



FILM FOREVER: Supporting UK Film

BUSINESS PLAN 2016-17

FINAL

CONTENTS

- | | |
|------------------------------|----------------|
| 1. Foreword | Page 3 |
| 2. 2016-17 Priorities | Page 5 |
| 3. Financials 2016-17 | Page 11 |

1. FOREWORD

The BFI encourages people to build a lifelong relationship with film which in turn helps build audiences to a broader range of films across all platforms. We support British filmmakers by backing new voices, new stories, and new ideas and skills to enrich and diversify British film production at home and internationally.

This plan covers the final year – year five - of **Film Forever**, the BFI's strategic plan which was published in 2012.

We live in a world where the once economically dominant manufacture of physical goods is being shadowed by the creation of IP, and so film, television and all moving image, and the BFI's work is central to a fast evolving exciting international environment. Change is being driven by Audience expectation, which is pushing the boundaries. And their expectation is high. There are both great opportunities and challenges for those involved in the making and distribution of content.

What remains constant, and is an often overlooked truth is that none of this growth can be sustained without the continued act of creation. The cultural and economic wealth of the future is in the hands of the storytellers, and in the ambition and opportunity for filmmakers to create new cultural adventures that we all want to enjoy. The BFI leads in the role of finding talent wherever it is, and making sure that opportunities exist to turn that potential into reality. To make this happen, the art of film, television and moving image, past, present and future, has to be celebrated throughout our lives from our homes to the classroom, and from our social lives to the workplace. In this context the rich and international nature of the BFI's own cultural programme is pivotal.

In the UK, film and television is brimming with potential and has become one of the driving pillars of our economy. The UK is probably the most dynamic place on the globe for making film and television; buoyed by the tax incentives, the skilled workforce, the ever expanding infrastructure and the overall cultural environment in which this creative sector feels so at home.

The critical mass of production ensures that opportunity for emerging filmmakers to fulfil their creative vision have never been greater. So it is incumbent on the BFI to ensure that this fertile ground not only remains the international destination of choice but that we continue to provide economic support to de-risk projects, to help a new generation of thought-provoking British filmmakers to find their voice and to foster innovative screen businesses.

The overarching strategic priorities for the 2016/17 are:

1. To deliver the final year and evaluation of **Film Forever** and to develop a successor **strategy for the 2017-2022 period** which aligns with broader priorities for DCMS and HM Government, including:
 - a. *Place Making*: deliver a BFI regional and national strategy which responds to the opportunities presented by the newly devolved political and economic environment;
 - b. *People's Engagement with Culture*: explore new ways to make British film and TV culture central to people's lives, including through digital platforms, audience development and educational tools;
 - c. *Funding Models*: having evaluated existing BFI funding models we will make appropriate changes to support more, better outcomes;
 - d. *Cultural Diplomacy*: develop a cohesive new strategy for international investment and exports which maximises the growth potential of the UK screen industries and uses their cache to help the UK achieve wider diplomatic and economic goals;
 - e. *Value for Money*: we will develop new metrics to evaluate the economic, social and cultural impact of funding decisions which ensure strong VfM for UK taxpayers and Lottery players.
2. To provide strong leadership on **screen diversity** which results in visible and positive change by embedding the Diversity Standard across the BFI including our work on audiences, talent development and our own staff.
3. To develop **greater public understanding** of the value, scope and depth of BFI activity through a review of our communications strategy.
4. To deliver an **internationally significant cultural programme** of film, television and moving image, across all platforms and supported venues and via continued and improved partnership with other cultural institutions in the UK and overseas.
5. To move the BFI towards **greater financial independence** by delivering on our plans to increase income generation and fundraising and continued development of our long term capital investment plan.
6. To ensure that the transition to a new Chair, along with significant changes to Board personnel, are achieved swiftly and efficiently to ensure minimum disruption to continuity of strategic decision making.

2. 2016-17 PRIORITIES

The purpose of the 2016-17 Business Plan is to detail the key activities to be carried out during the year, which together will assist in the delivery of the overarching strategic priorities as noted and set out within *Film Forever: Supporting UK Film* the BFI's strategic plan for the period 2012-17.

