

CORPORATE PLAN 2017-20



SUPPORTING THE VICTORIAN SCREEN INDUSTRY

Lion, See-Saw Films, Aquarius Films

Ticket to Earth, Robot Circus

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Front Cover Image: Robyn Butler and Wayne Hope, Gristmill

PRESIDENT AND CEO FOREWORD

We are pleased to present Film Victoria's Corporate Plan for 2017-20

The Victorian screen industry is a significant contributor to Victoria's creative industries and the broader economy, generating valuable cultural, social and economic benefits for the State.

Over the past five years, film, television and games production supported by Film Victoria has delivered over \$820 million in expenditure and 35,000 additional employment opportunities to the Victorian economy.

The globalisation of screen content production and distribution over the past 10 years has fundamentally changed the way screen businesses need to operate if they wish to succeed and grow. This poses challenges and opportunities for the businesses that comprise the Victorian screen industry.

Strategic partnerships, operational integration, relationships with talent, rights management, access to new markets, and alternative sources of finance are important factors that can determine success and need to be front of mind for our screen businesses and content creators.

Victorian screen practitioners and businesses consistently create and produce an extraordinary range of high quality television, comedy, drama, documentary, feature films and games that are distinctive in the marketplace and can appeal to audiences on a global scale.

Our highly-skilled cast, creative personnel and technicians receive international recognition on a regular basis, which helps to confirm the world class capability we have here in Victoria.

The support of the Victorian Government is a key element to the success of our screen industry. We welcomed the release of *Creative State* in 2016, which outlines the Government's vision for the creative industries. Ongoing support for the Victorian screen industry is essential if it is to remain competitive in a global market and successfully adapt to the challenges and opportunities ahead.

The 2017-20 Corporate Plan outlines our strategic priorities, strategies, actions and desired outcomes for the next three years. We have maintained the vision and the three strategic priorities from the 2014-17 Corporate Plan, which accurately reflect the ways in which we deliver our key functions under the *Film Act 2007* to support, lead and deliver improved outcomes for the Victorian screen industry.

Our strategies and actions for the next three years have been expanded to better articulate the work to be undertaken by the team at Film Victoria to achieve our stated outcomes.

Our first strategic priority to support the production of high quality screen content now reflects a stronger emphasis on skills and talent development and international engagement to ensure Victorian screen practitioners and businesses are well-placed to capitalise on opportunities now and into the future.

Our second strategic priority supports activities that promote screen culture. This allows Victorian, Australian and international audiences to access and engage with the quality screen content that is produced in Victoria. It also enables local audiences to engage with culturally-diverse screen content from around the world.

Our third strategic priority underpins the delivery of strategic priorities one and two. Providing effective and efficient services remains a key focus of Film Victoria and reinforces our commitment to maximise the funds available to support the Victorian screen industry.

This corporate plan also reflects Film Victoria's commitment to promote diversity and improve the gender representation of the screen practitioners and content we support.

In addition to the economic benefits to Victoria derived from the continued production of high quality screen content, there are important and valuable cultural benefits this content delivers. The telling of Australian stories that reflect the interests, issues, aspirations and priorities of the broad Australian community reminds current and future generations of our distinctive cultural identity.

We look forward to working with the Victorian Government and the Victorian screen industry over the next three years to ensure Victoria continues to be recognised as a leading creative state that produces world class talent and content.



IAN ROBERTSON

President
Film Victoria



JENNI TOSI

Chief Executive Officer
Film Victoria

Jack Irish, Essential Media and Entertainment

VISION

A VICTORIAN SCREEN INDUSTRY THAT IS CREATIVELY AND FINANCIALLY SUCCESSFUL, PRODUCING HIGH QUALITY, DIVERSE AND ENGAGING CONTENT FOR AUSTRALIAN AND INTERNATIONAL AUDIENCES

ABOUT FILM VICTORIA

Film Victoria is the state government agency that provides strategic leadership and assistance to the film, television and digital media sectors of Victoria. Film Victoria invests in projects, businesses and people, and promotes Victoria as a world class production destination nationally and internationally. Film Victoria works closely with industry and government to position Victoria as an innovation leader through the growth and development of the Victorian screen industry.

The *Film Act 2001* prescribes eight functions and requires Film Victoria to provide “strategic leadership and assistance to the film, television and multimedia industry of Victoria to encourage innovation and the creation of new projects of high quality that are of economic or cultural benefit to Victoria”.

Film Victoria reports to the Minister for Creative Industries, Martin Foley and Creative Victoria within the Department of Economic Development, Jobs, Transport and Resources.

Film Victoria contributes to the delivery of the Victorian Government’s first creative industries strategy, *Creative State*.

Film Victoria supports the principles and objectives enshrined in the *Creative Victoria Act 2017*, especially those that recognise that the creative industries have an intrinsic value and contribute significantly to Victoria’s wealth and prosperity.

Film Victoria aims to increase screen activity in Victoria and be a responsive advocate for the screen industry. Film Victoria does this in a range of ways: through funding the production and development of screen content, industry placements, filming incentives, location assistance, industry events, partnership activities and other support, all which help develop and strengthen the Victorian screen industry.

Film Victoria works in close collaboration with other screen agencies, guilds and government to create opportunities for screen practitioners and businesses to remain competitive and ensure the industry maintains its standing as a creator of high quality, diverse and engaging content for the national and international market.



Seven Types of Ambiguity, Matchbox Pictures

STRATEGIC PRIORITY ONE

POSITION THE VICTORIAN SCREEN INDUSTRY TO CREATE HIGH QUALITY, DIVERSE AND ENGAGING CONTENT

This strategic priority reflects a stronger emphasis on skills and talent development and international engagement to ensure Victorian screen practitioners and businesses are well-placed to capitalise on opportunities now and into the future.

OUTCOMES

- ▶ The level of high quality, diverse and engaging screen content developed and produced for Australian and international audiences is maintained and/or increased
- ▶ A pipeline of screen production activity and employment in Victoria is generated
- ▶ Victoria's reputation as a screen production destination is enhanced
- ▶ The capacity of the Victorian screen industry to be creatively and financially successful and competitive in the domestic and international marketplace is increased
- ▶ Victoria's screen workforce has depth and is diverse and highly skilled
- ▶ Victoria's screen ecosystem is diverse, active and strong

STRATEGIES

ACTIONS

- | | |
|--|--|
| ▶ Support Victorian talent and businesses to develop and produce new screen content | <ul style="list-style-type: none"> ▶ Provide funding and other support to enable Victorian screen content creators to develop original, high quality ideas across all genres and platforms ▶ Provide funding and other support for the production of high quality, diverse and engaging Victorian screen content across all genres and platforms* ▶ Provide funding and other support for emergent opportunities in the screen industry that benefit Victorian screen practitioners and businesses |
| ▶ Attract interstate and international screen production to Victoria | <ul style="list-style-type: none"> ▶ Provide funding and other support for screen production activity to locate in Victoria* ▶ Promote Victoria as a location and business destination for screen production ▶ Promote Victorian screen businesses and talent to identified key markets ▶ Encourage utilisation of Docklands Studios Melbourne |
| ▶ Support the growth of Victorian screen businesses | ▶ Support Victorian screen businesses to identify and implement opportunities for growth* |
| ▶ Support career progression of highly talented early to mid career Victorian screen practitioners | ▶ Facilitate relevant career pathways for identified Victorian writers, directors, producers and game developers* |
| ▶ Strengthen the skills of a diverse range of Victorian screen practitioners and businesses | <ul style="list-style-type: none"> ▶ Provide funding and other support to industry guilds and organisations to deliver activities that benefit Victorian screen practitioners and businesses ▶ Facilitate opportunities for skills development and pathways to paid employment for Victorian screen practitioners* ▶ Facilitate introductions, networking, partnerships and collaboration across the Victorian screen industry and creative industries ▶ Share market intelligence through a range of channels ▶ Facilitate opportunities that improve business skills and outcomes for Victorian screen businesses |

*These actions directly support the delivery of Creative State

Deadpool, Marvel Entertainment, VFX by Luma Pictures

STRATEGIC PRIORITY TWO

PROMOTE SCREEN CULTURE

This strategic priority allows Victorian, Australian and international audiences to access and engage with the quality screen content that is produced in Victoria. It also enables local audiences to engage with culturally-diverse screen content from around the world.

OUTCOMES

- ▶ Victorians and Australians are able to see themselves reflected in Australian produced content
- ▶ Audience awareness of, access to, and engagement with screen culture is increased
- ▶ Victoria’s reputation as a creative state is enhanced
- ▶ Social and cultural value derived from the screen industry and screen content is increased

STRATEGIES ACTIONS

- ▶ Strengthen Victoria’s reputation as a vibrant hub for screen activity and culture
- ▶ Provide funding and other support for events and activities that bring together and/or showcase Victorian screen content and the Victorian screen industry
- ▶ Provide funding and other support to Victorian film festivals and other audience related activities and events that promote, discuss and show screen content*
- ▶ Promote the Victorian screen industry to Australian and international audiences through a range of channels

*This action directly supports the delivery of Creative State

Casting JonBenet, Forensic Films

St Kilda Film Festival



STRATEGIC PRIORITY THREE

PROVIDE EFFECTIVE AND EFFICIENT SERVICES

This third strategic priority underpins the delivery of strategic priorities one and two. Providing effective and efficient services remains a key focus of Film Victoria and reinforces the commitment to maximise the funds available to support the Victorian screen industry.

