



Irish Film Institute

IFI STRATEGY 2013 – 2016



CHAIRPERSON'S PREFACE



The year 2012 was really significant in the long history of the Irish Film Institute, dating back to 1943, with three major milestones achieved within the year:

- A better future for our IFI Irish Film Archive collection was secured with capital raised for an IFI Irish Film Archive Centre at NUI Maynooth, made possible through collaboration with the BAI, IFB, Arts Council and the Department for Arts, Heritage and the Gaeltacht, and donations from our audiences;
- For the month of September, IFI celebrated with the public 20 years at our home in Temple Bar reflecting on the development of audiences for film culture, education and archive nationally and internationally, and curating a series of events and discussions about IFI;
- IFI Film Focus was launched by Minister for Education and Skills Ruairí Quinn TD, documenting three years of action research in Ireland. Undertaken by IFI Education in partnership with the Irish Film Board, it informs future collaboration with partners in film education, media literacy and lifelong learning.

These key milestone achievements in 2012 are a credit to everyone involved in creating, programming, funding, communicating and progressing these ambitious projects over the years, and they inform key aspects of the IFI's Future Strategy. I would like to take this opportunity to acknowledge the legacy of all those people and funding partners who made it possible for the IFI centre in Temple Bar to exist in 1992. In the 1980s and 1990s so many people within the IFI Council Membership campaigned, designed, imagined and worked passionately to create this extraordinary public resource for film culture. Thanks to all the Founding Directors, Board Members and Funding Partners for creating a place that is loved and cherished today as the home of our national cultural institution for film.

This IFI Strategy is informed by an in-depth consultation process to reflect on our core purpose and mission, and in particular on key priorities for the next 3 years. It was wonderful to see so many of those same founders and campaigners engage with our consultation process to shape the IFI's Future Strategy. The Board is very grateful to all those who participated in the process and told us what they think and how they feel about their national cultural institution for film. The outcome of the process shaped this IFI Strategy 2013-16, ensuring that our work is relevant and meaningful for current and future generations.

Eve-Anne Cullinan

Chairperson

Irish Film Institute

DIRECTOR'S STATEMENT

Film is contemporary culture's most relevant and influential art form and has the power to excite, captivate and challenge audiences. It is intrinsically culturally diverse and accessible, and is a powerful force in broadening the base of arts participation amongst the public. Through the development of the IFI Strategy 2013-2016, we wanted to ensure that the IFI continues to deliver programmes of excellence, and that it remains one of Ireland's most effective and influential cultural organisations, attracting a significant, loyal and engaged audience.

What was key for us during this strategy development was to engage as many people as possible in a consultation process. With this in mind, we looked to our various constituencies for feedback and input. We included audiences through focus groups and quantitative research; we presented seven key questions to the IFI Council and sought their input through group sessions and other means of communication; the IFI Board and staff offered their unique insights into the process; and we participated in one-on-one meetings with many of our key partners, stakeholders and funders. This consultation process allowed us to examine what we do, how we do it, and why we do it.

Through this process, key priorities for the organisation began to emerge, and what proved most interesting is that the same topics were highlighted by **all** of the groups we engaged with which allowed us to form a very clear set of objectives. From these priorities, we have been able to identify a key set of actions to help us achieve our bigger aims.

I would like to thank all of the people who contributed their time, thoughts and ideas to the development of this strategy document. What has been central to the formation of this plan has been open communication, and this is something that will continue long after this strategy has been published, as we constantly review and adapt it as we go forward.

Ross Keane

Director

Message from President Michael D. Higgins

As Honorary Patron of the Irish Film Institute I welcome this important new strategy. The IFI has created a rich cultural space in Ireland; one which allows members and visitors to experience and explore the many different elements that make up the multi-faceted art form that is film making. This innovative and creative strategy will build on that important work, helping to ensure that the arts continue to be relevant and central in our ever-changing and evolving society.

