



# CORPORATE PLAN 2016-2019



> INTRODUCTION

> Goldstone

It is my pleasure to present Screen Queensland's Strategic Plan for the period July 2016 to June 2019 (*SQ Plan*). Screen Queensland (SQ) remains committed to growing the screen industry and becoming a significant contributor to the economic and cultural wellbeing of Queensland.

The next three years in the screen industry in Australia will continue to see rapid change and disruption in technology, audience choices and screen platforms. As an example, during 2015, a new entry Streaming Video on Demand company, Netflix, secured 2.7 million viewers in Australia showing the reach and strength of internet television. Additionally, in 2015, one billion people globally were watching online videos on YouTube – a site founded only ten years earlier. To add to the impact, 1 in 7\* Australians now watch no commercial television with 14-34\* year olds making the fastest exodus from this traditional viewing platform (\*Roy Morgan).

Since 2010, investors have poured nearly \$4 million into start-ups working on Virtual Reality (VR). Entrants in this emerging space include Facebook, Disney, Warner Bros., Legendary, Fox Studios and PlayStation amongst many others. It is being championed by individuals including Steven Spielberg and Mark Zuckerberg and content is moving quickly from experimental to narrative. SQ took the lead

in the VR space by partnering with SBS in the first quarter of 2016 for a series entitled *Untold Australia*.

The next three years will see further work in these innovative spaces along with traditional screen. SQ is committed to building an industry fit to capitalise on advances in technology and also to be creatively bold enough to innovate as storytellers and reach audiences in Australia and internationally on mainstream, and evolving platforms. This will firmly ensure Queensland benefits both economically and culturally.

*SQ's Plan* is committed to ensuring benefits for all Queenslanders through supporting screen. This includes attracting inward investment into the state, transforming industry capabilities, generating tourism and destination connections and enhancing cultural activity.

SQ will maintain its organisational culture that provides leadership through developing and sharing industry intelligence as well as being efficient and flexible; always adapting to the changing needs of industry.

The new *SQ Plan* will deliver an innovative strategy focused on taking Queensland content to the world and ensuring our creative talent is world-renowned.

**Linda Apelt**

> Chair

Screen Queensland

## > PURPOSE





*Screen Queensland's purpose is to grow the screen industry & to be a significant contributor to the economic and cultural wellbeing of Queensland.*

## > WHAT IS THE SCREEN INDUSTRY IN QUEENSLAND?



Screen content forms part of the creative industries which have their origin in individual creativity, skill and talent. They have the potential to create wealth and jobs through the generation and use of intellectual property.

Creative industries can include music, performing arts, film, television, radio, advertising, games and interactive content, writing, publishing, architecture, design and visual arts.

Screen Queensland works specifically in the creative industries where the screen medium is the core method to share creative content. This includes film, television, games, digital online platforms and interactive content.



> *Wanted*



> SUCCESS MEASURES

> *Wanted*

> BROADENING  
THE MEASURE  
OF SUCCESS



CURRENTLY MEASURED /  
POTENTIAL INDICATOR

NATIONAL

ECONOMIC

- 1. AUDIENCE REACH FOR QUEENSLAND-PRODUCED CONTENT
- 2. INCREASE QUEENSLAND WORKFORCE IN THE INDUSTRY
- 3. INCREASE QUEENSLAND PRODUCTION EXPENDITURE

CULTURAL

- 1. AWARDS, PRIZES
- 2. INCREASE IN QUEENSLAND-PRODUCED SCREEN PRODUCTIONS
- 3. INCREASED DIVERSITY IN QUEENSLAND SCREEN INDUSTRY FUNDED BY SQ
- 4. ENSURE REGIONAL AND REMOTE ACCESS TO SCREEN ACTIVITY

INTERNATIONAL

- 1. FOREIGN AUDIENCES
- 2. INCREASE NUMBER OF CO-PRODUCTIONS

- 1. SELECTION AT FESTIVALS

1

**Build our screen ecosystem** by increasing the number of Queensland-created screen productions being commissioned across a variety of platforms (Baseline: existing SQ historical data for previous three years).

2

**Increased diversity** of the screen industry's workforce, with the proportion of female (51%\*) and Aboriginal and Torres Strait Islander (4.2%\*) practitioners rising to closely match proportions for the Queensland population as a whole  
*\*As identified by Queensland Treasury and Trade: Office of Economic and Statistical Research* (Baseline: 2015/2016 data from SQ).

3

**Boost the Economy** by increasing Queensland Production Expenditure (Baseline: existing SQ historical data for previous 10 years).

4

**Increase the percentage** of Queensland FTEs that are employed in the screen industry (Baseline: three year history of measurement of collected data).

5

**Celebrate screen culture** by ensuring regional and remote Queensland have ongoing screen culture activities annually (measure screen culture activities and investment by region).

6

**Increase the number of international co-productions** (Baseline past five years of data).

7

**Selection at Festivals** – internationally (of Queensland films) (new data collection).

8

**New Awards or Prizes** for Queensland-produced content (new data collection).

9

**Measure audience** with view to increase audiences for Queensland screen content (new data collection).

10

**Measure the scope and size of the total screen industry in Queensland** annually to establish reliable base data as a step towards setting measures for growth and sustainability of the screen industry in the state.

