

**West Midlands Screen Bureau
Creative Clusters Strategic Plan**

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Saffery Champness
CHARTERED ACCOUNTANTS

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1. Executive Summary

1.1 West Midlands Screen Bureau

The West Midlands Screen Bureau (WMSB) was formed in 2016 as a partnership between public and private organisations in the screen sectors. The WMSB recognises the screen sectors as film, television, video games, animation and VFX. These organisations are united by a commitment to seize the opportunity to develop a stronger, more successful and better integrated screen industry that builds on the unique strengths of the West Midlands and acknowledge it as a unique creative cluster outside of London.

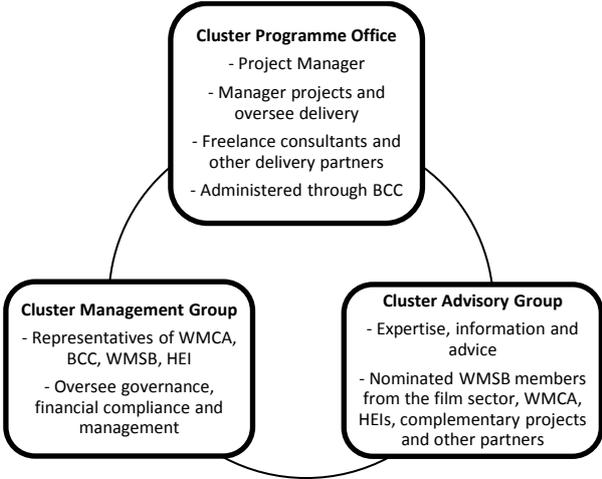
By drawing on a wide range of experience, the WMSB aims to bring together these screen sectors to maximise the potential of the West Midlands as a world class destination for the production and development of creative content. This unique partnership includes individual film makers, productions companies, games development companies, Film Birmingham, Flatpack Festival, the Producers Forum, Higher Education Institutions (HEIs) and public sector partners including the West Midlands Combined Authority (WMCA), Birmingham City Council (BCC) and regional Local Enterprise Partnerships (LEPs).

1.2 BFI Creative Clusters Funding Bid

A consortium from across the West Midlands Combined Authority (WMCA) has applied to the British Film Institute (BFI) Creative Clusters Challenge Fund. The lead applicant is Birmingham City Council (BCC) on behalf of the WMCA. As well as the WMCA, the consortium includes the WMSB and its members (see above). The application is also supported by the Greater Birmingham & Solihull, Coventry & Warwickshire, and Black Country Local Enterprise Partnerships (LEPs).

The funding is intended to facilitate the identification and growth of a 'cluster' of screen industry expertise in the West Midlands. It will help create a blueprint for growth of capacity, capability and talent development in the West Midlands area.

The funding bid has the backing of the WMCA, which has agreed to match fund the bid. The programme will be funded and managed through BCC. Funding of £100,000 will be awarded from the BFI Creative Clusters if the bid is successful. This will be matched by £100,000 in Year 1 from WMCA. In Year 2, the WMCA has committed a further £100,000 in principle. They will seek to develop further funding partnerships of £100,000 to deliver the entire programme.



1.3 Strategic Plan

Following feedback from stakeholders, the WMSB and BCC have engaged Saffery Champness to refine the Cluster bid into a strategic plan in order to identify priorities and produce an actionable work plan.

Saffery Champness has analysed the bid to the BFI Creative Cluster Challenge Fund and related key documents to produce an actionable strategic plan that reflects the potential for growth of the screen sector cluster in Birmingham and the West Midlands. In particular, this strategic plan:

- sets out a refined vision, objectives and key priorities and actions
- includes a revised timeline, key performance indicators, expenditure budget and a role description and person specification for WMSB strategic leader/ project manager.
- acknowledges the potential for growth and participation of all screen sectors, including film, television, animation, VFX and video games
- reflects how the cluster will achieve the BFI Diversity Standards

1.4 Vision and Objectives

Research has identified opportunities to develop the screen industry in the West Midlands. The WMSB will build on this research to identify how it will be possible to create a production and development base in the region, develop and retain talent and create new product. It will also promote and act as an advocate for the sector at a local, regional and national level.

A vision has been developed to set out our aims for the future of the screen sectors in the West Midlands.