Michael D. Higgins

Uachtarán na hÉireann

President of Ireland

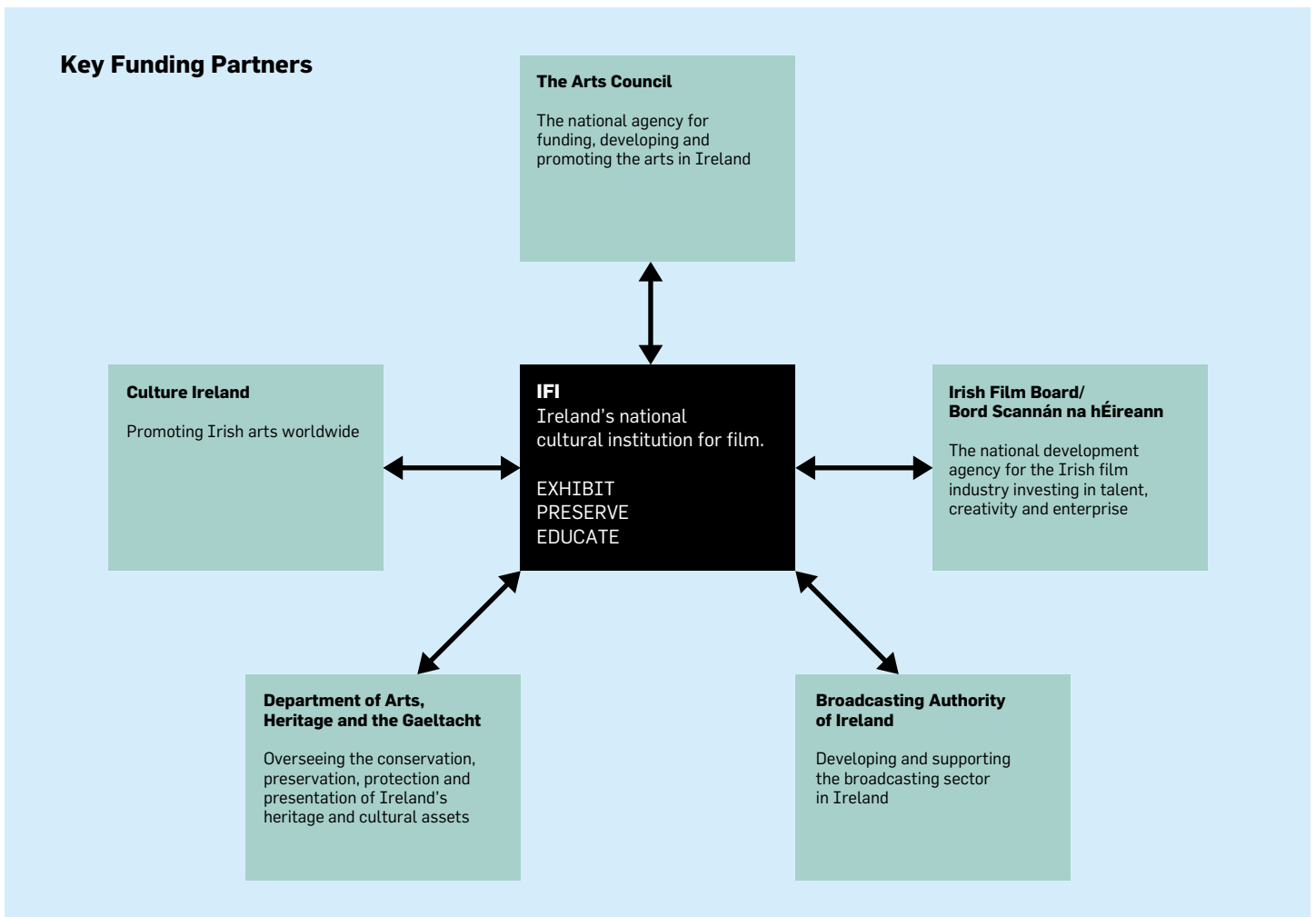
Honorary Patron, Irish Film Institute

IFI STRATEGY 2013- 2016

INTRODUCTION:

The Irish Film Institute has developed a Strategic Plan for the period of 2013-2016. For its preparation, a consultation process was undertaken to allow for input from the various constituencies that engage and experience the work of the IFI. The consultation aimed to be as comprehensive as possible, gathering input and feedback from the Board and staff, audiences, our governing body of the IFI Council, stakeholders, funders, cultural partners and the film community. Almost 1700 people engaged with this process and the key findings which emerged have helped to shape the IFI's strategic priorities and objectives for the coming years.

The IFI fulfils its remit for film through engagement with a range of activities which ensure that its significance in the cultural lives of Irish people is understood, promoted and enhanced on many levels. The IFI also has a unique set of relationships with film institutes in other countries, cultural and academic institutions in Ireland, other archives within FIAF, and exhibition partners throughout the world. It also works closely with key funders and partners including The Arts Council, Irish Film Board, Culture Ireland, the Broadcasting Authority of Ireland, and the Department of Arts Heritage and the Gaeltacht. The IFI takes the lead in speaking for the film audience, for the dissemination of film culture, and for the promotion of film in Ireland.



Some important elements of this three year plan can only be realised if additional funding is secured. The Board and Director of the IFI will conduct an annual review of the IFI Strategy, making adjustments and amendments where necessary. The extensive consultation process which was conducted for this strategy development will be continued through further scheduled meetings with key stakeholders and increased dialogue with audiences through various research programmes.

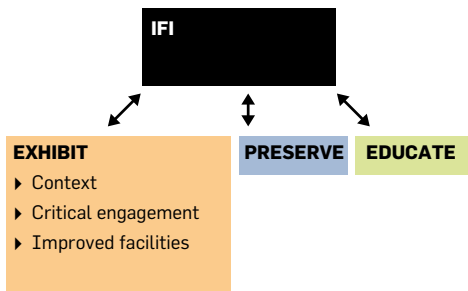
The IFI aims to lead in national cultural agendas and actively responds to the changing social, cultural and economic landscape in Ireland. We strive to maintain standards of excellence in the delivery of all our programmes and operate as a model of cultural enterprise.

In 2012, it cost over €3 million to deliver the IFI’s core mission, with 25% of this cost financed by the Arts Council’s grant. In addition to this crucial core funding, we have to develop additional partnerships to secure the sustainability of our cultural, archival and educational programmes for our loyal and expanding audiences. The balance of IFI costs are met through generated income (i.e. box office, IFI Café Bar, IFI Film Shop, membership etc.) and through cultural partners and sponsors for specific projects. It is increasingly imperative that the IFI optimises income generation and secures additional sources of income at this time of cuts in public funding for the arts. Overhead costs are continually reviewed to ensure the IFI achieves value for money. The Arts Council funding provides the platform, the vital ‘seed’ funding from which all other income streams are leveraged, so that IFI can sustain the integrity of its cultural programme for the widest possible audience for film culture.

STRATEGY CONSULTATION PROCESS

Focus Groups	Board Member Sessions	Audience Survey	Council Member Sessions	Staff Discussions	Partner Meetings
<p><i>February 2013</i></p> <p>IFI members invited to focus groups held over two dates in February</p>	<p><i>December 2012 - July 2013</i></p> <p>Open strategy sessions with Board Members</p>	<p><i>March 2013</i></p> <p>Over 1,500 responses to an online survey promoted through Facebook, Twitter and the IFI website</p>	<p><i>March 2013</i></p> <p>Council Members responded to key questions by phone, post, email or in person, or attended one of two roundtable discussions</p>	<p><i>April 2013 - June 2013</i></p> <p>IFI staff members invited to open strategy sessions</p>	<p><i>February 2013 - May 2013</i></p> <p>21 representatives from nine key stakeholder organisations were individually met for their responses to key questions about the IFI’s future strategy and priorities</p>

EXHIBIT



The IFI delivers a challenging and diverse programme of the best of international and Irish film culture through a programme of new releases, curated seasons, festivals and events. The IFI is committed to providing its audience with access to the best of new Irish film including a number of films that would not otherwise have a theatrical release, and many international films that would not otherwise be seen in Ireland.