OUTCOMES

- ▶ Film Victoria's level of service and funding to the Victorian screen industry is maximised
- ▶ Film Victoria's reputation as a well-governed statutory authority with government, industry and the public is maintained
- ▶ Film Victoria is viewed by industry as a state screen agency of choice
- ▶ Film Victoria is viewed by staff as a supportive and attractive employer
- ▶ Competing demands on Film Victoria's resources are balanced

STRATEGIES

ACTIONS

- | | |
|--|---|
| ▶ Embed continual process and system improvement | <ul style="list-style-type: none"> ▶ Ensure systems and processes deliver a positive internal and external user experience ▶ Ensure grant administration processes remain best practice ▶ Ensure processes are documented, updated and shared within the organisation |
| ▶ Deliver responsive and relevant programs and services that meet the needs of the Victorian screen industry | <ul style="list-style-type: none"> ▶ Ensure programs are effectively and efficiently delivered ▶ Conduct regular program reviews ▶ Consult with industry stakeholders ▶ Review organisational priorities as part of annual business planning processes |
| ▶ Adhere to government frameworks, policies and processes | <ul style="list-style-type: none"> ▶ Comply with required financial, risk management and governance frameworks and policies ▶ Ensure staff and the Board are informed about relevant frameworks, policies and processes |
| ▶ Support staff to perform at their best | <ul style="list-style-type: none"> ▶ Encourage and expect a positive workplace culture and a healthy approach to work-life balance ▶ Encourage and expect clear communication between staff ▶ Provide learning and development opportunities and knowledge sharing among staff ▶ Recognise staff achievement |
| ▶ Deliver customised and relevant information to stakeholders | <ul style="list-style-type: none"> ▶ Ensure the Board, Creative Victoria, Minister and Government are informed of issues and opportunities relevant to the Victorian screen industry ▶ Communicate information about opportunities and achievements of Film Victoria and the Victorian screen industry ▶ Ensure the information on Film Victoria's multiple communication channels meets stakeholder needs |

Wentworth Series Four, FremantleMedia Australia

SUPPORTING GENDER EQUALITY, DIVERSITY AND INCLUSIVENESS

As the state government agency that provides strategic leadership and assistance to the film, television and games sectors in Victoria, Film Victoria is committed to promoting and supporting gender equality, diversity and inclusiveness. This commitment sits within Film Victoria's strategic priority to support the creation of high quality, diverse and engaging screen content.

Film Victoria also recognises that gender equality and diversity are industry wide concerns. We expect all of our stakeholders, including screen practitioners, businesses and organisations, to share the responsibility of challenging and changing the status quo.

OUR COMMITMENT TO GENDER EQUALITY

Film Victoria is committed to increasing the representation of women practitioners working across all disciplines in the Victorian screen industry. In the next five years we aim to achieve:

- ▶ At least 50% of writers, directors and producers employed across all film and television productions we fund are women
- ▶ Double the number of women currently employed across all games projects we fund.

Working with the screen industry, we also aim to:

- ▶ Increase the number of Victorian women screen practitioners who are able to secure ongoing careers in the screen industry
- ▶ Increase the number of Victorian women screen practitioners working in under-represented roles across the screen industry
- ▶ Increase the visibility of Victorian women screen practitioners to increase their opportunities for employment.

OUR COMMITMENT TO DIVERSITY

Film Victoria is committed to promoting and supporting diversity being reflected in locally created screen content through the practitioners and businesses that create it and in the stories they choose to tell, and the people who attend the events and activities we support. We aim to:

- ▶ Support a slate of content by funding projects that reflect diversity in the creative team; diversity in the content genre, length, format, platform, budget, storylines and characters; and diversity of its target audience
- ▶ Increase the diversity of the Victorian talent and skills base by supporting projects that are created and produced by screen practitioners from different backgrounds
- ▶ Support audience access to a broad range of screen content.

OUR APPROACH

Achieving gender equality and increased diversity requires an ongoing commitment. Film Victoria has the ability to control some things and influence others. We will use the appropriate levers at our disposal to promote and drive change. Our long term approach will be underpinned by targeted strategies and initiatives that will be implemented and adjusted as required.

We will continue to develop, fund and implement relevant programs, initiatives and policies to promote and support gender equality, diversity and inclusiveness in the Victorian screen industry. While specific strategies may change over time, our focus will remain on increasing diversity on and off screen. Our emphasis in the immediate term is to increase the pool of skilled women available to fulfil key creative and decision making roles across the screen industry.



The Wrong Girl, Playmaker Media

WE RECOGNISE DIVERSITY AS DIFFERENCES IN GENDER, AGE, INDIGENOUS IDENTITY, CULTURAL AND LINGUISTIC DIVERSITY (CALD), DISABILITY, SEXUAL ORIENTATION, GENDER IDENTITY, GEOGRAPHIC LOCATION AND SOCIO-ECONOMIC STATUS.



Baracuda, Matchbox Pictures

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