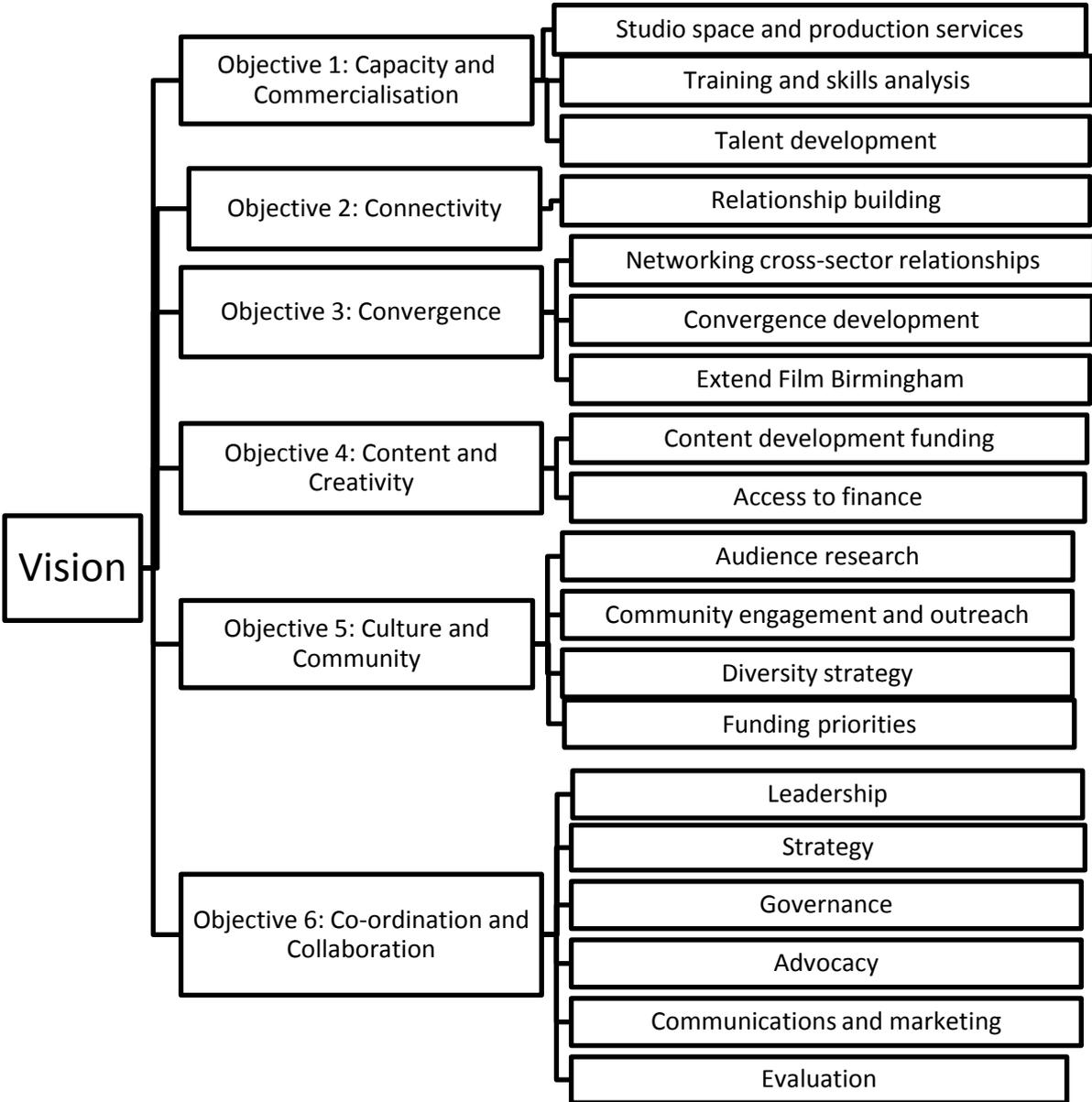
Six key objectives have been identified to achieve this vision:

- to build **capacity** in relation to facilities, skills, leadership and talent in order to attract new production and development in the region
- to promote **connectivity** by developing stronger physical and digital links within the region, nationally and internationally

- to cultivate the opportunities for the **convergence** of creative content across different platforms
- to increase local production and the creation of **content** across the screen sectors by fostering a culture of creativity, diversity and inclusivity
- to engage the whole **community** in screen sectors that reflect the richness and diversity of the population of the region
- to improve **co-ordination**, strategic leadership and promotion of the screen sectors by joining up screen sectors related activities and providing a central focal point for the region

1.5 Key Priorities and Actions

This strategic plan sets out the key priorities and actions that will be undertaken over the next two years to help achieve these objectives.