“The widest variety of films I’ve ever encountered, brilliantly balancing between arthouse, popular cinema. . . while showing gems from the archive, putting on cine-concerts and promoting Irish filmmaking.”

IFI Member

Strategic Priorities

- To position the IFI as the **home for film in Ireland**
- To make available the best possible film experience for our audiences
- To exhibit a programme of films which reflects the full range and history of world cinema and Irish filmmaking
- To play an active part in the cultural and critical debate about film and film policy in Ireland

Actions

- ▶ To develop the IFI to become the space for critical discussion about film – the home for film in Ireland. The entire programme will be presented within a unifying framework of a critical discussion of film culture, something that is unique to the IFI and adds integrity to all aspects of the programme
- ▶ In addition to its ongoing initiatives and commitment to the presentation of Irish film, to develop an annual major celebration and focus on Irish work with gala presentations and panel discussions, and to jointly publish with the Irish Film Board a declaration of common aims and objectives across a range of activities.
- ▶ Develop an annual one-day event which will review the previous year in terms of production for film and television in and about Ireland, audience response to that production, involving critical review and opinion about trends in content, in volume, in audience and public perception and reception
- ▶ Improve the quality of the cinematic and viewing experience by evaluating all aspects of the IFI’s core delivery (e.g. sound, projection, comfort) in order to be a centre of excellence in cinema provision
- ▶ Upgrade projection servers across 2014/2015
- ▶ Present classics as a central part of the IFI’s programming policy
- ▶ Develop unique initiatives e.g. comprehensive retrospectives, 70mm festival



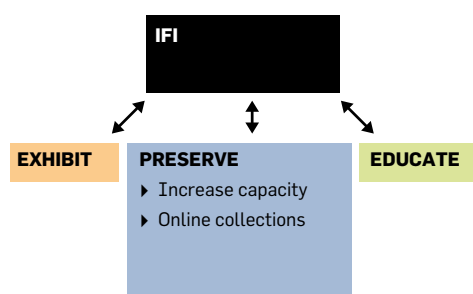
Audience Development Strategic Priorities:

The size of the IFI's audience sets it apart from other cultural organisations and should be identified as a key strength. The IFI should lead in developing models of practice that encourage greater participation in the arts. Developing new and existing audiences for Irish and international cinema will be a key priority for the IFI, continuing to curate programmes that provide audiences of all ages with new ways to engage with film (e.g. The Critical Take, IFI Blog, IFI Teen, Afternoon Talks, Monthly Must See).

Audience Development Actions:

- ▶ Improve customer service delivery and implement a customer charter
- ▶ Strategic audience development and implementation of an annual major research project
- ▶ Continue to collaborate with Arts Audiences/Arts Council on benchmarking projects to establish clearer evidence about audiences for cultural cinema in Ireland
- ▶ To work with Fáilte Ireland and Tourism Ireland to position the IFI as a significant cultural resource for visiting tourists
- ▶ Improve the accessibility of the IFI's programmes to all by introducing improved facilities and technologies through a universally designed approach

PRESERVE



Strategic Priorities

IFI Irish Film Archive is Ireland's national film archive, comprising 27,000 cans of film and 10,000 broadcast tapes. In total, over 600 people or organisations have entrusted their film collections to the care of the Archive including members of the public, manufacturing and service industries, cinema and film industry, local museums, libraries and government departments.

- To maintain the IFI Irish Film Archive to the highest international standards
- To improve resources within the Archive
- To improve access to the collections
- To heighten awareness of the collections and the importance of their preservation for current and future generations



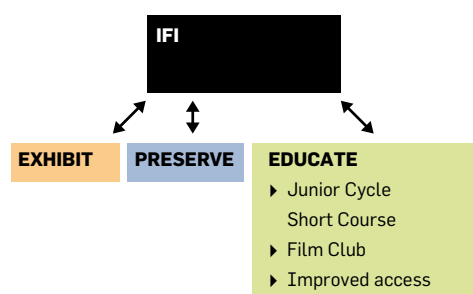
Actions

- ▶ To increase capacity for preservation and acquisition, a key focus for the IFI Irish Film Archive will be commencement of the building (and the completion) of the Preservation and Research Centre at NUI Maynooth
- ▶ To play a central role in defining a clear strategy for digitising and preserving Ireland's moving image and related collections, and communicate this to Archive partners and relevant government departments
- ▶ To develop the IFI's Digital Preservation and Access Strategy in 2014
- ▶ To continue to digitise the collection for preservation and access purposes
- ▶ To work with rights holders and collection owners to make some elements of the archive available online utilising new digital technologies
- ▶ To showcase the work of the Archive through exhibition programmes at the IFI in Temple Bar, and nationally and internationally through various cultural partners
- ▶ To identify and acquire new material to develop an Irish Independence Film Collection for the decade of commemoration to be used for preservation, access, education and an exhibition programme to celebrate the anniversaries of forthcoming major historical events

"The IFI is a valued partner who expertly curate the Gael Linn film collection. They fully appreciate the significance of our collection and perform an important function in spreading an awareness of its cultural merit. It is always a pleasure to work with the IFI staff."

Antoine Ó Coilean,
CEO, Gael Linn

EDUCATE



Strategic Priorities

A core aim of the IFI is to provide education and life-long learning opportunities for audiences of all ages and backgrounds, whether in the formal or informal sectors. Essential for this is ensuring access to a wide range of film and moving image. This is achieved through an extensive schools' programme both at IFI and nationwide, and a number of innovative programmes aimed at developing critical and active engagement amongst all our audiences (IFI Family, IFI Teen, The Critical Take and Wild Strawberries). In particular, the Film Focus project set a platform for the IFI's role in promoting film and media literacy in schools, in cognisance of the place of film in the multi-platform media usage of young people today.

- To exemplify best educational practice in film education and promote recognition of film in curricula at all levels and in life-long learning
- To promote film as an aspect of media literacy, a key 21st Century skill
- To establish IFI as the leading authority on film education in Ireland
- To contribute to relevant curriculum debate and to the development of curricula and CPD in relation to film
- To increase access for school children and young people throughout Ireland to film education initiatives including those in disadvantaged areas
- To reflect national, European and international media literacy programmes and aims in our own activities
- To incorporate the aims of the arts-in-education charter in our activities and complement the offer through collaborations and new initiatives
- To consolidate the position of film in media literacy initiatives

Actions

- ▶ Consolidate the position of Irish film and Irish language film in schools through further collaboration with Irish Film Board/Bord Scannán na hÉireann and distributors
- ▶ Bring Film Focus into the public domain and develop advocacy groups for its findings
- ▶ Pilot a film club model across a number of platforms such as Video-on-Demand (VOD) for different target groups e.g. primary, after school, secondary
- ▶ Engage in teacher training initiatives to encourage understanding about the potential uses of film in education
- ▶ Continue to publish materials to assist teachers using film in the classroom
- ▶ Further develop out of school audiences through IFI Teen and other initiatives
- ▶ To explore collaborative possibilities for pan-European projects
- ▶ To develop a short course in film for new Junior Cycle
- ▶ Re-evaluate the evening course to improve the IFI life-long learning offering
- ▶ Continue to engage with a range of education stakeholders in developing and designing curricular and teacher supports including resources and CPD

“Over the years I have found the IFI Education Programme to be an invaluable and indispensable educational facility for introducing teenagers to foreign language, independent and Irish films as well as documentaries. There are also excellent workshops for teachers and students, including in-service training for teachers and study guides. The very friendly staff are always willing to listen to suggestions or inclusions for the Schools Programme and they have a school-friendly pricing policy. In a nutshell – great films, great location, great prices, great people.”

