

STRATEGIC PLAN
2018-2022

Film
CYMRU WALES

 Awarding funds from
THE NATIONAL LOTTERY®

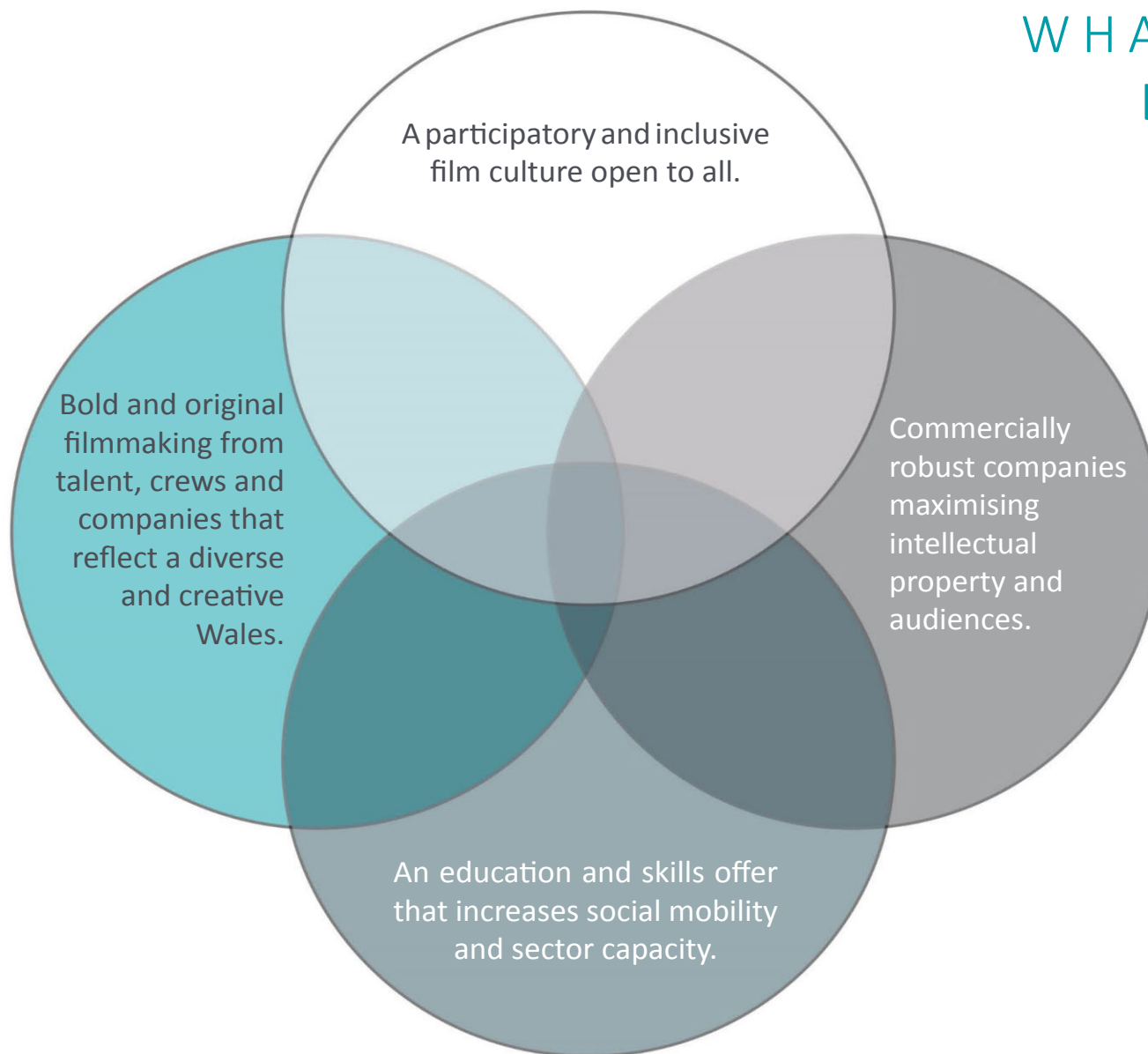
OUR MISSION

FFILM CYMRU WALES AIMS
TO ADVANCE A SUSTAINABLE
FILM SECTOR AND FILM CULTURE
THAT WORKS FOR EVERYONE ACROSS WALES.



Foot in the Door participant Sophia Tattum
on the North Wales set of Craith.

WHAT SUCCESS LOOKS LIKE



FOUNDATIONS

We've come a long way since we were founded in 2006 when there were:

- No Welsh companies consistently making Welsh films
- Only the occasional, if notable, example of Welsh talent on the international stage
- Only one small company supported to provide education
- A lack of strategic skills development
- Limited audience focus, with only one exhibitor funded
- Disconnected demand and supply chain
- Little consideration of wider exploitation of intellectual property.



