



Australian Government



# Screen Australia

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## Corporate Plan 2024-2028



## Acknowledgment of Country

Screen Australia acknowledges that we work on lands of the Gadigal People of the Eora Nation in our Ultimo office and on the lands of the Wurundjeri People of the Kulin Nation in our South Melbourne office.

We pay respect to Traditional Custodians and Elders past and present, and recognise their continuous connection to culture, community and Country. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

We acknowledge the continuous strength and power in First Nations storytelling and are proud of the work of Screen Australia's First Nations Department, which has provided leadership and support to Aboriginal and Torres Strait Islander storytellers around the country for three decades.

*Cover: Thou Shalt Not Steal*

*This page: The New Boy*

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# Introduction



On behalf of the Board of Screen Australia I am pleased to present the 2024–25 Corporate Plan for the period 2024-2025 to 2027-2028, as required under subsection 35(1) of the Public Governance, Performance and Accountability Act 2013 (the PGPA Act).

This plan is prepared in accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014* and section 35 of the *Screen Australia Act 2008*.

Screen Australia’s Corporate Plan outlines how we work to inspire, inform and connect audiences with compelling Australian stories. We deliver against our purpose by investing in the development and production of screen projects and activities that support a thriving screen culture for all Australians, industry development and international engagement.

Each year, we publicly report on the Agency’s performance against the Corporate Plan through the Annual Performance Statements, which form part of our Annual Report. The Corporate Plan is updated annually to reflect changes in our operating environment and to meet the requirements of the PGPA Act.

A handwritten signature in black ink that reads "Michael Ebeid". The signature is written in a cursive style and is positioned above a horizontal line.

Michael Ebeid, AM  
Chair, Screen Australia Board

# About us

Screen Australia supports the development, production, promotion and distribution of Australian screen content in all its forms, across all platforms. We also administer the Producer Offset on behalf of the Government, which underpins all local screen production.

## Our purpose

To inspire, inform and connect audiences with compelling Australian stories.

## Our vision

Stories that reflect and connect us.

Our stories **reflect who we are**; they share our experiences, hopes, dreams and ambitions; and build a unique sense of community by connecting Australians of all ages and backgrounds.

Our stories **travel the world**, and reflect Australian values, culture, people and innovation.

Our stories **educate, inspire, create change**, and will **resonate** for generations.



# What we do

Screen Australia is the Australian Government agency responsible for supporting the development, production, promotion and distribution of Australian screen content.<sup>1</sup>

## We invest

in culturally relevant and diverse Australian stories by supporting creativity, authenticity and innovation in content production – across all platforms.

## We value

First Nations voices by supporting creatively ambitious projects and people, ensuring First Nations creators and businesses control their own stories.

<sup>1</sup>What we do is informed by our functions as set out in the Screen Australia Act 2008 (part two – section six). A list of these functions can be viewed at <https://www.legislation.gov.au/C2008A00012/latest/text>.

Extraordinary Things

ABOUT US



Content Funding | Industry Development | Global Engagement

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## We foster

an accessible and inclusive screen culture, supporting stories that reflect the diversity of the contemporary Australian experience.

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## We facilitate

sustainable business relationships around the world, serving both cultural and economic imperatives.

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## We support

screen practitioners as creators and workers, to expand their skills, grow their businesses, and increase their international networks, ensuring our industry remains globally competitive.