2. Background

2.1 West Midlands Structure and Organisations

2.1.1 Population

The West Midlands has an inclusive and diverse population. The 2011 census showed that 42% of the population of Birmingham and 35% in Wolverhampton identify as non-white. Birmingham is also the youngest major city in Europe. The West Midlands is therefore ideally placed to be at the centre of work to build a more diverse screen industry and film culture.

2.1.2 West Midlands Combined Authority

The West Midlands Combined Authority (WMCA) comprises 18 local authorities and four Local Enterprise Partnerships (LEPs) working collaboratively on projects to deliver a more prosperous West Midlands. The WMCA Strategic Economic Plan (SEP), sets out priorities including investment in the creative industries, innovation in other sectors and the creation of transferable skills. It also includes plans for investment in region-wide broadband connectivity and encourages the development of sectoral clusters for the region's businesses.

2.1.3 Film Birmingham

Film Birmingham is the film office for Birmingham and is run through Birmingham City Council. It is currently responsible for supporting and developing the film and television industry in the city. Film Birmingham's aim is to make filming as easy and efficient as possible and provide a one stop shop for filming requests. They will liaise with the relevant departments at Birmingham City Council to provide permits to film in the city. They also manage an online database of filming locations throughout Birmingham and an online crews and facilities database and can provide information and advice about the range of filming locations, production offices and unit bases available. This service does not currently extend to the wider West Midlands area.

2.1.4 Film Hub South West and West Midlands

The Film Hub South West & West Midlands is one of nine Film Hubs around the UK that are part of the BFI Film Audience Network (FAN), an initiative to enable organisations and film experts to work in partnership to boost film audiences across the UK, particularly for specialised and independent British film.

2.1.5 Higher Education

The West Midlands region has many Higher Education Institutions (HEIs) which support the development of skills in the screen sectors. Birmingham City University runs a wide range of undergraduate, MA, postgraduate and professional courses in film, performance, games and digital media and technologies. Its New Technologies Institute (NTI) has £62m media facilities and the Parkside Mediahouse has five TV and radio studios. It plans to draw these activities together into a new Birmingham Film School in 2017-18. The University of Wolverhampton provides both undergraduate and postgraduate film and related courses. The University of Birmingham's Department of Film and Creative Media offers an MA in Film and TV and the Media Centre has studio facilities. Warwick University's Department of Film and Television Studies offers both BA and MA Film courses and a new collaboration with the London Film Institute will include investment in digital production facilities. Coventry University's School of Media and Performing Arts runs BA and MA courses in Media Production and Digital Media.

2.1.6 Arts and Culture

The West Midlands Region includes world-class arts, cultural and media facilities, including household names such as the Royal Shakespeare Company and the City of Birmingham. There are 38 National Portfolio Organisations funded by Arts Council England, including theatre, orchestras, opera, dance, museums and art galleries, as well as a host of non-revenue funded arts organisations. There is great potential for these cultural organisations to work together to develop new content and use new digital technologies.

2.2 Current Situation

The opportunity to bid for Cluster funding has enabled the Bureau to clarify its vision for the screen sectors in the region, based on existing research and taking into account complementary initiatives.

The application recognises that not all of the necessary foundations are currently in place to achieve the vision. The 2015 Greater Birmingham Film Review and Strategy Report by BOP for the BFI, Greater Birmingham Creative Cities Partnership and Birmingham City University found a lack of a 'compelling narrative' around film. It found that 'film in Birmingham is characterised by low levels of both engagement and production'. It identified a lack of connection and networks to the national sector and an isolation which needs to be addressed.

