

## Appendix 3

### CULTURAL DIVERSITY 3-YEAR DEVELOPMENT PLANS

These Plans are presented in reference to the Cultural Diversity Aims and cover in turn the three *bfi* Departments (Education, Exhibition and Collections).

#### ***bfi* EDUCATION DEPARTMENT**

#### **DEVELOPMENT PLAN 2000 - 2003 - *bfi* KNOWLEDGE**

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
1. Organise internal seminars to define research needed to achieve objectives	Seminars on topics in particular in relation to National Everyday Cultures Programme.	Seminars - attendance by internal colleagues and external advisers	6 seminars (attended by 60 people)
2. Define research topics and prioritise	Research	Research outline	Two documents
3. Understanding culturally diverse audiences' expectations of the <i>bfi</i> 's website	An audit of the site by a competent individual drawn from external individuals and partner organisations	Report for internal consumption	Adoption of report's recommendations
<u>After 3 Years</u>			
1. Develop and publicise research on exclusion issues	Conduct research and write articles and conference papers	Published articles in books, journals, through press and on web	3 articles/papers
2. Working to fulfil the expectations of culturally diverse audiences using <i>bfi</i> website	Developing culturally diverse content integrated at every level, with the active participation of departments and sections	Web content to meet the expectations outlined in the report	Hits: definition tba

## DEVELOPMENT PLAN 2000 - 2003 - *bfi* KNOWLEDGE

Aim 2: To promote public access to film and the moving-image which relates to the diverse cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
1. Develop and include elements relating to cultural diversity in <i>bfi</i> Online pilots.	Develop new material on <i>bfi</i> Online [including some elements of 'Black and White in Colour']	Material available on <i>bfi</i> Online	1 new module
2. Developing new 'ways into' material on the website related to our Cultural Diversity Aims	Construct alternative navigation systems to enable access by cultural diversity themes	Functional web navigation paths	10% of accesses to identified culturally diverse material through CD-specific navigation, measured by click trails
<u>After 3 Years</u>			
1. Develop further materials for <i>bfi</i> Online, in particular to contribute to pan-Institute work relevant to audiences of South Asian origin.	Work on relevant material including copyright clearance and commission modules that can be used on web and Online.		2 new modules with relevance for educational use.
2. Developing new 'ways into' material on the site related to our Cultural Diversity aims	Construct alternative navigation systems to enable access by cultural diversity themes	Functional web navigation paths	10% of accesses to identified culturally diverse material through CD-specific navigation, measured by click trails

## DEVELOPMENT PLAN 2000 - 2003 - *bfi* KNOWLEDGE

Aim 3: To be an authoritative and accessible knowledge resource on the diverse film and moving-image cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
1. To develop research into themes of social inclusion	Research project definition	Defined research topics	External validation
2. Identifying what resources would be useful to target audiences using the <i>bfi</i> website	Evaluation of potential resources by internal information providers and external users	Report to <i>bfi</i> web group and HoDs	Delivery of and action on report
3. Making available on the web resources/ documents that we already have	Explore options of delivering 'Black and White In Colour' on the website and enabling 'A Fuller Picture' to be made available as a pdf file	'Black and White in Colour' and 'A Fuller Picture' web content	Hits - tba
<u>After 3 Years</u>			
1. To secure grant funding for major piece of research on Black and Asian contribution to British culture of moving-image	Research topics defined and submitted to research councils.	Research with published outputs – available via articles on web and in journals	External validation
2. Making in-depth resources available online	Collaboration with other sections, possibly buying publishing rights for online use.	3 new major areas of content	Hits on these areas to constitute 3%-5% of overall hits

## DEVELOPMENT PLAN 2000 - 2003 - *bfi* KNOWLEDGE

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
1. To develop relationships with researchers to enable work on social inclusion to be effective.	Seminars and joint development of research	Seminars and published articles	TBA
2. Enabling public awareness of the <i>bfi</i> 's aims and policies by using the website as a platform	Make available equal opportunities and discrimination policies online	Easily accessible online access to <i>bfi</i> policies	Hits - tba
3. Providing opportunities for individuals from CD background to be involved with <i>bfi</i> 's digital outputs	Recruit and train intern	An ex-intern with a positive view of the <i>bfi</i> and enhanced employment prospects/skills	Successfully fulfilling the projects aims
<u>After 3 Years</u>			
1. Further development of network of researchers and contributors to <i>bfi</i> 's Knowledge work.	Seminars and joint development of research	Seminars and published articles	TBA
2. Enabling public awareness of the <i>bfi</i> 's aims and policies by using the website as a platform	Comprehensive availability and monitoring of all policy documents relating to CD aims.	Easily accessible online access to comprehensive set of <i>bfi</i> policies	Hits tba, depending on extent of documentation

**DEVELOPMENT PLAN 2000 - 2003 - *bfi* PROJECT LEADER FOR CULTURAL DIVERSITY**

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
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<u>After 1 Year</u>			
<p>1. To develop a pan-Institute Cultural Diversity Strategy which highlights our commitment to a range of minorities and in particular Black, Asian, disabled and lesbian and gay communities</p>	<p>To co-ordinate the development of the Strategy with all <i>bfi</i> Departments and Central Services Sections as part of a team</p> <p>To produce as part of a team the Strategy Consultation draft publication to be disseminated to key minority and other organisations UK-wide</p> <p>To continue to visit the UK nations as part of the <i>bfi</i>'s CD Strategy consultation process</p> <p>To co-ordinate meetings of the Governors subcommittee: Black and Asian External Adviser Group and the Cultural Diversity Strategy Group (including an Advisers Awayday).</p> <p>To organise a national conference to discuss the implications of cultural diversity for the film sector and the <i>bfi</i>'s new Cultural Diversity Strategy (To be confirmed)</p>	<p>CD Strategy Consultation Draft (to be completed by July 2000)</p> <p>CD Strategy Final Draft (to be presented to Film Council in October 2000).</p> <p>UK-wide consultation to be collated as a report to inform the CD Strategy</p> <p>Black and Asian Advisers to provide advice to <i>bfi</i> Departments on the development of the Cultural Diversity Strategy and other related <i>bfi</i> Strategy</p> <p>Cultural Diversity Strategy Group to work on delivery of the Strategy</p> <p>Attendance of a wide range of film and moving-image professionals at the conference to discuss the <i>bfi</i>'s plans</p>	<p><i>bfi</i> to receive at least 40 responses from external organisations/individuals to the strategy consultation document</p> <p>CD Strategy to be delivered to Film Council on deadline (Dependent on <i>bfi</i> Departments meeting deadlines)</p> <p>All UK nations and English regions visited</p>
<p>2. Completion of Cultural Diversity Black and Asian Film Research project, commissioned by <i>bfi</i>.</p>	<p>To co-ordinate the completion and publication of the <i>bfi</i> Cultural Diversity Black and Asian Film Research</p>	<p>To make the Black and Asian Film Research available to researchers, academics, film specialists and the media</p> <p>To ensure the integration of the Black and Asian Film Research into the CD Strategy</p>	<p>Research offered to <i>bfi</i> Departments to inform the development of their 3-year Cultural Diversity Plans</p>

