

WIDE ANGLE TASMANIA STRATEGIC PLAN

2019 - 2021



Wide Angle Tasmania is an independent, for-purpose organisation that has encouraged, developed and supported the Tasmanian screen sector since 2003. Operating statewide, Wide Angle's vision is a vibrant, diverse and renewable Tasmanian screen culture. This culture is characterised by the production of screen works that express the stories, talent and perspectives of Tasmanians and a screen community that is regularly replenished by the inclusion of new practitioners, new ideas and new approaches to production.

Wide Angle Tasmania bridges the fluid space where our services are used for education, employment and creative expression. We recognise that the screen sector is in a state of disruption and that traditional educational and employment pathways do not fit all people. Our programmes are designed to provide alternative pathways for our community, and result in innovative and enterprising outcomes for participants.

2016-18 have been incredibly productive years for Wide Angle Tasmania. The remarkable support provided by our benefactors has enabled Wide Angle Tasmania to reflect on what best practice for developing screen practitioners looks like in a rapidly changing screen landscape. Wide Angle Tasmania has developed innovative models for developing screen practitioners, forged new partnerships and significantly enhanced the resources and facilities available to the screen sector.

This strategic plan outlines how Wide Angle Tasmania intends to deliver tangible impact for Tasmanian screen practitioners in 2019 - 2021. From this core document, Wide Angle Tasmania develops annual business plans to translate our objectives into actions, programmes and services - and identifies how we measure the impact of our work. We share these outcomes in Wide Angle Tasmania's annual report to the community.

Wide Angle Tasmania:

- Delivers programmes and services statewide that encourage, develop and support Tasmanian screen practitioners
- Supports the creation of new Tasmanian screen works
- Connects audiences to Tasmanian screen works
- Operates the Wide Angle Screen Centre in South Hobart - a dynamic space for the screen community that includes a 70 seat cinema/production studio, office space, screening and meeting rooms and entertainment facilities
- Offers the only full equipment hire service in Tasmania and waives approximately \$20,000 in equipment hire income to support the creation of new screen works
- Functions with less than 2 FTE staff, contracting 20+ industry members as mentors and tutors annually
- Benefits from the efforts of 250 volunteers each year
- Reaches 1,100 subscribers through our monthly newsletter, 6,300+ people via social media connections and 30,000+ annual webpage views
- Advocates at a State and Federal level for the Tasmanian screen sector and support for emerging filmmakers

OUR IMPACT

In 2019 - 2021, Wide Angle Tasmania will...

- develop practitioner's creative, technical and entrepreneurial skills
- educate and excite practitioners about the evolving screen landscape
- reduce barriers to participation

- create production experiences
- provide spaces for creating, learning and sharing
- offer production equipment and screen resources

- strengthen the network of screen practitioners
- celebrate the achievements of Tasmanian screen practitioners
- enhance opportunities for practitioners to connect with global and local audiences
- advocate for the screen sector

- maintain an organisation that is resourced effectively for the community
- explore new approaches to operating in the for-purpose sector
- deliver high standards of governance



to deliver these strategic outcomes

Skilled and enterprising practitioners

Creation of new screen works

A strong screen community

A sustainable, responsible and highly effective organisation

to ensure that

WIDE ANGLE TASMANIA STRENGTHENS TASMANIA'S SCREEN CULTURE BY ENCOURAGING, DEVELOPING AND SUPPORTING TASMANIAN SCREEN PRACTITIONERS



STRATEGIC OUTCOME 1: SKILLED AND ENTERPRISING TASMANIAN SCREEN PRACTITIONERS

We can no longer assume there's a clear career pathway for screen creators. Disruptions in the digital landscape mean there's no single picture of a successful Tasmanian screen practitioner. Some will make screen work their career; others will have it as part of a broader career or lifestyle. Some will use their skills in the commercial world, and leverage that to create their own stories. Some will bounce around Australia to crew on bigger productions, returning to Tasmania to be involved with local productions when they can. Some will find global audiences online or in their regional town. Wide Angle Tasmania has a priority role in developing Tasmanian screen practitioners. Our programmes:

Develop practitioner's creative, technical and entrepreneurial skills

- provide Tasmanians with production experience and screen credits through production initiatives
- offer a dynamic programme of masterclasses, non-accredited training and specialist advice
- host WAT SHARES - an exchange economy for screen practitioners to exchange skills and knowledge
- create frameworks for practitioners to work strategically on their screen goal through End Game
- support young filmmakers as entrepreneurs through U25 Enterprise, Wide Angle's social enterprise

Educate and excite practitioners about the evolving screen landscape

- showcase screen stories that break new ground
- profile innovators who are working with new models of screen production, distribution and financing

Reduce barriers to participation

- provide subsidised development programmes, production equipment and facility hire
- design programmes and services that support diverse learning needs
- deliver programmes and services that increases participation by regional practitioners



