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Bradford College student practising her 3D Stereoscopic filming skills

Bradford City of Film – 2020 Vision

Bradford City of Film is an ambitious project using the popularity and accessibility of film to everybody, whatever their age and background, as a means of creating a unique sense of place for Bradford and addressing a wide range of issues, including education and skills, cultural and economic participation and civic pride. It has the full commitment of City of Bradford Metropolitan District Council.

Tony Reeves, Chief Executive, Bradford Council

The National Media Museum is hugely supportive of Bradford City of Film as a key partner. The Museum already provides major international film festivals and world class cinemas, as well as providing a learning environment for film and media skills. And, in future, we are hoping to create a film heritage gallery to display our extensive cinematography collection. Working within the context of an international City of Film will enable us to make Bradford an even more important film centre on the world stage with benefits for film makers, film goers and film students.

Colin Philpott, Director, National Media Museum

Bradford City of Film is at the heart of bringing together and ensuring the full potential of projects in film and moving image in the Bradford District and beyond - making Bradford an exciting city in which to live and make great films, and a place of opportunity to benefit not only Bradford but the wider Yorkshire region.

Sally Joynson, Chief Executive, Screen Yorkshire

Our Manifesto and Principles

By 2020, the overall vision for City of Film will be fully operational and the project will have delivered major economic, social and cultural benefits. This will take time and commitment from key partners as well as City of Film itself.

Our vision is that by then the UNESCO designation will have been achieved, widely celebrated and seen to have been just the first phase of a wider programme using film and associated industries as a major tool for regeneration, cultural development and social inclusion.

To achieve this there will be a fully established network of partners, organisations and businesses working together at varying levels, so that film and digital industries are widely embedded in the local economy and community awareness. The main networks of City of Film are shown in the accompanying diagram which identifies City of Film as the central focus and point from which the overall strategy will be co-ordinated and many initiatives led.

The City of Film Road Map and Action Plan have been developed through a process of consultation and research carried out with diverse partner organisations. As City of Film grows and gains momentum, a greater range of partners will come on board, facilitating greater diversity of participation and ideas and an increase in the project's scope and impact.

As highlighted in the action plan at the end of this document, we have already identified over 35 planned activities around 10 themes: establishing the organisation, growing audiences, screening opportunities, film festival development, business development, economic benefit, skills development, media literacy, film heritage, and internationalism – and more will follow.

Bradford – City of Film Heritage and Celebration

The success of the National Media Museum (NMeM), the extent of Bradford's current film and media offer and its tremendous film history and heritage (documented in City of Film - History and Heritage), mean that Bradford can reasonably claim to be the UK's premier city of film heritage and celebration.

City of Film must now reinforce these foundations, building the festivals and effectively co-ordinating the city's film related interests and activities. Ultimately, film interests will be co-ordinated within a physical centre and infrastructure. This could be part of Lightwave, the joint media industry, learning and heritage facility scheduled to be built in Bradford in the near future.

In the meantime, the focus of City of Film is on establishing a more formalised organisation that has the power, influence and resources to develop detailed strategy and implementation activity.

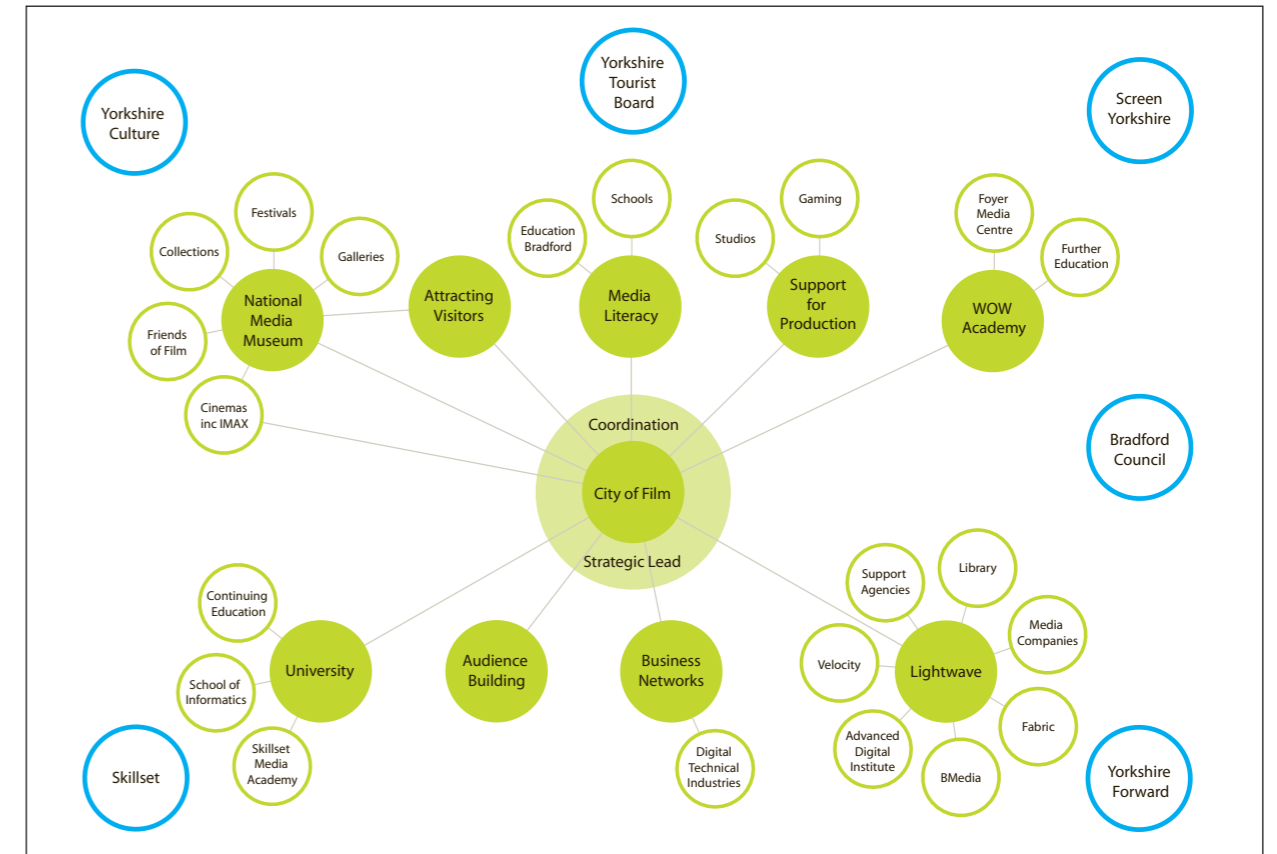
The important factors for building profile and further capacity include development of the festivals (in terms of their global importance and ability to attract major names and talent), co-ordination and promotion of existing film activities and development of the city's offer to film makers, as well as promotion of locations and facilities. City of Film's activities in this area will include:

- a regular, formal programme of talent exchanges with other major international film centres
- truly international festivals that show exciting and innovative films and are established as key film industry marketplaces
- a focus for enquiries, cluster support, audience development, heritage and learning
- establishing Bradford as a regularly utilised centre of film and media locations and for inward investing productions
- a film-friendly facilities agreement co-ordinating newly improved hotels and hospitality across the city.

Bradford – best film audiences in UK

Bradford already has an unusually wide range of opportunities to access cultural venues and film through the NMeM. It also has major film locations and places of film related interest. There is space, however, to develop the city's capability with regards to mainstream cinema provision. Through City of Film, there is the intent to provide more opportunities to access film than are available anywhere else in the UK. New audiences, irrespective of age, ethnic background, education or wealth, will be encouraged to see

Schematic plan showing some of the main networks of City of Film



film and engage in cultural activities. We will ultimately create a virtuous circle where Bradford has the most discerning audiences in the UK and the best opportunities to see and learn about film. By 2020 we expect to demonstrate:

- participation levels (per head of population) for film in Bradford outperforming those of any other city in the UK. This will be stimulated by provision of attractive opportunities to see films and the promotion of a wide range of accessible films
- new screening options for the city and a variety of innovative outlets for mass market and niche content including new platforms, exhibition formats and outlets for user-generated content

- promotion of, and access to, film through local employers, communities, the university, colleges and schools initiatives
- a co-ordinated tourism offer presenting Bradford as a major destination for film related tourism and visitors. This will include packages for film making, appreciation and learning co-ordinated by the university, the NMeM and local businesses.

Drivers supporting regeneration through City of Film in the Bradford District.

DRIVERS FOR THE CITY OF FILM	CITY OF FILM
There is a commitment to raise educational achievements in Bradford. City of Film will help by encouraging the use of innovative approaches to engage wider sections of the community.	<ul style="list-style-type: none"> • Support media literacy in Bradford's schools • Introduce young people to film and media
Local partners see City of Film as a way to get greater numbers of people involved in cultural and social activities – driving a culturally active and aware population.	<ul style="list-style-type: none"> • Introduce new audiences to film • Offer greater choice of screening opportunities • Empower people to make their own content
Bradford has a significant history and heritage relating to film and media which, along with the NMeM and key locations and attractions, makes a strong tourism offer.	<ul style="list-style-type: none"> • Wider marketing of Bradford's film history/heritage • Gain recognition of City of Film through the UNESCO designation • Encourage more visitors • Support networking and collaboration
The Cultural Olympiad has identified 'The Moving Body' as its theme within Yorkshire. This fits closely with animation and film making and could be an opportunity to involve local people in the Olympic celebrations.	<ul style="list-style-type: none"> • Ensure that Bradford benefits from the Cultural Olympiad • Take a strong lead for film within the Cultural Olympiad programme of events
Media convergence and new platforms are opening opportunities for user-generated or cost-effective production.	<ul style="list-style-type: none"> • Help match new platforms with content development • Support production
There is a growing cluster of creative industries businesses in Bradford, based in specialist business centres and elsewhere.	<ul style="list-style-type: none"> • Encourage collaboration and networking • International links and contacts
Bradford is fortunate to have a strong community of interest in film, committed to stimulating wider benefits across different groups.	<ul style="list-style-type: none"> • Use connections and experience to help the next generation of film and media professionals • Spread the word and develop Bradford's profile through international influence of key individuals
Bradford's film festivals are developing an international standing and attracting strong line-ups of industry figures and personalities.	<ul style="list-style-type: none"> • Ensure that new businesses benefit too • Exploit PR and profile opportunities • Attract wider audiences and visitors
Bradford has a number of established ethnic minority groups with an interest in film and media; new groups may integrate better with the help of cultural aids such as film societies.	<ul style="list-style-type: none"> • Aggregate demand for minority language screenings • Support community cohesion through film societies and other activities

Bradford – City of digital media innovation

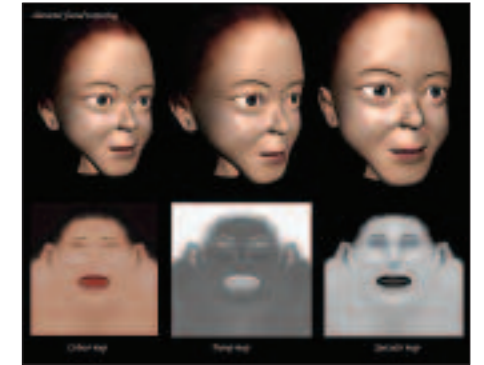
Through the university and its spin-out companies, as well as the success of Pace plc and others, Bradford is rapidly emerging as a city of digital media innovation. This status is further enhanced through industry events that support innovation in new media and technology platforms as well as traditional film and media. These events currently include the Bradford Animation Festival and Industry Weekends and may extend to others. Bradford can develop to become a centre for digital media innovation for use in the film industry itself and in the associated media industries, specifically in games. By 2020:

- Bradford will be a major centre for digital media technology and innovation providing education (through the university), knowledge transfer and services to the international film and games industries and workspace for businesses and contractors
- there will be a significant cluster of digital media businesses spanning content creation, production and technology. This will create a draw for media buyers including those located elsewhere in the region and further afield.