<u>After 3 Years</u>			
1. Implementation and monitoring of the Cultural Diversity Strategy	To work with <i>bfi</i> Departments and Central Services Sections to monitor and assess, on a 6-monthly basis the implementation of the CD Strategy	Development of the <i>bfi</i> 's understanding of prioritised communities. The agreement of yearly performance targets for three target minority groups in terms of activities and outputs	(pan-Institute performance measures to be agreed)
	To co-ordinate the Cultural Diversity Strategy Group meetings and meetings of the Governors subcommittee Black and Asian External Advisers	Black and Asian External Advisers to inform the on-going implementation of the CD Strategy and other related <i>bfi</i> strategies and to provide advice on activities and outputs as outcomes from the CD Strategy	Cultural Diversity Strategy Group to meet at least four times per year  Black and Asian External Advisers to meet at least four times per year
2. To be project champion of South Asia 2002	To co-ordinate the development of the pan-institute project with <i>bfi</i> Departments and external partner organisations	A greater understanding of South Asian cinemas and their diversity by the <i>bfi</i> and how to engage with these cinemas and UK South Asian audiences.	(pan-Institute performance measures to be agreed)
	To support the development of fundraising, target marketing and development of particular projects for 2002, and provide links with film and moving practitioners in the sub-continent	New links with Asian business and funding organisations  Developed links with South Asian film practitioners and related film organisations	

## DEVELOPMENT PLAN 2000 - 2003 – *bfi* PROJECT LEADER FOR CULTURAL DIVERSITY

Aim 2: To promote public access to film and the moving-image which relates to the diverse cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
1. To develop the <i>bfi</i> Cultural Diversity Black and Asian Mailing List, which is now one of the UK's largest minority ethnic focused audience lists	Updating and developing the mailing list, building contacts with UK-based audiences and film and moving-image practitioners in the UK and world-wide	To be used by <i>bfi</i> Departments for targeted mail-outs and e-mails.	Increase of mailing list by at least 70 contacts per year
2. Mail-outs to minority professionals	To organise mail-outs of information about the <i>bfi</i> 's plans and activities via the Cultural Diversity Mailing List	Dissemination of information to minority audiences and media professionals	At least 3 mail-outs per year
<u>After 3 Years</u>			
(As above)			

## DEVELOPMENT PLAN 2000 - 2003 – *bfi* PROJECT LEADER FOR CULTURAL DIVERSITY

Aim 3: To be an authoritative and accessible knowledge resource on the diverse film and moving-image cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
1. Act as a knowledge resource for <i>bfi</i> Departments, <i>bfi</i> partners (including the Film Council) and other external organisations on cultural diversity matters (with a particular focus on Black and Asian film and moving-image media)	To attend conferences and film festivals and community-based events around the UK and internationally, to meet with minority practitioners, education, collection and exhibition specialists and organisations, as well as other statutory organisations and central government departments (including Regional Arts Boards, British Screen Advisory Council, The Arts Council of England, The Film Council, Department of Sport Media and Culture)	To advise on policy development, projects, (events, publications, conferences, websites), UK and international film festivals (including the London Lesbian and Gay Film Festival, The Asian Women's Film Festival), funding rounds (including the Film Festival Fund, Regional Exhibition Projects Fund), employment initiatives and training. To undertake radio and television interviews  To write specialist articles, reports for film magazines ( <i>Sight and Sound</i> , <i>Black Film Bulletin</i> ) as required	(pan-institute performance measures to be agreed)
2. To act as Adviser on South Asian Cinema to the London Film Festival	Attend one Indian film festival a year, request new titles, review films, recommend a selection of films to LFF, write film notes, to liase with and introduce on stage visiting film-makers	The representation of a diverse range of South Asian and diaspora films and videos as part of the LFF programme	To meet the deadlines of LFF
<u>After 3 Years</u>			
As above)			

## DEVELOPMENT PLAN2 2000 - 2003 - *bfi* LIBRARY

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u> 1. Increase percentage of Black and Asian Library users 2. Improve liaisons and partnerships with relevant organisations, e.g. Black Cultural Archive, other library resource collections to be determined	Targeted promotion – e.g. in specialist press Build new relationships with these organisations.	More Black and Asian users, as percentage of total users.	Increase current figure by 2% (i.e. from 6% to 8%)
<u>After 3 Years</u> 1. Increase percentage of Black and Asian Library users. 2. Improve access to materials on Black and Asian contribution to film and television in Library 3. Ditto in other libraries	Continue promotional activities. Preparation of bibliographies and study guides etc. Dissemination of the above.	Publications (mainly online) Publications available in other libraries	Increase current figure by 5% (i.e. 6% to 11%) 1 per year. N/A

## DEVELOPMENT PLAN 2000 - 2003 - *bfi* LIBRARY

Aim 2: To promote public access to film and the moving-image which relates to the diverse cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u> 1. Improve Library's role in providing access to resources that promote, interpret and provide information about relevant moving-image materials	Promote wide range of relevant material in the Library	Interpretative materials permanently available	1 new leaflet, also available on website.
<u>After 3 Years</u> 1. Contribution to South Asia 2002	Bibliographic support for screenings and promotional activities	Publication yet to be defined, but resource-based study guide style item likely	1 item – 1000 copies distributed, including electronic and paper  90% satisfaction rating (based on fitness for purpose)

## DEVELOPMENT PLAN 2000 - 2003 - *bfi* LIBRARY

Aim 3: To be an authoritative and accessible knowledge resource on the diverse film and moving-image cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
1. Ensure Library collections reflect the diverse cultures as specified	Review of stock and catch-up programme if required	Coverage as comprehensive as possible (i.e. full coverage within general policies)	The purpose of these action lines is to establish the extent to which (if any) the Library's existing collections and ongoing acquisitions need to be developed in order to fulfil the objective. The determination of the measure is the point of the exercise
2. Ensure Library acquisitions reflect the diverse cultures as specified	Review of acquisitions policy and practice	Revised policy and improved practice, if required	
3. Ensure data collection reflects the diverse cultures as specified	Review of database development policy and practice  Retrospective data collection	Revised policy and improved practice, if required  Coverage as comprehensive as possible (i.e. full coverage within general policies)	
<u>After 3 Years</u>			
1. Ensure Library collections reflect the diverse cultures as specified	Continue catch-up as required	Continued activity towards realisation of comprehensive coverage	As above – recognising the possibility that achieving the objective may take longer
2. Ensure data collections reflect the diverse cultures as specified	Continue catch-up as required	Continued activity towards realisation of comprehensive coverage	

## DEVELOPMENT PLAN 2000 - 2003 – *bfi* LIBRARY

Objective (4): In order to achieve these aims it will be necessary for the *bfi* and its partner organisations to develop work cultures which ensure the involvement and inclusion of individuals from culturally diverse backgrounds, with particular emphasis on UK communities who are currently under-represented in film and the moving-image, and to treat those individuals with common standards of dignity and respect

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u> 1. Increase number of individuals from culturally diverse backgrounds with filmographic experience	Free training course in filmographic standards and procedures for one Black and Asian journalist/scholar.	1 training course plus review of effectiveness for future years.	1 trainee completed course.
<u>After 3 Years</u> 1. Continuing and increase 2. Derive better understanding of culturally diverse filmography	Continue practice  Tailor courses accordingly	3 training courses  Amendments to courses as required	3 trainees completed course  To be determined – will depend on expenditure.