STRATEGIC OUTCOME 2: CREATION OF NEW SCREEN WORKS

Screen stories fundamentally shape our society by informing, challenging and entertaining us. Recent screen policies have resulted in a sharp decline in Tasmanian stories being screened on television, in cinemas and via online. With little support for independent screen practitioners to create new works, our storytellers are struggling to fully participate in shaping our regional and national society. Wide Angle Tasmania is committed to supporting screen practitioners to create new screen works that express the stories, talent and perspectives of Tasmanians. The primary way for screen practitioners to master their craft is to create works that they can share with audiences. Creating new work strengthens practitioners' skills in financing, working collaboratively, harnessing technology and distribution. The feedback loop from audiences is central to practitioner development. Wide Angle Tasmania's support assists practitioners to manage productions and access production equipment and facilities for shooting and screening. Wide Angle Tasmania's programmes and services:

Create production opportunities

- deliver production initiatives that help practitioners realise their career, educational and/or creative endeavours
- support production activity through End Game and Washington Residency
- provide insurances for productions that Wide Angle Tasmania supports through initiatives and development programmes

Provide spaces for creating, learning and screening works

- improve the facilities of the Wide Angle Screen Centre
- encourage screen practitioners to take an entrepreneurial approach to using the Wide Angle Screen Centre to create and screen works
- provide Tasmanian screen practitioners with the opportunity to concentrate on their screen project or screen business through Washington Residency
- partner with the screen and wider community to increase the range of screen activities offered at the Wide Angle Screen Centre

Offer production equipment and screen resources

- provide production and post-production equipment to screen practitioners at no-cost through production initiatives, End Game and Residency
- provide low-cost hire to screen practitioners through member discounts and sponsorship opportunities
- refer practitioners to production resources housed on Wide Angle Tasmania's website



STRATEGIC OUTCOME 3: A STRONG SCREEN COMMUNITY

Screen culture and strong community go hand in hand. Wide Angle knows this and works actively to keep both thriving. Tasmanian filmmakers are known for their generous spirits - constantly sharing knowledge, equipment, and helping each other make their films. Their generosity is invaluable to new screen creators, and provides opportunities for the more experienced to develop professionally and pass their skills and knowledge on to the next generation. Wide Angle is a core part of this community, providing both a central point for advice and referral, and also hosting and supporting the events that keep the community energetic. Screen culture isn't just about making - it's about a culture of watching, and audiences are a core part of our screen community. Wide Angle Tasmania will:

Strengthen the network of screen practitioners

- Increase collaboration and exchange of ideas, knowledge and skills between practitioners through development programmes, production initiatives and regular networking opportunities
- Expand the screen community by developing and connecting new screen practitioners through WAT shares, crew and company directories, programmes and events
- Provide advice and referral services by phone, online and in person
- Partner with screen organisations such as the ACS, ADG and TaFA

Celebrate the achievements of Tasmanian screen practitioners

- Share the achievements of Tasmanian screen practitioners through newsletters, social media and events
- Give opportunities for practitioners to screen their works and reflect on their production experiences

Enhance opportunities for practitioners to connect with audiences

- Provide, curate, partner and promote screenings and exhibitions of Tasmanian screen practitioners
- Build, maintain and showcase the 500+ screen works archived at the Wide Angle Screen Centre

Advocate for the screen sector

- Understand and respond to the needs, aspirations and challenges that face Tasmanian screen practitioners
- Lobby for greater support from the State and Federal governments for the Tasmanian screen sector



STRATEGIC OUTCOME 4: A SUSTAINABLE, RESPONSIBLE AND HIGHLY EFFECTIVE ORGANISATION

Wide Angle Tasmania's priority is to deliver impact to Tasmanian screen practitioners through providing quality programmes, services and resources.

The values that guide our work include:

- Resourcefulness: making intelligent and creative use of limited resources.
- Openness: being receptive to new and alternative ideas and approaches.
- Community: sharing skills, talents, ideas and resources to support the work of others.
- Accountability: taking responsibility for our actions and their outcomes.

To continue to work with confidence requires greater certainty about our financial sustainability. Effective partnerships are underpinned by trust, and Wide Angle Tasmania demonstrates this through high standards of governance. Wide Angle Tasmania will:

Maintain an organisation that is resourced effectively for the community

- Build on Wide Angle's strategic alliances and develop partnerships to expand the services that Wide Angle provides to the Tasmanian creative sector
- Recruit and retain quality staff, mentors, volunteers and presenters
- Promote Wide Angle Tasmania to ensure that stakeholders, Wide Angle community and the wider Tasmanian community understand the organisation's value and vision

Explore new approaches to operating in the for-purpose sector

- Research and pilot models that may provide greater long-term sustainability for the organisation
- Scope opportunities to expand Wide Angle Tasmania's revenue streams

Deliver high standards of governance

- maintain a strong, engaged and experienced board
- deliver the Strategic Plan within the budget
- receive an unqualified opinion (clean audit) annually
- regularly review our responsibilities and refine our compliance processes



WIDE ANGLE TASMANIA'S CORE PROGRAMMES AND SERVICES

Wide Angle Screen Centre

Established in September 2017, the Centre provides the Tasmanian screen community with a home base and space to make, learn and screen their works. With a 70 seat cinema/studio, office space, meeting rooms, screening room, library and kitchen, the Centre is used for film shoots, screenings, production meetings, workshops, editing, writing and networking. Work will start in early 2019 to upgrade the facilities – including new seats, installation of a post-production suite and VR gallery, upgrade of conference facilities and a new screen for the micro-cinema. In 2018, 700 people attended screenings hosted by Wide Angle at the Centre. More than 1,000 people participated in activities associated with 73 hires of the Centre in 2018.