> LEAD  
STRATEGIES



OUR SQ PLAN FOR 2016 TO 2019  
FIVE STRATEGIC PRIORITIES FOR THE ORGANISATION

**Building our Screen Ecosystem:**  
telling high-quality screen stories  
that resonate with audiences whilst  
nurturing the next generation of  
storytellers for all screen platforms.

1

**Boosting our Economy:** to deliver  
economic, social, tourism and  
cultural benefits, and provide  
employment and skills development.

2

**Celebrating Screen Culture:**  
to stimulate demand for and access to  
local productions in Queensland and  
everywhere, from big screens to those  
still being invented, and every platform  
in-between.

3

**Leadership:** developing and sharing  
industry intelligence.

4

**Governance, Accountability and  
Performance:** performing effectively  
and efficiently to achieve maximum  
industry growth and success.

5



## > BUILDING OUR SCREEN ECOSYSTEM FOR FUTURE SUCCESS

### WHY

Ensure high-quality screen stories resonate with contemporary audiences, reflect innovation and our cultural identity, whilst nurturing the next generation of storytellers for all screen platforms.

### HOW

Develop and invest in a range of high-quality screen stories across all genres and platforms.

Facilitate business-to-business **networking opportunities** for the Queensland screen industry.

Development of **women in creative roles** to provide increased diversity of screen projects and encourage and support outstanding female talent.

Provide funding to selected businesses to **support the growth** and continued viability of the sector.

Support and invest in a strong, successful and **highly skilled Aboriginal and Torres Strait Islander** screen industry in Queensland.

Encourage industry to **explore and develop stories through new pathways** to audiences.

Create opportunities for early and mid career **practitioners** to build their knowledge of screen business while developing a slate of commercially viable projects.

### OUTCOME

**Increase entry points** into the screen industry.

**Increase diversity** in the creative teams funded by SQ and breakdown of barriers faced by women in the screen industry.

**Growth of career opportunities for Aboriginal and Torres Strait Islander screen practitioners** who are creating dynamic, timely and enduring screen stories.

**Innovative approaches to audiences** through new programs developed.

**Increase diversity on screen** and in the process **unearthing new voices and new stories** that reflect and resonate with who we are as Australians.

High-quality work that **finds an audience and critical acclaim**.

**Showcase Queensland talent and industry** in Australia and the international stage.



## > BOOSTING OUR ECONOMY

### WHY

Maximise economic, employment, cultural and social returns for Queenslanders through the attraction and production of stories and screen companies to the state.

### HOW

Provide **direct investment** in productions.

Attract high-value screen productions that **inject inward investment, create jobs, provide new tourism opportunities and engage the Queensland community**.

Reach out to partners to **generate new sources of funding** for initiatives.

Lead a **collaborative approach across government** in addressing opportunities with cross-portfolio implications.

### OUTCOME

Increase opportunities for **collaboration, innovation, idea generation and partnerships** across all screen platforms.

**Diversify funding sources** and funding initiatives to ensure Queensland filmmaking reaches new heights.

Leveraged opportunities including **collaborative tourism initiatives and enhanced trade relationships**.



## > CELEBRATING SCREEN CULTURE

### WHY

To stimulate demand for and access to Australian screen content in Queensland and everywhere, from traditional cinematic screens to those still being developed, and every platform in-between.

### HOW

Provide Screen Culture funding for **regional and remote festivals** in Queensland.

Enhance film festivals in Queensland that have an international reach and profile, enabling them to **contribute to a more competitive film industry** nationally and internationally as well as **increasing audience choice**.

Maximise Queensland and/or Australian **content** as part of screen culture funding requirements.

Establish an **online library** of content that has originated from Queensland.

**Partner** with organisations that promote, discuss and show screen content.

### OUTCOME

Audiences will have an accessible hub to find **Queensland stories**, Queensland-originated material and a showcase of screen talent from the state.

Queensland audiences will have **access** to screen content enabling them to talk about, share and become advocates of the great work being produced by filmmakers and particularly Queensland and Australian content makers.

Queenslanders will have a **greater choice** than is readily accessible (diversity of content) in their local communities to engage with screen content.

**Increased opportunities for regional and remote audiences** in Queensland to access screen content.



> Village Roadshow Studios

## > PROVIDE LEADERSHIP: BY DEVELOPING AND SHARING INDUSTRY INTELLIGENCE

### WHY

The Queensland screen industry is composed mainly of sole practitioners and small to medium-sized production companies with the majority of production being commissioned from interstate and overseas. In this industry environment, SQ has a valuable role to play in gathering, analyzing and disseminating business intelligence that would otherwise not be produced and available.

SQ is well positioned to become a catalyst for industry innovation.

### HOW

Develop SQ's reputation as a **leading contributor of knowledge and expertise** in the local, national and international screen communities.