## DEVELOPMENT PLAN 2000 - 2003 - *bfi* PUBLISHING

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
1. Encourage awareness of variety of contemporary film-making heritages	Commission one book in the World Directors series on African/Afro-American/Afro-Caribbean or South Asian subject	Contract agreed	1 contract signed
	Commission one <i>bfi</i> Film Classic (S. Ray title) to tie in with South Asia 2002	Contract agreed	1 contract signed
<u>After 3 Years</u>			
1. Encourage and promote awareness of Black and Asian film-making and their contexts	Commission one book specifically on the topic of Black British and/or British Asian film-making	Contract agreed	1 contract signed
2. Encourage awareness of variety of contemporary film-making heritages	Publish one book in the World Directors series on African or South Asian subject	Book	1 book published
	Publish one <i>bfi</i> Film Classic (S. Ray title) plus one <i>bfi</i> modern classic on <i>Mother India</i> , or at least one book on a modern Indian film director for the World Directors series, to tie in with South Asia 2002	Book	2 books published

## DEVELOPMENT PLAN 2000 - 2003 - *bfi* PUBLISHING

Aim 2: To promote public access to film and the moving-image which relates to the diverse cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
<u>After 3 Years</u> 1. Promote access to moving-image heritage to excluded communities	Organise one UK external public event supporting and promoting a diverse film heritage in conjunction with one of our publications	Event	Attendees and publicity coverage

**DEVELOPMENT PLAN 2000 - 2003 - *bfi* PUBLISHING**

Aim 3: To be an authoritative and accessible knowledge resource on the diverse film and moving-image cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
<u>After 3 Years</u>			
1. To promote our existing lists which provide knowledge and resources concerned with the 'diverse' communities	Promotion targeting an excluded or 'diverse' community	Publicity materials or brochure	Numbers of recipients; sales generated

## DEVELOPMENT PLAN 2000 - 2003 - *bfi* PUBLISHING

Objective (4): In order to achieve these aims it will be necessary for the *bfi* and its partner organisations to develop work cultures which ensure the involvement and inclusion of individuals from culturally diverse backgrounds, with particular emphasis on UK communities who are currently under-represented in film and the moving-image, and to treat those individuals with common standards of dignity and respect

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u> 1. Build the contact base of <i>bfi</i> publishing so that its author base reflects the diversity of UK and World communities	Editorial staff to attend one conference/festival specifically concerned with the excluded communities	<i>bfi</i> Publishing to have commissioned two books either by authors from excluded communities <b>or</b> commissioned two academic titles of relevance to the excluded communities	Numbers of contracts commissioned answering to these criteria
<u>After 3 Years</u> 1. Build the contact base of <i>bfi</i> publishing so that its author base reflects the diversity of UK and world communities	To have developed a stronger presence within <i>bfi</i> publishing of titles and authors that reflects interests and presence of the diverse communities	Books reflecting this commitment	Numbers of titles published answering to these criteria

## DEVELOPMENT PLAN 2000 - 2003 - SIGHT AND SOUND

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>1. To carry material within <i>Sight and Sound</i> that explores and discusses moving-image content as it relates to diverse cultures within the UK. To include content that is relevant to communities that experience social exclusion through race, disability and sexuality</p>	<p>To include well informed content within <i>Sight and Sound</i> commissioned from knowledgeable writers who have a direct connection with their subject matter.</p> <p>To include more than 10% of feature content devoted to culturally diverse topics</p>	<p>Feature articles and news stories relating to culturally diverse content. Reviews of nationally released culturally diverse cinema within the UK</p>	<p>Feature content exceeding 10% within one year</p>
<p><u>After 3 Years</u></p> <p>1. To carry material within <i>Sight and Sound</i> that explores and discusses moving-image content as it relates to diverse cultures within the UK. To include content that is relevant to communities that experience social exclusion through race, disability and sexuality</p>	<p>To include more than 10% of feature content devoted to culturally diverse topics</p>	<p>Feature articles and news stories relating to culturally diverse content. Reviews of nationally released culturally diverse cinema within the UK</p>	<p>Feature content exceeding 15% within three years</p>

## DEVELOPMENT PLAN 2000 - 2003 - SIGHT AND SOUND

Aim 2: To promote public access to film and the moving-image which relates to the diverse cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>1. To include reviews of films that are relevant to communities that experience social exclusion through race, disability and sexuality</p>	<p>To review national culturally diverse cinema releases to a minimum target of 15 films in year one</p>	<p>Magazine reviews of national releases commissioned from writers knowledgeable and aware of the cultural group</p>	<p>15 reviews of culturally diverse cinema releases within the magazine</p>
<p><u>After 3 Years</u></p> <p>1. To include reviews of films that are relevant to communities that experience social exclusion through race, disability and sexuality</p>	<p>To review national culturally diverse cinema releases to a minimum target of 20 films in year three</p> <p>To produce a supplement on Asian Cinema to coincide with the 2002 PIP to be cover-mounted with the magazine. This would require a financial resource of £15,000</p>	<p>Supplement to the magazine - funding permitting</p>	<p>20 reviews of culturally diverse cinema releases within the magazine</p>

## DEVELOPMENT PLAN 2000 – 2003 – SIGHT AND SOUND

Aim 3: To be an authoritative and accessible knowledge resource on the diverse film and moving-image cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>1. To carry accurate and knowledgeable material within <i>Sight and Sound</i> that explores and discusses moving-image content as it relates to diverse cultures within the UK</p>	<p>To include well-informed content within <i>Sight and Sound</i>, commissioned from knowledgeable writers who have a direct connection with their subject matter</p>	<p>Feature articles and news stories relating to culturally diverse content. Culturally accurate and authoritative reviews of all major culturally diverse cinema within the UK</p>	<p>To seek feedback specifically from ethnically diverse readers in the 2001 readership survey</p>
<p><u>After 3 Years</u></p> <p>1. To carry accurate and knowledgeable material within <i>Sight and Sound</i> that explores and discusses moving-image content as it relates to diverse cultures within the UK</p>	<p>To include well-informed content within <i>Sight and Sound</i>, commissioned from knowledgeable writers who have a direct connection with their subject matter</p>	<p>Feature articles and news stories relating to culturally diverse content. Culturally accurate and authoritative reviews of all major culturally diverse cinema within the UK</p>	<p>To seek feedback specifically from ethnically diverse readers in the 2003 readership survey relevant to an improvement on the 2001 figures</p>

## DEVELOPMENT PLAN 2000 – 2003 – SIGHT AND SOUND

Objective (4): In order to achieve these aims it will be necessary for the *bfi* and its partner organisations to develop work cultures which ensure the involvement and inclusion of individuals from culturally diverse backgrounds, with particular emphasis on UK communities who are currently under-represented in film and the moving-image, and to treat those individuals with common standards of dignity and respect

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u> 1. To maintain <i>Sight and Sound's</i> history of employing staff from culturally diverse groups, both within its permanent staff and contributors  2. Availability of a free place to a Black or Asian student on the <i>Sight and Sound</i> Journalism course.	To recruit a cultural diversity intern in 2000 to add to the experiential mix of the current staff breakdown	None	Make-up of staff and contributors. Success in recruiting staff and writers from culturally diverse backgrounds
<u>After 3 Years</u> 1. To maintain <i>Sight and Sound's</i> history of employing staff from culturally diverse groups, both within its permanent staff and contributors  2. Availability of a free place to a Black or Asian student on the <i>Sight and Sound</i> Journalism course	Inform recruitment and retention policy accordingly	None	Make-up of staff and contributors. Success in recruiting staff and writers from culturally diverse backgrounds.

