



**Welcome to our information pack
for the post of:**

**Head of Business and Operations
BFI Festivals**

The following information is provided to assist your application. Information about the BFI can be found at our website: www.bfi.org.uk with information specifically about job vacancies at www.bfi.org.uk/about-bfi/job-opportunities

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Welcome to our information pack for the post of:

**Head of Business and Operations
BFI Festivals
(Three year fixed-term position)**

Thank you for your interest in the post. I hope that you find this information pack helpful and we look forward to receiving your application. The successful applicant will be joining the BFI at a hugely important and pivotal time. The post of Head of Business and Operations will play a crucial role to ensure our success going forward.

1. How to Apply:

To apply please click the *Apply Online* button and complete our online application form, including a supporting statement regarding what you bring to the role and how you meet the criteria of the person specification plus our completed equality & diversity monitoring form.

If you wish to submit a CV please ensure that you also provide a supporting statement along with a completed equality and diversity monitoring form for your application to be considered. Please submit these to: opportunities@bfi.org.uk.

Please submit your application by midnight on Tuesday 4 December 2018. If you experience any technical difficulties please contact the Human Resources Team during office hours by email: opportunities@bfi.org.uk or telephone: 0207 957 4706 who will be happy to help. Please be aware that Google Chrome users may experience technical issues when submitting an application online and are recommended to use an alternative browser.

First interviews will be held on **Tuesday 11 and/or Wednesday 12 December 2018**.

Second interviews will be held on **week commencing Monday 17 December 2018**.

If you have any questions or want to discuss the post prior to applying please contact me at: tricia.tuttle@bfi.org.uk. I look forward to receiving your application.

**Tricia Tuttle
Director, BFI Festivals**

2. *Job Advert*



Head of Business and Operations – BFI Festivals (Three year fixed term position)

Salary £55,398- £64,803 plus generous benefits package

The BFI Festivals Team run two busy and highly successful international film festivals, BFI London Film Festival and BFI Flare London LGBT Film Festival, which together reach audiences of nearly 250,000 and deliver key services to the film industry.

Following a hugely successful 2018 and with a newly appointed Festival Director, we are seeking a Head of Business and Operations who will play a key role in supporting the growth and delivery of these Festivals.

This is a hugely exciting time to join the Festivals team and the Head of Business and Operations will work alongside the Festival Director on the continued development of the BFI London Film Festival as a world class global event for the film and creative industries. This role will be responsible for growing and developing funding and commercial opportunities and new partnerships for BFI Festivals. They will be responsible for business modelling and forecasting as well as ultimately overseeing the Festivals' Operations including managing external venue relationships and the teams who deliver the Festivals' production infrastructure and industry operations.

The successful candidate will have significant experience working in a key business post within festivals, exhibition and/or distribution or a related field and will have demonstrated good financial and business leadership, with effective cost control while delivering great results. They will have a thorough understanding of the key issues facing the film industry and significant relationships within it. They will also have relevant experience overseeing large scale operations.

Based in Central London, this role will enjoy benefits such as our pension scheme, excellent support for working parents, 28-33 days annual leave, tickets to BFI festivals and events plus many others.

Further details about the post can be obtained by visiting www.bfi.org.uk/about-bfi/job-opportunities.

The closing date for applications is **midnight on Tuesday 4 December 2018**.

First interviews will be held on **Tuesday 11 and/or Wednesday 12 December**.

Second interviews will be held **week commencing Monday 17 December 2018**.



We support diversity and inclusion

3. The package - salary and benefits

All roles at the BFI are individually evaluated. This role is graded at Level 4A and the salary range is £55,398 to £64,803

We would normally aim to recruit to the minimum point of the pay scale, but will match to the nearest point within our pay scale (where possible) the successful candidate's current salary within a similar external role, if that is higher than our minimum point.

Benefits

At the BFI we offer a wide range of benefits to our employees including:-

- BFI pension scheme
- 28-33 days paid annual leave (excluding Bank Holidays)
- Support for working families: generous contribution to childcare costs; childcare vouchers; enhanced maternity, paternity and shared parental pay
- We promote and support flexible working
- Our Employee Assistance Programme provides advice and support for employees and their key family members across all life events
- Free tickets to BFI Southbank screenings and events plus access to other BFI Events
- Loan Schemes such as season ticket and computer purchase
- Ride to Work Scheme
- £100 towards annual Health Club Membership
- Sight and Sound Magazine
- 35% employee discount on all food across BFI Benugo outlets, and 20% staff discount on alcohol
- 70% employee discount on BFI DVDs, 50% on books and merchandise plus 20% off other items at BFI Filmstore
- 40% employee discount on all retail, including upstairs concessions, at BFI IMAX – Odeon

Certain conditions apply on some benefits and these details are available from Human Resources. Some benefits are non-contractual and the BFI reserves the right to review benefits and withdraw benefits as appropriate.