Rory O’Sullivan, Teacher,
CBC Monkstown

CULTURAL ENTERPRISE



Finance

To continue effective financial management to ensure value for money across all our income streams, and to continue to operate as a model of cultural enterprise, using core public subsidy to procure diverse income streams to invest back into the IFI's main activities.

Priorities:

- To continue to monitor all commercial income streams ensuring all potential income is optimised
- To devise a long-term financial plan to address the significant capital investment that will be required to maintain and upgrade our digital cinema equipment and general IFI facilities
- To develop and implement a major fundraising strategy for RAISE, and appoint a Head of Development and Fundraising to the management team



IFI Café Bar

The provision of food and drinks at the IFI adds to the overall customer experience and acts as a vital source of revenue for the organisation to reinvest into its core activities.

Priorities and actions:

- To constantly assess and modify the menu to offer a varied and popular choice
- To provide tailored menus and offers to tie in with the IFI exhibition programme
- To achieve the highest standards of hygiene and maintenance in the kitchen, bar and café areas

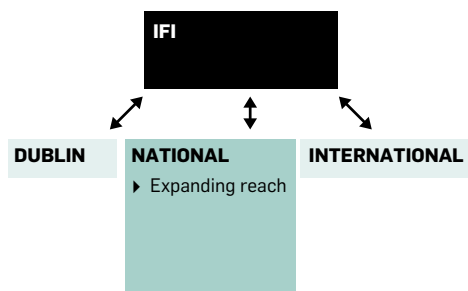
IFI Film Shop:

The selection for sale of DVDs, books and other materials relating to film generates important revenue for the Institute while also providing a unique service which contributes to the overall atmosphere of the IFI.

Priorities and actions:

- To act as a specialist shop, supported by the expertise and knowledge of its staff
- To continue to source specialist items for its informed clientele
- To further build its customer base by increasing its profile through dedicated seasonal campaigns and a stronger online presence

IFI NATIONAL



“The Model’s partnership with the Irish Film Institute has enabled us to bring first run cultural cinema to audiences in the North West for the first time. This programme has become an integral part of The Model’s offering and has enabled us to build new audiences across all our programming. Films regularly complement exhibitions and provide us with a means of expanding thematic explorations across disciplines. The collaboration with the IFI provides an exciting and highly needed programme of relevant, international cinema to the region.”

Emer McGarry,
Deputy Director,
The Model, Sligo

NATIONAL REACH IN 2013

2013-16 Expand the national reach



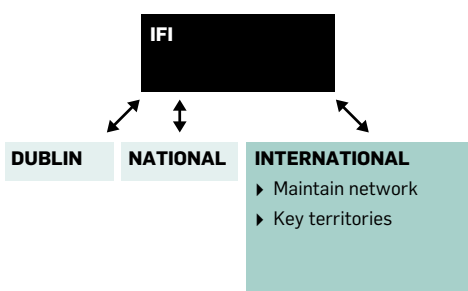
IFI National Strategic Priorities:

As Ireland’s national cultural institution for film, the IFI works with partners throughout Ireland to provide audiences with access to the IFI’s programmes and resources, making Irish and international cultural cinema available throughout the country. IFI National curates special programmes from the IFI Irish Film Archive, making material from this important national resource available to a wider audience.