Bradford – City of film education and learning

Building on the current activities across Bradford such as the NMeM, WOW Academy, Foyer Media Centre, Creative Partnerships and the schools and university, Bradford's reputation as a city of film education and learning will be outstanding, taking the aspiration beyond audience appreciation and giving people the opportunity to build their knowledge of film and skills in film making. By 2020 Bradford City of Film will include:

- a network of media literacy officers promoting film studies and media literacy in Bradford schools
- the Yorkshire and Humber Skillset Academy at the University of Bradford (in association with East Coast Media), attracting the highest quality of students and producing skilled graduates who will fuel the development of the local cluster



Above: Digital imaging, Bradford University

Below: Bradford City of Film website

- co-ordinated film and media training provided through partnerships and through formal and informal education. Partners will be tightly connected either physically through Lightwave or through a virtual centre.

Bradford – city with the fabric of film

By 2020, anyone visiting Bradford will not fail to notice its connections with film. The city will present an image that draws on past achievements and promotes current film-related activity. Many new visitors will be attracted by Bradford’s reputation as City of Film and many more will learn about the City’s film links on arrival. The evidence will be through branding of the public realm, through a major public art commission and through Lightwave. For example, City of Film may include:

- a major public art piece celebrating film. Inspired by the Hollywood ‘Walk of Fame’ or the ‘Allée des Etoiles’ in Cannes, Bradford will commission a ‘growing’ piece of public art to celebrate the stars of the film world who take part in the Bradford International Film Festival. Over time, this piece will become a visitor attraction in its own right. Its location, between the NMeM and the city centre, will also pull visitors of all kinds from the museum towards the city’s shops and restaurants
- signage and information in the city’s prominent areas, including the rail and bus stations, Leeds Bradford Airport and key public centres. As well as physical signage, there are exciting possibilities for location-dependent information to be made available to mobile devices
- close partnership working with development initiatives to brand one of the substantial public realm redevelopments, such as Park at the Heart or the Broadway shopping centre, with a film theme. This could include film-related names for buildings and streets, film-related street furniture and public art
- a City of Film website featuring information relating to current and proposed filming in Bradford, opportunities to watch film-makers at work and with webcam footage streamed to the site
- an unmissable opportunity to co-locate many of City of Film’s partners and to have a physical base at Lightwave, the proposed creative industries capital project. The plans



Creative Partnerships, Bradford
Photographer Rebecca Grimwood

for Lightwave have yet to be finalised but it is expected that it will include a combination of media and technology companies, public sector tenants, the public library and learning centre and elements of Bradford University and the NMeM. The design of the building is expected to encourage cross-fertilisation of cultures and give the public opportunities to see creatives at work through the building’s glass walls and open walk-ways.

Extending audiences and participation

City of Film will aim to:

- raise cinema attendance in Bradford to reflect a step change in the variety and loyalty of audiences
- increase opportunities to screen films that attract local minority groups
- engage every school in Bradford in film and media literacy
- raise the status of the film festivals, firmly establishing their place in the line-up of top European film festivals.

Raise cinema attendance in Bradford by 20% over the next two years

City of Film has already taken some steps to promote cinema attendance. For example, it is currently piloting its first employer film club at Bradford Council. This scheme

“ It was so exciting for Bradford to play such an important part in hosting the Bollywood Oscars. The sheer number of people from the South Asian community, men, women and children, that turned out in Centenary Square to enjoy the screening of the ceremony was brilliant. I don’t think I’ve ever witnessed such a carnival atmosphere in Bradford before! There’s clearly an appetite for film in the city ”

Irna Qureshi, Researcher in Cultural Diversity and City of Film Board Member



provides all Council employees with the opportunity to sign up for a free City of Film membership card.

Cardholders receive a discount (for themselves and a guest) on films at the National Media Museum and get regular email newsletter updates on film in Bradford. Local businesses will be signed up to offer promotions through the film clubs, giving for example, discounts on meals on production of a cinema ticket. The set-up and administration costs of this scheme are minimal.

More generally, the approach will be to focus on coordinating promotions and on aggregating demand rather than on providing direct subsidies. For example, City of Film will work with the NMeM and with commercial cinemas to devise a programme for school children.

City of Film will specifically aim to attract new audiences from currently under-represented groups. This will be based on careful research and assessment of demand to ensure that the films (and the screening environments) on offer are suitable and take account of religious and cultural needs.

Support opportunities to screen films of relevance to local minority groups

“It was so exciting for Bradford to play such an important part in hosting the Bollywood Oscars. The sheer number of people from the South Asian community, men, women and children, that turned out in Centenary Square to enjoy the screening of the ceremony was brilliant. I don’t think I’ve ever witnessed such a carnival atmosphere in Bradford before! There’s clearly an appetite for film in the city.”

Irna Qureshi, Researcher in Cultural Diversity and City of Film Board Member

Bradford will be a leading location for the screening and development of films which appeal to an ethnically diverse audience, building on the city’s extensive experience in this field. For example, the Indian International Film Awards (IIFAs) were an occasion when Bradford’s communities were able to lead a monumental celebration of South Asian film. The energy and enthusiasm generated through the city’s hosting of part of the IIFA celebrations will be further developed, harnessing a legacy of interest, enthusiasm and participation.

There is potential to invite some of the IIFA guests back to Bradford to, for example, participate in the Bite the Mango festival. There may also be scope to incorporate film into the annual Mela or to establish regular screenings for minority ethnic groups on the Big Screen.

City of Film will work with the cinemas, building evidence of demand from Bradford's other ethnic minority communities and with screenings of, for example, mainstream Polish language films. There may be a need to raise funds to support a programme of films that would otherwise not be offered by the commercial cinemas. In addition, there will be a need to invest time and effort engaging different groups and helping to get their film preferences taken seriously by the exhibitors.

Putting film and media literacy into every school in Bradford

Creative Partnerships has been working hard to promote film and media literacy in Bradford's schools. The NMeM too works closely with local schools through its education and outreach programmes and school visits to the Museum.

City of Film will build on this work with the aim of putting film and media literacy into every school in Bradford. There will be an imperative to build links with local schools, identify supportive teaching staff within them and work with the schools (and with Creative Partnerships, UK Film Council and other relevant agencies) to set up projects. City of Film's role will be that of catalyst and co-ordinator. There will be specific opportunities arising through the government's extended schools agenda and 'structured learning', both inside and outside school hours.

City of Film will support a visit to the NMeM for each child during his or her school career. This will be achieved through marketing and providing information about the learning opportunities of the NMeM to schools. This may include a City of Film reward or competition for children who have visited the NMeM.

Raise the status of the film festivals, firmly establishing their place in the line-up of top European film festivals

City of Film has already provided financial support for Bradford's main film festivals including a funding contribution

to Bite the Mango Festival in 2006 and 2007 and Bradford International Film Festival in 2007 & 2008. The support for Bradford International Film Festival helped to secure attendance of high-level international film personalities and raise the profile of the event.

Bradford International Film Festival is building its reputation as one of the UK's major festivals. It needs continued investment and support to reach the next stage: being taken seriously as a marketplace alongside the London and Edinburgh Film Festivals. Positive feedback from previous participants indicates that the talent and the drive are there. The City of Film partners intend to get behind the Festival and ensure it has the support and investment it requires to go this extra mile.

Bite the Mango is unique in its remit and the role it plays in bringing to the UK a truly diverse range of world cinema experiences and talent. Locally, Bite the Mango plays an important role in growing and nurturing new talent, in linking Bradford and Yorkshire film makers with international peers and in building communities of diverse interest. The Festival needs investment and development to allow it to continue to innovate and grow beyond its existing position. Like many festivals, Bite the Mango faces challenges each year in maintaining independence and securing its future.

The festivals are absolutely essential to City of Film, bringing economic benefit and playing an important role in securing Bradford's place in the film world, in supporting civic pride in the city's tradition of film and in providing opportunities for diverse film screenings. City of Film wishes to protect Bradford's capacity and expertise in staging high quality festivals and secure them more certain futures.

Building local links

"If you look at the past and the present of Bradford there is an absolute logic and tradition which makes it a perfect fit for the City of Film status, and with that status the future will not only enhance the tradition, but create the opportunity to develop possibly the first European city to understand and embrace both the entertainment value and the empowerment for each individual of 'film' - whether that is through the cinema, video or even mobile phone."

Mike Best, independent TV producer and City of Film Board Member

Enjoying the carnival atmosphere in Bradford's Centenary Square as crowds gather to view the Bollywood Oscars on the BBC Big Screen



City of Film will achieve the following:

- the use of film as a co-ordinating factor in some of the city's main developments
- the inclusion of a film theme in at least one major physical regeneration project in Bradford
- the promotion of Bradford's film tradition through publications and information
- the provision of information on film related projects and links
- the running of film screenings alongside Bradford's main festivals and events, using the Big Screen as well as the cinemas
- the establishment of at least four urban film societies with film programmes and screenings of relevance to the communities or interest groups they represent.

To establish film as a theme in major physical regeneration projects in Bradford

City of Film aims to have film represented through the physical infrastructure of Bradford, through public art or architecture. Already the presence of the Big Screen in Centenary Square acts as a symbol of the city's love of the moving image. However, the film theme will be embedded more deeply and widely, for instance through working with developers to ensure that City of Film is adopted as a theme in at least one major physical regeneration project.

Promote Bradford's film tradition through publications, collections and information

City of Film - History and Heritage only scratches the surface of the intricate and fascinating story of Bradford City of Film. There is a wealth of relevant history, some of which is documented in publications such as Geoff Mellor's 1996 volume *Movie Makers and Picture Palaces*, and more that is available for scholars and researchers using resources such as the collections and archives held at the NMeM, the Yorkshire Film Archive and Bradford Libraries Local Studies and Archive Service.

City of Film is committed to facilitating an ongoing heritage of film so that archives are developed and traditions maintained. For topics with a wider audience and interest,

this could include the commissioning of publications, either in book form or online.

Already, writer and broadcaster, Tony Earnshaw, has been commissioned to write a history of film in Bradford. As well as detailing the various film productions that have been made over the years, the book will also present beautifully photographed images of the places in the area that have inspired film makers.

There may also be scope to commission a pictorial history of some of the Bradford picture pioneers, taking in the W E Berry poster collections, and for a volume celebrating Bradford's young film makers.

City of Film will build up the resources on its website and will, over time, encourage local experts as well as those involved in contemporary film activities, to contribute to an ongoing archive of film in Bradford.

Provide information on film related information, projects and links

Through its website, City of Film will publish and maintain a database of film related information, projects and links.

The website has been designed as a growing resource and it is intended to become the first port of call for film related enquiries in Bradford.

In addition, Bradford City of Film will work with Bradford Community Broadcasting to continue its regular film programme on the radio station. This will provide information as well as acting as a forum for film related debate.

Run film screenings alongside Bradford's cultural festivals using the Big Screen and the cinemas

The NMeM is already well connected to Bradford's wider cultural scene and it is not uncommon for events to include a film screening. For example, Bradford Classic 2007, the classic car rally, had an accompanying showing of *Genevieve* at the NMeM.

Film screenings or film events will be tied in with as many of the main cultural festivals as possible such as Ilkley Literature Festival, the Saltaire Festival, Bradford Mela and Haworth Arts Festival.

For example, City of Film supported the screening of footage from the Yorkshire Film Archive on the Big Screen during the Lord Mayor's Centenary in October 2007. Further use of the Big Screen for local public events and to tie in with major national or international events (including sports finals, the Eurovision Song Contest and the last night of the Proms) will be encouraged.

Currently, the arrangements for organising tie in screenings are based on ad hoc enquiries and personal connections. To make the process more straightforward, City of Film intends to develop a toolkit for event organisers, giving step by step instructions for arranging screenings and publicising events. The commercial cinemas, the NMeM, the Big Screen, film clubs and smaller venues will be closely tied into these activities.