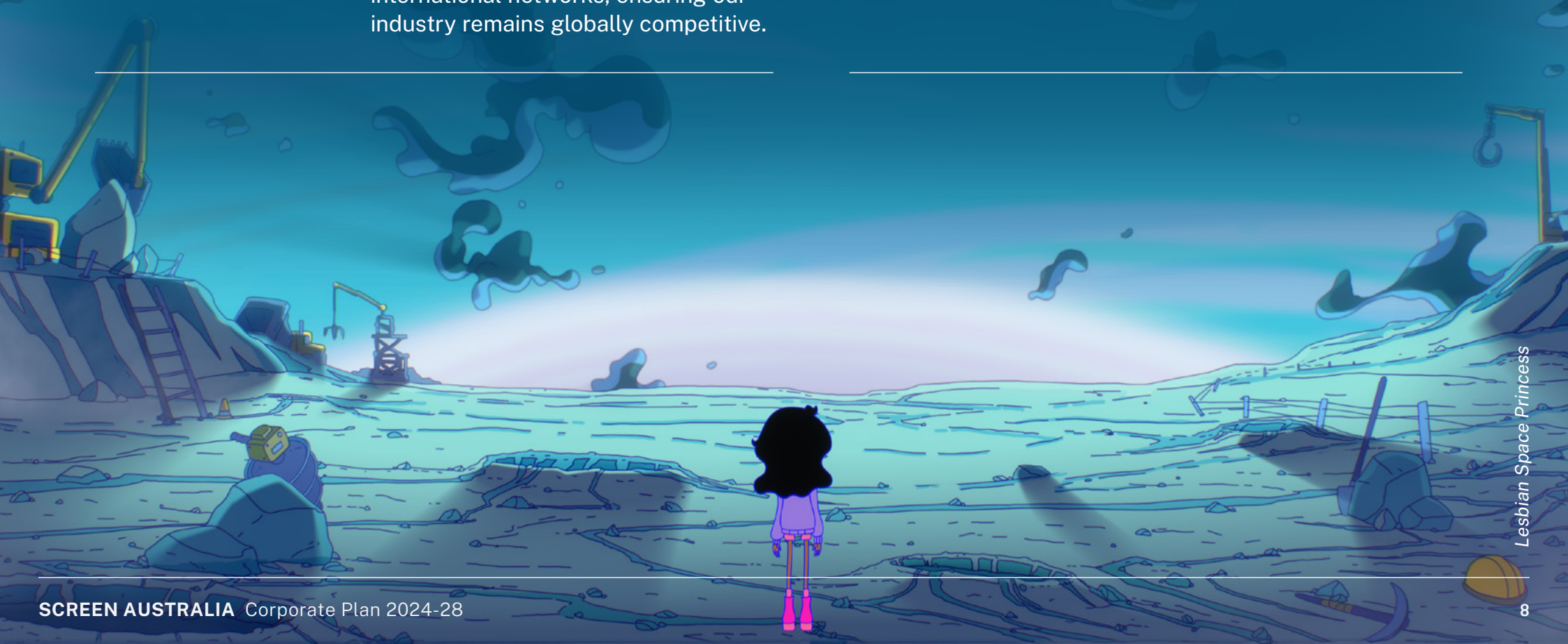
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## We explore

new ways to connect and produce content, across all platforms.

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Windcatcher

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## We collaborate

with government partners and screen organisations to deliver national programs that enhance opportunities for skills development and capacity building.

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## We empower

the industry with research data, insights and milestone studies that act as an education tool and a springboard for change.

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## We promote

our dynamic and world-class screen industry both at home and abroad, supporting screen businesses to access finance, distribution and sales in the global marketplace.

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# Cooperation and collaboration

Screen Australia is committed to maintaining cooperative and collaborative relationships across the screen sector and cultivating new relationships as the screen industry evolves.

Our objective, as the industry's federal funding body, is to clearly communicate and engage with different parts of the sector including; producers and production companies, broadcasters and streaming services, Creative Australia, state agencies, tertiary education institutions, screen sector guilds and associations. Screen Australia also proactively engages with advocacy organisations who are committed to inclusivity and positive change in the screen sector.

These collaborative relationships underpin our investment activities across all programs and our internal operations, in order to promote a sustainable industry and culturally relevant stories.



# Our environment

Australians have unprecedented access to screen content from all over the world across a range of platforms; from short-form videos and subscription-based television viewing to feature films, on big or small screens. In this crowded marketplace, the value of distinct, culturally relevant local content is more important than ever.



## Revive – Australia’s Cultural Policy

In January 2023, the Australian Government announced a new National Cultural Policy, *Revive*, to transform and safeguard a diverse, vibrant and sustainable arts, entertainment and cultural sector. The five interconnected pillars of *Revive* serve as guiding principles for Screen Australia’s activities and strategic priorities.

# First Nations First

We are committed to supporting authentic First Nations screen stories made for First Nations communities, for all Australians and international audiences.