## DEVELOPMENT PLAN 2000 – 2003 – EDUCATION PROJECTS

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
1. Development of <i>Black in the Frame</i> project with additional content from a British perspective and extended to adult audiences.	An actor-led event at the NFT and RFTs and downloadable on-line resources designed to heighten awareness among both Black and white audiences of the history of Black representation in film.	Increased audiences for events and use of website.	15 events; 750 attending events, 50% from Black and Asian communities; Use of website and downloading resources
2. Initiate development of schools project based on Black in the Frame model, relating to South Asian cinema, focusing on Indian film and Bollywood	A touring, actor-led programme of events and development of INSET and teaching resources, including video, for publication	Begin to generate a critical interest among young audiences in South Asian film.	Evaluation by teachers
3. Start development of a web-based educational project linking children and elderly people in the UK and India.	Develop web pages to facilitate learning opportunities and discussion between children and elderly people in the UK and India	Active use of website by identified groups exchanging information and opinions about Indian film and cinema-going	six groups (school classes/community based) using relevant web pages; feedback from identified groups

<u>After 3 Years</u>			
1. Establish well formulated programme of events and expand range of teaching resources on South Asian film	Evaluate and refine actor-led events. Develop online resources to complement teaching pack	Develop new audiences with a critical interest in South Asian film	Bookings for events; feedback from teachers and students. Sales of teaching packs; use of website
2. Develop an undergraduate project exploring representation of gay and lesbian sexuality within the Hollywood studio system	Create a touring, participatory event based on material e.g. 'The Celluloid Closet' presenting an historical overview and encouraging a critical review of film extracts, linking to the LGFF	Incorporation of event in 5 undergraduate programmes.	12 events booked and 720 students participating; feedback of students and teachers
3. Build on MOMI Education's outreach to special schools, expanding it to involve young people and adults with physical disabilities and/or SEN	Raise funding for and develop a touring project offering animation workshop or film/video production opportunities	Put the products of up to 10 special schools work on the website	Up to 150 children and young people taking part; quality of products created.
4. Develop a KS 3/4 project to address issues relating to boys' identity, alienation and representations of masculinity	Use film and stills from <i>bfi</i> collections to create an event and resources	Participation of secondary school students in events in the UK that explore these issues	1,000 students participating; response to the events

## DEVELOPMENT PLAN 2000 - 2003 - EDUCATION PROJECTS

Aim 2: To promote public access to film and the moving-image which relates to the diverse cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u>			
1. Development of <i>Black in the Frame</i> project with additional content from a British perspective and modified for adult audiences	An actor-led event at the NFT and RFTs and downloadable on-line resources designed to heighten awareness among both Black and white audiences of the history of Black representation in film	Increased audiences for events and use of website	15 events; 750 attending events, 50% from Black and Asian communities; Use of website and downloading resources
2. Initiate development of schools project relating to South Asian cinema, focusing on Indian film and Bollywood	An actor-led programme of events and development of teaching resources, including video, for publication	Begin to generate a critical interest among young audiences in South Asian film	Evaluation by teachers.
3. Start development of a web-based educational project linking children and elderly people in the UK and India	Develop web pages to facilitate learning opportunities and discussion between children and elderly people in the UK and India	Active use of website by identified groups exchanging information and opinions about Indian film and cinema-going	six groups (school classes/community based) using relevant web pages; feedback from identified groups

<u>After 3 Years</u>			
1. Establish well-formulated programme of events and expand range of teaching resources on South Asian film	Evaluate and refine actor-led events. Develop online resources to complement teaching pack	Develop new audiences with a critical interest in South Asian film	Bookings for events; feedback from teachers and students. Sales of teaching packs; use of website.
2. Develop an undergraduate project exploring representation of gay and lesbian sexuality within the Hollywood studio system	Create a touring, participatory event 'The Celluloid Closet' presenting an historical overview and encouraging a critical review of film extracts, linking to the LGFF. Get funding for and develop a touring project offering animation workshop or film/video production opportunities	Incorporation of event in wide range of undergraduate programmes.	12 events booked and 720 students participating; feedback of students and teachers
3. Build on MOMI Education's outreach to special schools, expanding it to involve young people and adults with physical disabilities and/or special educational needs	Use film and stills from <i>bfi</i> collections to create an event and resources.	Put products of their work on the website	Up to 150 children and young people taking part; quality of products created
4. Develop a KS 3/4 project to address issues relating to boys' identity, alienation and representations of masculinity		Participation of secondary school students in events in the UK that explore these issues	1,000 students participating; response to the events

## DEVELOPMENT PLAN 2000 - 2003 - EDUCATION PROJECTS

Aim 3: To be an authoritative and accessible knowledge resource on the diverse film and moving-image cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<u>After 1 Year</u> 1. Development of on-line teaching resources supporting the Black in the Frame event	Modify resources developed for Black in the Frame event into downloadable teaching resources	Downloadable teaching resources	Number of items downloaded; feedback from teachers.
<u>After 3 Years</u> 1. Development of teaching resources for South Asian (Indian) cinema  2. Expand range of teaching resources on South Asian film	Prepare teaching guide and video for publication  Develop on-line resources to complement teaching pack on Indian cinema	Teaching pack ready for publication by January 2002  Downloadable resources to support teaching about Indian cinema	Sales: 300/year  Number of items downloaded: feedback from teachers  NB: re. downloadable resources: because this is a new area of resource development it is impossible to give a realistic target based on any kind of comparable experience

## DEVELOPMENT PLAN 2000 - 2003 - EDUCATION PROJECTS

Objective (4): In order to achieve these aims it will be necessary for the *bfi* and its partner organisations to develop work cultures which ensure the involvement and inclusion of individuals from culturally diverse backgrounds, with particular emphasis on UK communities who are currently under-represented in film and the moving-image, and to treat those individuals with common standards of dignity and respect

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <ol style="list-style-type: none"> <li>1. Establish links with teachers of media and film studies who represent UK communities who are currently under-represented in film and the moving-image</li> <li>2. Initiate a programme of work placements, needs</li> </ol>	<p>Encourage participation in Associate Tutor scheme</p> <p>Develop scheme for providing work experience opportunities for Black and Asian young people and adults, and for those with disability and special educational needs</p>	<p>Registration of teachers from under-represented groups</p> <p>Approved scheme for providing work experience opportunities for Black and Asian young people and adults, and for those with disability and special educational needs</p>	<p>Number of new teachers registered</p>
<p><u>After 3 Year</u></p> <ol style="list-style-type: none"> <li>1. Ensure an established programme of work placements, needs</li> </ol>	<p>Provide work experience opportunities for Black and Asian young people and adults, and for those with disability and special educational needs</p>	<p>Useful experience gained by Black and Asian young people and adults, and for those with disability and special educational needs</p>	<p>Numbers benefiting from schemes, feedback from participants</p>