Support urban film societies and help them set up film programmes of relevance to the communities they represent

City of Film has formed a relationship with the British Federation of Film Societies (BFFS). Through this, we have been able to further plans for a number of urban film societies in Bradford. Under the BFFS conditions, film societies have to be led by and provide films for their communities. Most of the existing film societies within the federation are rural: BFFS is now working with 'urban film societies' which run community screenings for some of Bradford's ethnic minority or minority interest groups. The first of these are a Polish film society, a South Asian film club (hosted by local restaurant, Markaz) and a children's film society.

The cost of setting up these film societies is relatively small and there are grants available through BFFS and Screen Yorkshire. The main task is to work with BFFS to identify groups interested in taking the idea forward and to help them raise sufficient interest from their communities. BFFS helps the groups develop the skills required and source equipment and film content.

Given that there is already interest for two urban film societies, Bradford City of Film will help set up another two in the Bradford district.

Connecting with industry

City of Film will seek to:

- establish Bradford as one of the UK's leading 'film friendly cities' and work to attract new productions into Bradford
- develop an ongoing programme of industry networking, skills development and support for emerging and established film makers based in and visiting Bradford
- consider purchasing and hosting media production and screening equipment
- provide small-scale production funding for promising young film makers and support for attendance at major markets and festivals
- publish information guides and links for young people considering film or media as career choices
- support the development of film related tourism
- build international links and share knowledge and experiences on a global scale.

Establish Bradford as a leading 'film friendly city' and attract productions into the city

Screen Yorkshire is the main agency with responsibility for attracting film and media productions to the Yorkshire and Humber region. The agency works with both incoming and indigenous film makers. Part of Screen Yorkshire's remit is to ensure that incoming film makers' experiences of working in the region are productive and enjoyable.

Screen Yorkshire has a locations and productions team in its offices in Leeds that helps co-ordinate incoming productions, from sourcing and accessing locations to recruiting local crew and facilities. Screen Yorkshire also runs a scheme providing financial support for Yorkshire and Humber based film productions.

City of Film will not duplicate the work of Screen Yorkshire's production and locations team but will work with the agency to maximise Bradford's appeal in terms of its film locations and to ensure that incoming productions can easily access local talent and facilities.

Screen Yorkshire has plans to work with the local authorities to improve the level of co-ordination and support for film and

media production. Bradford, through City of Film, has stepped forward as a pilot for the latest new approaches and has organised a number of seminars aimed at educating local stakeholders in the needs of the film and media sector.

City of Film has funded the production of high quality photographs of the key locations in Bradford to be added to Screen Yorkshire's locations database. There will also be a link to the Bradford locations through the City of Film website.

Longer term, City of Film aims to work with local businesses and providers to publicise what the city has to offer and to ensure that local businesses (particularly hotels and restaurants) are geared up to meet the requirements of visiting productions.

At present the level of production is such that it can be handled through Screen Yorkshire in partnership with Bradford Council. As City of Film develops however, there will be an increasing need for an officer with specific remit to work with businesses, the Council, police and other agencies, and with film and media production companies. The role will be complementary to that of the Screen Yorkshire locations and productions team.

Develop industry networking, skills development and support for emerging and established film makers based in and visiting Bradford

City of Film has supported a programme of Industry Weekends run in conjunction with the film festivals and making the link between regional industry and local film makers. The first Industry Weekend in September 2006 featured a series of seminars attended by over 150 people. There was also a successful networking event at which local businesses and others hosted tables indicating the support they could give to film making (e.g. the wardrobe department at the Priestley Centre for the Arts, an arts complex in Little Germany, and a facilities house from Leeds). One production, now known as *Quick Slip Me a Bride*, was able to cast and crew the production entirely through attendees, with the director being quoted as saying "this is better than Cannes"!

The second Industry Weekend in March 2007 built on this success and was able to raise additional audiences and improve the level of guests; these included the producer

“ My short film *Private Life* funded by UK Film Council and Screen Yorkshire was playing in the Short Film Corner and it made a huge difference to be able to be there to accompany it. I was able to organise the screening and spent two days seeking out potential buyers, distributors and commissioners to attend the screening, both to try and sell *Private Life*, and to get their interest in my future projects. Being such a large and important international film festival, it was incredibly useful to discover how everything at Cannes worked ”

Abbé Robinson, Film Producer



Above: Scene from the film *Private Life*

Left: The film's director Abbé Robinson

Trudi Styler who talked about her film making career and George Layton who did a reading of his new work.

The Industry Weekends have been beneficial to both local and visiting film makers and provided networking opportunities. They are also important in raising the effectiveness of Bradford's festivals as forums at which film industry people can meet, share knowledge and do business. Support for the Industry Weekends will be maintained through activities such as training and masterclasses, as well as through the seminars and networking events.

Consider purchasing and hosting media production and screening equipment

City of Film may make an investment in media production and screening equipment that can then be accessed by community groups, not for profit organisations, film clubs and small businesses.

Provide small scale production funding for film makers and support for attendance at major markets and festivals

City of Film has a small production fund that may be used to support emerging film makers in either production or distribution of their films.

One of the ways that support for distribution can be given is by helping new film makers get their productions onto the Big Screen or onto Propeller TV. The City of Film team has initiated discussions with Propeller TV and is looking at exciting initiatives to ensure that Bradford film makers are making the most of this important outlet.

City of Film has provided support for promising local film makers to attend major markets and festivals. Last year, bursaries were awarded for three local film makers to attend the Cannes Film Festival. These helped cover the cost of travel, accommodation, registration, inclusion in the market guide and one year's access to the database. There was a competition for these bursaries and the three winning candidates were:

- Abbé Robinson, an award winning, Bradford - born film and video graduate. She was commissioned by Screen Yorkshire to direct a short film, *Private Life*, which was shortlisted at Bradford International Film Festival for one

of the SHINE awards. As a result of receiving the bursary, she subsequently submitted *Private Life* for screening in the Short Film Corner at Cannes.

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Abbé Robinson

- Liam Challenger, a young radio journalist at Bradford Community Broadcasting on a gap year from Huddersfield University. He is currently developing a trilogy about different perspectives of Bradford and last year was commissioned to make a spoof zombie documentary *The Good, the Bad and the Zombie*.

“My time at Cannes was an amazing experience - it gave me a first hand insight to something that I had only read about. What I learnt there has already been so useful in my studies and has given me the passion to become a producer”.

Liam Challenger

- Madani Younis, an established film maker living in Bradford. He already had a short film *Ellabellapumpanella* submitted to the Short Film Corner at Cannes, but had been unable to attend because of the cost. Previous work includes *Streets of Rage*, a response to the Bradford riots in 2002. Madani was a South Bank Show Arts Award Winner in 2006.

“The experience of having my work screened at the Cannes Film Festival and being able to attend with the support of the 'NMeM Cannes Bursary' gave me an invaluable first hand experience of the scope and breadth of the industry. The opportunity to attend masterclasses, screenings of independent films and meeting people from within the industry helped to invigorate me”.

Madani Younis

The cost to City of Film in providing these bursaries is relatively small but this level of support can make all the difference to the development of an emerging film maker. A further two film makers are being supported in 2008.

Publish information guides and links for young people who are considering film or media as career choices

Through our website, we will provide information and guidance for young people who are considering film or media as career choices. We will supplement existing sources of information and will link through to the University of Bradford, to Skillset and to the Careers Service guides.

Support the development of film related tourism

The NMeM is one of the most important visitor attractions in Bradford, Yorkshire and the UK. City of Film will build on the 750,000 visitors the museum attracts each year and encourage many of these visitors to extend their visits.

A film book of Bradford has been commissioned showing some of the prominent locations that have appeared in film and media productions. This will be made available through the City of Film website so that visitors and locals can trace Bradford's film heritage either through physical or virtual tours.

Build international links and share knowledge and experiences on a global scale

Bradford has strong international links in the film world. The connections between Bradford's British South Asian community and the Indian sub-continent are discussed in more detail in the accompanying volume to this one, 'City of Film – History and Heritage'.

There are also many strong international links through Bradford's main European immigrant groups which include Poles, Ukrainians and Germans as well as the South Asian groups already mentioned.

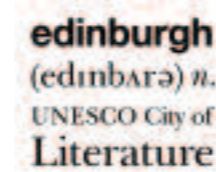
Through City of Film, progress has already been made towards developing links with other cities in the Creative Cities Network:

- connections have been established with the team behind Edinburgh City of Literature to discuss their approach,

share ideas and discover what benefits Edinburgh has gained through the network

- a fact finding visit has been made to Berlin City of Design with a view to establishing joint initiatives and sharing knowledge in the future. At the same time, relationships have been established with MediaBoard, the screen agency for Berlin and Brandenburg, and with the Deutsche Kinemathek, Germany's national film museum
- links have been established with Shanghai and Chengdo, two Chinese cities aiming to become Cities of Design and Gastronomy respectively. There are also plans to host a visiting delegation from China in 2008.

The Bradford City of Film partnership aims to formalise and extend many of these relationships and expand Bradford's international profile. Mechanisms will be put in place so that film related exchanges can be arranged through existing City of Film links.



Left: Japanese text displayed on signposts at Haworth Moor, Brontë Country

Right: Views across Haworth Moor



Work in this area has involved building up a picture of the history of film and cinemas in Bradford, understanding the role of film in Bradford, exploring issues relating to the economic, social and cultural profile of Bradford, and exploring the vast range of film and media related activities taking place within the Bradford area.

Creating a Partnership Board

In creating a Partnership Board, a diverse range of individuals have been brought together, all of whom operate at the highest levels within their institutions. The Board includes members from the private, public, academic and community sectors and covers a vast range of "inspirations", from the Hollywood film industry to local radio; from the multi-national technology industry to a local restaurateur with a vision of establishing a film club; and from the British Film Institute to the University of Bradford. The Board was carefully constructed to cover the various angles of our bid and the City of Film vision for 2020.

"We are fortunate in having a Board made up of individuals with strong links in the film and media sector and with a fervent commitment to Bradford."

Steve Abbott, Film and TV Producer and Chair of Bradford City of Film Board

Piloting activities and testing the market

Much of the effort of the initial stages of City of Film has involved bringing together the partners and developing the bid

Bradford City of Film – Road Map Phase 1 – Consolidation

Bradford City of Film is currently in its first major phase of consolidation which has involved a good deal of planning, generation of ideas, organisation of resources, building of support and understanding of local strengths. Some of the main achievements during this phase relate to:

- understanding the local offer
- creating a Partnership Board
- piloting activities and testing the market
- setting baselines
- performance

Understanding the local offer

The initial tasks involved compiling a shared understanding of the local offer. There has been extensive consultation across film and media stakeholders from the public sector, support agencies, cultural institutions, local businesses, broadcasters, industry experts, film makers, producers and community groups. This involved promotional leaflets, face to face meetings, telephone conversations and email exchanges.

itself. It has also involved a number of trial activities to test the market for City of Film.

In particular, City of Film has set up the first employer film club. The initial response to the film club was very positive. While there has been some initial teething problems, the film club is now up and running and progress is being made towards recruiting our next two employers. The employer film clubs are a cost effective way of addressing the issue of audience building. They give the NMeM a chance to fill seats that would otherwise be empty, offer small reductions to individuals and act as a low cost fringe benefit for employers.

City of Film has a full multi-media, interactive website. The URL is www.bradford-city-of-film.com. City of Film is currently using the website as a tool to extend awareness and build support. As the site develops, added functionality and content will help to establish its role as the one-stop-shop for all film related information for Bradford and the forum for film discussion, news and knowledge sharing.

Setting baselines

In developing the bid for City of Film status, as wide an impression of current activities as possible has been captured through desk and primary research. The findings are laid out and discussed in Bradford City of Film – Setting the Scene. The purpose of this research has been to understand and represent the baseline from which City of Film will grow.

The picture that has formed is of a group of key stakeholders who have built a partnership to further City of Film: these are City of Bradford Metropolitan District Council, the National Media Museum and University of Bradford. At the next layer, buy-in has been achieved from the regional bodies such as Screen Yorkshire, Yorkshire Forward, Yorkshire Tourist Board and Yorkshire Culture.