Production Initiatives

Wide Angle's annual programme includes structured development through production initiatives. Wide Angle has built a highly successful model of practitioner development where industry mentorship, diversity of crew experience and strong process underpin our programmes. Since 2008 we've supported screen practitioners to create their first short form screen work by building strategic partnerships including Screen Australia, Australian Film, Television and Radio School, State Growth (Tasmania) and ABC2. Each year more than 200 crew and cast gain valuable screen credits from their work on these production initiatives. The films have been selected to prestigious international festivals (Frameline, Flickerfest, LAWEBFest and Banff) and provided a pathway to industry for emerging filmmakers.

WAT SHARES

WAT SHARES – a model of practitioner development that creates a more self-sustaining Tasmanian screen community. Introduced in 2017, WAT SHARES is a time-bank that helps our community to exchange their skills and experiences without using cash. Give an hour, receive an hour – when members share their knowledge or expertise they receive WAT SHARES that can be exchanged with others in our community. Wide Angle is expanding the network of favours and side-stepping the constraints of money to help practitioners learn skills, build businesses and be mentored. Time-banking has demonstrable success at building professional networks, stimulating economic activity and increasing confidence and well-being at an individual and collective level. WAT SHARES provides greater capacity to several of our programmes including End Game, U25 Enterprise and Production Initiatives.

END GAME

END GAME provides practitioners with a framework and the support to work strategically on achieving their dream. Using goal-setting, peer-support, coaching and reflection, END GAME supports practitioners to define their long-term aspiration and to progress to a first step that can be achieved in 3 months. Introduced in 2018, participants have used END GAME to establish screen businesses, produce new screen works, complete film scripts and work on applications for tertiary institutions.

Masterclasses, Short Courses and Networking

Wide Angle offers a range of short courses to the Tasmanian screen community based on the needs identified by the screen community - including camera skills, directing actors, sound design, screen makeup, and more. Structured monthly meet-ups provide an opportunity for networking, learning, inspiration and sector development. Our monthly meet-ups include filmmaker Q&As, screenings and an emphasis on developing a community of critique. In 2018, 540 practitioners enrolled in 40 masterclasses and short courses, and an additional 290 people connected at our networking events.

Washington Residency

The Washington Residency provides Tasmanian screen practitioners with the opportunity to concentrate on their screen project or screen business for a period of between one and three months. This 'gift of time' allows filmmakers to work without distraction to break new ground and progress their screen venture. The Washington Residency provides a home base, resources and facilities for individuals or teams of screen practitioners. The 2018 inaugural recipients of the Washington Residency were Lisa Gormley and Aeshlie Wheeler who used the residency to establish their business TAS CASTING.

U25 Enterprise

U25 is Wide Angle Tasmania's social enterprise - a business within Wide Angle that generates income for its members from activities that increase screen culture in Tasmania. Established in 2018 with five founding members (aged 25 and under), the group are currently planning their slate of activities for 2019 and beyond. The intention is that this group will work together and develop a set of entrepreneurial skills that will enhance their capacity to work in the creative sector.





Film Kit

Wide Angle has a wide array of continually updated professional production equipment the screen sector needs. As Tasmania lacks the larger hire outlets of Melbourne and Sydney, Wide Angle gives access to equipment creators wouldn't be able to get otherwise. Each year more than 200 people access the Film Kit and Wide Angle Tasmania waives around \$20,000 in equipment hire income.

Screen Archive

Wide Angle Tasmania houses the largest collection of Tasmanian made screen content in the state - over 500 productions. The collection is accessible to all Tasmanians on site at the Wide Angle Screen Centre and we are preserving the state's screen culture for future generations. Wide Angle will build and expand our network with State and National collections (such as the National Film and Sound Archive) to provide greater depth to the screen stories viewed by Tasmanian audiences.

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IMAGE CREDITS

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p. 3 On set of *Karen* (Nerve, 2018) image by Brad Harris

p.4 On location *The Radiophonic Artist* (Step-Out Web 17) image copyright Women of the Island

p. 7 Samantha James-Radford in *Karen* (Nerve, 2018) image by Brad Harris

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p. 9 Benedicta McGeown in *Printed in Ink* (Nerve, 2018) image by Charlotte Oldmeadow