**bfi EXHIBITION DEPARTMENT**

**DEVELOPMENT PLAN 2000 - 2003 - EXHIBITION: CINEMA SERVICES UNIT**

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
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<p><u>After 1 Year</u></p> <p>As a cornerstone of the UK wide Strategy for Exhibition - to develop a strategic approach to the provision of culturally diverse material across the UK</p>	<ol style="list-style-type: none"> <li>1. Assess the range of films shown and the make-up of the audiences attending screenings organised by members of the British Federation of Film Societies.</li> <li>2. In partnership with the Education Department, make available training courses on cultural programming</li> <li>3. To identify gaps in the provision of culturally diverse material in the programmes of clients serviced by and/or funded by the Programme Unit</li> </ol>	<ol style="list-style-type: none"> <li>1. A clearer idea of the provision of culturally diverse material across the UK which can inform the UK-wide Strategy for Exhibition</li> <li>2. Number of students successfully completing the programming course</li> </ol>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance Indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>
<p><u>After 3 Years</u></p> <p>Development of the UK-wide strategy for Exhibition</p>	<p>Continuous assessment of the performance of <i>bfi</i> Exhibition clients in the area of cultural diversity to ensure areas of weakness or gaps in provision continue to be addressed</p>	<p>An annual report on the success or otherwise in meeting our performance indicators in this area</p>	

## DEVELOPMENT PLAN 2000 - 2003 - EXHIBITION: CINEMA SERVICES UNIT

Aim 2: To promote public access to film and the moving-image which relates to the diverse cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>To provide access to the widest range of culturally diverse material to the widest range of audiences in line with the UK-wide Strategy for Exhibition</p>	<ol style="list-style-type: none"> <li>1. Of the total number of touring programmes organised by the Programme Unit each year, to increase the number of tours of culturally diverse material made available for bookings in the UK and to provide support for exhibition clients and festivals to enable the culturally diverse material programmed by them to be more widely screened throughout the country e.g. Bite the Mango festival; Tongues on Fire Asian Women's festival; Black Pyramid festival</li> <li>2. To increase the number of cinemas, both funded and commercial, who programme culturally diverse material</li> <li>3. Through the Film Festivals Fund, to continue to prioritise support for those festivals which wish to develop programmes of culturally diverse work, and/or are working with audiences currently under-represented.</li> </ol>	<p>Increases in the numbers of culturally diverse films shown in the UK, and in the sizes of audiences</p>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>

<p><u>After 3 Years</u></p> <p>Implementation of the UK-wide Strategy for Exhibition is a long term process. As such, our priorities and activities in this area will remain the same</p>			
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## DEVELOPMENT PLAN 2000 - 2003 - EXHIBITION: CINEMA SERVICES UNIT

Aim 3: To be an authoritative and accessible knowledge resource on the diverse film and moving-image cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 year</u></p> <p>To increase the knowledge base of staff</p>	<ol style="list-style-type: none"> <li>1. Identify the gaps in our knowledge base, and through consultation with those who have expertise in particular areas of culturally diverse film and moving-image material, identify individuals and organisations who can work with staff to increase their knowledge base</li> <li>2. Reassess the types of festivals attended by staff to develop their knowledge of film and moving-image material in these areas</li> </ol>	<p>A more knowledgeable staff and a better range of external contacts who can provide specialist knowledge</p>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>
<p><u>After 3 years</u></p> <p>Maintaining the knowledge base of staff, and a relevant list of expert advisors is an on-going process. Our activities and outputs therefore will remain the same</p>			

## DEVELOPMENT PLAN 2000 – 2003 - EXHIBITION: FESTIVALS UNIT

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>To review current programme mix for London Film Festival and London Lesbian and Gay Film Festival, and to identify areas for possible development</p>	<p>Consult the programme advisors to the LFF and LLGFF co-programmers to draw up a framework for assessment of programme content; consult Collections Dept. to consider possible development of archive strand to address issues of cultural diversity and conduct content analysis of programmes for both festivals. Produce an action plan for addressing areas of weakness</p>	<p>A meaningful set of measures to apply to content on an annual basis and an action plan with implementation targets</p>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>
<p><u>After 3 Years</u></p> <p>To have in place an ongoing process of monitoring festival programmes and to have addressed areas of weakness in programmes</p>	<p>Inclusion of work which addresses areas of weakness and an Annual Review of content of both festivals</p>	<p>New elements incorporated into overall programme structure and content and an updated action plan</p>	

## DEVELOPMENT PLAN 2000 – 2003 - EXHIBITION: FESTIVALS UNIT

Aim 2: To promote public access to film and the moving-image which relates to the diverse cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>To deliver the LFF with a diverse programme mix addressing the broadest possible audiences; similarly to ensure that the London Lesbian and Gay Film Festival addresses the interests of diverse audiences</p>	<p>To work with our programmers, programme advisors, collaborating venues and partners to identify appropriate titles and events for inclusion in the programmes of the respective festivals</p>	<ol style="list-style-type: none"> <li>1. The programmes of both festivals to include work, where it is of sufficient quality, from film makers working in East and South Asia, Africa and South America, from diaspora film makers and from Black British film makers</li> <li>2. To present the UK's only film festival dedicated to screening and discussing lesbian and gay Film</li> </ol>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>
<p><u>After 3 Years</u></p> <p>The objective and activities outlined for year one will be ongoing, and relate back to the monitoring as noted in Objective 1</p>			

## DEVELOPMENT PLAN 2000 – 2003 - EXHIBITION: FESTIVALS UNIT

Aim 3: To be an authoritative and accessible knowledge resource on the diverse film and moving-image cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>As an adjunct to our core activities of programming and presenting the two festivals, to maintain our data bases of relevant programme information and key contacts, and to share this information as appropriate</p>	<ol style="list-style-type: none"> <li>1. Continue to deal with enquiries seeking information on titles relating to Black/ Asian and Queer film and video</li> <li>2. To develop the knowledge and skills base amongst staff and programme advisors with regard to films made by disabled practitioners and to those films which might be specifically deemed to be of interest to viewers with disabilities</li> </ol>	<p>Provision of advice and information to a range of individuals and organisations</p>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>
<p><u>After 3 Years</u></p> <p>To ensure that our information gathering and databases are as comprehensive and up-to-date as possible</p>	<p>To source information as widely as possible, including from our specialist advisors and partner organisations</p>	<p>To draw on the information compiled to continue to provide information to a range of individuals and organisations</p>	

## DEVELOPMENT PLAN 2000 - 2003 - EXHIBITION: MARKETING UNIT

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>Identify at least one appropriate (i.e. relating to Black, Asian, disabled or lesbian and gay communities) season per year for a high-profile press and marketing campaign to a wide crossover public audience</p>	<p>Major campaign to mainstream press; publicity materials; website links; advertising; cross selling by box office.</p>	<p>Reaching audience targets for specified season; higher crossover rate for NFT membership booking.</p>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>
<p><u>After 3 Years</u></p> <p>Working with programming unit and exhibition partners, to extend the above Priority to one UK-wide programme per year (in addition to London Lesbian and Gay Film Festival and tour).</p>	<p>Activities, outputs and PIs as above, in collaboration with exhibition partners (RFTs, Odeons etc)</p>		

## DEVELOPMENT PLAN 2000 - 2003 - EXHIBITION: MARKETING UNIT

Aim 2: To promote public access to film and the moving-image which relates to the diverse cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>To develop an Audience Development Strategy for the NFT, Festivals and Cinema Services, which specifically targets audiences from Black, Asian, disabled and Lesbian and gay communities</p>	<p>Audience Development Officer in year one will build contacts with community groups and grass roots contacts to create 'Access Address Books' for each target segment</p> <p>Tactics will include: monitoring of all marketing and published materials for representation of diverse groups; website links; creation of specialised databases; prioritised publicity distribution runs; familiarisation trips for relevant groups; introductory publicity materials; customer care training; promotional links with other relevant arts and film organisations; and creating a target list of press contacts to be nurtured</p>	<p>Strategy to be published by end 2000, and initial contact lists and materials developed</p>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>
<p><u>After 3 Years</u></p> <p>To develop, operate and monitor a UK-wide Audience Development strategy in collaboration with all exhibition partners</p>	<p>Co-ordination of all funded venues and exhibition partners, to develop a combined plan, or series of regional plans. Tactics, outputs and PIs as after 1 year, to be agreed in collaboration with all partners</p>		

## DEVELOPMENT PLAN 2000 - 2003 - EXHIBITION: MARKETING UNIT

Aim 3: To be an authoritative and accessible knowledge resource on the diverse film and moving-image cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>Working with programming teams, and personnel, to develop knowledge of diverse film and moving-image culture for all staff for NFT, Festivals, Cinema Services - particularly including all staff who deal with the public.</p> <p>Also, as a priority, to develop our knowledge of AUDIENCES for diverse film and moving-image culture.</p>	<p>Training in diverse film and moving-image cultures. Research into existing studies, and dissemination of information on cinema audiences and cinema-going within Black, Asian, disabled and lesbian and gay communities.</p>	<p>A body of information on audiences and cinema-going, to be published on the <i>bfi</i> website for all exhibition partners to use.</p>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>
<p><u>After 3 Years</u></p> <p>Increase knowledge of cinema audiences and within target communities.</p>	<p>Co-ordinate, produce and disseminate regular research. Provide or co-ordinate training for exhibition partners.</p>	<p>Increased level of knowledge and co-ordination.</p>	

## DEVELOPMENT PLAN 2000 - 2003 - EXHIBITION: NATIONAL FILM THEATRE

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>To conduct an assessment, both quantitative and qualitative, of the NFT programme to identify gaps in provision and to provide a baseline against which improvements can be measured.</p>	<ol style="list-style-type: none"> <li>1. With the assistance of the programme development intern and other <i>bfi</i> staff, agree an appropriate set of categories against which the elements of the NFT programme can be scored.</li> <li>2. Conduct an analysis of the previous year's NFT programme and identify areas of weakness</li> <li>3. Conduct a peer review of the NFT programme</li> <li>4. Develop a database of attendance figures for the NFT programme so that performance can be constantly monitored</li> </ol>	<ol style="list-style-type: none"> <li>1. A database of performance information which will allow analysis of the film programme, in terms of both the types of film and moving-image material shown, and the size of audience attending each category of film.</li> <li>2. An objective report on the quality of the NFT programme</li> </ol>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>
<p><u>After 3 Years</u></p> <p>The development of the NFT programming strategy is an on-going process. Its effectiveness will be assessed each year through quantitative and qualitative measures.</p>			

## DEVELOPMENT PLAN 2000 - 2003 - EXHIBITION: NATIONAL FILM THEATRE

Aim 2: To promote public access to film and the moving-image which relates to the diverse cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>To develop the NFT programming strategy so that it better reflects the range of culturally diverse film and moving-image material available - both historic and contemporary</p>	<ol style="list-style-type: none"> <li>1. To work with internal <i>bfi</i> and external partners to identify appropriate seasons, festivals and events with filmmakers, which can be put into programme research</li> <li>2. To work with partner venues in ensuring that the widest range of culturally diverse material is made available throughout the UK</li> <li>3. To screen a range of culturally diverse material which has been developed by other venues and communities throughout the UK. To maintain the level of gay and lesbian programming at NFT, primarily through hosting the Lesbian and Gay film festival, to ensure that this material is subsequently available across the UK through the touring programme.</li> </ol>	<ol style="list-style-type: none"> <li>1. An increase in the number, range and scope of programmes of culturally diverse material at the National Film Theatre</li> <li>2. Turkish migrant cultural identity - workshops/ screenings - December 2000</li> <li>3. Tongues on Fire: Asian Women's Film Festival - March 2001</li> <li>4. Waheeda Rehman - season/event - March 2001</li> <li>5. Shabana Azmi - retrospective/ event - to be dated</li> <li>6. Louis Armstrong - to be dated</li> <li>7. Angela Bassett - to be dated</li> <li>8. Buddy Bradley - to be dated</li> <li>9. Satyajit Ray retrospective</li> <li>10. India pan- Institute Project - 2002 - focus to be determined</li> </ol>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>

<p><u>After 3 Years</u></p> <p>To ensure that the information gathering and analysis systems remain up to date and relevant</p> <p>To ensure that the NFT programme continues to reflect developments in film-making communities throughout the world</p>	<p>To expand the range of films and moving-image material programmed</p> <p>To identify and install an appropriate system for audio description of film and moving-image soundtracks</p>	<p>The presentation of programmes of films and moving-image material which have hitherto been under-represented</p>	
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## DEVELOPMENT PLAN 2000 - 2003 - EXHIBITION: NATIONAL FILM THEATRE

Aim 3: To be an authoritative and accessible knowledge resource on the diverse film and moving-image cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>To ensure that the contributors to, and curators of the NFT programme as well as the relevant NFT staff have sufficient knowledge and skills in these areas</p>	<ol style="list-style-type: none"> <li>1. Identify the gaps in our knowledge base, and through consultation with appropriate external organisations, identify curators and contributors who can provide NFT with the relevant culturally diverse seasons</li> <li>2. Reassess the types of festivals attended by NFT staff to develop their knowledge of film and moving-image material in these areas</li> </ol>	<p>A more culturally diverse programme of screenings at NFT</p>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>
<p><u>After 3 Years</u></p> <p>Maintaining a relevant group of contributors and curators, as well as the development of staff knowledge and expertise will be an-ongoing process. The Activities and Outputs therefore remain the same as at the end of 1 year.</p>			

**DEVELOPMENT PLAN 2000 – 2003: EXHIBITION DEPARTMENT**

Objective (4): In order to achieve these aims it will be necessary for the *bfi* and its partner organisations to develop work cultures which ensure the involvement and inclusion of individuals from culturally diverse backgrounds, with particular emphasis on UK communities who are currently under-represented in film and the moving-image, and to treat those individuals with common standards of dignity and respect

Priorities	Activities [and resources required]	Outputs	Performance Measure
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<p><u>After 1 Year</u></p> <ol style="list-style-type: none"> <li>Working with Personnel, to build knowledge of factors conducive to a positive work culture within Exhibition Dept staff, and on appropriate recruitment and monitoring procedures.</li> <li>To maintain and seek to develop London Film Festival, Lesbian and Gay Film Festival and NFT programme advisers, partner organisations and partner venues</li> </ol>	<p>Training in disability awareness for all staff, particularly front-line staff.</p> <p>To review our existing base of programme advisors and identify any areas of need. To audit the range of organisations we work with on a partnership basis, and assess whether they provide the appropriate balance in terms of cultural diversity objectives. To assess the range of venues used and consider their accessibility to diverse audiences</p>	<p>In collaboration with Personnel dept: more positive work environment, higher levels of staff development for staff within target communities.</p>	<p>Much of the Cultural Diversity Development Plan for Exhibition Department involves collaboration and consultation with a wide range of external individuals and organisations. It is more appropriate therefore, that relevant performance indicators are developed in consultation with our Exhibition partners, rather than being determined solely within the Department</p>
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<p><u>After 3 Years</u></p> <p>As Priority 1 (after 1 year), but extended to our Exhibition partners.</p> <p>As Priority 2 with revisions implemented following year 1 review will be re-assessed after 2 years of operation</p>	<p>As Objective 4, Priority 1 (after 1 year), but in collaboration with all Exhibition partners</p>		
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***bfi* COLLECTIONS**

**DEVELOPMENT PLAN 2000 - 2003 - COLLECTIONS**

Aim 1: To encourage awareness, education and appreciation of film and the moving-image relating to the diverse cultures within the UK, recognising and reflecting different histories, heritages and contemporary practices with a particular focus on communities which may experience social exclusion on grounds of race, disability or sexuality

Priorities	Activities [and resources required]	Outputs	Performance Measure
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<u>After 1 Year</u>			
<p>1. To develop an implementation strategy for the Acquisition and Disposal Policy which itself highlights our commitment to collecting culturally diverse material.</p>	<p>To develop contacts with intermediary and representative organisations in order to:</p> <p>i) make contact with those groups producing material in these areas, within current production</p> <p>ii) build a picture of who is producing what and for whom</p>	<p><b>Output</b> will be a strategy document, a contacts database and probably a document describing the current production scene with special reference to cultural diversity areas.</p> <p>The next stage of <b>activity</b> may require extra resources as we want to be proactive in targeting these groups, publicity, mail shots, purchasing prints and related materials where necessary. Resource - estimated cost £20K</p>	
<p>2. To ensure that key parts of collections relating to cultural diversity issues are documented and promoted widely</p>	<p><b>Activity 1:</b> To make the Asian Poster collection accessible (see also objective 4). Resource is already identified and allocated.</p> <p><b>Activity 2:</b> To ensure the widest dissemination of contextual and subject information about the culturally diverse parts of collections</p> <p><b>Activity 3:</b> To create contextual materials for all films released and programmed from <i>bfi</i> Collections</p>	<p><b>Output</b> will be good quality prints/negs in the archive and related materials available for research and access.</p> <p><b>Output</b> will be the completion of the cataloguing exercise and the availability of the collection for exhibition and research. This should tie in with the pan-Institute project on South Asia in 2002. Funding should be sought for exhibitions in major venues around UK.</p> <p><b>Output:</b> Ethnic Notions catalogue of Black and Asian films, Gay and Lesbian catalogue, Colonial Films catalogue. All to be up on <i>bfi</i> website</p> <p><b>Outputs:</b> All video/ DVD releases have supporting notes and detailed credits, and there will be a minimum of one video release in each of three prioritised areas of cultural diversity</p>	

<p><u>After 3 Years</u></p> <p>1. Will be to continue to acquire materials in accordance with an updated acquisition strategy. Acquisition Policy will be reviewed then too. Activity and outputs will be as defined above - this is a long-term activity for us.</p> <p>2. To continue to ensure that key parts of collections relating to cultural diversity issues are documented and promoted widely</p>	<p>To develop the <i>bfi</i> Collections Curatorial Group and Governors subcommittee to focus and develop research, publication and programming from the collections.</p> <p><b>Resources:</b> Extra requirement of £5k per annum.</p> <p>It will also involve setting up a National Film Register that will promote and publicise key culturally diverse titles.</p>	<p><b>Output</b> will include high-profile research fellows (e.g. Edward Said, Caryl Phillips, Toni Morrison, Jaki Kaye, Stuart Hall) being invited to curate core collections. We will also seek collaboration with BBC History Zone on getting programmes commissioned from this material, and to tie-in publishing with BBC History magazine.</p>	
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**DEVELOPMENT PLAN 2000 - 2003 - COLLECTIONS**

Aim 2: To promote public access to film and the moving-image which relates to the diverse cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
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<u>After 1 Year</u>			
<p>1. To ensure that the subject-indexing of films and television titles is appropriate for the identification of culturally diverse groups and the retrieval of material using those groups and their specific identifying characteristics as key terms.</p>	<p><b>Activity</b> is to review the subject indexing terms used in the past and to update those that are most likely to be out of date (these include those used to describe cultural diversity in all its manifestations). This is a long-term project.</p> <p><b>Resources</b> for the start of this project are being provided by the HLF project which has already paid for subject indexing software development.</p>	<p><b>Output</b> will be the new subject indexing system. Off shoots from this would be to produce a new filmography of ethnic films, gay and lesbian films etc. A whole new range of titles for such filmographies will be possible once the new range of keywords has been identified. Additional resources will be needed for new filmographies to be produced - estimated cost £5K</p>	
<p>2. To ensure high level of public access to collection materials</p>	<p><b>Activity 1:</b> At least 20 percent of all video/ DVD releases to be cultural diversity titles</p> <p><b>Activity 2:</b> High-profile theatrical release of culturally diverse material to allow national access and widespread editorial (disability subject to acquisition of material)</p> <p><b>Activity 3:</b> Programming collections material in wider range of spaces than independent and specialist cinemas in order to reach wider and more diverse audience</p> <p><b>Activity 4:</b> Developing the South Bank Centre Mediatheque specification and development plans for the Museum to allow for greater social inclusion and access to <i>bfi</i> Collections</p>	<p><b>Output</b></p> <ul style="list-style-type: none"> <li>• <i>Pink Narcissus</i></li> <li>• Kenneth Anger vols 1-3</li> <li>• <i>Club de Femmes</i></li> <li>• <i>Sick</i> (subject to BBFC)</li> <li>• <i>To Sleep with Anger</i> (subject to completion of rights negotiation)</li> <li>• <i>Maidens in Uniform</i></li> <li>• <i>Burning and Illusion</i></li> </ul> <p><b>Output</b></p> <ul style="list-style-type: none"> <li>• <i>Shaft</i></li> <li>• <i>Burning an Illusion</i></li> <li>• <i>Maidens in Uniform</i></li> <li>• <i>To Sleep with Anger</i> (as above)</li> </ul> <p><b>Output</b> Building relationships with:</p> <ul style="list-style-type: none"> <li>• Local mainstream cinemas</li> <li>• Thematic tie-ins with museums and galleries exhibitions</li> <li>• Leisure Centres</li> </ul> <p><b>Output:</b> Consultation throughout the planning process with wide range of diverse and local audiences; full representation and diversity of cultures throughout the museum displays; guest curators from diverse</p>	

<p><u>After 3 Years</u></p> <p>To ensure high level of public access to collection materials</p>	<p><b>Activity 1:</b> To prioritise the culturally diverse titles in the <i>bfi</i> Production back catalogue and to make all of the material accessible through programme of restoration and cataloguing and promotion at international markets.</p> <p><b>Activity 2:</b> Minimum 20 percent of all video/ DVD releases will cover the three key areas of cultural diversity, with new branded strand of Black and Asian filmmaking, and tying in with South Asia 2000 and Disability 2003.</p> <p><b>Resources:</b> Additional Investment of £10k needed for subtitling and rights of Indian material</p> <p><b>Activity 3:</b> To ensure hearing impaired audiences have access to our films</p> <p><b>Resources:</b> Extra investment not yet costed</p> <p><b>Activity 4:</b> Further developing the South Bank Centre Mediatheque specification to allow for</p>	<p><b>Outputs:</b></p> <p>Black and Asian:</p> <ul style="list-style-type: none"> <li>• <i>Pressure</i></li> <li>• <i>Burning an Illusion</i></li> <li>• <i>Ten Bob in Winter</i></li> <li>• <i>Private Enterprise</i></li> <li>• <i>Body Beautiful</i> (also disability)</li> <li>• <i>The Attendant</i> (also sexuality)</li> <li>• <i>Looking for Langston</i> (also sexuality)</li> <li>• <i>Frantz Fanon</i></li> </ul> <p>Gay and Lesbian:</p> <ul style="list-style-type: none"> <li>• <i>Flames of Passion</i></li> <li>• Disability:</li> <li>• <i>Gallivant</i></li> <li>• <i>Sixth Happiness</i></li> <li>• To acquire sales rights</li> <li>• <i>Ballad of Reading Gaol</i></li> <li>• <i>Alfalfa</i></li> <li>• Sankofa back catalogue</li> <li>• Find world partners for Derek Jarman DVD compilation</li> </ul> <p><b>Output:</b></p> <ul style="list-style-type: none"> <li>• <i>Sex in Chains</i></li> <li>• <i>Borderline</i></li> <li>• Oscar Micheaux compilation</li> <li>• <i>Sixth Happiness</i></li> <li>• <i>Mother India</i></li> <li>• <i>When Billy Broke His Head</i></li> <li>• <i>Pyaasa</i></li> <li>• <i>Sant Tukuram</i></li> <li>• Colonial Films package</li> <li>• <i>Pressure</i></li> <li>• <i>Somewhere Over the Rainbow</i></li> </ul> <p><b>Output:</b> To develop our programme of supply of hearing impaired materials by introducing closed captioning to our DVD releases</p>	
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## DEVELOPMENT PLAN 2000 - 2003 - COLLECTIONS

Aim 3: To be an authoritative and accessible knowledge resource on the diverse film and moving-image cultures within the UK with a particular focus on serving Black and Asian, disabled and lesbian and gay communities

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>To increase staff knowledge in these areas so that they can be that knowledgeable resource.</p>	<p><b>Activity 1:</b> Through the Acquisition Policy implementation and through participation in the Black and Asian Archives Working Party a number of staff will develop their knowledge in these areas.</p> <p><b>Activity 2:</b> Through the Curatorial Group we will start programme of staff development</p> <p><b>Activity 3:</b> Research and acquisition of representative titles from key periods in history of film and television, including history of representation, data on key film-makers etc</p>	<p><b>Outputs:</b> Are hard to specify in this area but are closely linked to output from acquisition activity.</p> <p><b>Outputs:</b> Programme of lectures to staff as part of research into these areas of collections; development of sabbaticals and research opportunities for staff</p> <p><b>Outputs:</b> These will flow from the research flowing from the Curatorial Group, and cannot yet be specified</p>	

## DEVELOPMENT PLAN 2000 - 2003 - COLLECTIONS

Objective (4): In order to achieve these aims it will be necessary for the *bfi* and its partner organisations to develop work cultures which ensure the involvement and inclusion of individuals from culturally diverse backgrounds, with particular emphasis on UK communities who are currently under-represented in film and the moving-image, and to treat those individuals with common standards of dignity and respect

Priorities	Activities [and resources required]	Outputs	Performance Measure
<p><u>After 1 Year</u></p> <p>To involve members of the culturally diverse groups in activities which relate to their cultures.</p>	<p><b>Activity 1:</b> Is the cataloguing and preservation of the Asian poster collection, which will involve working with Asian film specialists to identify and describe the material. The resource for this project has already been identified and allocated in this budget year - approximately £7K.</p> <p><b>Activity 2:</b> Is the involvement of staff in the Black and Asian Archives Working Party whose aims are specifically to look at improving relations between that culturally specific group and audio-visual archives which might preserve their material.</p> <p><b>Activity 3:</b> Development of cultural diversity placements within collections</p>	<p><b>Output:</b> Of the first activity will be a properly cared for collection and a strong working relationship with Asian film specialists.</p> <p><b>Output:</b> Of the second activity is harder to quantify; in qualitative terms, staff will have a greater understanding of barriers that may exist between cultural communities and public sector archives.</p> <p><b>Output:</b> Trainees who are now in a position to gain employment within either the <i>bfi</i> or growth sectors of the entertainment industry.</p>	

<u>After 3 Years</u>	<b>Activity:</b> We would like to see pan-Institute development of outreach programme to careers officers to raise awareness about scope of Collections work and to encourage young people from culturally diverse backgrounds to think about working in this sector.		
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## **Appendix 4 – Organisations Consulted**

The following are among the organisations who were sent copies of the Cultural Diversity Strategy (Phase 1):

Association of Local Government Arts Officers  
BBC and independent broadcasters  
British Federation of Film Societies  
British Screen British Screen Advisory Council  
Cinema Exhibitors Association  
COMEX  
Culturally Diverse Exhibitors Alliance  
DCMS  
Education Establishments  
Equal Opportunities Commission  
FIAF - International Federation of Film Archives  
Film Archive Forum  
Film Education  
Film festivals  
Film societies and clubs  
Independent exhibitors  
Independent minority moving-image distributors  
Independent minority moving-images producers  
Local Government Association  
Media Development Agencies  
Metier Motion Picture Association  
Minority community groups  
Minority moving-image collectors/collections  
Moving-image makers  
National and regional film and television schools  
National training bodies  
New Producers Alliance  
Northern Ireland Film Commission  
PACT  
Regional Arts Boards  
Regional Film Theatres  
Relevant European Commission bodies  
Schools throughout the UK  
Scottish Screen  
Sgrín  
Skillset  
Society of Film Distributors  
TEC National Council Minority Media  
The Commission for Racial Equality  
UK Arts Councils  
UK National Film Bodies  
Voluntary Arts Network  
Working Group Media Departments at universities and colleges

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