The priorities for the BFI in 2016-17 are:

Priorities	Key Actions
Leadership and Advocacy	Develop and deliver the BFI's five year strategic plan (2017-2022), launched by November 2016, through comprehensive and UK-wide stakeholder engagement
	Evaluate the sustainability and value for money of the funding the BFI provides to our core delivery partners
	Ensure that the core strategic purpose of the BFI, with particular focus on our cultural value, is supported by a credible evidence base and is effectively communicated
	Review the BFI's research and analysis capabilities to provide a more cohesive and joined up evidence service
	Refresh the BFI's international strategy, with a focus on economic growth and cultural diplomacy and work with DCMS on GREAT campaign and to engage internationally, especially with priority countries
	Provide leadership where appropriate in public policy discussions, including EU, regional and skills policy
	To argue more effectively from an informed evidence base for the value of film, TV and the moving image in formal education
Diversity	Provide strong leadership on diversity which results in visible and positive change by embedding the Diversity Standard across the BFI in relation to <ul style="list-style-type: none"> • Audiences to BFI programmes - with the aim to reflect the profile of the wider UK population • Supported talent - to reflect the profile of the UK population • BFI Staff – to reflect the profile of the London population across all grades • Advocate at the highest level to seek adoption of BFI Diversity Standards beyond BFI activity
	Build and promote the BFI Diversity Ambassadors Programme
	Introduce monitoring procedures to ensure reliable data is available

Priorities	Key Actions
STRATEGIC PRIORITY 1: <i>Expanding Education and Learning Opportunities and boosting Audience Choice across the UK</i>	
Education	<p>To ensure the draft Education Strategy is consulted on and integrated into the Film Forever successor strategy</p> <p>Secure on-going funding for the BFI Film Academy from DfE</p> <p>To complete a final evaluation of the Into Film 5-19 scheme and to develop the next stage planning which forms part of the Film Forever successor strategy</p> <p>To ensure that the BFI's cultural outputs are accompanied by online educational resources; working with other cultural and education partners including Into Film in both formal and informal settings</p>
Audiences	<p>Deliver key elements of the cultural programme in partnership across the UK: Shakespeare Lives, Britain on Film, Thriller, Black Stars and BFI LFF</p> <p>Fully establish and integrate the Film Hub in Birmingham with the wider West Midlands area</p> <p>Develop 5 year investment plan for the London Film Festival to include new kinds of programming partnerships, developing industry programme/ LFF Connects to increase audiences, income and industry engagement</p> <p>Create a joined-up programme across our all our platforms and increase our income by creating a more flexible programme to respond to performance of films in programme</p> <p>Grow the BFI's social media footprint and convert that to website visitors, with a target of 1,000,000 followers by March 2017</p> <p>Expand BFI's digital footprint across all promotional activities to increase reach, drive commercial revenue and to drive down traditional print costs whilst offering deeper access to collections.</p>
Digital	<p>Grow digital audience to BFI Online to 17m sessions</p> <p>Expand BFI Player to more platforms and devices targeting launches on an additional 2 platforms</p> <p>Develop new online commercial opportunities, target £50k net revenue</p> <p>Deliver the digital expression of the unified cultural programme for festivals, blockbuster and major retrospectives</p> <p>Develop a range of new products to support collection access, with a focus on Mediatheque replacement</p> <p>Improve digital experience for SB programme and ticketing journey to grow sales conversion rates</p>

Priorities	Key Actions
STRATEGIC PRIORITY 2: <i>Supporting the future success of British film</i>	
Film Fund	<p>With partners review the efficacy and value for money of talent delivery model through NET.WORK and other low budget schemes including iFeatures; Continue to develop the NET.WORK website as an effective talent discovery platform and funding signpost</p> <p>Develop additional talent and training opportunities for diverse filmmakers across film fund programmes.</p> <p>Launch and deliver new Vision Awards for emerging producers, with greater national and regional spread, diversity focus,</p>
International	<p>Explore options for closer working with BFC to provide the best possible location service for productions in the UK</p> <p>Review the existing UK co-production mechanisms and identify any opportunities that might support greater international engagement</p> <p>Work with sales sector to develop new export strategies, and secure additional export funding. Review funded export platforms including London Screenings, U.K. Film Centres, and develop the international programme at UK festivals including the LFF, Edinburgh International Film Festival and DocFest</p> <p>Assess the growth potential for our emerging commercial offer around the touring of our cultural programme</p> <p>Work with partners to align the international activities and funding delivered by BFI, BFC, GREAT and UKTI under one unified and coherent strategy</p>

Priorities	Key Actions
STRATEGIC PRIORITY 3: <i>Unlocking film heritage for everyone in the UK to enjoy</i>	
Unlocking Film Heritage	Complete digitisation of the 10,000 heritage titles, deliver access online, with key themes around Village and Rural; Cricket on Film; Black Britain; Victorian Cinema – target 4m views
	Develop a business plan and communications strategy to make available the UK filmography which tells the complete story of British film
	Update the Mediatheque service to improve UK partner and BFI Southbank experience
	Finalise contracts to deliver film storage services for the British Library, the Imperial War Museum, and the National Archives, including added value services around digitisation and access where appropriate
	Work with national and regional collection organisations to scope the holdings across the UK with a view of consolidating analogue and digital storage
	Deliver the planned programme of collection care activities and on-going preservation programme
	5 yearly revision and update of the Collections Management plan for the BFI National Archive, including consulting on Collecting Policy