City of Film is an ambitious and wide-reaching initiative that aims to have an effect on a number of indicators. Some of the positive outcomes City of Film is expected to achieve will be quantifiable based on the indicators shown in the table.

For some of these indicators, the baseline is either low or zero. For other, more general indicators, there will be a need for an evaluation of the impact that can be assigned to the City of Film activities and interventions.



Above: On location in Bradford
Below: Filming on location in Little Germany, Bradford

TOURISM	CULTURE	MEDIA LITERACY/ EDUCATION	SECTOR DEVELOPMENT	ECONOMIC (GENERAL)	PROFILE
Visitor numbers	Participation	School visits to the NMeM	Productions using Bradford locations	Jobs created	Media reports
Value of tourism	Audiences for cinema	Schools /children enrolled in media literacy schemes	Productions from Bradford	Economic participation	International visitors and exchanges
	Audiences for festivals	Adults enrolled in media literacy schemes	Business starts	GVA - gross value added	Major industry players visiting Bradford Festivals
	Attitudes to life in Bradford	Media literacy schools recruited	Growth of existing businesses		
	Modules offered in FE/HE				

Quantifiable outputs from Bradford City of Film

Phase 2 – Development

The second phase of City of Film will focus on establishing the partnership and initiating activities, many of them at the pilot stage.

Once the bid to UNESCO has been submitted, the development phase for City of Film can start. Although the intention is to undertake much of the action plan irrespective of whether the bid to UNESCO is successful, UNESCO designation will give an important boost to delivery of future plans. It will act as a mark of partners' commitment to City of Film and help raise its profile among the wider stakeholder groups. It will also provide useful networking opportunities to help build links with creative and cultural cities and individuals across the world.

We have developed an action plan, in consultation with partners, that includes exciting and ambitious activities for the development phase of City of Film. This is presented at the end of this volume. The next section looks at some of the action plan's ideas, themes and approaches.

Grow the local audience

Employer Film Clubs

Following the piloting of the employer film club, City of Film will extend the offer to other major employers and then, at the next stage, to smaller businesses. Eventually, the film clubs may be run together with the NMeM's 'Friends of Film'.

As the membership grows, the range of benefits for members can be extended to cover restaurant tie-ins; deals on film related publications, merchandise and DVDs; film training or film studies modules; entry to film related visitor attractions as well as discounts on cinema tickets at NMeM screens and at the commercial cinemas across Bradford. The vision is for a single card that gives discounts and benefits for almost all film related activities in Bradford.

Film equipment brokerage

As a first stage, City of Film will undertake an audit of the equipment available for film making. This may be held within the WOW Academy, at the University of Bradford, within Further Education colleges or in schools. City of Film will seek to form mutual arrangements between partner organisations so that specialist equipment can be loaned or hired out.

Where there are gaps in the availability of equipment, City of Film will investigate options for purchasing equipment to be hired out at low cost and on flexible terms to groups within Bradford who are engaged in film making or screening activities.

For example, City of Film may acquire a screening kit for use by community film societies or by schools. It may also acquire digital video cameras and editing software for use by community groups.

Schools delivering the new Creative and Media Diplomas for 14-19 year olds are already investing in state of the art equipment to produce work to professional standards.

Initially the brokerage system would be established by City of Film, but it is likely that it would be hosted at a later stage by a partner, such as the WOW Academy or the University of Bradford.

Film columns in local media

City of Film board member Mary Dowson has agreed to set up a regular film programme on community radio station, BCB. This provides City of Film with an important mouthpiece to the local community and the opportunity for listeners to give their views. The local media already cover local film listings and give previews and reviews but, by encouraging them to brand their columns and coverage with 'City of Film', the project can gain further exposure and raise the profile of specific activities and of film generally.

Media literacy

Developing media literacy is one of City of Film's most important challenges and it will take some time to achieve. While the ultimate aim is to establish Bradford as an exemplar for media literacy in the UK, as an intermediate step City of Film will set up a forum for media literacy action research and debate among practitioners in Bradford and further afield.

Although working with all schools, there will be a special emphasis on the 14-19 year olds, plus over 19s and life-long learners. There will also be opportunities open to all Bradford's school children for wider participation in film experiences.

One of the main challenges in enhancing media literacy is that City of Film needs to gain influence in the education system. Much of the main curriculum content and approaches to learning are determined from central government and delivered through the National Curriculum. However, there are opportunities to influence the use of film and media on a local level, making small initial changes to the experiences of Bradford's school children and building up the evidence that can lead to support for more wide-reaching activities. Initial discussions are under way with Education Bradford.

It will be essential to appoint a Media Literacy Coordinator to the City of Film organisation to undertake this level of activity.

Media Literacy Network

The establishment of the City of Film Media Literacy Network will be vital. To reach the goal of delivering media literacy benefits across Bradford schools, City of Film will need to have the support and assistance of teachers.

The Media Literacy Network will be a unique resource, providing a link from the core film and media stakeholders to the schools network. City of Film will seek to recruit one representative teacher from each school (starting initially with the secondary schools) to act as the Media Literacy Officer for their school. Each officer will be a conduit for communicating information, projects, promotions, materials and guidance to their school. The time commitment on each officer will not be expected to be onerous: City of Film will ensure that the materials are easy to use, appealing to teachers and students alike and work within the existing schools' culture.

There will be an annual Media Literacy Network conference to explore the use of film and media in schools and to share best practice and case studies. Initially this is expected to be for Bradford teachers, but over time could emerge as a Media Literacy conference for Yorkshire and Humber and further afield.

Media literacy in schools (14 to 19)

Some of the initial media literacy projects for the 14 to 19 age group will address children who are not engaging fully with mainstream education. Examples from elsewhere (e.g. schemes run through Scottish Screen in Angus) have demonstrated significant benefits in using film and media based approaches with students who are disaffected and failing to respond in school.

For children who have encountered disruption in their lives, such as bereavement, displacement or abuse, the use of filming techniques and the opportunity to explore their feelings and express their personal narratives can have highly cathartic effects.

City of Film will investigate the opportunities for running projects of this type with particular groups, building skills and confidence for everyday life.

“ We are fortunate in having a Board made up of individuals with strong links in the film and media sector and with a fervent commitment to Bradford ”

Steve Abbott, Film and TV Producer and Chair of Bradford City of Film Board



Above: Students hard at work at the Foyer Media Centre

Right: Children visiting the NMeM



This will involve joint working with the new Creative and Media Diploma which is being delivered from September 2008 by a consortium of Bradford schools. Many businesses have already signed up to support this new qualification, offering support with student projects, site visits, talks in schools and other imaginative collaborations. It is the ideal forum to cement links with schools and businesses to produce the next generation of media entrepreneurs.

Media literacy 19+

The WOW Academy provides an ideal base for City of Film's media literacy push for the 19+ age range. The emphasis will be on those young people who fall outside mainstream education and are signposted from schools, further education, community organisations or through Connexions. Projects may also be delivered through the Foyer Media Centre, which also works with young people.

The idea will be to develop skills and competencies that help young people to express themselves, develop citizenship, take pride in their communities and build skills relevant to the creative industries and for the wider workplace and society.

In particular, participants in the project will develop a sense of pride and confidence in putting their own stories into film and in being able to view their finished narratives on the big screen.

Cinema tickets for school children

City of Film will work to set up schemes that provide discounted screenings for school children. The aim is to reach the point where all Bradford's school children have a chance to visit the cinema at least once a year. This type of scheme provides a 'win-win' for the children and families who get the benefit of discounted screenings and for the cinemas for which this is a marketing opportunity.

Initially, City of Film will look to broker two main schemes: discounted screenings for schools at off-peak times that are suitable for school visits, and a buy one get one free scheme where children can see a film for free when accompanying a ticket-holding adult.

The role for City of Film is to carry out the negotiation and to arrange the roll out to the schools through the Media Literacy Network.

School visits to the National Media Museum

Again through the Media Literacy Network, City of Film will work with local schools in Bradford to demonstrate and promote the NMeM. The Museum provides a rich resource and is an exciting place to visit for school children of all ages. Entrance is free and there are a range of educational support materials and facilities available within the Museum. Most teachers will be aware of the existence of the NMeM and we will strive to ensure that every child in Bradford visits the Museum at least once during their school careers.

School placements and work experience

As well as providing the channel for City of Film to impart information and to promote projects, the Media Literacy Network will also enable teachers to access contacts and expertise in the film and media industry. City of Film can provide useful contacts and match-making to enable school children to take part in film and media related work placements. These might range from opportunities within the NMeM and the commercial cinemas, to broadcasters, media companies and small creative industries businesses.

Film festival development

As discussed above, if Bradford's film festivals are to become truly international and significant within the line-up of top film festivals in Europe, they need to receive further investment and development and have the stability to put in place longer term planning than is currently possible.

For Bradford International Film Festival the emphasis is on attracting an ever increasing range of speakers and delegates and developing Bradford's role and credibility as a marketplace. Where currently many film makers strive to have their film releases premiered at London or Edinburgh before coming to Bradford, by 2020, Bradford will be the festival of choice for many innovative film makers.

This will involve developing and promoting the reputation of Bradford as a festival location that attracts some of the biggest names and discovers some of the most interesting and exciting new talent.



Bite the Mango is a key to highlighting the unique nature of Bradford's film festivals. City of Film is committed to continuing to support Bite the Mango as a unique and vibrant element of Bradford's cultural offer and for its role in industry development.

There is an opportunity to develop the festivals further, making better use of venues across the city, tying in community and educational activities and including new platforms and technologies.

Attract international media figures

City of Film funding has already helped to bring in guests such as Michael Parkinson, Michael Palin, Kenneth Branagh, Ken Loach and Alan Bennett from the UK, Denis Dercourt from France and Godfrey Reggio from the USA. The results were immediate and measurable: sales were up more than a third on the previous year and the recorded box office takings were the best to date. Such confidence will be important for booking high quality guests in future.

Festival twinning

The goal of developing the international standing of the film festivals will be reached partly through a twinning programme which will enable the film festivals to access an additional range of films, people and connections.

In 2007 Bradford International Film Festival organised events in London running alongside those in Bradford, and exchanges will be initiated with other film festival locations. Following the IIFAs, the festivals could look to establish an exchange with film festivals in South Asia. Potentially, there could also be exchange partners from the UNESCO Creative Cities Network; certainly the City of Film status would be useful in opening the doors to partnership discussions.



The 14th Bradford International Film Festival March 2008
from left to right: Jim Carter, Michael Palin, Alan Bennett and Richard Griffiths

“ For Bradford International Film Festival the emphasis is on attracting an ever increasing range of speakers and delegates and developing Bradford's role and credibility as a marketplace ”

Tony Earnshaw, Artistic Director, Bradford International Film Festival

The Bite the Mango brand could also be exported to other festivals, taking Bradford talent to other parts of the world and building Bite the Mango as a brand synonymous with world cinema.

Marketplace

Ultimately, the success of the Bradford film festivals as marketplaces depends on their ability to attract the right combination of influential buyers and innovative films.

City of Film can help to create the right environment by providing networking and training opportunities and facilities for industry people to meet and do business. It can also support the festivals so that directors can concentrate on identifying talent and ideas rather than being side-tracked by financial or organisational uncertainty.

One of the main success factors will be the promotion and marketing of the festivals, getting the information out to the right people and making the most out of the positive news stories and successes that emerge.

Business development

Bradford has an emerging creative industries sector that shows promise in terms of contributing to the wider development of the city. It is at a stage where it requires support and help in reaching buyers, establishing strong business networks and competing in the global marketplace.

City of Film's role is to support business networking, encourage supply chain development and nurture individual businesses and entrepreneurs. The proposed activities relate to networking and connections rather than to direct financial support and include hosting Industry Weekends, bringing major buyers to Bradford and supporting attendance at other major markets such as the Cannes Film Festival.

As with other areas of support, City of Film will not replicate existing initiatives, for example, the activities of creative industries networking organisation, Fabric or media network bmedia, but it will work with the businesses in film and media to ensure that they are plugged into these networks and are making the most of the services they offer.

