

A close-up photograph of actress Alice Lowe wearing an enormous, voluminous, curly pink wig. The wig is topped with a small basket containing blue flowers. She has a black mole on her left cheek and is looking off to the side with a thoughtful expression. Her hand is near her face, and she is wearing a dark, textured garment.

**Afilm**  
CYMRU WALES

# STRATEGIC PLAN

2018-24

Reviewed & Refreshed  
March 2023

Alice Lowe in *Timestalker*

ARIENNIR GAN  
Y LOTERI  
LOTTERY FUNDED



# OUR MISSION

Ffilm Cymru Wales aims to advance a sustainable film sector and film culture that works for everyone across Wales.



Krystal S Lowe on the set of her debut short film *Daughters of the Sea*

# WHAT WE DO

We **invest** in Welsh filmmakers, crew, production companies, products/services, exhibitors, film educators (up to March 2023) and skills and training

As a sector development agency for film across Wales, we advocate, develop interventions and directly fund to support the sector for the benefit of the public and those working in it.

We **develop** talent, scripts, projects, companies, training programmes and careers resources. We facilitate sector change, such as improving the diversity of the workforce and audiences, getting more value out of intellectual property, supporting the development of business models and partnerships and facilitating environmentally progressive practices.

We fuel progress by systematically extracting and **sharing** knowledge and encouraging filmmakers, exhibitors and education practitioners to explore, question and advance their practice. We share through partnerships, case studies, resources and peer networks.

Lupus Films' European co-production, *Kensuke's Kingdom*, with Bumpy Box



# SUSTAINABILITY

We have six sustainability goals that we are working towards across all our work and will have as the foundation of our 2024-30 Strategic Plan. The goals are intersectional and function together.

These goals are informed by [the Wellbeing and Future Generations framework](#).

- **Equality:** Anyone in Wales can participate learn about and work in film culture in the way that they way to, locally, and without being restricted by Protected Characteristics, language or their socio-economic status. In particular, we are committed to Welsh Government's Cymraeg 2050 Welsh language strategy to promote and facilitate the use of the Welsh language;
- **Creativity:** Wales is world-renowned as a place of powerful and surprising film storytellers;
- **Skills:** Working in partnership with industry, work, skills and careers across the screen sector in Wales are rewarding, sustainable and fair;
- **Green:** Environmental responsibility provides creative inspirations and informs working methods that are good for our planet and our collective future.
- **Entrepreneurialism:** Highly entrepreneurial film companies and individuals challenge the traditional film business model, developing income strategies that responsibly supports their long-term sustainability.
- **Wellbeing:** Systemic change advances how we work to embed improved social, cultural, environmental and economic wellbeing.



Ila Mehrotra Jenkins' *Being Hijra*

# WHAT SUCCESS LOOKS LIKE

**A participatory and inclusive film culture open to all.**

Cardiff Animation Festival



**An education and skills offer that increases social mobility, diversity and sector capacity.**



Cynefin:  
Our Welcome

**Bold and original filmmaking from talent, crews and companies that are diverse, resilient and creative .**



Rungano Nyoni  
& Emily Morgan,  
*I Am Not a Witch*

Joio TV's  
debut feature  
*Gwledd / The Feast*



**Resilient companies maximising intellectual property and audiences.**

# RESILIENCE

**Resilience means always designing today for the future – for sustainability.**

In the final year of this planning period we are:

- Broadening our relationships to take into account the changing business model for film – including opportunities for new partnerships (including SVOD studios and streamers) and flexible distribution models;
- Developing our community and industry focused skills and training offer, to advance inclusion, fair work and the development of transferable skills
- Supporting companies to increase the value they extract from intellectual property;
- Supporting exhibitors to adapt and develop their business model from the value they offer their local communities, to online diversification;
- Continuing to diversify the breath of talent making and watching films – broadening relevance and audience appeal.