Priorities	Key Actions
Financial Resilience and Enterprise	Deliver key activities as identified in the BFI Growth Strategy relating to:
	To develop a plan to increase industry investment in the BFI London Film Festival
	Increase revenue from BFI Membership by 8% with new membership options and introduce new digital membership options
	Drive additional ticket sales revenue from NFT1 with the introduction of a new programme structure including a rationalisation of less well performing strands, the creation of a new Big Screen Classic strand, the introduction of additional matinees, the re-scheduling of start-times, a carefully curated season of independent first-runs and a focussed approach to value-added screenings in NFT1.
	Introduce on-screen 'gold-spot' advertising in BFI Southbank and present a planning submission for advertising on the exterior of the building
	Remodel existing BFI Southbank retail and deliver an improved online retail customer journey including enhanced online search functionality, additional investment in SEO and embedding links to retail throughout bfi.org.
	Begin the re-presentation of the BFI Southbank from the Riverfront entrance, refresh the façade and the presentation of the BFI facing the river Thames, increase retail capacity, re-model the catering opportunities and re-sign the building throughout. This will be fully completed in 2017-18
	Refresh the Membership offer to include a digital membership scheme to integrate BFI Southbank Membership with a BFI Player annual subscription and review the costs and benefits of all levels of the membership offer to integrate Membership into the first step in a Ladder of Giving to BFI.
	To produce an income generating plan for BFI education products
	Deliver and grow the emerging for-profit learning services including Archive Futures and NFTS MA partnership
Development/ Fundraising	<p>Increase cash income (excluding the Gala) by 28%, notably by:</p> <ul style="list-style-type: none"> • Increasing income for the LFF, including securing a new principal partner and at least two new sponsors • Growing Patrons and Film Forever Club donors and income from Trusts and Foundations
	Secure sponsor/s and funder/s for the next Blockbuster
	Implement second stage of Archive campaign
	Start planning phase of LUMINOUS 2017

Priorities	Key Actions
Organisational Development	Deliver a refreshed strategy for internal communications
	Test and evaluate Office 365 in preparation of 2017-18 roll-out (subject to positive testing phase)
	Undertake Staff survey
	Adapt procurement, monitoring and reporting procedures and documentation to reflect Museums Freedom status

3. FINANCIAL PLAN 2016-17

Non-Lottery

	Budget 2016-17	Forecast 2015-16	Actual 2014-15	YOY Budget Vs Forecast
Income & Expenditure				
Revenue	18.9	17.3	14.8	1.6
Grants & Sponsorship:				
Development - Core Cash	3.6	2.9	2.6	0.8
Development - Luminous Gala	0.0	0.9	0.0	(0.9)
LFF Lottery Grant	1.0	1.5	0.0	(0.5)
Remaining BFI	1.3	1.0	2.5	0.4
Gift in Kind	1.4	1.1	1.4	0.3
Grant in Aid	20.5	20.9	22.4	(0.4)
Total Income	46.8	45.5	43.7	1.3
Direct Costs	(3.9)	(3.4)	(3.5)	(0.5)
Staff Costs	(20.7)	(19.6)	(18.6)	(1.0)
Other Expenditure	(14.5)	(14.5)	(12.8)	(0.0)
Gifts in Kind	(1.4)	(1.1)	(1.4)	(0.3)
Total GiA Awards	(6.3)	(6.9)	(7.4)	0.6
Total Expenditure	(46.8)	(45.5)	(43.7)	(1.3)
Net Operating I&E	(0.0)	(0.0)	(0.0)	0.0

Lottery

	Budget 2016-17	Forecast 2015-16	Actual 2014-15	YOY Budget Vs Forecast
Income & Expenditure				
Lottery Income Share	48.7	49.1	52.1	(0.4)
Recoupment Income - General	3.1	4.0	5.9	(0.9)
Recoupment Income - Locked Box	0.7	0.7	0.0	0.0
Other Income	0.0	0.0	0.0	0.0
Total Income	52.5	53.7	58.1	(1.3)
Awards;				
Audiences & Education	(18.1)	(17.5)	(13.7)	(0.6)
Supporting British Film	(34.5)	(32.6)	(29.2)	(1.9)
Film Heritage	(5.2)	(4.5)	(3.8)	(0.7)
Direct Award Support Expenditure	(1.2)	(1.1)	(1.3)	(0.1)
Overhead Support Expenditure	(4.6)	(4.8)	(4.4)	0.2
OH % Income	9%	9%	8%	0%
OH % Expenditure	7%	8%	8%	-1%
Cost of Change	0.0	0.0	(0.0)	0.0
Total Expenditure	(63.6)	(60.5)	(52.4)	(3.1)
Reserves Movement	11.1	6.7	(5.7)	4.4
Net Operating I&E	0.0	0.0	0.0	0.0

Capital Expenditure

Total		£3.4m
--------------	--	--------------