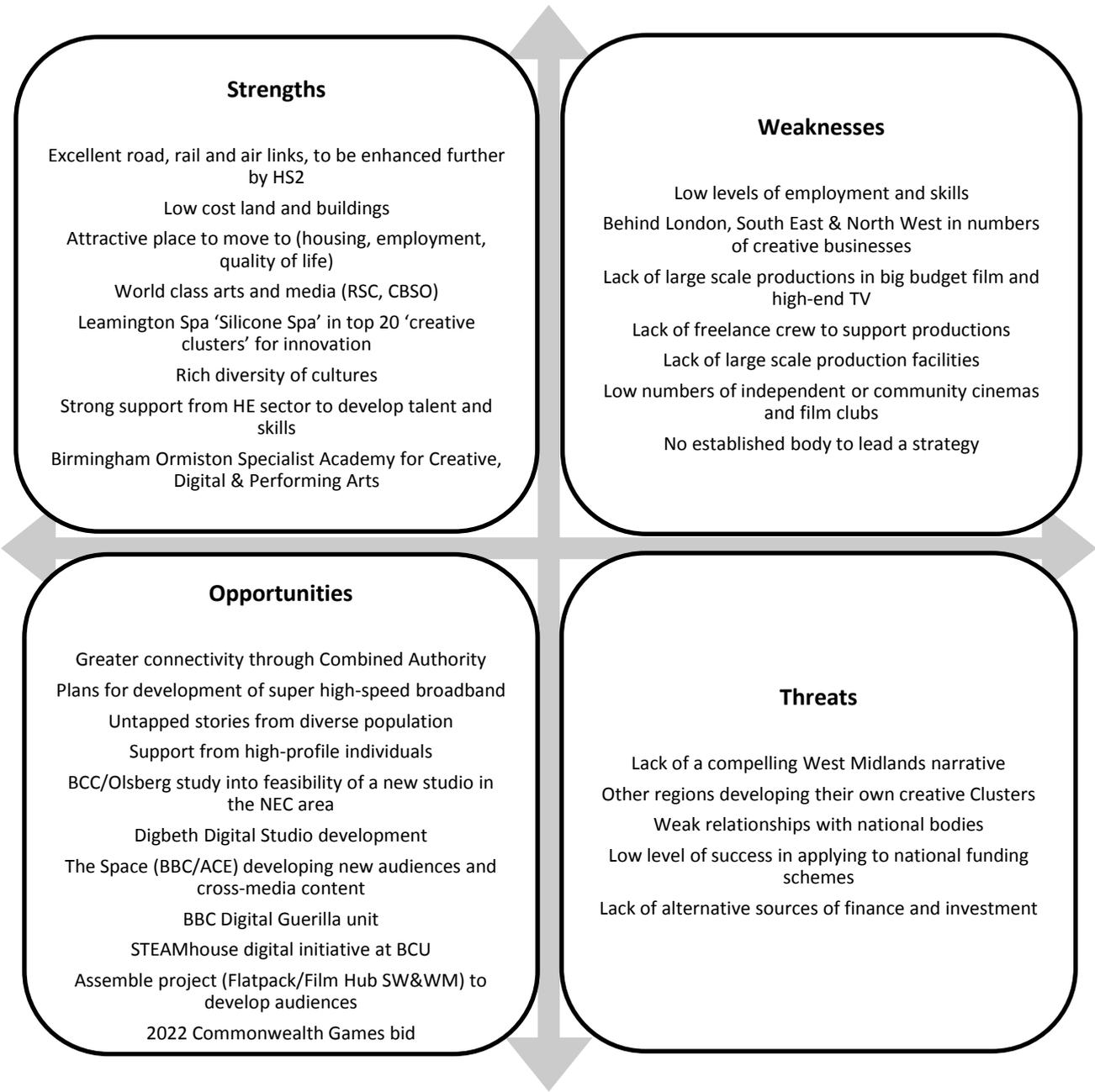
The Greater Birmingham and Solihull LEP Access to Finance Report 2015 also identified some key gaps. These include: a fragmented supply chain with a mainly freelance crew; little prime time TV and high budget filmmaking; and relatively few independent TV production companies. The report also found a problem of under-investment in the region. There is a poor record of success for applications to film funds such as BFI and Creative England funds. Applications themselves are low in number and those applications that are made have a low success rate.

Without a central mechanism to co-ordinate action, the screen industry in the West Midlands lacks focus. It needs to improve co-ordination and leadership in order to raise the profile of the sector and build its capacity in terms of skills and facilities. Action needs to be taken to galvanise and catalyse a rich and diverse sector and to help film makers and producers to access local, national and international resources and markets.

The Cluster bid will help the West Midlands Screen Bureau to address these current weaknesses. It will work closely with other existing and new initiatives to ensure there is a cohesive approach to developing a business plan that addresses workforce and skills development, content production, audience and infrastructure. In particular, it will encourage the opportunities for cross- sector convergence between film, TV, digital technologies, gaming and the cultural sectors by combining and playing to the strengths of the region. There is already a globally significant gaming cluster in Leamington Spa. The 'Silicon Spa' cluster employs over 2000 highly skilled people, equating to over 10% of the UK total in games development.

The Bureau will embrace a collaborative approach, working with other stakeholders and policy makers such as the BFI, Creative England, Creative Skillset and the British Film Commission as well as key investors such as the BBC and Channel Four.