Sally Hawkins in Craig Roberts' *Eternal Beauty*

# WIDENING ENGAGEMENT

The pandemic has been particularly challenging for film exhibitors, whose audiences, whilst increasing, are still not at pre-pandemic levels\*. This necessitates evolving business models and closer engagement with the full breadth of local communities for a relevant, responsive and accessible film offer.

Ffilm Cymru will continue to directly engage with venues, festivals and community exhibitors across Wales to encourage innovation and shared learning and to offer responsive funding.

Throughout, our film education work has laid foundations for engaging the audiences and filmmakers of the future and we continue our work to better understand, connect with and serve those audiences through our Youth Officer directly engaging with young people.

\*UK cinema admissions reached 74 million in 2021, up 68% on 2020 (44 million), but down from 176 million in 2019. [BFI Statistical Yearbook 2022](#).



# galeri CHAPTER

theatr gwaun

CANOLFAN Y CELFYDDYDAU  
ABERYSTWYTH ARTS CENTRE

NEUADD  
OGWEN

Pontio

The Welfare  
Y Neuadd Les  
Ystradgynlais

CANOLFAN  
S4C  
YR EGIN

WICKED WALES  
CINEMA



GŴYL FFILM  
MON  
FILM FESTIVAL  
SEE  
MOR

GŴYL RHYNGWLAODOL  
FOCUS  
WALES 2023  
INTERNATIONAL SHOWCASE FESTIVAL



IRIS PRIZE

Theatr  
Clwyd

CELLB

CARDIFF  
ANIMATION  
FESTIVAL.

TYWYN  
THE MAGIC LANTERN  
CINEMA

THE  
GOGS

THEATR  
COLWYN

WATCH  
AFRICA  
CYMRU

B  
BRYNAMMAN  
PUBLIC HALL  
CINEMA

KOTATSU  
Japanese Animation Festival



# SKILLS & TRAINING

**A resilient sector depends upon sufficient capacity and agility, whilst embedding fair work and wellbeing. There's a lot of work to be done.**

We advance skills and training strategies that centre individuals, community assets, and good work practice. We developed the award-winning Foot in the Door programme and bespoke training offers, such as Y Labordy, for specialist skills, in addition to facilitating shadowing and placement opportunities across all our funded films.

In 2022 we received funding from UK Government Levelling Up Department's Community Renewal Fund to advance our inclusive Foot in the Door training programme with industry, FE, community and training provider partners. In 2022-23 we will develop our skills and training approach both within a community and industry context, subject to funding and procurement outcomes.

Our work is informed by industry and delivered in partnership and includes support for Ffilm Cymru funded productions in finding trainees and developing and delivering inclusive opportunities.



Two Foot in the Door trainees on the set of Galwad

# GREEN CYMRU

We have developed a Green Cymru plan identifying actions to reduce our own carbon footprint and improve green practice across Wales' creative industries.

We are signatories of CineRegio's green manifesto, sharing learning, carbon-calculators and toolkits across European film funders.

We are working in partnership with Welsh Government, Cardiff University and Media Cymru partners, broadcasters, ARUP, BFI, BAFTA's Albert and industry partners to support:

- Benchmarking and the development of a Transformation Plan for Cardiff Capital Region, with transferable benefits for the whole of Wales 2022-24;
- Early R&D and scale-up of new products and services that enable sustainable practice, including managing the Green strand of the UKRI funded Media Cymru programme, 2022-26.



Annes Elwy in Lee Haven Jones' *Gwledd / The Feast*



Training workshop with  
104 Films and Hijinx Theatre

# FILM FOR EVERYONE

Film should be for everyone. It has the potential to depict our unique struggles and joys, improving our sense of belonging; it can help us to understand ourselves and each other; it can transport us, and it provides entrepreneurial and employment opportunities. However, there are many who are prevented or dissuaded from accessing and benefiting from film.

Our 'Film for Everyone' plan sets out how we work across our organisation, with full-team ownership, to advance an inclusive sector. Our plan includes Guiding Principles and seven areas of focus, including socio-economic, Welsh Language and Protected Characteristics. Statistics only tell part of the story, but it's important to measure to inform where advances have

been made and where more work needs to be done. We review our inclusion plan annually and have revised up targets for the Global Majority, d/Deaf, disabled and neurodiverse, and Welsh-speakers.