First Nations content makers may apply to any Screen Australia funding program in addition to the programs of the First Nations Department, which has been operational for over 30 years. Entirely staffed and led by First Nations Australians, the Department funds critically acclaimed drama, children's and documentary content across film, television and online, connecting First Nations content creators with local and global opportunities.

To celebrate this significant milestone, the Department is planning a landmark First Nations Screen Summit for November 2024, which will bring together First Nations screen practitioners and thought-leaders from across the country. The summit will build understanding and consensus around the implementation of a National Framework for First Nations Professional Development. The Department is also focused this year on reviewing the *Pathways & Protocols* guide, which is an industry standard for working with First Nations culture and concepts.

The Dark Emu Story

# A Place for Every Story

Screen Australia is committed to reflecting the breadth of Australian stories, while building equity into its programs and its engagement with the community.

The agency works across the country, partnering with state agencies and the wider screen sector to develop initiatives and support content that is both filmed in, and reflects, Australia's diverse locations and communities.

Screen Australia has developed a series of programs to provide skills development opportunities for diverse practitioners traditionally under-represented in the Australian screen industry; and has a long-standing commitment to gender equity through its Gender Matters program and KPI.

In 2024/25 Screen Australia will continue to encourage broader participation in the screen industry, with a focus on improving the accessibility of our guidelines, forms and website.



# Centrality of the Artist

Screen Australia supports screen artists as workers and celebrates screen practitioners as creators.

We collaborate with Government, industry and other screen agencies to deliver national programs that support capacity building and skills development for Australian screen practitioners and their businesses.

We are dedicated to enhancing opportunities for below-the-line roles, and our Industry Development team has implemented initiatives including BTL Next Step, the Production Crew Skills Training Fund, the Transferable Skills & Returning Crew Fund and the Access Coordinator Training Program.

Safety within the screen industry remains an ongoing focus at Screen Australia. We are committed to supporting safe working environments and are working internally and with industry to improve outcomes in this area.



# Strong Cultural Infrastructure

Screen Australia plays a key role in supporting the institutions that sustain our nation's arts, culture and heritage.

We coordinate opportunities with Government, state and territory agencies, industry guilds and content platforms.

Screen Australia also collaborates with other organisations and cultural institutions to strengthen the screen sector through targeted initiatives. Recent Screen Australia partnerships include the Emerging Writers' Incubator with SBS and other state screen agencies, Fresh Blood and The Kaleidoscope Project with the ABC, and the First Nations Creators Program with Instagram Australia.

Screen Australia provides significant support for a range of screen industry events, conferences and leading local festivals, and support for Australian creatives to travel to key international festivals and markets, such as the Festival de Cannes, the Games Developers' Conference, MIPCOM, Content London, and the Toronto International Film Festival.

Furiosa: A Mad Max Saga



We have commenced work with Creative Australia on the triennial State of Australian Culture Report, announced in *Revive*, which will study Australian attitudes and experiences with arts and culture, including Australian screen content. In 2024/25, Screen Australia will explore other collaborations to further empower industry and screen practitioners through research and insights.



# Engaging the Audience

Through supporting Australian screen projects, practitioners and businesses, Screen Australia promotes the development of a diverse and vibrant Australian screen industry that engages local and international audiences.

Screen Australia seeks to support a wide range of screen content that reflects the diversity of Australian experience and we prioritise productions with strong pathways to their audience. This includes both innovative and experimental content which may resonate with specific audiences, and broadly popular productions that have a global reach.

Methods to connect audiences with screen content continue to evolve. We are delighted to have expanded our remit in recent years to include support for the local digital games industry. Screen Australia welcomed the additional \$12 million over four years announced in *Revive*, to implement tailored funding programs designed to complement the Digital Games Tax Offset and other incentives offered by states and territories.