People Engagement and Wellbeing

The BFI takes our responsibility to engage and develop our employees seriously. We carry out a range of activities to facilitate this, including:

- All employees are appraised each year and agree objectives and a development plan with their line manager.
- Meetings are held at Directorate, Department, team and individual level with 'all employee' events each quarter.
- Our brand values are 'Approachable, Inspiring and Responsive'.
- We are committed to promoting diversity and inclusion across all our activities. A cross BFI representative steering group assists us plan and monitor our initiatives.
- We provide a range of wellbeing initiatives. As part of our mental health wellbeing strategy we have Mental Health 1st Aiders at each main site, we took part in the MIND Wellbeing Index in 2017/18 and run regular workshops and initiatives
- We regularly review our staff engagement strategies to see how we are doing

4. The BFI

The BFI is an internationally recognised cultural body, and the lead organisation for film in the UK. We are a Government arm's-length body and distributor of Lottery funds for film. We serve a public role which covers the cultural, creative and economic aspects of film in the UK. The BFI delivers this role:

- As the UK-wide organisation for film, a charity core funded by Government
- By providing Lottery and Government funds for film across the UK
- By working with partners to advance the position of film in the UK.

Our ambition is to create a flourishing screen environment in which innovation, opportunity and creativity can thrive by:

- Connecting audiences to the widest choice of British and world cinema
- Preserving and restoring the most significant film collection in the world for today and future generations
- Championing emerging and world class filmmakers in the UK - investing in creative, distinctive and entertaining work
- Promoting British film and talent to the world
- Growing the next generation of filmmakers and audiences

Founded in 1933 the BFI is a registered charity governed by Royal Charter. The BFI Board of Governors is chaired by Josh Berger CBE.

In November 2016 we launched [BFI2022](#), our strategic plan for film for 2017-2022. It focuses on the future, with three core priorities to support Future Talent, Future Learning and Skills, and Future Audiences.

The new strategy builds on the successes and direction of our previous five-year plan - *Film Forever* (2012-2017).

5. **The Role**

Job Description

Directorate:	Programme
Department:	Festivals
Role:	Head of Business and Operations
Grade:	4A
Accountable for:	Festivals Producer, Exhibitions Systems Manager, Delegate Services Manager, Festival Administrator
Accountable to:	BFI Festivals Director
Location:	BFI Southbank
Main contacts:	BFI Creative Director, Head of Development, Senior Executive Business Performance, Head of Management Accounts and Financial Planning, Director of Film Fund, Head of Commercial and Customer Development, Head of Cinema & Events, Head of Inclusion, Festival Venue Partners, Industry Partners, Local Councils overseeing partner venues.

Main Aims

- To grow and develop new partnership, funding and commercial opportunities for BFI Festivals, supporting the London Film Festival's development as a global event for the film and creative industries.
- To lead the Festivals team to reduce cost base, deliver against financial targets and grow revenue.
- To have overall responsibility for the operational delivery of BFI Festivals.

Key Responsibilities

Business Planning & Evaluation

- To run the business side of the festivals and represent the festival on financial, strategic and business matters where required to Executive level management
- To manage all financial reporting, putting together the festivals' annual operating budgets and quarter forecasts
- To devise and roll-out a cost-effective, manageable and sustainable model for the festivals in collaboration with the Festival Director and Festival Producer, carefully balancing this with a sense of ambition, and high standards of production and delivery
- To plan, develop and implement some measurable processes and timelines to streamline workflows, manage team to meet milestones and deadlines and oversee the planning and execution of same for the benefit of all departments
- To analyse and evaluate both festivals' commercial performance to inform future strategic direction, development, scheduling and decision-making in line with KPIs
- To continually strive to find economies of scale, and to forge partnerships which enable the festival to achieve growth and impact cost effectively

Strategic & Business Development

- To work with the Festival Director and Senior team to devise long term planning for BFI Festivals, then develop and maintain business and strategic partnerships which support these plans
- To seek creative ways to meet the challenges presented by the lack of large scale cinema auditoria available
- To work with the Audience Fund to examine ways to engage with Film Hub London to develop audiences in Greater London and with FAN Network on wider UK

- In the face of declining Lottery funding and reduced public subsidy, to work closely with the BFI's Department of External Affairs in preparing an Economic Impact Studies to shore-up the business case for future funding relationships
- To prepare first draft funding applications, including Lottery and Arts Council England applications and any other funding opportunities which might arise, in collaboration with the Festivals Director
- To work closely and collaboratively with other BFI departments within the directorate on business planning, seeking opportunities to work more effectively with SB programming and events teams to maximise opportunities and bring about economies of scale
- Managing the Film London relationship which is the funnel through which the Mayoral funding is currently channelled
- To work with the Festival Director to secure and enhance the Festival's position in the Autumn international film calendar