Actions include:

- Gaining Cynnig Cymraeg status from the Welsh language commissioner, with commitments including a new partnership with S4C and Creative Wales to further the development and production of Welsh language films
- Piloting Well-being Facilitators on productions; and
- Co-designing a Fair Work Charter.



# 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 Ayoade's *Submarine*



**NOW...**

**£15.8M** NATIONAL LOTTERY PRODUCTION FUNDING LEVERAGED

**£102M** SPENT ON **89** FILMS FROM WELSH TALENT

**£32.9M** SPENT IN WALES

**25%** INTERNATIONAL CO-PRODUCTIONS

**269** PRODUCTION TRAINEE PLACEMENTS

**£3.3M** PROVIDED **368** AWARDS TO SUPPORT INDEPENDENT CINEMAS, FILM FESTIVALS AND POP-UP SCREENINGS

**£1.3M** AWARDED TO **152** FILM EDUCATION PROJECTS BENEFITING OVER **67,000** PEOPLE

Niamh Algar in  
Prano Bailey-Bond's horror *Censor*

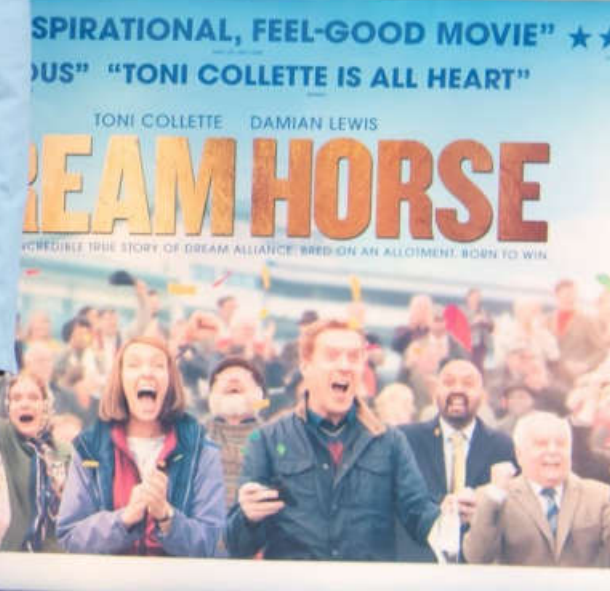
# WALES IN THE WORLD

All of Ffilm Cymru's work to support Welsh filmmakers and filmmaking is done through the lens of inclusion, storytelling and international potential.

Careers, films and companies are only viable when the work is seen widely, relative to budget, and across varied platforms. We work with a wide range of international sales agents, distributors, co-financiers and press, and have seen Welsh film and their talent excel.

Films we've funded have been selected for world-leading festivals including Cannes, Sundance, Toronto, London and Sheffield DocFest, with distribution across more than 40 territories and across all platforms, from cinema, and DVD, to free and pay-TV, airlines and ancillaries.

As a public funder, we focus on those areas that the market wouldn't otherwise fully fund, and we recoup behind over private and commercial finance that is leveraged by our investment of public funds. Any recouped funds are reinvested against our activities.





# PARTNERSHIPS

All of our work is rooted in partnerships, from the co-financing and sales, distribution and exhibitor relationships that enable productions to happen and reach their audiences, to grassroots community partnerships with Housing Associations, local authorities and charities that support film education and training programmes. We expect these to extend throughout this planning period, including a greater breadth of broadcaster, SVOD, studio and streamer relationships, and cross-sectoral

stakeholders with a commitment to placemaking, inclusion and environmental sustainability.

We work closely within networks to share knowledge and practice. These include Cineregio - the network of 50 European film funders who we will be hosting in Wales in 2023, the national arts companies of Wales, and Further and Higher Education.