Gubbins

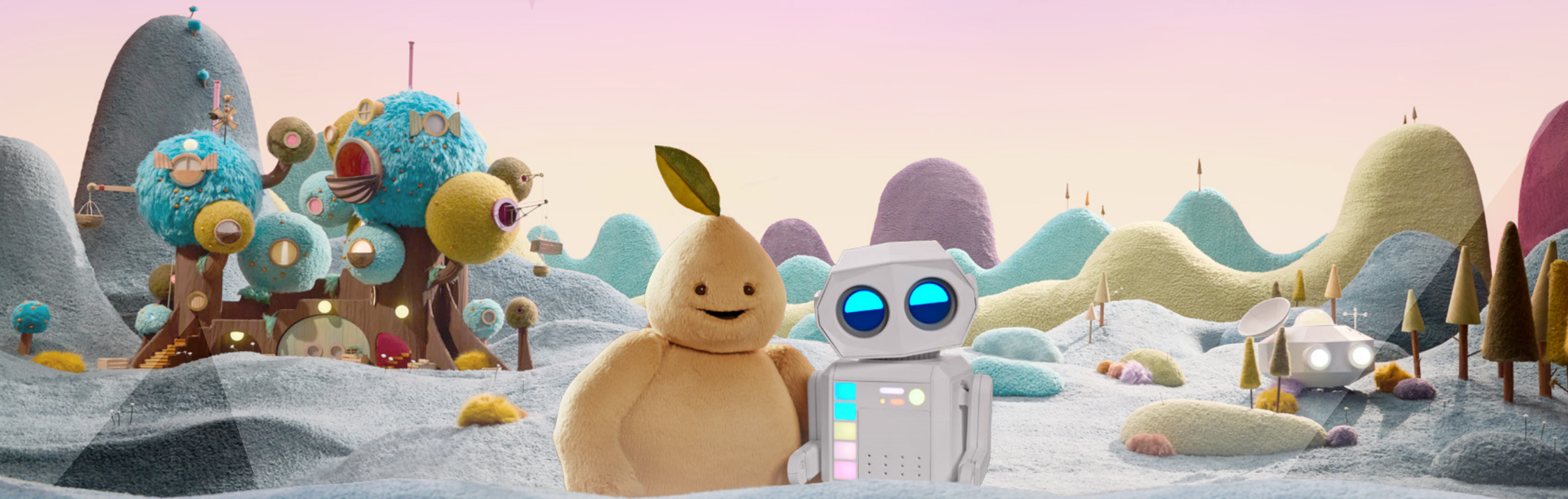
# Our performance framework

This Corporate Plan is directly aligned to the relevant outcome, priorities and performance indicators set out in the Communications and the Arts Portfolio Budget Statement, specifically:

**Outcome 1:** Promote engaged audiences and support a creative, innovative and commercially sustainable screen industry through the funding and promotion of diverse Australian screen product.

Screen Australia's performance measures are grouped under our key objectives, challenges and focus areas. Our results for the year against the key performance indicators that are detailed in this Corporate Plan will be reported in our annual performance statement.

# Objectives



What does Screen Australia want to achieve?

## Australian stories that matter

To ensure the local stories on our screens resonate with contemporary audiences and create a legacy of quality screen content reflective of our cultural identity.

HOW?	DESIRED RESULT	KEY PERFORMANCE INDICATORS FOR 2024/25 TO 2027/28
Develop and invest in a range of high-quality, engaging and distinctive Australian stories across all genres and platforms	Australian audiences to have access to a wide range of quality local content	<p>New projects supported each year: minimum of 225</p> <p>Diverse slate, intended to appeal to a wide range of audiences, including projects which focus on:</p> <ul style="list-style-type: none"> <li>• Quality - projects of scale and ambition</li> <li>• Culture - distinctive Australian stories</li> <li>• Innovation - risk taking content for all platforms</li> <li>• Talent escalation – projects that support the next generation of excellence in storytelling</li> </ul>



John Farnham: Finding the Voice

HOW?	DESIRED RESULT	KEY PERFORMANCE INDICATORS FOR 2024/25 TO 2027/28
Fund projects written and crafted by First Nations practitioners that display bold, distinctive voices that are creatively engaging	Projects written and crafted by First Nations practitioners enrich the Australian content available on our screens	At least one major First Nations Feature Film or Television Drama series to proceed to production each year. One major First Nations factual project or series to achieve free to air broadcast and/or a commitment from an online platform each year.
Fund projects that reflect the diversity of experiences and perspectives in contemporary Australian life	Projects and practitioners that reflect other elements of Australian diversity including culture, LGBTIQ, and disabilities  Projects written and crafted by women, and/or, non-binary and/or gender diverse people identifying practitioners that enrich the Australian content available on our screens	Through development and production investment, promote a diverse range of stories and storytellers  Target: Across a three-year average (2023/24-2025/26), at least 50% of the key creative roles (writers, producers and directors) across all projects receiving Screen Australia development and production funding will be occupied by women, and/or non-binary, and/or gender diverse people.