2.3 SWOT Analysis



2.4 Recent developments and activity

2.4.1 Infrastructure improvements

This is a time of optimism for the West Midlands. The redevelopment of New Street Station is a precursor to new jobs and investment around the development of HS2, and a new station to receive it in Curzon Street. Recent figures show that Greater Birmingham is the 'favourite destination' for people moving away from London. Thirty-something professionals are attracted by affordable housing, employment opportunities and a quality of life that takes in both a vibrant night-time economy and surrounding countryside. The picture for the wider West Midlands looks bright, with Coventry and Warwickshire showing the fourth-fastest rate of post-recession growth of all 39 LEP areas. With excellent broadband, excellent road and rail links and its own international airport, the West Midlands region is ripe for development. The WMCA Strategic Economic Plan aims to improve broadband connectivity in urban and rural areas with 100% of premises having superfast broadband (currently 88%) by 2030. Coventry and Warwickshire have been announced as one of six areas to pilot the UK's fastest broadband with connection speeds of 1,000 megabits per second. Birmingham Airport is a base for long haul flights, offering connections including New York, Delhi, and Beijing with plans for the further development of long haul services.

Birmingham was recently ranked 31st among the world's most sustainable cities, alongside Toronto, Tokyo and San Francisco. This sympathetic, people-centred regeneration can be most clearly seen in major regeneration projects including: the renovation of New Street Station; the new Library of Birmingham; HS2; the re-creation of the industrial and shopping areas around the Bull Ring and the Smithfield Market areas; Digbeth and Eastside; the relocation of the HSBC HQ; and the new tram network.

2.4.2 Digbeth Digital Studios

Digbeth Digital Studios is a proposed three studio development scoped by Birmingham City Council and Glen Howells Architects. A new TV and digital media production facility will be placed next to the HS2 Curzon Station. The feasibility study suggests the provision of over 10,000 sq. ft. of studio space for film and high-end TV. The scale of facility would lend itself to TV production and small feature films but not large-scale features. The studio is anticipated to create 200 direct jobs, 556 indirect jobs, £2.8 million private sector investment and £12.23 million GVA.

2.4.3 Studio Feasibility Study

BCC, working with partners in the film and TV sector, has commissioned Olsberg SPI to undertake a feasibility study into the potential opportunity to develop a new-build studio near the NEC. This will assess the need for a studio facility within the national and international production landscape and how it could contribute to both the local and regional economy. It will also identify whether the lack of provision is hindering regional economic growth through various tax incentives and schemes. The feasibility is being conducted in three stages. Stages 1 and 2 are the analysis stage with phase 3 leading to a capital costs and financial planning exercise. The Cluster bid will enable the WMSB to collaborate with Olsberg to analyse what supply is needed to meet the demand identified and contribute towards the phase 3 stage. In addition, Olsberg will be commissioned to carry out a WMCA-wide audit of the screen, digital and cultural sector and its

barriers to growth, together with an assessment of GVA contribution and potential for increased GVA. This will be aligned with the Cluster bid but resourced separately to the bid as leverage and matched funding.

Linking with the Studio Feasibility study has allowed for an initial market analysis to be included within the bid research. This will enable a focus on the Cluster to be commercially and economically driven, benefit from the production opportunities afforded by the market analysis and will help inform future work on the studio and production centre concept.

2.4.4 Assemble

Flatpack Projects are working with the Film Hub South West & West Midlands to undertake an action research project (Assemble) on film exhibition in the West Midlands region. They will be looking at: programming (increasing the variety of material on offer); audience development (information, previews and research); and sector development (training and networking events). Flatpack are also doing some groundwork for a potential West Midlands Film Hub as part of FAN. They are planning an 18-month feasibility study in the form of a temporary project space, designed to be as versatile as possible to test a range of different uses.

2.4.5 Independent Review of the Creative Industries

Sir Peter Bazalgette's report into the Creative Industries was published on 22nd September. It promotes the creative industries as of central importance to the UK's productivity and global success. In particular it highlights the benefits of creative clusters. He explains that:

“...growth in Creative Industries is enhanced when an area has a strong cultural, heritage and sporting offer, enhancing the attractiveness of locations to live and work “

The West Midlands is such an area with a distinctive heritage and identity, offering a strong base upon which clusters can develop.

Sir Peter recommends a new five-year £500 million Creative Clusters Fund, to accelerate regional growth. He also proposes that industry should work with universities and existing creative clusters on a 'Creative Leaders' scheme. The proposals by the WMSB to develop a creative cluster around the screen sectors would support this approach.

3. Vision and objectives

The West Midland Screen Bureau's vision is for the West Midlands to be at the forefront of a diverse and sustainable converged screen sector economy in the UK.