Craig Roberts in Richard Ayode's *Submarine*.

A lot has changed and we now have strong foundations to build upon. This change has been fuelled by an approach that systematically captures and shares data and knowledge.

Ffilm Cymru's support has enabled:

- Early testing of audiences and broader exploitation of intellectual property beyond film (e.g. games, publishing, soundtracks, education assets, apps). Around a third of features have adopted our Magnifier approach over the past three years.
- A maturing sector with nine production companies receiving company level finance in response to their growth potential and a 400% increase in the number of projects converting to production in the last three years, compared to the previous eight years.
- 64 feature films rich in Welsh talent produced, leveraging more than £56m of investment, £21.5m of direct Welsh spend and 300 trainee opportunities.
- An international facing business including 13 co-productions, films selected for Sundance, Toronto, Telluride, IFDA and Cannes, and selling to more than 30 territories.
- Long-term commitment to screening independent films in social settings reaching more than 120,000 people annually.
- Progressive and scalable programmes and partnerships that improve access such as Film in Afan and pop-up screenings with Housing Associations. A developing market for film education assets based around Welsh films.

This complements Welsh Government's support for the creative industries, as we feed the IP pipeline, build sector skills and capacity and co-invest in content.

INVEST

We invest in Welsh talent; production, distribution and exhibition companies, and film educators that are full of potential, open and ready for a challenge. That investment takes the form of finance, time and expertise.

DEVELOP

We develop talent, scripts, projects and companies. And, we facilitate sector change, such as improving diversity and getting more value out of intellectual property, working collegiately with partners.

SHARE

We fuel progress by systematically extracting and sharing knowledge and encouraging filmmakers and audiences to explore and discover.



Rafe Spall in *Severn*
Screen's *Denmark*.

INVEST

TALENT

- New, emerging and established Welsh writers, directors and producers to further their projects, careers and working practice.
- Networks that encourage and support under-represented groups in our diverse society.

