



## **STRATEGIC PLAN 2009-2013**

DRAFT FOR COMMENTS

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# **SCREENWORKS STRATEGIC PLAN 2009- 2013**

## **DRAFT FOR COMMENTS**

### **5 year Strategy and 2 year Objectives**

#### **CONTEXT**

The Northern Rivers region of NSW is uniquely the only regional and rural area in Australia with a large, experienced and expanding group of screen content producers and crew. In addition the level of screen content development & production is rising, particularly in Television and 'cross media'.

Northern Rivers Screenworks Inc, the regional screen office was conceived of in 2001 and with funding an office was opened in 2003. The office supports and nurtures the screen industry, its practitioners and screen culture.

There are advantages for Screenworks in the strength of practitioners in the region and the diversity of locations. The close proximity to Gold Coast and Ballina airports ensures good airport access to major cities, Sydney & Melbourne. Brisbane is now only 90 mins drive away.

Between the 2001 and 2006 census, employment in the arts and creative industries in Northern Rivers grew 25% faster year on year than the rest of the regional economy. This is very unusual for an area outside a capital city or major conurbation, and is a distinctive characteristic of the region, and represents an area of real opportunity, especially in view of the State Government's growing interest. Northern Rivers is recognised as the key 'hot-spot' for the State's creative industries beyond Sydney\*.

\*(From '*Northern Rivers Arts & Creative Industries Strategy 2008- 2012 document*').

The high profile of the region celebrates the creative and vibrant culture including the screen industry, music, theatre, literature and visual arts.

#### **OUR VISION**

Screenworks creates significant opportunities for its members to realise their screen ambitions. We stimulate talent and screen culture in our region, building on all the emerging trends with a focus on a Cross Media niche. We create a bridge between the regional screen providers and the state, national and international screen centres and networks.

We are valued as the indispensable and dynamic hub of the screen industry in the Northern Rivers, being a source of information, support and skills development, and by creating social and community networks orientated around creativity, passion and screen content.

#### **WE VALUE**

Connection and collaboration

Community networks

Creativity and innovation

Positive growth and entrepreneurial activity

Screen culture and craft excellence

Being inclusive of all levels of engagement and ideas

Appreciating diversity in membership, ideas and viewpoints

Integrity of operations and intentions

Professionalism

## **SCREENWORKS VISION FOR THE NORTHERN RIVERS SCREEN INDUSTRY IN 2014**

The funding agencies, our sponsors, practitioners and the wider community will value the Northern Rivers screen industry for its contribution to the remarkable growth of the creative industries in the region.

The Northern Rivers Screen Industry will

- Be recognised nationally as a vibrant and viable alternative to the major city clusters of screen practitioners
- Have attracted large number of producers and screen creatives of high calibre and entrepreneurial talent to live and work in the region
- Have developed sustainable businesses within the 'cross media' context
- Be a hothouse for talent and creativity
- Be a desirable location for seminars, incubators and conferences related to the screen and media industries
- Be known for its innovative and socially meaningful projects
- Be sought after by program buyers and talent scouts
- Be recognised as having a highly developed documentary sector with a history of ground breaking projects.
- Have well developed social, community and industry networks under the screen banner
- Be internationally recognised as a 'brand' of screen culture that says passion, originality, meaning and quality.

### **STATEMENT OF INTENT**

- Northern Rivers will grow as a desirable destination for big and small scale productions coming into the region, utilising the extensive pool of screen practitioners, local talent and resources
- Northern Rivers community will be enriched by the screen culture both personally, economically and as a community.

### **OUR CORE FUNCTIONS RE FUNDING**

Regional, National and State responsibilities via the funding partners.

Screenworks contributes to the delivery of many of the priorities of the funding bodies. Screenworks nurtures, promotes and delivers results in the regional screen industry in partnership with State and National funding bodies

Screenworks responds to and acquits its obligations to its funding partners.

## KEY OBJECTIVES

**OBJECTIVE 1 - Provide Opportunities-** Screenworks will actively support and create opportunities for the professional development of its members and the wider screen community. Screenworks will provide direct face to face access to industry bodies and professionals; expand opportunities for networking amongst peers and beyond, while continuing to support and celebrate talent and excellence.

**OBJECTIVE 2- Nurture Creativity -** Screenworks will assist the development of screen projects by helping emerging and experienced producers to further engage with national and global markets and audiences. Through mentorship and access to the region's diverse wealth of industry experts Screenworks will assist the development of projects from ideas to a market ready pitch. Networking and data exchange will facilitate the formation of teams and joint ventures both for producers and projects.