The City of Film website will provide useful links to other sources of support and information, including Screen Yorkshire's talent, locations and facilities databases. Over time, it is hoped that businesses will also use the forum for sharing knowledge and tips relating to their business activities.

The high level contacts City of Film is developing through the ambassador programme, Board members and the City of Film partnership team will help link local businesses to opportunities and, once the formal programme is up and running, to mentors and work placements.

Film heritage

Within film heritage, City of Film will begin to initiate options for the heritage trail, for celebrations of individuals or businesses associated with film and for the public realm and public art projects.

Economic tourism benefit

City of Film will work closely with the tourist and film industries in Bradford to use film as a tool to attract further visitors. This will include a film tourism quality mark for businesses that are film friendly, film tourism packages and opportunities for combining film related study and screenings with high quality hospitality.

Skills development

The skills development activities will be delivered mainly through partnerships with the WOW Academy, the University of Bradford and further education. Most of the activities relating to skills development will be initiated formally once a Media Literacy Coordinator is appointed to City of Film. However, in the meantime, City of Film will work with the partners to investigate opportunities and run pilot schemes where opportunities arise.

Screening opportunities

Where there is latent demand for local film societies, City of Film will help with the match-making to relevant help and advice. Where there is demand for foreign language films, City of Film will make the connections between the communities and the providers.

At a later stage, once the website is established, City of Film may have the functionality to allow people to upload and share locally relevant films online and promote short films.

Phase 3 – Self Sustained Growth

At Phase 3, City of Film will have a range of activities underway and be attracting increasing interest and achieving further leverage. City of Film is expected, by this stage, to have established various revenue streams to support its activities including membership schemes, product sales and commissions.

City of Film will face choices relating to the extent to which it intervenes in the delivery of projects or acts primarily in a co-ordinating, strategic role. For example, it would not be envisaged that City of Film would go as far as running cinemas and it might be appropriate for City of Film to pass on the delivery of projects such as the Film Tourism Network.



University of Bradford - home of School of Informatics

Capital investment in new cinema facilities

Assuming that City of Film is successful in its quest to raise audiences for film in Bradford, further along the line it will need to consider the provision of cinema facilities in the city. This will include an assessment of the provision for screening at the NMeM: at the current level of demand and activity the facilities may be sufficient, but as the festivals increase in stature and with a growth in special events and premieres, there could be a case for larger and more prestigious cinema provision.

City of Film will also aim to raise audiences for the commercial cinemas, potentially to the extent that Bradford's cinema-goers are able to make a case to the commercial operators for additional provision outside of the main city multiplexes.

City of Film organisation

The vision for City of Film is to create a central pull and co-ordination point for all film related activity in Bradford. It will have influence in Yorkshire, the UK and beyond.

The main networks of City of Film are shown in the diagram at the start of this document (p04). This shows City of Film as the central focus and the point from which overall strategy is co-ordinated. City of Film is also shown as taking direct responsibility for leading the media literacy agenda, supporting production, attracting visitors, building audiences and establishing business networks.

The key delivery partners within Bradford itself are the NMeM, WOW Academy, University of Bradford and Lightwave.

These are the organisations involved at the implementation level. Lightwave, in particular, will be an important partner, spanning industry, education, cultural and business support functions.

The key strategic and regional partners are Bradford Council, Screen Yorkshire, Yorkshire Forward, Yorkshire Tourist Board, Yorkshire Culture and Skillset. These are involved from a regional/strategic level and as potential funding bodies where City of Film helps them address their overall objectives. City of Film is developing strong relationships with these key partners. It does not look to replicate the work of any of these, but to act as a channel for helping other agencies meet their objectives, through film related projects.

The guiding principle of City of Film is that it does not replicate activity that is taking place elsewhere: it connects people with similar interests and kick-starts activities where there are gaps in provision. This means that it will often invest in initiating activities which are then passed to partner agencies, once they are sufficiently mature.

For example, media literacy has been identified by the Partnership Board as a key area of opportunity and need. City of Film will address this opportunity by introducing activities to meet media literacy objectives themselves and by raising the awareness of media literacy among those working in education. While the overall media literacy strategy would continue to sit with City of Film, individual projects, such as the network of media literacy officers would reside initially at City of Film, but potentially, over time, pass over to the partners, such as Lightwave or Education Bradford.

It is also expected that for some areas, City of Film will take on responsibility from other organisations. For example, it may make sense for the employer film clubs to be combined with 'Friends of Film' within City of Film.

Funding

To carry out the aims and activities set out in this vision document, City of Film will need to identify funding sources. Bradford Council has committed sufficient funding to cover the initial phases of the project, including bid preparation and some piloting of activities and initiatives. In addition, the NMeM, Screen Yorkshire and other partners have made

contributions in kind, such as staff time. Also Pace plc has kindly contributed time and resources to support the design aspects of the bid and the University of Bradford has contributed towards visual material. Individual Board members have also contributed their valuable time to City of Film attending meetings, reading bid drafts, proposing ideas, considering options and spreading the word about Bradford City of Film.

The 2020 vision for City of Film is ambitious and will require significant injections of funding support. An estimated cost of around £1.2 million is required to take City of Film from 2008 through to 2010. This includes the funding needed to set up a City of Film organisation and initiate activities as specified in the action plan.

An important element of the next phase will be identifying and exploring potential sources of funding for core activities and for supporting projects. Sources may include Local Enterprise Growth Initiative (LEGI) funding, the screen agency, charitable foundations, other sponsorship and continued support from the Council as well as the development of income streams.

Bradford was successful in the first round of LEGI funding, receiving £21.4 million to fund its enterprise initiative, 'Kickstart'. Some of this funding may be used to support some of the business development elements of City of Film. Further investigation is required, but there may be synergies with supply chain development, industry networking, provision of creative industries support and the Industry Weekends.



Founding members of Bradford City of Film Board, Spring 2007



Additional Board Members 2007

Bradford City of Film – structure and organisation

Partners and support

From a relatively small base of initial interest, the project has already engaged a diverse set of stakeholders. The Board has been designed to represent and reach across industry, community and public sectors and to ensure that it has sufficient support and energy to make a real impact.

The main partners in the City of Film project so far are City of Bradford Metropolitan District Council (Bradford Council), the NMeM and Screen Yorkshire, the regional screen agency for Yorkshire and Humber. These key partners are joined at Board level by representatives from local industry, including Pace plc; from the national film organisation, BFI; by major practitioners working at high levels in the British film industry (producers, actors and directors); by those involved in film education and by those active in the community.

City of Film is currently managed on a day to day basis by a Project Team, which meets on a monthly basis (since November 2006) and is overseen by a Partnership Board (the Board) which held its inaugural meeting in April 2007 and meets approximately every six to eight weeks.

City of film will aim to re-examine membership of the Board following the award of City of Film designation from UNESCO. This will reflect the Board's new role and the organisation's future structure which City of Film will look to initiate on designation. Responsibilities relating to Board membership will become more formal.

The Project Board

The Board consists of key individuals who have a strong Bradford connection and are involved at a senior level in either the private or public sectors, in education or in community initiatives and provide:

- a range of backgrounds, knowledge and influences
- diversity of race and gender
- strong leadership qualities and strategic minds
- advocacy and influence across a broad range of areas.

We are delighted to have assembled an interesting, influential, highly qualified and diverse Board. Board profiles are provided in the Annex.

Board responsibilities

The Board's responsibilities are as follows:

- to bring together a group of key individuals and stakeholders who can advise on the process of the UNESCO bid
- to bring industry knowledge together with local commitment to raise the profile of film in Bradford and the region
- play an important role in raising the aspirations of the city and enhancing Bradford's cultural profile and 'brand'
- The Board is not legally or financially responsible for the City of Film UNESCO bid or process; this remains with the local authority.

Board Competence

There are the six key 'good practice' competencies which the Board members are expected to follow:

- **context** – understanding the wider strategic and operational context in which the project is operating
- **learning** – ensuring there is an effective information system that allows for learning about current and new developments affecting the project
- **interpersonal** – putting in place structures that will create a shared sense of purpose and a collective process of discussion, debate and recommendation
- **analytical** – providing constructive criticism and challenge to the project based on detachment as well as commitment
- **political** – supporting the project in a wider context by raising its profile and exerting influence
- **strategic** – shaping the overall mission for the project and ensuring the future is always in focus.

Commitments

In order to ensure the Board is able to fulfil its roles and responsibilities, it has put in place the following:

- formal and informal meetings to foster dialogue between Board members and members of the Project Team
- visits to projects in Bradford to promote awareness of the sector and introduce some of the key players in the public and private sectors
- regular email updates to report on progress and activities between meetings
- effective meeting agendas to make sure there is time to focus on larger, strategic issues
- a dedicated Project Team member who will liaise closely with the Chair and be available to Board members to advise and listen.

The Board's primary concerns arising from the initial meeting were that our bid for Bradford City of Film should be:

- ambitious in its scope
- be focused on delivering measurable economic, social and cultural benefits to Bradford
- and, most importantly, have lasting impact after the UNESCO City of Film designation is awarded.

Organisational structure

A number of options are being considered for the ongoing organisational structure of City of Film. The main options considered include:

- a separate organisation with charitable status or limited by guarantee.
- a partnership operated on a voluntary basis and coordinated by one of the leading partner agencies
- a project sitting within one of the other agencies
- no organisation.

After consideration of the various options and in the light of the extent of the activities envisaged for City of Film, the preferred option at this stage is to set up a separate company limited by guarantee.

The strengths of having a separate City of Film organisation are:

- a fully independent organisation can set its own agenda and control its own budget (providing it satisfies its funders)

- it has potential for raising additional funding by attracting additional sponsors or by offering paid-for services
- it has fully-allocated resources that are available at any time and can respond quickly to opportunities as they arise
- it can gain further strategic insight and leadership from a well chosen board of Directors
- it has the resources and critical mass to deal with both strategic and opportunistic activities
- it has the potential to build a strong City of Film offer while working effectively with other partners.

The partnership option has provided a good first step but is already reaching its limits in terms of the ability to respond quickly to opportunities and carry out actions. City of Film is also reaching a stage where there is a need for a main contact and conduit for partner activities and communication.

City of Film could be established as a project sitting within one of the other agencies. The obvious choice would be to locate the project within the NMeM. There is already a precedent for this as the film festivals are hosted by the NMeM and supported through funding from local and regional partners. However, while it makes sense for the festivals to be located within the NMeM as they are so intrinsically linked with the NMeM screening facilities, City of Film would benefit from greater independence.

Given the aspirations of the existing partnership, through both the Partnership Board and the Project Team, it is clear that the 'no organisation' option would be both unfulfilling and a retrograde step. The support for and commitment to City of Film is growing and to maximise its impact, more communication is required.

The independent organisation offers the greatest flexibility, the best opportunity to raise funds, generate independent income and stimulate activity in a variety of areas. The only downsides are that there may be a greater (one off) set-up cost and an ongoing requirement for the organisation to fundraise to ensure its own survival. Of course, success is also contingent on recruiting staff with the skills and commitment to drive the vision and activities of City of Film forward.

This model has already been successfully tested in Edinburgh.

The Bradford City of Film team has been in touch with Edinburgh City of Literature to share knowledge and will continue to liaise with the Edinburgh team.

While the capital cost for many of the proposed activities is relatively low, there is a significant requirement for dedicated human resources to set core City of Film activities in motion and to support partners in rolling out their activities. Some of the proposed activities, such as those involved in promotion of media literacy, liaison with the tourism industry and sector development, will be labour intensive and involve a great deal of organising, interfacing with stakeholders and developing partners and participation. This scale of activity is likely to be beyond that which can realistically be managed from partners within existing organisations.

City of Film will take the strategic lead for film and media development as a whole in Bradford. It will also take specific responsibility for co-ordinating media literacy in Bradford as well as playing a role in developing audiences, supporting productions, attracting visitors and establishing business networks.