IFI National Actions:

- ▶ Establish new partnerships with arts centres and venues nationwide to develop on-going programmes to broaden the IFI’s reach and to improve access to IFI curated programmes in more parts of the country
- ▶ Develop curated programmes nationwide with cultural partners and festivals to bring IFI activities to increased (and new) audiences
- ▶ Maintain the reach of the extensive schools programme throughout the country
- ▶ To be the leader in cultural cinema provision nationwide and to work with other organisations to assist them in developing film audiences and programmes

IFI INTERNATIONAL



IFI International Strategic Priorities:

IFI International, the IFI’s Irish Film Programming service for international exhibitors, works with international cultural partners to create Irish film programmes to suit their particular needs.

IFI International Actions:

- ▶ To continue to work in partnership with Culture Ireland to promote archival and contemporary Irish film worldwide and maximise opportunities in targeted regions of particular interest to government and the Department of Arts, Heritage and the Gaeltacht e.g. China in 2014
- ▶ To continue to work with the Irish Film Board, international film festivals, promoters and partners to present Irish film abroad
- ▶ To work with Tourism Ireland on the promotion of Irish culture and film through the IFI’s extensive international programme of activities

“The Irish Film Institute has been enormously helpful in sourcing and providing great contemporary Irish films for our festival each year. Always knowledgeable and helpful, the IFI have their finger on the pulse for Irish films each year.”

Niall McKay,
Executive Director,
Irish Film New York

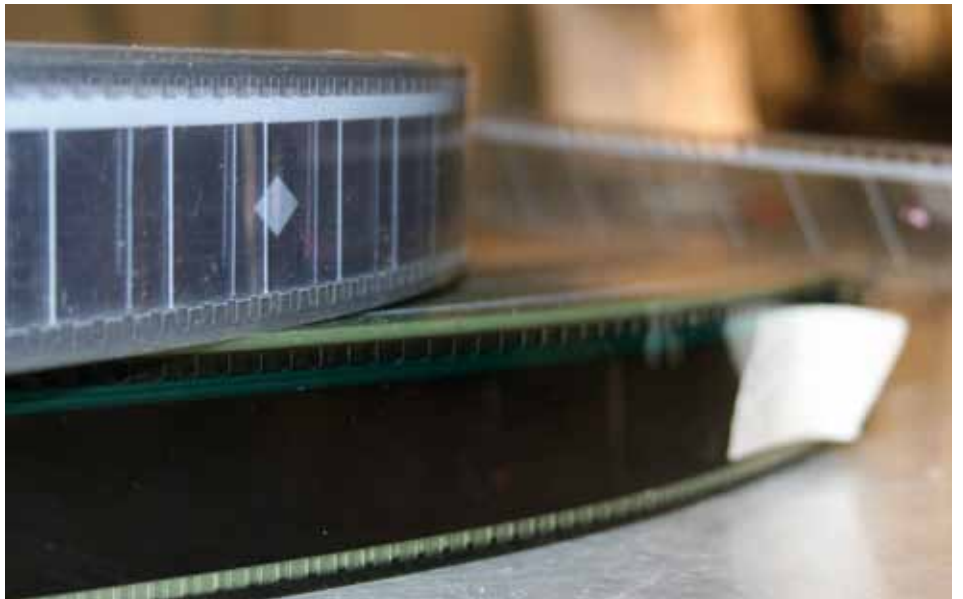
ORGANISATION

Organisation – Key Principles

The IFI aims to be a future thinking organisation and strives to follow best employment practice, to ensure exemplary health and safety policies and procedures, and to foster a universal design approach to cater for all audiences.

Priorities:

- To operate energy and resource efficient policies
- To put in place a forward thinking staff structure and HR policies that suit a cultural enterprise model



IFI Board:

Eve-Anne Cullinan (*Chairperson*)
Lenny Abrahamson
Paddy Breathnach
Michael Collins
Maeve Connolly
Sheila de Courcy
Garry Hynes
Neil Jordan
Margaret Kelleher
Trish Long
Kevin Moriarty
Patsy Murphy
Dr. Harvey O'Brien
Dearbhla Walsh

IFI Director:

Ross Keane

Patron:

President Michael D. Higgins

Irish Film Institute

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