papers and attend meetings in an informed and well-prepared manner
- An ability to take decisions objectively in the best interests of Broadway
- Belief in the value of Broadway's mission, a passion for film, and commitment to advancing creativity in the City
- Ability to spot opportunities and ways to unlock these, for the benefit of Broadway and local people

Knowledge or experience in any of the following, which you may have gained in a professional or voluntary capacity:

- Charity governance
- Organisational strategy
- HR
- Marketing
- Fundraising
- Networking/external representation



How to Apply

CV and Covering Letter

If you wish to apply to be a Trustee of Broadway, please submit your CV together with a covering letter (no more than two sides) explaining how you meet the requirements of the role, as detailed in this brochure.

References

Please also provide contact details (email and telephone) of two referees who will be willing to provide references in respect of your suitability for the position. We will not contact referees without your prior consent.

Please submit your CV, covering letter and referee contact details, to recruitment@broadway.org.uk

We encourage you to apply as soon as you are able, as we are keen to hear from you and consider your suitability for our Board.

Over the coming weeks we will review applications. If you are shortlisted, we will invite you to attend an interview, which will provide an opportunity to explore your application in more detail and find out more about your interest in the role.

If you have any questions about the role of Trustee at Broadway, please submit these to recruitment@broadway.org.uk in the first instance.