To fulfil the action plan, City of Film will consider including the following roles:

- Director or Chief Executive – providing overall strategic and organisational leadership and acting as chief advocate
- Media Literacy Coordinator – co-ordinating media literacy activities and establishing the media literacy network within schools
- Film Officer – taking responsibility for the co-ordination of 'film friendly city' activities, production enquiries and working with the local tourism sector
- Administrator – providing support to the other officers and undertaking general co-ordinating and administrative duties.

Initially, we may choose to implement a leaner organisation with a view to future growth. Whatever the eventual model, City of Film will work with partners from the public, private and community sectors to deliver activities and projects. Further detail relating to the organisation and management of City of Film are presented in the strategic business plan.



Action plan

Activities already carried out or planned for City of Film include :

- developing the bid
- making an audio visual presentation
- establishing the Board
- setting up the ambassador programme
- establishing bursaries for young film makers
- forging international links with creative cities
- mapping the sector and activities in Bradford
- offering stakeholder consultation and support
- launching the website
- carrying out an e-survey of Friends of Film
- branding
- sponsoring film festivals
- hosting Industry Weekends

The following action plan sets out the proposed activities for the next three years of City of Film, starting from submission of the UNESCO bid. Alongside the description of each activity, we have presented a summary of the short term actions required along with the three-year goal for that action. The action plan represents a 'wish list' of activities led by City of Film and its main partners. While work can start on the immediate actions, the plan will depend on securing additional funding and on the successful establishment of the City of Film organisation.

THEME	PROPOSED ACTIVITY	DESCRIPTION	SHORT TERM ACTION	YEAR 3 GOAL
General	City of Film organisation	Establish City of Film as an independent organisation responsible for co-ordinating film related interests and activities across the Bradford area. The organisation would have specific responsibilities for championing issues such as media literacy, film tourism and local business development and would also work in partnership with other strategic stakeholders in Bradford, Yorkshire and Humber and beyond.	To have established the preferred organisational structure, roles and potential funding to take City of Film to the next phase.	To have an independent City of Film organisation set up and successfully running projects, fundraising and furthering City of Film's vision.
	Ambassador programme	Establish a network of interest and support for City of Film made up of influential individuals with connections to Bradford and/or the film industry. Use ambassadors to spread knowledge and influence of City of Film and to help promote activities.	Identify initial target list of members. Draw up an information pack and arrange an induction event.	To have established a strong and influential network of contacts in the film industry, in Bradford and beyond. To have gained recognition and support for City of Film at the local, regional, national and international spheres.
Grow audiences	Employer film clubs	Local employers are given the opportunity to run a film club with film discounts, information and events for members. As the scheme develops, City of Film aims to bring local restaurants and other businesses in to offer their own film related benefits to members.	To have piloted the employer film club with Bradford Council, to iron out teething problems with operation and to identify leads for the next film clubs.	To have at least five local employers operating film clubs for their employees. To have signed up a number of local businesses to offer discounts and offers to film club members, thereby enhancing the offer. To investigate offering film club benefits for small businesses.
	Film equipment brokerage	Provide a database of film making equipment, facilities and screening equipment available locally and, where necessary, purchase film making equipment that is made available at reasonable rates to local groups.	To carry out the audit of equipment already available and the feasibility of a shared access scheme.	Local groups will be able to locate and access up-to-date film making equipment. There will be a wider socio-economic spread of people involved in film making.
	Film columns in local media	Encourage regular film-based programmes on the local radio channels and get the T&A to brand its film column with City of Film branding and to increase the column inches that the paper gives to film. Ensure that the local media are updated on City of Film activities and other relevant film and media news.	To ensure that the film programme gets up and running on BCB and to make initial enquiries about T&A column once the bid is processed by UNESCO.	Film will feature as a regular topic and slot within the local broadcast and print media. There will be more opportunities for people to find out about film and film events and to talk about film.
	City of Film website	City of Film website will aim to be a one stop shop for information and knowledge-sharing about all aspects of film in the area.	To commission and populate the site with initial content. To begin marketing the site as central, virtual destination for film in Bradford.	Usage levels of the website show that it is an effective channel for reaching film information. At least 1500 people will have registered on the City of Film site.

THEME	PROPOSED ACTIVITY	DESCRIPTION	SHORT TERM ACTION	YEAR 3 GOAL
Media Literacy	Media literacy network	City of Film will set up a unique network of media literacy officers who will liaise between schools, educational organisations and creative businesses. The network will distribute media literacy materials, give information to interested schools as well as working in a directed way with each school through the media literacy officers. There will also be an annual conference that will initially be for Bradford teachers, but will extend to others in the Yorkshire and Humber region and beyond.	To begin initial feasibility with Creative Partnerships, schools and other stakeholders.	Media literacy officers have been identified for each of the secondary schools in Bradford. They are regularly engaged in activities including attendance at the media literacy conferences.
	Media literacy in schools (14 to 19)	A scheme to encourage children who are not engaging in mainstream education to build their skills and media literacy levels and to become more involved in education through film making. The children see their films shown on the Big Screen.	Initiated once the Media Literacy Co-ordinator is in post.	Reduced drop-outs among disaffected 14 to 19 year olds.
	Media literacy 19+	To run media literacy programmes with young people who are outside mainstream education. They will access the programmes through the WOW Academy or be sign-posted by Connexions.	Initiated once the Media Literacy Co-ordinator is in post.	Further education, higher education and the WOW Academy all offer media literacy programmes for over 19s.
	Cinema tickets for school children	Providing subsidised cinema visits for Bradford's school children. City of Film will negotiate with the cinemas to encourage a good discount or free tickets for each child.	Negotiate with the cinemas and pilot the scheme with sub-set of Bradford schools.	Free cinema tickets are distributed to all school children in Bradford and 80% of Bradford school age children attend the cinema at least once per year.
	Encourage visits to the NMeM	Work with the NMeM and with Bradford schools to demonstrate the benefits of the NMeM and to encourage local schools to make the most of the considerable benefits and learning opportunities offered at the NMeM.	Work with the NMeM to establish the selling points for schools and any challenges. Devise strategy for encouraging higher attendances.	At least 80% of school children in Bradford have visited the NMeM.
	School placements and work experience	City of Film will provide assistance for a selection of children to take part in film and media related work experience placements with local businesses and organisations.	Initiated once the Media Literacy Co-ordinator is in post.	The work experience scheme has successfully placed 15 students per year in film and media related placements. At least seven per year go on to some further film or media related employment or training.

THEME	PROPOSED ACTIVITY	DESCRIPTION	SHORT TERM ACTION	YEAR 3 GOAL
Film festival development	Attract international media figures	Providing financial support to the film festivals to attract high calibre key note speakers who in turn attract interest, higher audiences and PR exposure.	Provide funding support to the film festivals.	The film festivals will start to be recognised as truly international festivals. They will attract a better range of delegates and start to develop a reputation as one of the market places of the movie world.
	Festival twinning	Further developing the Bradford film festivals' brands and reach by twinning with other international festivals, sharing knowledge and talent and further stimulating the development of the festivals' global status.	Investigate candidate festivals for twinning. Make initial connections and enquiries.	
	Market place	Providing networking and training opportunities and special facilities during the festivals for industry people to meet and do business. The market place will also be contingent on the festivals' continued ability to attract interesting and innovative films and film makers and to market their programmes on a global scale.	Support the industry weekends at Bite the Mango and Bradford International Film Festival.	
Business development	Industry networking	To provide a forum for film and media related businesses to meet and share knowledge, with regular seminar slots covering topics of interest and tying in with any visiting ambassadors.	Contact relevant businesses - initially share City of Film web links.	Business development opportunities including business partnerships, skills development and sales opportunities.
	Web based business directory	Businesses and individuals working in the film and media sector have the opportunity to be registered in a business directory on the City of Film website. The website will also link in to Screen Yorkshire talent database and to BMedia's membership database.	Contact relevant businesses and encourage registration on the City of Film website.	
	Supply chain development and networks	Work with local businesses and talent to ensure that they are using support and resources such as Screen Yorkshire databases and BMedia network. Provide opportunities for accessing specialist business support for film and media businesses based in Bradford.	Develop information on the City of Film website and circulate around the networks.	
	Development Fund	The development fund will be set up to provide ad hoc support for interesting and innovative projects that can demonstrate a significant impact on City of Film. Proposals will be accepted from organisations or individuals that have raised at least 50% of the costs of their projects. Supported projects will be expected to benefit Bradford's communities.	Set up the qualification criteria for the development fund and investigate funding options.	Increased community cohesion. Improved participation levels and social benefits.

THEME	PROPOSED ACTIVITY	DESCRIPTION	SHORT TERM ACTION	YEAR 3 GOAL
	Bursaries	Building on the successful pilot of the bursaries, City of Film will again provide bursaries of up to £500 for young film makers to attend a major film festival such as Cannes. The supported companies should document their experiences, preferably in an audio-visual format to be shown on City of Film website and on the Big Screen.	Support three film makers in the first year, ensuring that their stories are put forward as PR opportunities and on the website/Big Screen.	Skills development and supported film makers going on to gain additional finance for their film projects.
	Film office	To establish a film office in Bradford that will be responsible for dealing with enquiries relating to incoming and indigenous productions; for assisting with locations and for organising the logistics surrounding filming. The film office will ensure that Bradford can live up to its claim that it is a film friendly city.	City of Film representative to work with Screen Yorkshire to define additional needs of film makers in Bradford promoting a film friendly city.	More and better production taking place in Bradford. Those productions that use the city are more inclined to stay longer and to use more local businesses, facilities and talent.
Film heritage	Heritage trail	Make a film trail available in various formats to encourage visitors and film enthusiasts to visit the various locations relating to film in Bradford.	Print version of the film trail commissioned and distributed across Bradford and further afield. Web version specified.	Increase visitors, encourage longer visits, spreading visitors across the various locations, increase participation and awareness of film among residents.
	Pod cast	To compile relevant film and media related content in the form of a podcast to be accessed through the City of Film website. This could include the output from local radio shows relating to film. It may also include audio recordings of talks from the NMeM or University of Bradford.	Investigate the options for the pod cast - including technical options and relevant content.	Raised profile of Bradford as a forward looking City of Film. Easy access to information. Forum for generating additional interest and benefit from recordings of live events.
	Berry poster	Research and curate an exhibition of classic film posters from classic Bradford-based poster printing firm, W E Berry.	Investigate the options for display, the available collection and copyright issues relating to reproductions for a catalogue or re-prints.	Increase visitors, stimulate wider understanding of Bradford's heritage among local people and visitors, bring visitors from the NMeM into the city centre to spend more money.
	Walk of fame	To build a piece of public art celebrating the high profile visitors to Bradford and their associated glamour. This is to act as an attraction for visitors and as a symbol of civic pride. This piece will 'grow' over time, with visitors adding their marks at each festival or with each international visit.	Investigate options and appetite for this. Detailed planning is not likely to go ahead until the plans for Lightwave are defined.	Raised civic pride, increased visitor numbers and improved profile. Generating press coverage for the festivals and for visits to Bradford by stars adding their mark to this feature.
	Public realm	To give film related branding to one of Bradford's public realm developments to celebrate film in Bradford and raise local awareness of the film traditions.	Contact the development teams and negotiate a commitment to film related branding.	Increased awareness of film, civic pride, improved profile for the city.