**OBJECTIVE 3- Shape the Future-** Screenworks will continue to target delivery of 'cross media' opportunities, information and seminars. All of the Screenworks activities will embed a 'cross media' focus while we actively seek opportunities to be at the forefront of new developments and initiatives in the screen industry. We aim to match and utilise the unique visionary and entrepreneurial milieu of the Northern Rivers region.

**OBJECTIVE 4- Foster Screen Culture** – Screenworks will raise the level of screen knowledge in the area by promoting and organising premier screenings with Q and A sessions (under the Reeltalk banner); by curating regional screenings, partnering with and promoting regional and travelling festivals and screenings. We will also draw on the industry expertise and talent of our members and key creatives through analysis of their productions.

**OBJECTIVE 5 – Attracting Production** - Screenworks will give production liaison support for producers wishing to shoot in this visually unique region, thus creating opportunities and employment for members. Through ties with productions companies and the screen production sector Screenworks will encourage additional production, developing its local industry practitioners database as a ready resource for national and international productions.

**OBJECTIVE 6 - Expand Connections-** Screenworks will continue to be the identifiable and dynamic hub for the screen industry in the Northern Rivers. We will facilitate and manage beneficial connections, partnerships and links for the organization and its members.

**OBJECTIVE 7- Living the brand** – Screenworks will continue to build the brand 'Screenworks', be a leader for change in the region, raise the profile of regional screen content creators, be a knowledge bank for the regional screen industry and an indispensable part of the screen social fabric regionally, nationally and globally.

**OBJECTIVE ONE - PROVIDE OPPORTUNITIES**

\* all figures relate to 2 year reporting period

	Key Measure Of Success	Strategy	Actions (2009- 2011)
1.1	Screenworks assists 50 screen content producers to make industry connections, develop new projects, identify and penetrate new markets.	a. Networking; b. Access to Screen Industry national and state bodies c. Professional Development d. Mentorship	Screenworks to host industry networking functions with FTO & Screen Australia.  Screenworks to run professional development events- a. production practise & business planning b. sustainability initiatives  Producer mentor schemes
1.2	Screenworks creates Information exchange between 200 local screen practioners and producers and the broader screen industry	Disseminate industry information & funding programs to screen content producers	a. Enewsletter to provide up to date information on changes in policy and current grant funding. b. Using the website for information exchange. c. Targeting screen content producers with specific information

**OBJECTIVE TWO - NURTURE CREATIVITY**

	Key Measure Of Success	Strategy	Actions (2009 - 2011)
2.1	Screenworks significantly assists 20 Screen content creators to develop their skills and increase their employment and entrepreneurial capabilities.	Create opportunities for development of skills.	Events program- a. Seminars and workshops b. Project development clinic c. Pitching competition
2.2	Screenworks is instrumental in 20 screen content producers developing a cohesive regional working group	Create a Producers Group which will network, resource and share information on the national and global industry.	Organised meetings with - a. key industry practitioners b. funding body representatives c. commissioning network reps d. 'cross media' representatives e. synergy within the group
2.3	Screenworks provides introductions and support for 10 screen content producers to form new partnerships in the region	Creative development of projects, assistance with meetings, advice for project/partnerships.	New business partnerships formed to develop and gain funding for regional projects. Partnership uses strengths of group. Encourage collaboration between senior and emerging practioners.

**OBJECTIVE THREE- SHAPE THE FUTURE**

	Key Measure Of Success	Strategy	Actions (2009 - 2011)
3.1	Screenworks continues to support 10 teams with 'cross media' projects being developed in the region	Access to 'cross media' experts and technology and interaction.	<ul style="list-style-type: none"> <li>a. Continue to support and provide opportunities for the teams and projects involved in the 'cross media' Incubator 2008</li> <li>b. Provide opportunities and support for new projects as they emerge</li> <li>c. Run a series of workshops on specific 'cross media' skills areas.</li> </ul>
3.2	Screenworks to run 6 'cross media' Events in the region	Maintain relationships with high level 'cross media' industry practitioners	<p>Foster the relationships with 'cross media' professionals.</p> <ul style="list-style-type: none"> <li>a. bring them back into the region for further training and networking</li> <li>b. create on line interactions between this group of professional and the regions screen content producers.</li> </ul>