A Foot in the Door training workshop with the Homeless World Cup





# RELATIONSHIP WITH GOVERNMENT

Ffilm Cymru manages devolved Lottery funds raised from the public purchasing Lottery tickets and distributed by the Department of Culture Media and Sport in UK Government, via the Arts Council of Wales and the BFI. As delegates, we use those Lottery funds to further the film sector and film culture in Wales.

We work in partnership with the BFI and feed into UK and Welsh government policy development by participating in sector taskforces, advisory and working groups, and providing evidence in response to consultations. Work ranges from informing Covid-response measures including Treasury's Film & TV Restart Scheme and Cultural Recovery funds, to the review and

development of skills and training strategies and Good Work practice.

We have worked collaboratively with Welsh Government's Creative Wales since it was established in January 2020. Since July 2022 we have managed their funds for independent film production and are working together to extend this, in partnership with S4C, to provide a dedicated offer to develop and produce Welsh language films. Our work is in line with the Wellbeing and Future Generations Act, Welsh Government's Cymraeg 2050 and Programme for Government, and we will work for advance Fair Work priorities informed by the 'Good Work Review.'

For the remainder of the planning period  
and into 2024-30 we will...

*ffilm*  
CYMRU WALES



Cyngor Celfyddydol Cymru  
Arts Council of Wales

ARIENNI  
Y LOTERI  
LOTTERY FUND

# 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 people in our diverse society.

## COMPANIES

- Strategies that improve the revenue and market reach of the projects we support, developing audiences and intellectual property potential. This includes broadening relationships and business models with financiers of content – including SVOD, studio, streamers and investment vehicles.
- Encouraging the development and adoption of green and inclusive practices.

## COMMUNITIES

- Testing, growing and sustaining opportunities for audiences to access films in a social setting when possible, as well as online and in blended arrangements. In this, we expect the role of cinemas and arts centres to evolve as their placemaking value and ability to convene in-person and virtually advances. They have a vital role to play.
- Film education projects and resources that enable people of all ages to learn about and through film, complementing Wales' new creative curriculum.
- Skills and training programmes that improve awareness of and opportunities to enter and sustain a career in film and the wider creative and arts sector.



Maxine Peake in *Gwen*



A Foot in the Door trainee on the set of *Un Bore Mercher / Keeping Faith*

# DEVELOP

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

- Our pioneering Foot in the Door new entrant training programme to inclusively grow the capacity of crews across Wales. The programme delivers for people experiencing socio-economic hardship, focusing on applying transferable skills.
- Continuing to review sector support, with regular input from exhibitors, filmmakers, film educators, training providers and partners, in the context of multiple challenges from changing consumer behaviour and growth of platforms, to new investment rules focused on companies rather than projects.
- 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.
- Working with the other Welsh national arts companies to develop areas of shared priority, including skills, international strategy and audience development.
- Addressing the lack of new live-action, independent family and Young Adult (YA) films, testing with the target audience during development.
- Maximising audience reach and revenue streams of supported films through our Magnifier approach, funding wider IP exploitation and market development work around funded films.

# 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:

- In 2022-23 we'll continue our person-centred approach to skills and training in partnership with communities and industry.
- We collect and publish data and knowledge, systematically gathered from supported projects.
- We encourage regular sharing of producer, distributor, exhibitor, training provider and education practitioner experience through events, reports, case studies, social media, e-publications and convening and support peer networks.
- We maintain and develop new training toolkits and careers information to improve awareness of routes into the creative sector and work in partnership to pilot new ways of working as with our 2022-23 Well-being Facilitators' pilot.
- We share information and learning with partner organisations to share best practice and help improve and co-ordinate the overall film offer in Wales.



The Iris Prize  
LGBT+ Film Festival



Emma Appleton and  
Stefanie Martini in  
the production's *LOLA*.

# REVIEW & FORWARD PLANNING

Our Board retains company oversight as the governing body, establishing targets and reviewing progress, in addition to providing strategic oversight of our response to sector-wide challenges. This is complemented by insights fed through from community, industry, networks and individuals from formal consultation, regular structured gatherings, project evaluation, data collection and individual feedback, as well as collaborative work with colleagues across the UK and internationally.