THEME	PROPOSED ACTIVITY	DESCRIPTION	SHORT TERM ACTION	YEAR 3 GOAL
Internationalisation	Joint productions	Supporting collaborations in the production of short films by international groups, including those either born or living in Bradford. There should be at least two different nationalities represented and preference would be given to films that depict Bradford locations.	Investigate available funding options.	Increased capacity, networks and skills among local film makers. Raised interest in Bradford as a location among foreign film makers and ultimately inwardly investing films.
	Talent exchange	A scheme to allow those working in related areas within Bradford to trade places with their counterparts in other parts of the world. The criterion for selection is that the individual works within film or media but this could equally be a member of the NMeM staff, a local business or Bradford Council.	Investigate the appetite for this and develop possible connections.	Skills development, capacity building and improvements in international links and aspirations among the Bradford communities.
Economic benefit	Film tourism quality mark	The film tourism quality mark will give businesses the opportunity to show to the film industry that they are 'film-friendly'. Businesses that are willing to take on board some of the requirements of the film and media industry as well as meeting quality standards will be able to join the informal network. Each year City of Film will run events with and for Bradford businesses to help them to take advantage of film tourism. This will also be relevant to visitor attractions and locations.	Following on from the film friendly city seminar, work on developing an overview of the needs of film makers and the implications for businesses. Research the current gaps in provision.	More filming in Bradford. Better opportunities for Bradford businesses to maximise the benefits of filming in the city. Film crews staying longer and spending more time in Bradford rather than staying elsewhere and just coming in to do the filming.
	Film tourism packages	City of Film will work with tour operators, local hotels, the University, the NMeM and attractions to develop film tourism packages. The packages could include accommodation, film courses, screenings and visits to film related attractions and locations.	Develop suggested itineraries for film tourism packages and circulate among stakeholders and suppliers. Gauge the appetite for a co-ordinated approach.	More visitors to Bradford, staying for longer visits.
Skills development	Work experience	Helping to match students in further education and at the WOW Academy with placements in film and media related businesses and organisations. This will give new entrants to the industries opportunities to gain work experience and on the job skills.	Initiated once the Media Literacy Co-ordinator is in post.	Skills development both for media and generic skills. Raising aspirations among young people and developing skills for employability.
	Film competition at WOW Academy	Running a competition for young people to win the opportunity to make a film at the WOW Academy and see their film on the Big Screen. Winners will get help developing their business ideas as well as their film making and transferable skills.	Initiated once the Media Literacy Co-ordinator is in post.	Again, skills development, improved aspiration and confidence among young people in Bradford.

THEME	PROPOSED ACTIVITY	DESCRIPTION	SHORT TERM ACTION	YEAR 3 GOAL
	Mentoring	For established businesses and for freelancers in the film and media sector, City of Film will provide assistance and guidance in finding mentors to help them to work through some of the issues facing their businesses and helping to grow their businesses. City of Film will develop and maintain a network of contacts from the UK film and media industries who are willing to act as mentors in order to 'put something back' to Bradford.	Initiated once the Media Literacy Co-ordinator is in post.	Growing film and media sector in Bradford. Increased opportunities for sales, partnerships and financing deals.
Screening opportunities	Local film societies	Providing financial support to help get urban film societies off the ground. Working with BFFS, who will provide information and guidance. This will open up new opportunities for viewing films to minority groups and for those who want to see a diverse range of films that are not available in the main cinemas.	Work with those groups that expressed initial interest to ensure that the first urban film societies are established.	Film societies set up from and representing Bradford's main ethnic minority groups, building cultural and economic participation and the associated social benefits.
	Bradford films in other festivals	Spread film beyond film and media related events so that any festivals taking place within Bradford can easily include a film at the NMeM. City of Film will produce a toolkit with guidance on how to arrange a film screening and will provide support.	Develop the toolkit and guidelines. Distribute among festival organisers and make available on the City of Film website.	Civic pride, increased audiences for film, raised profile of Bradford among its residents, visitors and the media.
	Big Screen	The Big Screen is always looking for more local content. City of Film will provide as much local content as possible including that which is produced through other City of Film initiatives and competitions.	Work with Big Screen to develop and circulate guidelines for those wanting to screen their content.	Substantial proportion of Big Screen content is locally produced.
	Developing cinema capacity	There are good viewing options in Bradford at the NMeM and at Cineworld for a range of films including Bollywood, art-house films and mainstream releases. However, as Bradford's population shifts, demand may alter so that there is latent demand for other types of films and indeed for additional cinema capacity. City of Film will aggregate demand on an annual basis, feeding the results into the cinemas, where appropriate. It will also help to lobby for better choice of films and of screens.	Establish links with audiences and investigate demand.	Increased audiences for film, increase in the number and variety of films shown. New screens in Bradford.
	Films online	The City of Film website will have the functionality to allow people to upload films for viewing online. City of Film will promote short films and snippets in this way.	Initiated once the website is up and running as a development stage.	Increased awareness of film, skills development, increasing traffic to the website.

Annex - Board Member Profiles

In the following section we introduce the members of the Board.



Steve Abbott – Chair of the Board

Steve, who was born and educated in Bradford, has been involved with film and television since 1979, originally with HandMade Films, London, and subsequently with Mayday Management, Prominent Features and Prominent Television.

From 1979 to 1997 he and his business partner Anne James were responsible for the management of the Monty Python group. It was with John Cleese, Terry Gilliam, Eric Idle, Terry Jones and Michael Palin that they founded Prominent Features and Prominent Television. Prominent Features productions have won awards and festival prizes throughout the world, including an Oscar, a Cesar and several BAFTAs. Prominent Television's six travel series with Michael Palin have won numerous awards.

His credits as a film producer or executive producer include *A Fish Called Wanda*, *American Friends*, *Blame it on the Bellboy*, *Brassed Off* and *Fierce Creatures*.

In addition to his many awards, he is a member of the Academy of Motion Picture Arts and Sciences, the European Film Academy and BAFTA. He is chair of Screen Yorkshire and previously was a director of the National Film Trustee Company, member of the Skillset Film Skills Strategy Committee and juror on both the Carl Foreman and Grierson Documentary Awards. He was appointed an ambassador for Bradford in 1997.

Steve is a Fellow of the Institute of Chartered Accountants and of the Royal Society of Arts. He received an Honorary Doctor of Letters from the University of Bradford in 1998 and has an MA from the University of Cambridge, where he was an Open Scholar in Mathematics.



Mike Best

As a highly respected journalist with a long and successful career, Mike has worked as reporter, news editor, sports editor, producer/director, and in senior management in a range of media.

For 20 years he worked in commercial television, most recently as Director of Broadcasting at Yorkshire Television heading a department of just over two hundred staff and overseeing the production of more than nine hundred hours of programmes a year as well as looking after the licence commitments of the company.

Mike has extensive knowledge and experience as a commissioner, executive producer, producer/director, interviewer, researcher and editor, working at a senior level in all programme genres, ranging from news and sport to documentaries, and light entertainment and education to current affairs. He has extensive experience producing and executive producing programmes on tape, in the studio and on major outside broadcasts.

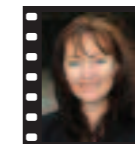
He formed his own independent production company – BestMedia – in 2001, and now does a range of activities including broadcast and corporate production, media training, university lecturing and corporate PR.

Throughout his career he has been actively involved in regional affairs, holding a range of industry and community positions including former chair of BAFTA North and BAFTA UK Council member, former chair and Board member of Leeds Media, and Board member of Leeds Cultural Partnership.



Andrew Craske

Andrew is Head of Communications at Screen Yorkshire and is responsible for the Regional Screen Agency's marketing and communications strategy including PR, events, marketing, online and email marketing, sponsorship and branding. Having recently joined Screen Yorkshire, he was previously Communications Manager for seven years at Skillset, the Sector Skills Council for the Audio Visual Industries.



Mary Dowson

Mary, now Director of BCB 106.6FM, was born and brought up in a large family in South London, before moving to Bradford in the late 1970s to study Peace Studies at Bradford University. After graduating she worked for 4 years as a youth worker in Manningham, and then went back to university to take a Post Graduate Certificate in Education. This led her to teach, both at Bradford College and in community education, before going to live in Italy for 2 years, returning just before the birth of her son in December 1990.

In 1991 Mary followed her passion for radio by taking a course in radio production and presentation. Inspired by this, she worked with a small team of other enthusiasts to set up Bradford Festival Radio – the forerunner to Bradford Community Broadcasting, BCB106.6FM. Mary has been the Director of BCB since 1997, steering the organisation to become the pioneering, full time community radio station that it is today.

For 10 years she also served on the board of the national body, the Community Media Association with much of this time as chair. During this time she was instrumental in the lobbying for the parliamentary legislation to provide a third sector of radio – Community Radio. This was finally achieved in 2004, with more than 120 community radio stations now licensed across the UK. She stays committed to Bradford, her adopted city.



Neil Gaydon

Neil is Chief Executive Officer at Pace plc, a world leader in digital TV set top boxes. With over 23 years experience in audiovisual industries, he has a thorough knowledge of digital TV, PayTV and home entertainment markets.

He has been on the Board of Directors at Pace for 5 years. Before becoming CEO he was Worldwide Sales & Marketing Director where he led the company's global strategy, sales, marketing, technology and product management teams and grew the company's customer base to make Pace the global player it is today.

Prior to this, as President of Pace Americas, Neil moved to the USA and lived there for 5 years establishing Pace's business in the Americas where he built the business from nothing and succeeded in gaining customer wins with the two biggest cable operators in the world - Comcast and Time Warner.

Prior to working at Pace, Neil worked for more than 12 years as a senior executive in the hi-fi industry.

Neil is married with two children and lives in Leeds. His interests include film, music, the guitar, walking and swimming.



Jane Glaister

Jane Glaister has been Bradford Council's Strategic Director of Culture, Tourism and Sport since 2001, with responsibilities including theatres, arts and festivals, museums, galleries and heritage, sports and leisure, libraries, archives and information, parks and landscape, markets, tourism, cultural industries development, and strategic support.

Trained as a dancer, Jane studied English and History and worked as a voluntary teacher in West Africa before studying anthropology and embarking on a career in culture and leisure. She has worked in various positions in Glasgow, Kirkcaldy, Kirklees, Calderdale and Rotherham.

She is national advisor to the Local Government Association, Council member of Leeds University, board member of the Creative Industries Sector Skills Council, member of the Clore Leadership Advisory Board, board member of Sport England (Yorkshire), member of the 14-19 Humanities Diploma Development Board and advisor to the British Council's Global Schools programme. She was a member of the Government's Task Force on 'Renaissance in the Regions' (2000-2002) and the elected president of the Museums Association (2002 -2004).

Jane is an elected Fellow of the Museums Association and the Royal Society of Arts, Manufacturing and Industry, and regularly lectures on cultural and management topics in the UK and abroad. She was awarded an OBE in 2005, and an MBA with distinction from Bradford University in 2007.



Barry Hanson

Born in Bradford in the middle of World War II, Barry was active as a youth in acting and directing with the Bradford Playhouse and Group Theatre. After a spell at Harrogate Repertory Theatre, he was head hunted by the Royal Court Theatre in London. He first worked in TV as a script editor, director, and producer. He produced for BBC Birmingham the wildly popular movie *Gangsters*. After this he was head of single plays and films for Thames TV, where he produced the multi-award winning (including an International Emmy) *The Naked Civil Servant*, and went on to produce the successful TV serial *Out* starring Tom Bell. He made two features for The Grade Organisation: *Bloody Kids* directed by Stephen Frears, and *The Long Good Friday* starring Helen Mirren and Bob Hoskins. From there he was with Goldcrest and produced *Runners* directed by Charles Sturridge and *Morons from Outer Space* directed by Mike Hodges for EMI Films. He returned to BBC TV in the late '80s to run film and TV from Birmingham, producing amongst other things, the highly rated *Lady Chatterley* directed by Ken Russell.

He has taught film and TV at a range of universities, including Reading, and various London University media departments. He has also taught 'Project and Pitch' sessions in numerous countries in continental Europe.

He is also working on an Asian thriller, *Queen of Fire* set in and around Bradford.



Councillor Anne Hawkesworth

Anne Hawkesworth has been an elected Member with Bradford Council for 19 years. Her contribution to culture includes:

lead member for 'Illuminate' - the Bradford-led Yorkshire Region Urban Cultural Programme

currently Chair of the Bradford District Cultural Consortium (Strategic Partnership)

currently Executive Member/Portfolio Holder for Culture and the Environment.

Anne is a keen campaigner for the central role that culture plays in the regeneration of the city and region and in enhancing the quality of life for individuals and communities across the district.