Expand highly valued, reciprocal **linkages and partnerships** with filmmakers, key influencers, businesses, tertiary education, professional and community organisations, and government bodies, locally and internationally.

Develop and support **innovative thinking** in areas that apply to the entire industry, such as new approaches to content creation, business models and marketing strategies.

### OUTCOME

Access for industry to **market intelligence** that will follow trends, identify market opportunities and report on best practices.

Gathered intelligence for the industry will also become a source of ideas for SQ in our **pursuit of innovative funding and promotion alternatives**.

By monitoring and analysing global market trends and outlooks, SQ will help **identify opportunities** to develop international markets.



## > GOVERNANCE, ACCOUNTABILITY AND PERFORMANCE

### WHY

To ensure that SQ sustains its productivity and client-focused approach to deliver efficient and effective programs and services.

### HOW

We will continue to **maintain low net cost** of our operations and will continue to **seek the views of our industry** colleagues on questions related to our effectiveness, productivity, professionalism and accessibility.

We will be **accessible, fair and transparent**.

### OUTCOME

**Excellence in Governance**

**Minimised** administration costs

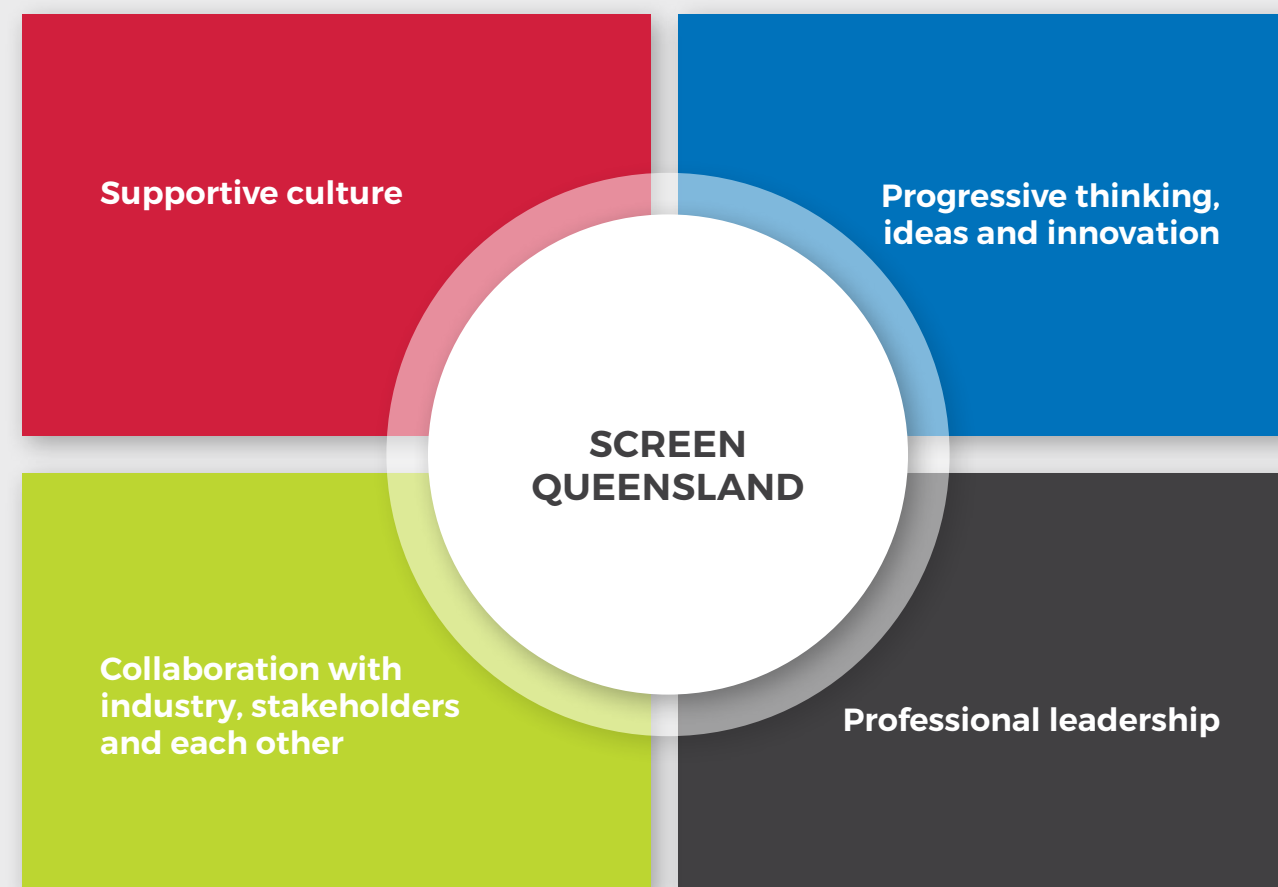
**Efficient and effective** programs

**Engaged** stakeholders

**Improved** service delivery

### OUR PRINCIPALS AND VALUES

FOR OUR INDUSTRY AND AGENCY, THRIVING IN TODAY'S ENVIRONMENT REQUIRES CREATIVITY, COURAGE AND DISCIPLINE.



> *The Age of Adaline*







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