The aim is for a mixed economy, in which high-quality production and development studios and a skilled, competitive and entrepreneurial local independent sector will earn a reputation in the UK and internationally for quality and service. By joining together expertise across the region, the industry will create diverse and innovative content for new and existing audiences.

The region's long-term vision is based on six, inter-connected pillars:

- Capacity and Commercialisation
- Connectivity
- Convergence
- Content and creativity
- Culture and community
- Co-ordination and collaboration

As part of the vision these six pillars will help to establish an 'employment escalator' for skills. The employment escalator will support diverse local talent and create a career path for early, emergent, mid-career and established film professionals, enabling them to move up and onto new levels, releasing opportunities for those following in their paths. This will help the West Midlands to become the location of choice for film production, digital convergence, education and employment. It will create a sector ecology and diversify the supply chain, catalysing sustainability by creating jobs, growth and economic benefit and linking to wider initiatives, investment and resources.

3.1 Capacity and Commercialisation

Objective 1: to build capacity in relation to facilities, skills, leadership and talent in order to attract new production and development in the region

The West Midlands has the advantage of relatively untapped and commercially competitive resources in terms of people and spaces. The vision is to build capacity to create a globally competitive industrial base.

Building capacity will include: new studio space; increasing the range of production, development, VFX and post- production services; and developing training and education services to create a better skilled workforce. This will help to support the 4th pillar by creating diverse content for new and established audiences

The first step will be to improve understanding of the current challenges through research and outreach. The Cluster bid will enable the West Midlands Screen Bureau to investigate the current availability of training, analyse the skills gap and understand the opportunities for outreach and engagement across the region.

The Bureau's work in this area will complement the market needs analysis work being undertaken by Olsberg and funded as part of the Studio Feasibility study. This includes a WMCA-wide audit of the screen, digital and cultural sectors; barriers to their growth; and an assessment of GVA contribution and potential for increased GVA.

Following on from this, there will be a programme of support and training which will also link to the 4th pillar by supporting the development of talent and skills. There should be new opportunities for collaboration, exploring new forms of IP and content creation. By helping to support talent and leadership development, this will enable movement along the 'employment escalator'. Priority will be given to under-represented groups to increase access to the sector through skills development and leadership programmes.

The work to improve strategic leadership and co-ordination under pillar 6 will support work to build capacity by providing clearer leadership across the region. It will create a point of focus to support the economic growth of the sector and contribute to work such as the creation of the new Digbeth Digital Studios and the Studio Feasibility study.

3.2 Connectivity

Objective 2: To promote connectivity by developing stronger physical and digital links within the region, nationally and internationally

The Midlands is one of the most accessible areas of the UK, linking London and the South with the Northern Powerhouse and with air links to the rest of the world. This is a great strength which can be built upon to encourage the development of the screen sectors.

The vision envisages the Cluster building upon easy access to facilities and services through road, rail and air and infrastructure developments in these areas. It will also benefit from the development of high quality digital networks that will facilitate better regional, national and international collaborations.

Increased connectivity will help the West Midlands screen sectors to develop stronger relationships with partners at every level. In particular, the new Project Manager (see pillar 6) will work with other initiatives to share best practice and bring the maximum benefits to the region.

As part of the developing strategy, the WMSB will look at whether there is a need for regional centres or a central physical project space around which screen sector professionals can cluster.

3.3 Convergence

Objective 3: To cultivate the opportunities for the convergence of creative content across different platforms

The region has great strengths in some areas of the creative industries and culture, including writing, games development, software, performance, visual arts and heritage, music and theatre. These range from world class cultural organisations to the rich cultural heritage of a diverse local population.

Cultural organisations are already active in developing collaborative projects with digital companies to create new content. Birmingham's Cultural Strategy (Imagination, Creativity and Enterprise) also promotes the convergence of creative IP across the film, cultural and digital technology sectors. Convergence will also be used to enable communities to be involved in developing cultural provision which is relevant and accessible to them, and reflects their cultural identity, such as the existing Connecting Communities through Culture programme in Birmingham.

There are opportunities to catalyse this already developing convergence of creative content across different screen sectors so that the West Midlands becomes pre-eminent in the development of converged media projects. Work will help to broker new relationships, create networks and support cross-sectoral collaborations.

Existing services such as Film Birmingham will be rolled out across the region within a considered and geographically appropriate context. In particular, a new database will be developed to signpost access to the region's skills, services and talents. This will promote the screen sectors across the region, increase access to local talent and facilities and provide services to help attract the industry to the region. These services will be extended to support the wider screen sectors, including film, TV, digital and games.