Our Film for Everyone plan is an active guide in consistently seeking out a breadth of lived experience to inform all our work.

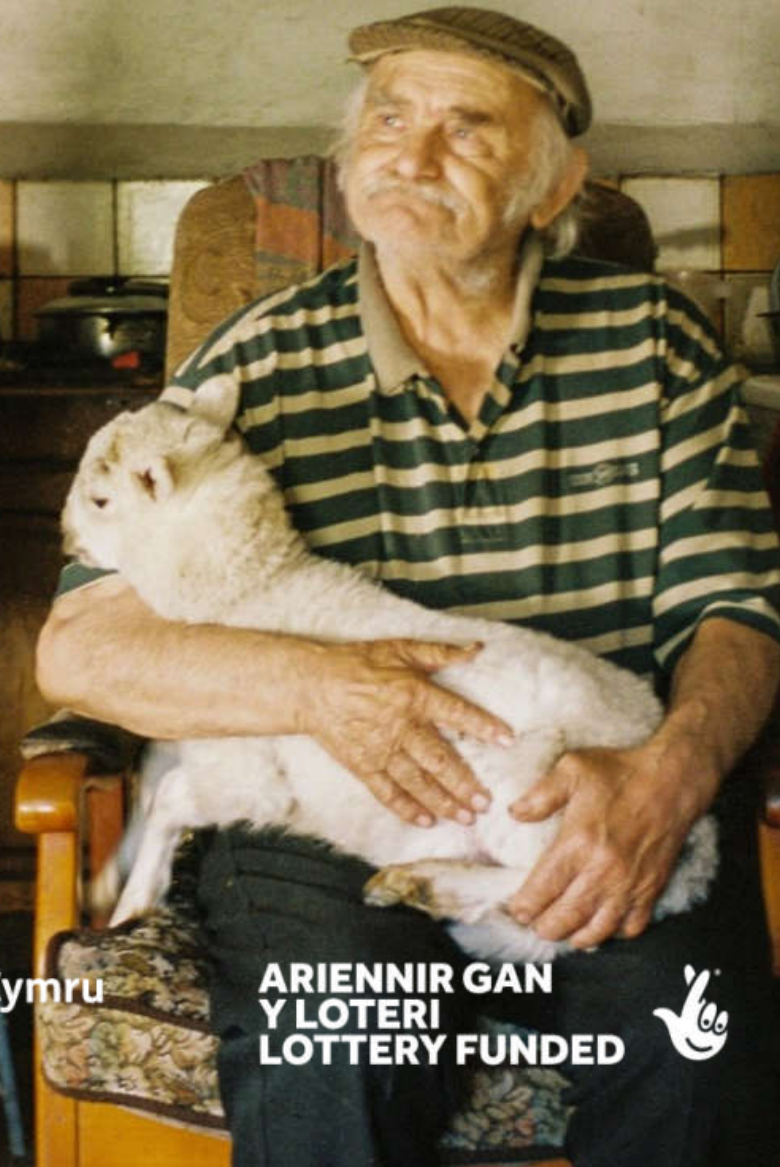
During the current planning period we have been reviewing and refining how we work, evolving and starting to test and implement a set of Sustainability Pillars that will be the foundations of our 2024-30 Strategic Plan: Equality; Creativity; Skills; Green; Entrepreneurialism and Wellbeing.

We will continue to refine the new Strategic Plan in 2023, informed by insights as above, with a view to publishing by October, and implementing from April 2024.

# Film

CYMRU WALES

Siôn Marshall-Waters' short documentary  
*Forest Coal Pit*



Cyngor Celfyddydau Cymru  
Arts Council of Wales

ARIENNIR GAN  
Y LOTERI  
LOTTERY FUNDED



Noddir gan  
Lywodraeth Cymru  
Sponsored by  
Welsh Government