**OBJECTIVE FOUR - FOSTER SCREEN CULTURE**

	Key Measure of Success	Strategy	Actions (2009 - 2011)
4.1	Screenworks to host 4 premiere screenings of new films	Create relationships with the distributors and local cinemas	<p>Continue with Reeltalk screenings</p> <ul style="list-style-type: none"> <li>a. premiere new Australian &amp; International films</li> <li>b. bring a key creative to the screening</li> <li>c. have a Q &amp; A session</li> </ul>
4.2	Screenworks to screen 8 regionally curated film events across the region.	Curate a program and short and longer high value films from regional producers	<p>Regional screenings</p> <ul style="list-style-type: none"> <li>a. tour the curated films across the region</li> <li>b. include a filmmaker at each screening</li> <li>c. provide both screen culture and production information</li> </ul>
4.3	To create greater level of appreciation and analysis of script and film	Guided films screenings with an MC in a stop/start session & guided workshops on 'Story'.	<ul style="list-style-type: none"> <li>a. Frame by Frame screenings and analysis of major films lead by a producer.</li> <li>b. Series of workshops based on Robert McKee book 'Story'</li> </ul>
4.4	Support a screen component in local writers and music festivals.		

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#### OBJECTIVE FIVE - ATTRACTING PRODUCTION

	Key Measure of Success	Strategy	Actions (2009 - 2011)
5.1	Higher employment rates of crew and associated services on 4 major productions	Attract screen productions to the region, particularly TV series and features	Work with the FTO to showcase the Northern Rivers region to national and international producers teams.
5.2	Skills growth through experience for emerging practitioners as interns and assistants- 10	Show case the regions experienced and emerging crew to in coming productions.	Use the website and direct contact to attract productions to the region for the diverse locations and crew and services available here.
5.3	Higher level of production in the region - 4 major productions	Provide assistance and information to incoming productions, to local Councils	<ul style="list-style-type: none"> <li>a. Foster ties with National production companies.</li> <li>b. Use website directory and locations images.</li> <li>c. Foster closer ties with Councils</li> <li>d. Foster closer ties with Tourism</li> </ul>

#### OBJECTIVE SIX - EXPANDING CONNECTIONS

	Key Measure of Success	Strategy	Actions (2009 - 2011)
6.1	Nurture 20 existing connections and partnerships across the region and nationally	Add value to partnerships	Seek new ways to add value to partnerships <ul style="list-style-type: none"> <li>a. project based</li> <li>b. long term associations and sponsorship</li> </ul>
6.2	Create and nurture 10 new partnerships in the region, nationally & globally e.g. NOROC, Writers Festival, Local councils, ARTS Northern Rivers, Tourism	Develop new important partnerships with relevant government and NGO organisations.	Create opportunities for diverse partnerships to result in <ul style="list-style-type: none"> <li>a. new projects</li> <li>b. new sponsorship deals</li> <li>c. new funding</li> </ul>

#### OBJECTIVE SEVEN - ABOUT US

	Key Measure of Success	Strategy	Actions (2009 - 2011)
7.1	Staff build knowledge and expertise in screen business, management, IT and creative areas.	Provide opportunities for growth	Staff opportunities <ul style="list-style-type: none"> <li>a. learning based courses</li> <li>b. networking</li> <li>c. project development</li> </ul>

7.2	Board build relationships and knowledge within the region and nationally/ globally	Provide opportunities for relationship building and knowledge gain	Board Member opportunities <ul style="list-style-type: none"> <li>a. Networking with region and beyond</li> <li>b. Keeping up to date with industry changes</li> </ul>
7.3	Staff and Board increase Screenworks profile across the region and beyond	Work at every level to promote Screenworks	Screenworks promotional opportunities <ul style="list-style-type: none"> <li>a. press for all events</li> <li>b. showcasing Screenworks achievements</li> <li>c. joining organizations and partnerships</li> </ul>

## REVIEW TIMES

### **Prior to the AGM.**

The outgoing Committee to review the Strategic Plan and assess its effectiveness and how the outcomes have aligned with the objectives of the Strategic Plan.

### **After the AGM.**

The incoming Committee to receive the Strategic Plan and the comments of the outgoing Committee with a view to ratifying or amending the Plan, only if necessary, and taking into account the requirements of the funding bodies and other stakeholders in Screenworks.

**Strategy Document prepared by:**  
**Committee of Northern Rivers Screenworks Inc**  
**Chair - Cynthia Connop**  
**General Manager – Jill Moonie**  
**February 2009**