3.4 Content and creativity

Objective 4: To increase local production and development and the creation of content across the screen sectors by fostering a culture of creativity, diversity and inclusivity

High-end production in film and television has been a weakness in the region, and the local industry has lacked the cohesion to develop experience, resources and space. Pillar 1 aims to build capacity to grow film and creative services and studios to attract in new production. The vision also aims to increase local production and development, fostering a culture of creativity, diversity and inclusivity.

We want to create distinctive and diverse content, made by a diverse workforce. By telling stories that reflect the whole population and engage a wider audience, the West Midlands can play a major role in changing the film and video games landscape in the UK as a whole. This will also feed into our vision for culture and community under pillar 5: in particular, content development programmes will give priority to under-represented groups as reflected in the BFI Diversity Standards to increase the accessibility and inclusivity of the sector.

A more active screen sectors culture will develop where some people will be inspired to go on to make films, television programmes and video games and some of those will develop those skills as a professional career. The bid will encourage new independent production and development with collaborative content that connects work to local audiences. There should be opportunities for grassroots film, TV and video games-making at all levels, including in schools and communities.

More diverse and inclusive on-screen content and representation, with a wider range of themes and narratives, will help to connect with both new and established audiences. Eventually this will lead to an increase in the number of black, Asian and minority ethnic (BAME) people and those from socially excluded backgrounds, both on screen and behind the scenes, to reflect the plurality of voices and stories. We hope that it will also inspire talent from the region to return to the West Midlands to work and inspire an emerging production and development base. Cluster programmes will include seed-corn funding to help develop content, support production, and improve access to sources of finance to encourage new and emerging talent.

3.5 Culture and Community

Objective 5: To engage the whole community in screen sectors that reflect the richness and diversity of the population of the region

The West Midlands region, and Birmingham in particular, has a huge range of faiths, identities and languages, resulting in what is known as a super-diverse population. These populations are rapidly changing and can be fragmented. This presents both challenges and great opportunities to create stories that resonate with the population and attract new voices into the sector, transforming the diversity of voices and faces represented on screen.

By focusing on developing local talent and skills, the strategy will help to support the development of more diverse and inclusive content, relevant to and enjoyed by a greater diversity of audiences. The creation of a more distinctive product for the West Midlands will establish the region as a centre of production and development which reflects the young, digital and diverse population of the area.

A clear diversity strategy (including BAME, disabled people and people living in areas of disadvantage) will be developed and will be aligned with the BFI's Diversity Standards. In particular, programmes will give priority to under-represented groups to increase access to the screen sectors, through first entry programmes, leadership development and apprenticeships, outreach and engagement activities.

Audience engagement is a central part of the strategy to build industrial diversity. There is a current weakness in the provision of community cinemas and film clubs. The Bureau will work closely with national and regional partners, including the BFI and its Film Audience Network (FAN) to build growth in this area.

Outreach activity will also be undertaken across the region to ensure an inclusive approach to informing and developing the business plan. This will include analysis of audience engagement and the current provision of cinemas, screens and clubs across diverse communities. This accurate and relevant data on engagement will then be used to inform the strategy.

To increase audience engagement the strategy will support work to increase film screenings, working with FAN, including social spaces for film viewing and creation. Work will be undertaken with broadcasters and online partners so that local production can be seen locally with the cinema experience being taken out to communities. To ensure sustainability and roll out these activities, we will seek private sector involvement in screening films and building film culture in diverse communities.

3.6 Coordination and Collaboration

Objective 6: To improve co-ordination, strategic leadership and promotion of the screen sectors by joining up screen sectors related activities and providing a central focal point for the region

The West Midlands includes large towns and cities such as Birmingham, Wolverhampton, Coventry and Leamington Spa but there is a lack of cohesion across the region's screen sectors, which has led to an inequity of resources across the footprint of the region. Better co-ordination will refresh leadership and bring together the full diversity of people and activities in the region with a focus on achieving broader goals and ensuring that targets are met.

It is clear that the region has some examples of good practice. However activity is not connected into a strategic whole and there is a lack of knowledge of what is happening across the region and how existing work is inter-connected. The first step will be to improve understanding of the current challenge. The Cluster bid therefore includes research into areas such as the skills gap and an analysis of community engagement.

The sector needs strategic focus and leadership around which it can cluster, both physically and in terms of resources and reference points. This will initially be provided by a Strategic Lead/Project Manager, who will also be the focal point for consultant and freelance activity as well as delivering the planned programme of activity. This post will help align the strategy for screen sectors in the West Midlands with the WMCA strategies for economic growth (including investment, skills and tourism). They will also be able to co-ordinate work in the West Midlands with broader national and international strategies.