Operations

- To have ultimate responsibility for successful delivery of BFI Festivals, with production overseen on a day to day basis by the Festival Producer
- To support the Festival Producer on best practice, efficiency and public/guest safety in the delivery of the Festivals, with regards at all time to team welfare
- To lead the Festival's Delegate Services Manager in spearheading the growth and development of a world-class delegate guest experience
- To work alongside the Industry team to devise effective evaluations to ensure the industry programme is of the highest professional benefit to delegates
- To lead the development of new Industry-facing sponsorship properties

- To work with the exhibition sector to share knowledge and expertise in support of a flourishing box office for the festival & negotiate all venue partner contracts
- To keep a close eye on best practice across other Festivals, and to conduct a festivals audit, looking at which new initiatives are gaining traction and attracting business practitioners
- To work closely with the Industry's major associations to identify opportunities to for programme content and partnership working
- To attend any sponsorship meetings in an advocacy role if required by the Development team

Procurement, Marketing & PR

- With BFI procurement and our Press Office, to negotiate final contracts with our media management (and gala) event agencies to agree the scope of services and secure the most competitive prices
- To feed into discussions as required, of the Festival creative, branding, design
- Reporting to the Festival Director, and working closely with the Festival Marketing Manager to establish the right pricing points and ticketing strategy for the Festival, in line with financial goals and specific audience growth targets

Management

- To ensure that all team members are managed and developed in accordance with the BFI's Performance Management Scheme; including all people have regular individual and team meetings, have agreed objectives which they are appraised against, with Personal Development Plans to support their development. To work with Human Resources to ensure that opportunities for development are identified and any performance challenges identified and resolved early
- To hold regular all Department communication and team building

- To encourage and develop cross team working and collaboration between teams, with teams outside the Department and Directorate, and with external partners and stakeholders
- To track progress of the department against KPIs and provide regular management reports as required

General

- To carry out all responsibilities in a way which supports the BFI brand values of 'Approachable, Inspiring and Responsive'
- To be a supportive and good team player, supporting others where you can, and actively participating in team meetings, events and the induction and training of new team members
- To promote and support diversity and inclusion through all activities
- To be an ambassador for the BFI through maintaining a professional approach at all times
- The post holder must at all times carry out their responsibilities with due regard to the BFI's policies and procedures
- To undertake any other activities that may be reasonably required

Approach

- To lead and represent the Festival in the areas outlined within the main responsibilities, providing decision-making and guidance to direct reports
- To agree a budgeted Business Plan each year for the Department with a supporting People Plan, including succession and development
- To communicate the Business Plan to all staff and ensure that it is understood in the context of the BFI's strategic direction (5 year plan) and any other key initiatives

- In creating and managing the budget, to ensure that financial procedures are followed for the management of all assets (including people)
- In collaboration with the Festival Director, to manage the Department's Training Budget, identifying priorities and ensuring that the team's skills, knowledge and approach are developed

Job descriptions are reviewed annually by the post holder and the line manager as part of performance reviews to ensure that they remain current

Person Specification

Minimum Requirements

- Substantial experience working in film exhibition, distribution, festivals or related fields with longstanding professional relationships in these sectors
- Understanding of the film exhibition and distribution sectors, in particular the key business priorities and challenges in these sectors
- Effective team leader with a proven track record of effective, collaborative working across a range of teams, coupled with proven success in team recruitment
- Persuasive and articulate communicator and presenter with good advocacy and influencing skills coupled with a readiness to take account of advice and argument and an ability to take and communicate decisions
- Substantial experience in successful budget and process management, coupled with a high level of administrative and organisational skills
- A significant track-record in successful P&L performance, ideally gained both in the private and public sectors, combining major revenue growth and effective cost reduction/control
- Proven ability to problem solve calmly and swiftly and deploy resources effectively
- Proven ability to win respect and be accepted as credible amongst a wide range of groups, both internally and externally, and to build and maintain effective working relationships with BFI colleagues, partners and stakeholders
- Significant experience of staff management, including experience of successful performance management
- The ability to prioritise and ensure that key deliverables are on target

- The ability to coach and develop staff, together with the ability to recognise both the potential and limitations of colleagues and to offer and accept support
- Ability to grasp complex issues quickly and to present a proposal or argument clearly
- Ability to represent the BFI as appropriate, both nationally and internationally, acting as an ambassador and maintaining a professional approach at all times
- The aptitude to carry out all activities supporting our brand values of Approachable, Inspiring and Responsive
- A demonstrable commitment to diversity and inclusion whilst carrying out all responsibilities
- A commitment to continual professional development

6. BFI Executive Structure:

