



Llywodraeth Cynulliad Cymru  
Welsh Assembly Government

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# Creative success – a strategy for the creative industries in Wales



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**Andrew Davies**  
Minister for Economic  
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The Welsh Assembly Government is committed to sustainable economic development. Our Economic Development Strategy, 'A Winning Wales', outlines the aspiration for Wales to have increased its standard of living to match that of the UK within a generation, and for Wales to be increasingly prosperous.

To achieve these ambitious goals, the Welsh Assembly Government needs to provide high quality, business led support for new and existing growth sectors and clusters across Wales. More profitable businesses will employ more skilled people in better paid jobs and buy more goods and services from other businesses in Wales.

In order for the public sector to provide such support, we need to engage in a real and tangible way with successful businesses, to gain the deepest possible understanding of their needs.

This report, which builds on significant dialogue between successful creative businesses and the Welsh Assembly Government, is the start of a process which we believe will lead to the development of a lasting, world class public/private partnership, and the development of a truly vibrant and successful creative industries sector in Wales.

## Foreword



The Welsh Assembly Government is committed to the sustainable economic development of the economy in Wales. It has already supported the development of a number of sectoral initiatives in Wales, such as those for the automotive, aerospace and technology industries. This strategy builds on this collaborative approach and explains how the Welsh Assembly Government intends to expand its already comprehensive portfolio of support to encompass the creative industries – businesses rooted in the exploitation of creative intellectual property (IP). The creative industries achieve financial viability principally through exploiting their intellectual property rights. In this way they achieve profitability, sustainability and make a positive contribution to the economy.

### **Why are creative industries important to the future of the economy in Wales?**

This strategy is directed at commercial creative businesses who compete globally in the ‘tradable services sector’ and make an important contribution to modern economies. From 1997–2004, for instance, employment in the UK in the creative industries grew at a rate of 3% per annum, compared to a rate of 1% for the economy as a whole.\*

This strategy aims to:

- Support and encourage those Wales-based creative businesses that can make a significant contribution to the economy in Wales

# Executive summary

- Stimulate growth in the creative industries in Wales, both by encouraging more inward investment, and encouraging more business to Wales

Whilst the strategy's initial focus is on film, television, new media and music, it does not exclude other sectors that are also able to make a significant contribution to the Welsh economy by exploiting creative IP.

### **The opportunity for the Welsh economy**

Wales has often been thought to be on the point of a 'breakthrough' in one sector of the creative industries or another. In music, artists like the Manic Street Preachers, Stereophonics, Lostprophets, Bryn Terfel, Tom Jones, Catatonia and Charlotte Church have enjoyed outstanding success. Welsh animators, such as the creators of 'Super Ted', have done well in international markets, and the Welsh television production sector is one of the UK's largest regional centres.

Whilst encouraging, these successes have not led to a strong commercial base in music or television production in Wales. In television, for instance, Welsh companies chiefly serve the publicly financed – or protected – Welsh broadcasting sector.

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\*Source: Creative industries economic estimates statistical bulletin, Department of Culture, Media and Sport, UK Government.



## Exploiting market opportunities by creating, retaining and exploiting intellectual property

The Welsh Assembly Government believes Wales-based creative businesses can exploit new opportunities if they create, retain and exploit IP and become:

- Demand led, producing more output attractive to UK and international markets
- More profitable, by retaining a proportion of their IP, investing in new products, and entering new markets

The Welsh Assembly Government believes that, together with enhanced public sector understanding of the creative industries, the following major elements of public investment are now needed to encourage Wales-based businesses to create, retain and exploit IP, including:

- A new £7 million creative IP fund, designed to secure work for Wales and its creative businesses
- More and better strategic investment in Wales-based creative businesses
- A new strategic approach to providing business support for the creative industries
- Re-focussed training and education

These new approaches will add to and complement existing public sector support which is available across the UK, including:

- The Small Firms Loan Guarantee, which provides an alternative for fast growing businesses which may have problems raising the necessary finance from more traditional lenders
- Inland Revenue Research and Development Tax Credits, which have been revised to encompass a new wider definition of Research and Development
- The establishment of a UK Creative Industries Intellectual Property Rights Forum, to help ensure that intellectual property rights are protected in the most effective way possible

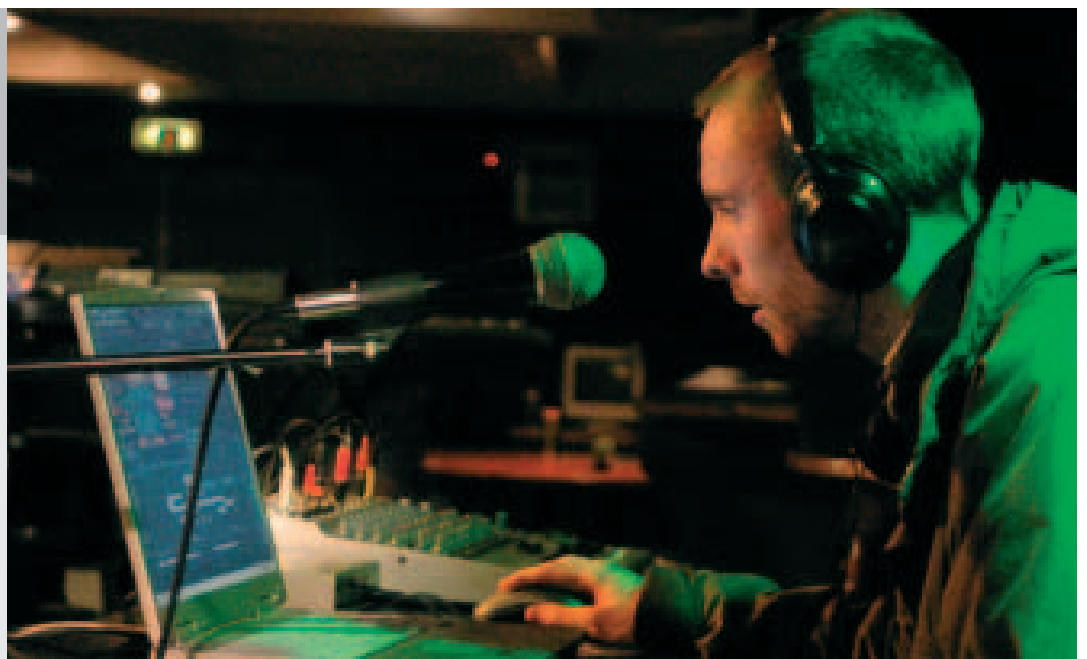
### **A creative IP fund**

This new fund will make investments in creative content projects rather than in creative IP businesses and will adopt a private sector model that:

- Makes 'up-front' investments in creative IP in return for a share of future royalty streams
- Proactively seeks out commercially viable deals

This will help ensure the fund's future sustainability and will have two major benefits for Wales-based creative businesses. It will:

- Attract more creative content production to Wales
- Help put Wales-based creative businesses in a better position when creating and selling ideas



In total, an additional £7 million has been allocated over the next 3 years to finance this fund.

### **A new strategic approach to providing business support for creative businesses**

Heralding a significant change in public sector support, the Welsh Assembly Government will be establishing a new strategic service for commercially focused Wales-based creative businesses. Initially taking advice from expert panels of leaders in television, film, music and new technology, later expanding its horizon into creative industries sectors such as design and print media, this service will be a specialist support hub providing intelligence, advice and guidance. This service will not stand in isolation, but will be backed by the Welsh Assembly Government's Knowledge Bank, which will provide a range of high quality services and advice to knowledge-based businesses with high growth potential.

In future, creative industries' needs will be addressed by:

- Continuing to provide basic support and advice, such as help with VAT registration, or the preparation of business plans
- Providing specialist advice on industry/sector-specific issues
- Helping businesses to procure specialist support directly from the open market



### The need for change within the public sector

This review found a current weakness in the public sector's understanding of creative businesses, with a particular lack of any specialist sector expertise either to provide support to the businesses that need it, or to ensure that public sector investment decisions are properly informed.

Whilst it is unrealistic to expect WDA or Finance Wales employees to have a complete understanding of every industry they are called upon to assist, the current level of industry expertise needs to be improved.

For instance, Commercial Investment and Venture Capital houses place high importance on industry expertise, therefore, media businesses will be dealt with by media specialists with a good grasp of their needs. These specialists, however, will operate formal and informal industry networks, so that they can further investigate opportunities in detail.

It is not an admission of failure to acknowledge that the public sector does not – and cannot – know the details of all business sectors. We would be failing these businesses, however, if we did not put systems in place to obtain the information and knowledge needed to make sound investment decisions and provide good business advice.



To ensure that, in future, there is greater expertise within the public sector the Welsh Assembly Government will implement an internal communications programme that will:

- Better equip client-facing staff with information on the way in which creative businesses operate and the issues they face
- Enhance the capability of staff to provide credible advice and guidance to creative businesses

Additionally, the new Welsh Assembly Government strategic service for commercially-focused Wales-based creative businesses will provide advice and guidance on more complex issues. The Welsh Assembly Government is also establishing ways of obtaining expert knowledge through a panel of high quality industry advisors with a history of high level experience in financially successful ventures – the type of people who know how to run successful businesses in the creative industries.

### **Re-focussing training and education**

Investing in industry-focused education and training to encourage the development of creative businesses in Wales will be crucial. To support the work of the new strategic service for creative businesses, the Welsh Assembly Government will ensure that creative businesses receive targeted help with their training and skills development needs.



# 2

This is the second\* in a series of business-led, industry-specific strategies exploring and addressing some of the major issues impacting the performance of strategic business sectors in Wales. Clearly businesses drive economic growth, but the Welsh Assembly Government recognises that key parts of government also have a role to play in facilitating economic growth.

The fundamental objective of Welsh Assembly Government support is to continue to generate positive growth in the Welsh economy by:

- Increasing the profitability of existing businesses
- Helping businesses to set up in Wales
- Encouraging increased research and development in Wales
- Providing more high quality jobs

In preparing this strategy we:

- Canvassed the leaders of numerous successful creative businesses (operating both in Wales and elsewhere) to understand how the public sector could facilitate growth in the creative industries in Wales
- Commissioned a full review of the effectiveness of the economic development aspects of media agency for Wales, Sgrŷn Cymru Wales, and the Welsh Music Foundation

## Introduction

- Analysed the effectiveness of the Welsh Assembly Government's relationship with other agencies that have wholly or partly a remit to support the creative industries

This strategy outlines the key issues raised and details our considered responses.

### **The creative industries in Wales**

The creative industries in Wales comprise a number of industry sectors, some of which could be viewed as discrete from each other but, increasingly, industry convergence is bringing these sectors together.

The main sectors in the creative industries in Wales addressed by this strategy are:

- Film
- Television
- New media
- Music

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\*The first strategy was for the technology industry.



Importantly this strategy does not exclude other sectors, such as print media/publishing, that may also be able to make a significant contribution to the economy in Wales by exploiting IP. Rather, for strategic reasons, there was an urgency to deal with these sectors first. Once the necessary delivery mechanisms are in place, solutions for other creative sectors will be developed.

### **Advantages enjoyed by the creative industries in Wales**

The creative industries in Wales enjoy a number of advantages, including:

- One of the creative industries' World centres, London is only 2 hours away from south east Wales. London is now becoming too expensive for lower cost creative business start-ups
- Wales' talent pool is wider than is currently recognised by those outside Wales. For instance, Welsh language broadcasting has created, over a 20 year period, a considerable trained human resource
- In a number of areas, the creative industries are well supported by education and training provision
- Ofcom's requirement that 25% of network TV is produced by independent producers, and that 33% of network TV hours are produced outside London, represents new opportunities to serve the UK's main TV networks

### Exploiting global market opportunities for creative content

The creative industries compete in the tradable services sector and make an important contribution to the global economy. For these businesses success means creating, retaining and exploiting world-class IP that satisfies global market demands.

By creating, retaining and exploiting IP, creative businesses can become profitable, sustainable businesses that create value, jobs and prosperity. Such businesses remain profitable by anticipating and responding to market demands.

### Culture's link to the creative industries

This is an economic development strategy and focuses on the creative industries solely as wealth generators. The world of the arts, entertainment and media has benefits for mankind that are of immeasurable value.

The Welsh Assembly Government takes it as given that the importance of art and culture to Wales extends beyond economic wealth generation:

- Both are fundamental to people's way of life and civilisations are largely judged by their culture
- Most successful creative businesses' products have, in some way or other, their foundations in a nation's culture

Image courtesy of Ken Dickinson



Indeed, Wales' bedrock of creative and technical talent has been shaped by the unique cultural characteristics of its people, enhanced by its language and its art.

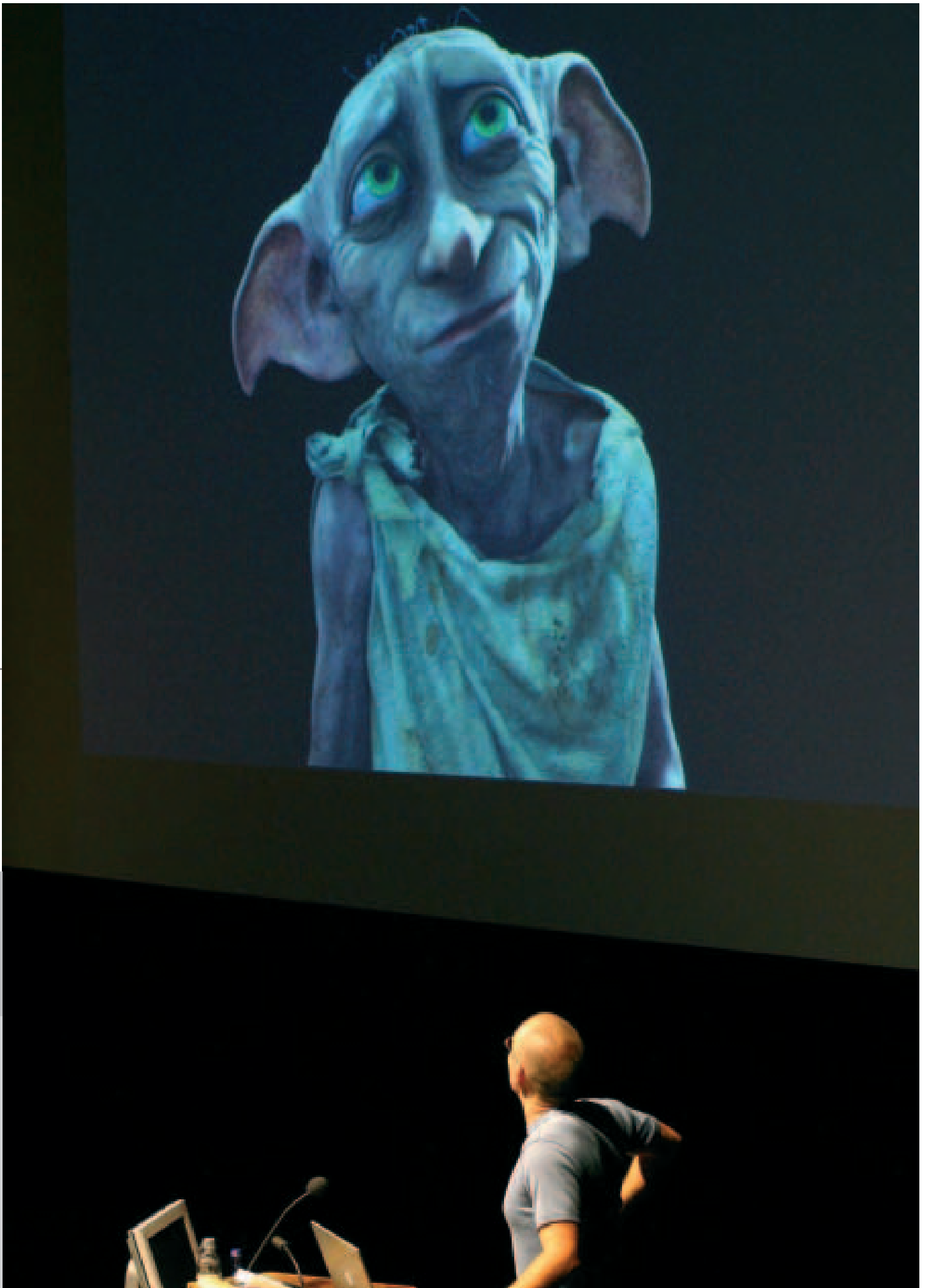
The Welsh Assembly Government recognises the inter-linkages between culture and the creative industries, and is committed to careful management of the cross-over.

### **Welsh Assembly Government action**

The Welsh Assembly Government believes that an enhanced public sector understanding of the creative industries, together with the following major elements of public investment, will encourage Wales-based businesses and individuals to create, retain and exploit IP:

- A new £7 million creative IP fund, designed to secure work for Wales and its creative businesses
- More and better strategic investment in Wales-based creative businesses
- A new strategic approach to providing business support for the creative industries
- Re-focussed training and education





# 3

The majority of creative business leaders consulted highlighted three significant issues for the future success of the creative industries:

- For Wales-based creative businesses to sell content globally and not simply to the Welsh market
- To be demand led, or produce output attractive to UK and global markets
- To retain and exploit as much of the IP relating to their content as possible

### **Selling content profitably in the global market**

To ensure their long-term sustainability, it is imperative that Wales-based creative businesses are less reliant on the local market. Competing in other markets will present Wales-based creative businesses with a wealth of opportunities.

Creating, retaining and exploiting IP is key to the success of Wales-based creative businesses, the creative industries in Wales as a whole, and ultimately the Welsh economy.

Often though, creative businesses are faced with a choice:

- To sell, once and for all, the IP related to a particular piece of creative content. All rights relating to the IP then transfer to the new owner

## Creative IP fund

- To license the IP for a certain period or for a particular geographical territory. In retaining primary IP, its original creator can earn more revenue by licensing the sale more than once

Creating, retaining and exploiting IP presents a number of challenges for Wales-based creative businesses:

- Those creative businesses wishing proactively to create content to pitch to potential buyers may face difficulties raising necessary funding to create content of appropriate quality
- Creating content with sufficiently high production values to enable them to be both considered seriously and to negotiate effectively
- Financing the production of 'licensable' content is often difficult, and creative content must be 'saleable'
- Many creative businesses lack the commercial skills and knowledge required to license content effectively

### **How the creative IP fund can help Wales-based creative businesses**

The Welsh Assembly Government is launching a new £7 million investment fund, delivered via Finance Wales, that will make investments in creative content. These investments will be made on a project-by-project basis, with part ownership of IP being taken as equity, rather than the more traditional approach of taking an equity stake directly in the business.



The fund's aim is to help enable creative businesses to create and sell more content in markets outside Wales and, in so doing, to retain and exploit their IP. The fund will follow a private sector model:

- In return for an 'up-front' investment in creative IP, the fund will retain a share in future royalty streams achieved as the IP is exploited
- Proactively seeking out commercially viable deals

Operated in association with Finance Wales, using existing financial instruments, the fund will be operational by April 2005.

### **The fund's operation**

Ultimately, the fund must become self-sustaining, so it will invest in a 'balanced risk' portfolio of creative projects. A highly credible staff will manage the fund, seeking out and attracting good deals to Wales.

Key rules for the fund's operation will include:

- Investments will 'piggyback' other commercial investors' wisdom – the fund will mainly operate by 'gap filling', rather than 'pump priming' deals
- As a condition of any investment, an amount at least equivalent to the fund's investment in a project must be spent with creative businesses in Wales. This criterion will ensure that businesses within the creative industries in Wales, such as pre-production, post production, set building etc, will truly benefit as a result of the fund

- The fund will also include a smaller amount of money to invest in lower-scale developments, for example to allow a content concept to be more fully worked up

### **The benefits of the fund and its future**

The creative industries in Wales will benefit in a number of ways from the creative IP fund. It is envisaged that it will:

- Stimulate growth in the creative industries in Wales, by attracting more business to Wales. Increasingly, Wales-based creative businesses will be encouraged to work more closely with UK-based businesses by, for instance, undertaking more co-productions. In so doing, they will become part of a supply chain serving not only the rest of the UK, but other markets as well. This will be helped by the requirement that an amount at least equivalent to the investment made by the fund be spent with creative businesses in Wales
- Help to put Wales-based creative businesses in a better position when it comes to creating and selling ideas. Retention and exploitation of IP is not only essential for such creative industry businesses to flourish, but, in the field of TV production at least, is now strongly encouraged by Ofcom

The fund's performance will be reviewed on an on-going basis to ensure it continues to achieve best value for money. A full evaluation of the fund and its impact will be carried out in year 3 of its operation (financial year 2007–2008).



# 4

Currently the Welsh Assembly Government – through the WDA – contributes around £1.6m annually to the costs of specialist creative industries’ support bodies such as:

- Sgrîn Cymru Wales (Sgrîn), the media agency for Wales, which incorporates the Wales Screen Commission
- The Welsh Music Foundation (WMF)
- Cultural Enterprise Services (co-funded by the WDA and the Arts Council of Wales)

Many other creative industries’ support schemes and organisations in Wales also receive public sector support, such as those supported through Objective 1 funding and those receiving funding through ELWa.

In preparing this strategy, we commissioned Driscoll Associates to conduct a full review of the effectiveness of the economic development aspects of both Sgrîn’s and the WMF’s activities, a further review is currently exploring the activities of Cultural Enterprise Services. The review’s findings acknowledged that:

- Although both Sgrîn’s and WMF’s current activities represent value for money, Sgrîn’s activities were perceived to be biased towards the film sector at the expense of the TV sector. Additionally, Sgrîn’s role as both

## A new strategic approach to business support for the creative industries in Wales

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a cultural and economic development agency, together with its New Media remit, has resulted in a lack of clarity in managing its relationship with the sector

- Their current activities do not meet the future needs of creative businesses

The review also noted the need to:

- Place more emphasis on helping Wales-based creative businesses create, retain and exploit creative IP
- Exploit potential synergies between different sectors of the creative industries – particularly those emerging between traditional media and new technologies
- Address the financial and legal implications for creative businesses in managing IP
- Deal more effectively with convergence, which is a global issue for the creative industries, particularly in relation to the management and exploitation of content. While the world is getting smaller in terms of communication and distribution, the global market is increasing in size and consequently, opportunities are increasing

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Image courtesy of Ken Dickinson



A strategy for the creative industries in Wales

### **A new strategic service for creative businesses**

The Welsh Assembly Government has concluded that there is a strong case for rationalising the current complex support arrangements for creative businesses by channelling funding through a new strategic service for creative businesses. Not only will this overcome some historic problems identified in the Driscoll review, but it will also help to take full advantage of future opportunities within the increasingly convergent creative industries.

Taking advice from a series of expert panels drawn from leaders of successful creative businesses, this new Welsh Assembly Government service will provide:

- Specialist support to Wales-based creative businesses
- Intelligence, advice and guidance to other public sector stakeholders on the potential viability of new support schemes applying for public sector support

In keeping with the Assembly Government's view that sector expertise should inform economic development decisions, there will be an obligation for all relevant agencies to consult appropriately with the service before significant support or investment programmes are embarked upon.

This service will not stand in isolation, but will be backed by services provided by the Welsh Assembly Government's Knowledge Bank, which



will provide a range of high quality services and advice to knowledge-based businesses with high growth potential. This new service will represent a significant change in the support provided to commercial creative businesses in Wales.

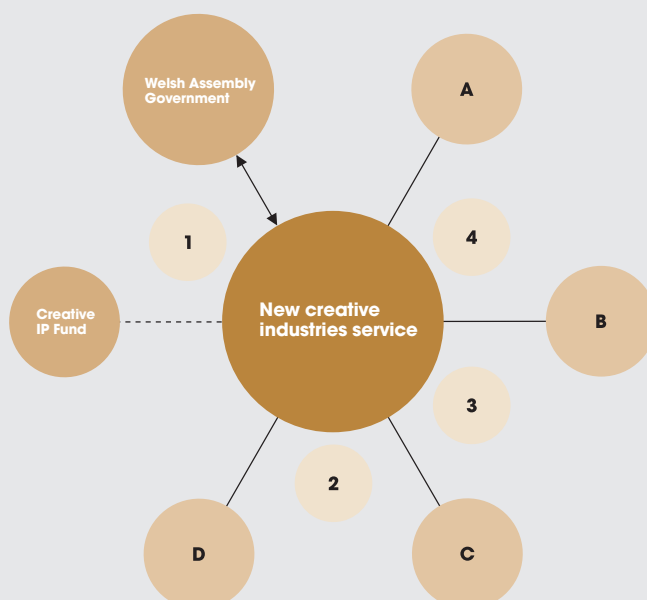
This new strategic service will help to draw up, implement and deliver (either directly or using third parties) ongoing strategies to support the development of the creative businesses in Wales.

### A 'hub and spoke' structure

Figure 1 details the new service's 'hub and spoke' structure, with a central, strategic 'hub' making high level decisions, as well as managing and monitoring the delivery of specialist support through the organisation's separate 'spokes' (represented by circles A, B, C, D in Figure 1). In-house teams would comprise some 'spokes', whilst third-parties would comprise others. Examples of 'spoke' activities include:

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- A** Specialist advice on retention and exploitation of creative IP
  - B** Advice on obtaining different types of finance to facilitate business growth
  - C** Advice on international licensing of IP
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Figure 1: The 'hub and spoke' structure of the new service for creative businesses



Sector advisory panels of creative business leaders (represented by circles 1, 2, 3, 4 in Figure 1) will provide advice on potential opportunities, trends and effective service delivery to the new organisation's 'hub' and 'spokes'. Examples of advisory panels include:

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- 1 Network television

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  - 2 Commercial film

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  - 3 Commercial music

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  - 4 New technology opportunities

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The Welsh Assembly Government will establish an expert, business-led panel, to ensure the new service is designed in the best way to help creative businesses in Wales achieve success. This will include:

- Ensuring that funding mechanisms are relevant to particular sectors
- Identifying public spending on content commissioning and how this can be leveraged to both public and private sector benefit in Wales, through sharing plans and best practice, as well as aggregated procurement

The new service for creative businesses will be operational by March 2005.

#### **Re-focussing existing business support**

Good support and advice is important to all businesses, therefore this review has explored in detail the current business support offering to Wales-based creative businesses. The review concluded that, although

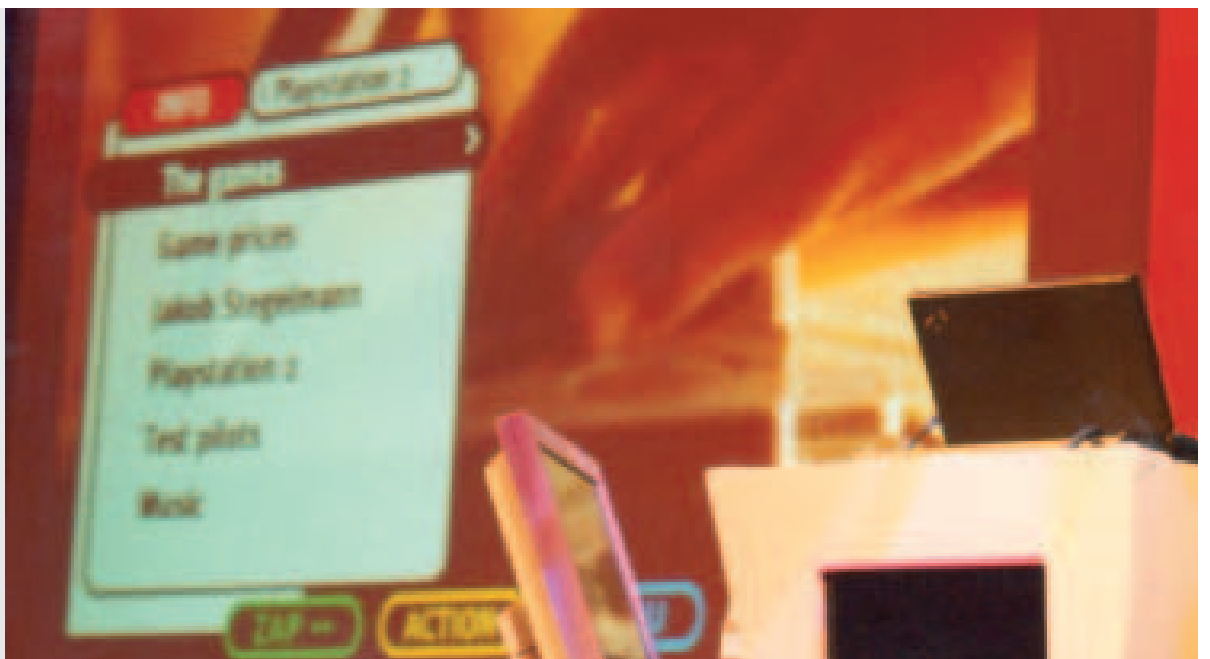
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most creative businesses are no different from any other, in their need for basic business support such as writing a business plan, registering for VAT etc, creative businesses also have more specialist requirements. An historical lack of public sector expertise means that opportunities for increased success may have been missed. To overcome these historical problems and to encourage effective take up of support by creative businesses, Team Wales' client-facing staff must be well-informed and have a well-founded understanding of the creative industries. Consequently, relevant staff will:

- Be encouraged to become more knowledgeable and interested in issues that are of importance to creative businesses
- Undergo a training programme relating to the creative industries
- Establish effective links with the new service for creative businesses, so that any decisions involving the creative industries – locally or nationally – will benefit from the sector's views and expertise

Additionally, the Welsh Assembly Government's new service for commercially-focused Wales-based creative businesses will provide advice and guidance on more complex issues. The Welsh Assembly Government is also establishing ways of obtaining expert knowledge through a panel of high quality industry advisors with a history of high level experience in financially successful ventures – the type of people who know how to run successful businesses in the creative industries.

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### **Sector marketing**

The WDA's sector marketing team includes a sector marketing manager for the creative industries. Irrespective of future organisational change, the Welsh Assembly Government's aim is to continue to work with businesses to market sectors appropriately and develop their reputation both in Wales and internationally.

### **WalesTrade International**

WalesTrade International is responsible for the delivery of support to Wales-based businesses, including creative businesses, to develop their capabilities and build their capacity for international trade. WalesTrade International will work closely to deliver services as required for the new service for creative businesses.

### **Creative clusters**

The clustering of creative activity, both in the form of traditional businesses, subsidised enterprises, and social economy businesses, is recognised by both public and private sectors as an effective way not only to support creativity and business, but also to support regeneration. Indeed, creative industry clustering offers much potential for regeneration in Wales. Creative clusters as diverse as Hollywood, Manchester's Northern Quarter and Birmingham's Custard Factory have all made a positive impact on local, national and international economies.

Wales is already home to a number of creative clusters. A 50-strong cluster is housed at Cardiff's Chapter Arts Centre, whilst Caernarfon's newly formed Galari creative cluster has adopted a flexible, commercial approach to providing support. There are also a number of creative networks in Wales. With the WDA's support, mid-Wales-based creative businesses have formed a virtual business called Digital Matrix; Digital Matrix acts as a 'hub' for member businesses.

The Welsh Assembly Government will encourage the formation of Wales-based creative clusters. Interest has been expressed in developing Creative Industries 'quarters' in major cities such as Cardiff and Newport, with close links not only to existing business networks, but also centres of excellence in higher and further education. In addition there are plans to link the development of cultural quarters in Cardiff and Newport so that they become complementary rather than competitive. Supporting such regeneration can be a complex process, so all schemes with potential for public support will be expected to seek advice and guidance from the Welsh Assembly Government's new service for creative businesses.



# 5

To support the work of the new service for creative businesses and the new Creative IP Fund, the Welsh Assembly Government will ensure that creative businesses receive targeted help with their training and skills development needs.

Research undertaken for this review suggests that the following must be addressed:

- A better understanding of the skills needs of the creative industries
- Training programmes that are responsive to business needs, including those for freelancers and new entrants
- Developing a multi-skilled, flexible workforce
- Careers advice for people thinking of entering the creative industries

These findings will be addressed as follows:

- ELWa, working in conjunction with the new service for creative businesses, Skillset Cymru (Skillset), and the aspirant Cultural and Creative Industries' Sector Skills Council, will identify skills and training needs and put in place training programmes that address these needs
- ELWa will establish better 'networking of learning' provision. Indeed, this sector will be one of ELWa's sectoral pathfinder learning networks and is currently working in partnership with Skillset Cymru in this respect
- Flexible workforce development support for growth businesses will be developed and introduced for creative businesses, as soon as possible

## Targeted training for the creative industries

Such support will provide training provision geared to the specific needs of such businesses.