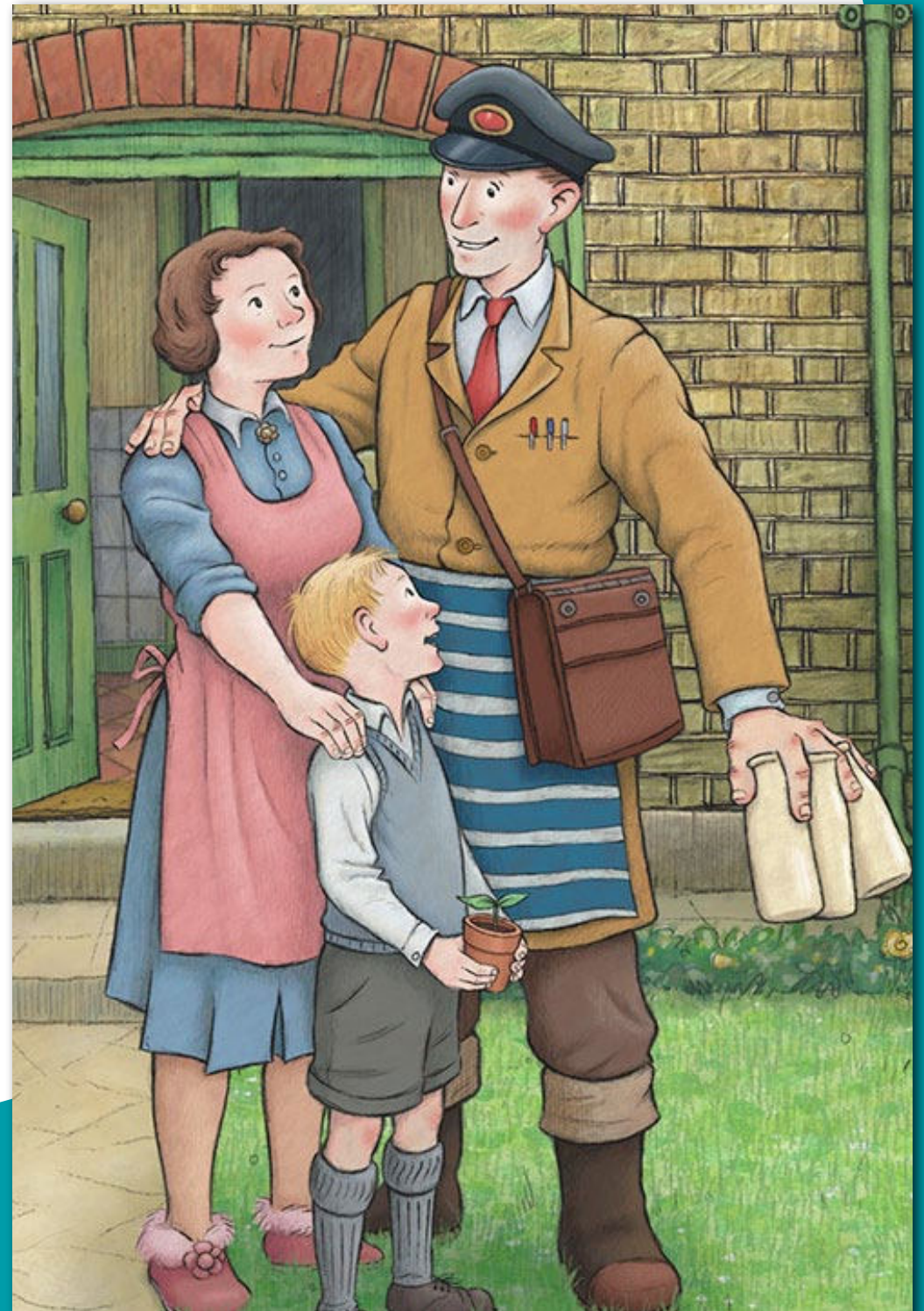
COMPANIES

- Company growth strategies for production/distribution companies.
- Strategies that improve the revenue and market reach of the projects we support, developing audiences and intellectual property potential.

COMMUNITIES

- Testing, growing and sustaining opportunities for audiences to access films in a social setting.
- Film education projects and resources that enable people of all ages to learn about and through film.
- Skills programmes that improve opportunities to enter and sustain a career in film and the wider creative and arts sector.

Ethel & Ernest.



DEVELOP

We take an entrepreneurial and progressive approach to promoting change, encouraging new ways of working, products, services and experiences that address systemic social or sector challenges, including:

- Our pioneering Foot in the Door new entrant training programme to improve employability and social mobility whilst increasing crew capacity across Wales.
- Working with the other Welsh National arts companies to develop an inclusive national skills and leadership strategy for the arts; the international impact of our collective work, and the diversity of audiences for the arts in Wales.
- Addressing the lack of new live action, independent family films, with targeted development support that reduces risk and involves the target audience.
- Maximising audience reach and revenue streams of supported films through our Magnifier approach, plugging talent into multi-disciplinary networks and flexible funding.
- Developing a Company Growth programme.
- Developing new film education resources that feature Welsh aspirational role models, whilst supporting film education professionals to increase the scale and reach of their work.



Foot in the Door participants on the set of Gareth Evan's Netflix film *Apostle*.

SHARE

We value and encourage shared knowledge, networks and experience to fuel progress.

The more we learn from each other and from wider experience, the quicker progress happens:

- We collect and publish data and knowledge, systematically gathered from supported projects.
- We encourage regular sharing of producer, distributor, exhibitor and education practitioner experience through events, reports, case studies, social media, e-publications and will offer a refreshed website designed to support our community to be inspired, challenged and equipped.
- We maintain and develop new training toolkits to improve awareness of routes into the creative sector.
- We share information and learning with partner organisations to share best practice and help improve and co-ordinate the overall film offer in Wales.



Stella Nwimo and Catherine Linstrum.

TARGETS & IMPACT

We already collect and analyse a significant amount of data, which informs our strategic priorities, our targets and the financing decisions we make.

Throughout this planning period we intend to:

- Publish more data and analysis, including case studies to encourage shared learning.
- Assess long term impact, including the social return on investment and how our work feeds into the broader creative industries ecology, building sustainability.
- Work collaboratively to progress areas where there are knowledge gaps, for example, in improving data capture around audiences.
- Review and adapt approach as needed based on impact.
- Advocate for the sector communicating successes, areas of learning and impact and plans to promote future progress.

film
MAGNIFIER
IMAGINE THE BEST OF YOUR IDEAS



A panel session from one of our Magnifier cohort days.

REVIEW & FORWARD PLANNING

- Our Board reviews progress against our planning targets on a quarterly basis and considers adapting priorities and/or measures if and when needed.
- We invite feedback on an on-going basis from anyone, particularly encouraging views on how we can improve our work and services, and the value that is shared.
- More formally we also regularly invite representatives and collaborate with partners working across the sector in Wales, elsewhere in the UK and internationally to share their practice, priorities and sense of opportunity.

Audiences enjoying the Cardiff Animation Festival
at Chapter Arts Centre.

Film

CYMRU WALES

BFI Awarding funds from
The National Lottery®
Film Forever



Cyngor Celfyddydau Cymru
Arts Council of Wales

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