There is a need to raise the profile and visibility of the screen sectors. In short to 'be out there'. The screen sectors are diverse and fragmented. They therefore suffer from poor visibility and have an incoherent profile for industry and audiences alike. There is a need for greater communication, advocacy and profile building before marketing activity can be developed. To address this, a communications and marketing plan will be developed and implemented.

4. Key priorities and actions

As has been shown, the region has some existing strengths and significant opportunities for growth. However, it is currently fragmented, which hinders the potential to develop the vision for a sustainable sector that makes the most of market opportunities. This strategic plan sets out the vision for the future of the screen sector in the West Midlands and details of the objectives that will help to achieve this vision.

The cluster bid there proposes key actions against each of the following six objectives that will enable us to work toward the vision:

- *to build capacity in relation to facilities, skills, leadership and talent in order to attract new production and development in the region*
- *to promote connectivity by developing stronger physical and digital links within the region, nationally and internationally*
- *to cultivate the opportunities for the convergence of creative content across different platforms*
- *to increase local production and the creation of content across the screen sectors by fostering a culture of creativity, diversity and inclusivity*
- *to engage the whole community in screen sectors that reflect the richness and diversity of the population of the region*
- *to improve co-ordination, strategic leadership and promotion of the screen sectors by joining up screen sectors related activities and providing a central focal point for the region*

Some of these actions will be undertaken by the new Project Manager, some by 3rd parties, some by consultants and some in collaboration with other key partner organisations in the region.

4.1 Capacity and commercialisation

Objective 1: to build capacity in relation to facilities, skills, leadership and talent in order to attract new production and development in the region

Activities in the following areas will be undertaken to help build capacity:

- **Facilities and services:** support for and collaboration with work to build capacity and contribute to plans for new facilities in the region (including the Studio Feasibility study).
- **Skills and training audit:** an assessment of the current availability of skills and of current training provision (linked to Olsberg SPI market research).
- **New and emergent talent development:** support for new and emergent film, television and video games project leaders, directors and writers.

4.2 Connectivity

Objective 2: To promote connectivity by developing stronger physical and digital links within the region, nationally and internationally

To promote connectivity, the following actions will be taken:

- Relationship building: developing stronger collaborative relationships with national and regional stakeholders and other film, television and video games initiatives (including FAN and the Studio Feasibility study).

4.3 Convergence

Objective 3: To cultivate the opportunities for the convergence of creative content across different platforms.

The following activities will be undertaken to support greater convergence:

- Networking: bring together regional film, television and video games makers, digital and cultural sectors.
- Convergence Development: broker cross-sector collaborations between film, television, video games, culture and digital.
- Extend Film Birmingham: extend database and services across WMCA through new post.

4.4 Content and creativity

Objective 4: To increase local production and the creation of content across the screen sectors by fostering a culture of creativity, diversity and inclusivity

Content development and creativity will be supported through:

- Content Development Funding: seed-corn funding to support the development of innovative new projects.
- Access to Finance: help improve access to different sources of finance and investment.

4.5 Culture and Community

Objective 5: To engage the whole community in screen sectors that reflect the richness and diversity of the population of the region

The following activities will help to support community engagement:

- Audience research: collaborate on an analysis of audience engagement and the current provision of cinemas, screens, video games hubs and clubs across diverse communities.
- Community engagement and outreach: work with other initiatives on how to increase community engagement.

- Diversity strategy: work with HEIs, film, television, video games and arts services and community groups to develop a clear diversity strategy (including BAME, disabled people and people living in areas of disadvantage) that is aligned with the BFI's Diversity Standards and to ensure an inclusive approach is taken to developing the future business plan.
- Funding priorities: to increase access to and the diversity of the screen sectors, all programmes will give priority to under-represented groups

4.6 Coordination and Collaboration

Objective 6: To improve co-ordination, strategic leadership and promotion of the screen sectors by joining up screen sectors related activities and providing a central focal point for the region

Actions to increase co-ordination and collaboration will include:

- Leadership: a fixed term strategic lead for the project will be appointed. This will help to provide a point of focus and co-ordination of work in the West Midlands with broader national and international strategies.
- Strategy: identify screen sectors needs and source solutions to enable sector growth.
- Governance: Secretariat for WM Screen Bureau.
- Advocacy: lobby and advocate on behalf of the screen sectors.
- Communications and Marketing: improve promotion of the region and develop marketing activities.
- Evaluation: a rolling programme of research and evaluation into the programme.

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