Bay of Fires



Life of Kea

## Highly-skilled, creative and innovative practitioners who embrace risk

To ensure a vibrant culture of Australian storytelling continues into the future.

HOW?	DESIRED RESULT	KEY PERFORMANCE INDICATORS FOR 2024/25 TO 2027/28
Identify and support projects in development with strong creative proposals that have the potential to move into production	Projects developed with assistance from Screen Australia go on to be produced	15% of feature projects developed with assistance from Screen Australia each year go on to be produced
Identify and nurture talented First Nations Australians and provide opportunities for them to participate in the screen industry	Professional development opportunities for First Nations practitioners	At least 10 opportunities per year for professional development for First Nations practitioners, including creative workshops, internships, mentoring programs and travel grants  Develop and run 1-2 initiatives per year that focus on professional development opportunities for emerging First Nations practitioners
Encourage practitioners to innovate	Risk-taking in screen content creation and distribution	The Screen Australia slate supports projects and/or companies to be innovative in form or distribution

100% Wolf: The Book Of Hath

## Australian stories that are accessible domestically and internationally across all platforms

To grow demand for Australian storytelling and promote access to our stories.

HOW?	DESIRED RESULT	KEY PERFORMANCE INDICATORS FOR 2024/25 TO 2027/28
To support the promotion and marketing effort of Australian projects and practitioners, both domestically and internationally	Growth in the number of Australians viewing Australian product	<p>Features – box office: Three-year (calendar year) average of 2.7 million cumulative attendances at cinemas for the financial year reporting period</p> <p>TV – viewing: Cumulative TV and online (BVOD) audience of 91 million for Screen Australia funded TV (adult drama, children’s, documentaries) for the financial year reporting period.</p> <p>Online: At least three online projects launched during the financial year period to each reach one million views across all reportable platforms.</p> <p>Nominations or selection at prominent international events during the reporting period</p>
	International presence for Australian projects and people	

HOW?	DESIRED RESULT	KEY PERFORMANCE INDICATORS FOR 2024/25 TO 2027/28
Support screen culture events (local festivals, touring programs and awards) that promote and highlight Australian content and practitioners	Impactful national reach of Australian content and practitioners	At least 15 events supported each year in capital cities and regional areas promoting and highlighting Australian content across a range of platforms
Encourage industry to explore new pathways to audiences	Australian content is accessible and effectively promoted to key audiences	Innovative approaches to audiences encouraged in program guidelines or project support  Games: Support at least one project or event from every state and territory across Australia each year.