### **Identifying and addressing skills needs**

Creating exploitable IP requires a range of skills, including:

- Business, finance and legal skills
- Technical skills needed in design and production
- Artistic and creative skills
- Generic skills such as communication, team working and management

Sector skills councils are new, UK-wide employer-led bodies responsible for identifying and addressing the skills needs of particular sectors. The creative industries for the whole of the UK are represented by:

- Skillset Cymru (Skillset): film, television and interactive media\*
- The aspirant Creative and Cultural Industries sector skills council: music\*\*

There are strong linkages and similarities between commercial music, film and TV, which goes hand in hand with the movement between these industries of key personnel. The music industry in Wales, in discussion with the Music Business Forum, will actively explore these convergence issues. To ensure the skills councils' remit in Wales align with the needs – and decisions – of Wales-based businesses, we will explore the possibility for Skillset to deliver services in this area.

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\*Skillset's remit also extends to commercials, corporate production, radio, facilities, photo-imaging and animation.

\*\*The aspirant Creative and Cultural industries sector skills council's remit also includes: the arts, crafts, design, museums and galleries.



ELWa will work closely with the sector skills councils to ensure the specific needs of the creative industries are identified and suitable learning provision is put in place.

This will include:

- Undertaking research into the sector's labour market
- Incorporating the findings of the 'Future Skills Wales' research
- Developing and implementing a Sector Skills Agreement for the audio visual industries in Wales
- Developing a Learning Network for the audio visual industries

The new service for creative businesses will ensure such strategic collaboration becomes reality and really meets the needs of Wales-based creative businesses. For instance, by working in partnership Skillset Cymru's Skills Panel.

Together, ELWa, HEFCW, the Sector Skills Councils and the new service for creative businesses will develop training programmes that are 'designed by business for business'. In conjunction with its strategic partners, Skillset is currently developing a Sector Skills Agreement which will set out particular issues and nominate those partners responsible for their resolution and



financing. This systematic approach will lead to a better understanding of skills ‘supply and demand’ issues and how they can be more closely matched. The agreement will be key to the delivery of this strategy.

### Improved learning provision

Numerous organisations are involved in learning provision for the creative industries:

- Wales’ higher education colleges offer around 353 media-related courses
- Private training providers specialise in ‘work-related’ provision such as Skillset professional qualifications (which include Modern Skillsets and the Apprenticeships and NVQs delivered by Cyfle)
- UK Film Council’s joint 5-year film strategy, ‘A Bigger Future’, is a £50m investment. Led by Iain Smith, producer of ‘Alexander’ and ‘Cold Mountain’, the strategy aims to help stabilise the industry in the face of increased global competition. It includes a number of UK-wide skills development schemes, including:
  - Grants for film industry professionals to attend training in business skills and new technologies
  - Approving Screen Film Academies and a Film Business Academy as centres of excellence which collectively offer vocationally orientated education directly relevant to the film industry

Image courtesy of Ken Dickinson



- The strategy also proposes to establish a new system of approval for higher education film courses, improve the quality and availability of careers advice, and establish a time bank for industry professionals to visit schools and universities. A UK Film Trainee Network, improving access to modern apprenticeships for film and providing funds for companies to take on trainees, are also included

Another valuable development is the creation of a new credit and qualifications framework for Wales. The framework enables particular qualifications to be achieved in 'bite-sized' chunks, with learning credits.

### **Strategic learning provision**

It is now clear that we need to take an ever more strategic approach to learning provision, and in so doing raise quality to international standards, reduce overlap, and develop centres of excellence. ELWa is achieving this through a major programme of learning network development and, because of its importance, has selected the audio visual industries to be one of its pathfinder projects.

Research undertaken in the preparation of this strategy noted the need for more targeted careers advice and information. To address this, Skillset is currently developing partnerships and raising funding to establish Skillset

Careers (formerly called 'skills4media') in Wales. The service will offer careers advice and guidance via email, telephone and face-to-face for anyone wanting to enter or progress in the audio visual industries.

### **Flexible funding**

Whilst many creative businesses fund their own training and are likely to continue so to do, there is still a role for the public sector to play.

ELWa is developing a suite of vocationally orientated learning programmes. It is vital, however, that the funding and administrative arrangements for these programmes remain flexible to meet businesses' needs. ELWa will be working with the sector skills councils to develop and pilot flexible workforce development support. This will include an assessment of agreed training needs, with assistance being tailored according to need.





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Welsh Assembly Government