She has also represented the cultural sector at key events across Europe, and is the heritage and design champion for the Council.

"If we are successful and named the first City of Film, the benefits and knock-on effects for the district would be immense. Not only would it raise Bradford's profile but also provide more jobs, boost the local economy and improve our links with other major international cities. It's so exciting".



Zulfi Karim

Zulfi Karim is Managing Director of MEC (UK), one of the UK's leading specialist marketing companies helping both public and private sector organisations communicate effectively with local communities.

He leads a team which has specialist knowledge and experience of marketing to ethnic communities across the UK and Europe, and was responsible for leading the successful bid to bring the IIFA 'Bollywood Oscars' to Yorkshire in 2007. Other notable successes include the delivery of large events, such as the 2002 and 2003 Bradford International Festivals & Melas and the 2001 Asian Business Convention. Zulfi was also heavily involved in the Bradford bid for European Capital Culture, 2008.

Thanks to his first hand appreciation of cultural issues and market needs, he is a non-executive Director of Yorkshire Tourist Board with specific responsibility for advising on cultural events and business tourism.

Complementing his marketing background, Zulfi is an experienced events' management professional with a proven knowledge of marketing, sales and business development practice. Working under the strapline 'Between Two Cultures', MEC (UK) focuses on the cross-cultural communities of northern cities and their economic impact on the region.



Bill Lawrence

Bill is the former Head of Film at the National Media Museum, where he previously developed the Bradford Film Festival (1995), as well as the Bradford Animation Festival (1994) and the Bite the Mango Film Festival (the largest Black and Asian film festival in Europe, 1995). He became Head of Film for what was then the National Museum of Photography, Film & Television in April 1997, creating a new department responsible for delivering and directing the Museum's film programme.

He is a director on the Boards of Screen Yorkshire and the York Film Trust. Previously he was on the board of the Yorkshire Screen Commission and Chair of the Yorkshire Exhibitors' Group, a member of the Executive of the Network of UK Film Festivals and a member of the British Film Institute Exhibition Committee.

Bill originally gained a D.Phil. in Mathematics at the University of York in 1979, where he joined the Film Society and ran it for 3 years. He became the first member of staff of York Film Theatre in 1979, becoming manager in 1984 and opening a new cinema, City Screen in 1987. He was actively involved in a local community video production studio and was Chair of York Arts Centre.

He became Senior Film Programmer in 1991 at Bradford Film Theatre and the NMPFT, being involved in the opening of Pictureville Cinema and its programming from its opening in 1992 to 1997. He was responsible to the Bradford Film Advisory Committee, chaired by Lord Puttnam, from 1992. Bill is now the Creative Director of Sheffield Showroom.



George Layton

Trained at RADA, Bradford-born George has combined successful acting and writing careers.

He has played leading parts in the West End including Fagin and Amos Hart, 'Mr Cellophane' and in productions on Broadway and in Australia.

On television he starred in and wrote the popular *Doctor in the House*, was Bombardier Solomons in *It Ain't Half Hot, Mum*, and was one of the three presenters on the first series of *That's Life*.

He additionally created and wrote the two award-winning TV series *Don't Wait Up* and *Executive Stress* and was featured recently in two editions of *Comedy Connections* on BBC1.

Films include *Here We Go Round The Mulberry Bush*, *Stand Up Virgin Soldiers* and *Don't Go Breaking My Heart*. He has narrated numerous children's cartoon series on television, audio books and many voice-overs (e.g. Tetley's Sydney) for television commercials. Recent television roles have included guest roles in *Heartbeat* and *Holby City*. On radio he starred as Barry in the Radio 4 comedy series *Do Nothing 'Till You Hear From Me*. and was in the dramatization of Jack Rosenthal's autobiography on Radio 4 directed by Maureen Lipman.

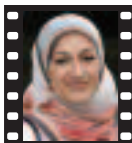
Other theatre appearances have included Jerzy in *More Lies about Jerzy* and Geoffrey Fisher in *Billy Liar* at the celebrated King's Head theatre, London. Both performances received critical acclaim.

It is in his three collections of short stories based on growing up in a northern town in the '50s that George's connections with Bradford are evidenced.

His first book *The Fib* has sold over a quarter of a million copies and both this and his second book *The Swap*, which was dedicated to the City of Bradford, have been published in several countries including France, Italy, Scandinavia and the United States. He has recently

completed a screenplay based on *The Swap*. His third collection, *The Trick*, was recently published to critical acclaim.

In July 2000 he received an Honorary Doctorate of Letters from the University of Bradford in recognition of his work as both actor and writer.



Syima Merali

Syima's background is sales, marketing and event management, having worked for the West London Inward Investment Agency and Audi UK before becoming Account Director for EuroDirect.

More recently she and her husband Shabbir Merali have set up Markaz, with the intention of providing a place in the city centre where people from different cultures can come together and mingle, thus hopefully breaking down barriers and building bridges. Part of this is through holding events at the restaurant aimed at bringing people from different backgrounds together, so that last year they held an event attended by about 140 people where Peter Sanders previewed his *The Art of Integration*, a pictorial look at British Muslims in the UK. Given the idea of bringing people together in a neutral venue and promoting discussion, they are looking to set up a film club at the restaurant which will show world cinema with speakers/discussions after the film. The idea is supported by the NMeM and they have also had very supportive discussions with Screen Yorkshire. They are also looking to put in place a series of speaker events, but they are still in the planning stages.



Amanda Nevill

Amanda set up the first British contemporary art fair before joining The Royal Photographic Society in 1985, becoming Company Secretary and Chief Executive Officer in 1990 – the first woman in the Society's history.

She moved to the [then] National Museum of Photography, Film & Television in Spring 1994 as Head of Museum and as Assistant Director of the National Museum of Science and Industry. During the following nine years the Museum reinvented itself with a major £16m redevelopment fulfilling an ambitious vision taking it firmly into the new digital era.

In 2003 she became Director of the British Film Institute where she has led an ambitious programme of change evolving the organization to prioritize the Archive and Collections, create an international focus for film in London, and increase reach across the UK, primarily through co-productions and on-line initiatives.

Amanda has an Honorary Doctorate of Letters from the University of Bradford, conferred in July 2000. She is an honorary fellow of the Royal Photographic Society and a fellow of the Royal Society of Arts. She was previously Director of Yorkshire Arts, Bradford Breakthrough, Bradford Centre Regeneration (Bradford's Urban Regeneration Company), Year of Photo and on the Council of the University of Bradford. She was educated in Yorkshire, England and Paris, having been born and bred in Yorkshire. She has retained her home outside Bradford.

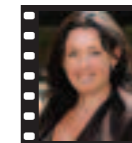


Dr. Ian Palmer

Ian is currently Dean of the School of Informatics at the University of Bradford. In this role he leads the University's provision in the areas of media production, special effects, computer games and animation, all of which are delivered jointly with the NMeM.

His background is a technical one, starting his career at Thorn EMI as a design engineer before his interest in moving images and graphics led him to study for a doctorate in the field of computer animation.

Since then Ian's teaching and research activities have centred on computer graphics and its application to animation, special effects and more recently computer games. He has presented on this topic at academic conferences and festivals, most recently at the Bradford Animation Festival. He has worked at the University of Bradford since 1994, starting in the Computing Department before transferring to the EIMC (Electronic Imaging & Media Communications) Department in 1996. Ian has a doctorate.



Ruth Palmer

Ruth is regional manager of Skillset, the sector skills council for audio visual industries including film. She has been involved in training and skills management throughout her career. She was the digital cluster workforce development manager for Humberside Learning and Skills Council and also co-ordinated national Broadcast Media Centres of Vocational Excellence.

As Skillset regional manager for the North East, Yorkshire and Humber, Ruth works closely with audio visual industries – broadcast, film, video, interactive media and photo imaging – to identify skills or training problems and implement appropriate solutions. She is responsible for building and maintaining relationships with the government, industry and public agencies to ensure Skillset's mission, objectives, projects and services are delivered effectively across the region.



Colin Philpott

Colin is the Director of the National Media Museum – previously National Museum of Photography, Film & Television – in Bradford. The award-winning Museum attracts around 700,000 visitors a year and contains world famous collections, the Royal Photographic Society collection, three cinemas (including Britain’s first IMAX 3D screen), and galleries telling the stories of television, photography and film. Re-launched as the National Media Museum in December 2006, it is expanding its remit to cover media subjects.

Colin worked for the BBC for 24 years as a reporter, producer, documentary maker and editorial manager. His last job in the BBC was as Head of BBC Yorkshire; he led strategic developments, creating a new regional operation in Hull. While at the BBC, he covered a number of major news stories including the Manchester and Warrington IRA bombings, and the Moors Murder search on Saddleworth Moor. Colin made a number of documentaries and feature programmes on diverse subjects e.g. safety of the Channel Tunnel, sexism in the police force and walking in the Lake District. Colin won a number of Sony Radio and Royal Television Society Awards.

Colin’s other roles include: Chair of the Yorkshire Film Archive, a trustee of the Kraszna-Krausz Foundation (which encourages the publication of books about film and television), a Director of Bradford Film Limited and a Director of Arts and Business Yorkshire and a member of the council of the Advertising Standards Authority.

Colin was educated at St. Olave’s – a state grammar school – in London and at Trinity College, Cambridge, where he read law and was President of the college students’ union.



Irna Qureshi

Irna specialises in researching cultural diversity issues among British Asian and Muslim communities in the fields of the arts, heritage, media and social policy. Her experience includes research, consultation, audience development, community outreach, evaluation, oral history and curatorial work. She has worked on a variety of projects for TV and numerous government departments.

Irna has a special interest in multicultural broadcasting issues, as well as Bollywood and Lollywood. She has conducted research for the British Board of Film Classification on the attitudes of British Asian communities towards Bollywood cinema. She curated *Bollywood in Love* for the British Film Institute, which looked at love on and off screen through the ages in the Indian film industry, as well as several national oral history exhibitions about the heritage of Britain’s Asian communities.

Her new exhibition, *The Grand Trunk Road – From Delhi to the Khyber Pass*, is currently on tour in the UK. Using photography and oral histories, the exhibition looks at the impact of this ancient Indian trade and military route which travels through the homelands of over 90% of British Pakistanis and the vast majority of British Sikhs and Hindus from the Indian Punjab.

Irna holds an MA in Social Anthropology from the School of Oriental and African Studies at London University, where she also studied Indian Cinema and Society as part of her BA in Urdu and Development Studies.



Piers Tempest

After leaving Bristol University with a first class degree, Piers started his career in film at Working Title Films and then left to pursue freelance work for directors such as Philip Kaufman on Fox Searchlight’s *Quills*.

Moving from physical production into development, Piers worked on several films for a London based financier in his capacity as Head of Development including Gillies Mckinnon’s *Pure*, the BAFTA nominated *American Cousins*, John Henderson’s *Two Men Went to War* and *Tabloid TV* starring Matthew Rhys and John Hurt. He also managed a development fund investing in films such as *Hallam Foe*, *Dear Wendy*, *Creep*, *Closing the Ring*, *The Children of Huang Shi* and *Greyfriars Bobby* amongst others.

Piers has produced several short films including the multi award-winning *Subterfuge*. He recently co-produced the James Toback feature film *When Will I be Loved* starring Neve Campbell.

In 2004 he produced the feature film *Oyster Farmer* directed by Anna Reeves, which was nominated for ‘Best Picture’ in the 2005 AFI Awards. More recently he produced the \$10m *Like Minds* starring Toni Collette which filmed in Bradford.

Piers then headed Production for Buena Onda Films. He oversaw and co-produced the company’s Latin American and UK projects.

He is currently Production and Acquisition Director for SALT whose slate includes *The Secret lives of Pippa Lee* starring Keanu Reeves, Alan Arkin, Monica Belluci, Julianne Moore and Robin Wright Penn.

Piers is currently executive producing *Coffin Rock* for David Ultra Films in Australia which commences production in July 2008.