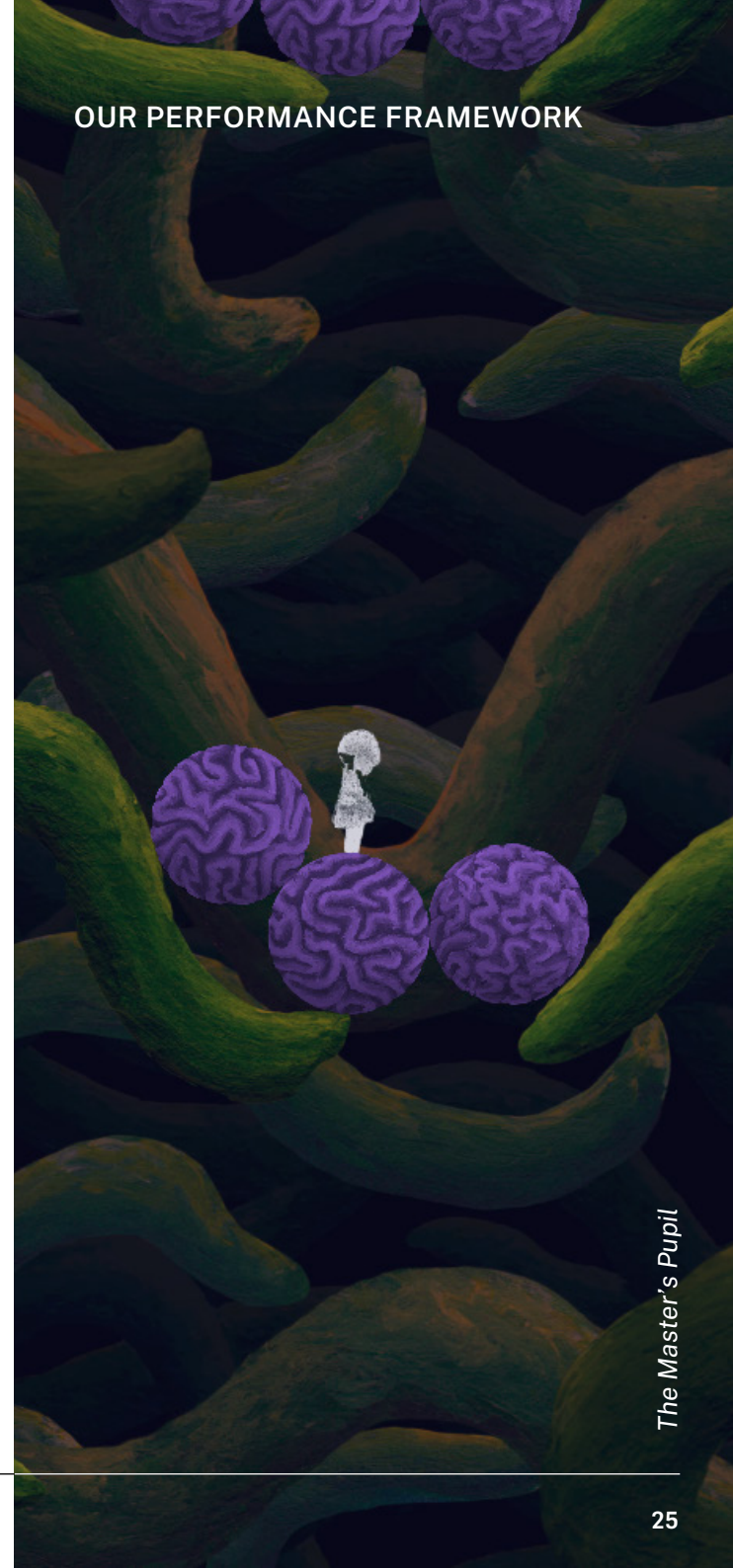
Force of Nature: The Dry 2



## Viable screen businesses

To maintain a healthy infrastructure for screen production in Australia and encourage entrepreneurial approaches.

HOW?	DESIRED RESULT	KEY PERFORMANCE INDICATORS FOR 2024/25 TO 2027/28
Invest in viable screen projects	Production stimulated by Screen Australia investment	For each dollar Screen Australia invests, production budgets are leveraged by at least the following amounts: <ul style="list-style-type: none"> <li>• TV drama: \$5.50</li> <li>• Features: \$5.90</li> <li>• Children’s TV drama: \$3.60</li> <li>• Documentaries: \$2.90</li> </ul>
To provide industry support in areas of identified need to promote the continued viability of the sector	Support the development of promising screen professionals and the viability of screen businesses	Up to 15 professional development opportunities for emerging and experienced industry professionals each year



The Master’s Pupil

HOW?	DESIRED RESULT	KEY PERFORMANCE INDICATORS FOR 2024/25 TO 2027/28
Facilitate business-to-business networking opportunities at Australian conferences and other local industry events	Increased opportunities in Australia to network and encourage partnerships across content and platforms	At least five events held each year with a range of businesses and projects participating
Provide strategic opportunities for Australian companies to build relationships, pitch projects, and generate international business	Stimulate business for Australian projects	Each year, provide support for at least two targeted activities for Australian screen creatives with projects that have international potential
Grow awareness of and market the Producer Offset and Co-production programs internationally	Increased production and inward investment in Australian and co-produced projects	Producer Offset and Co-production programs actively marketed in at least two events or markets each year.



Went Up the Hill



Ladies in Black

## An efficient, effective and responsive organisation

To minimise administration costs (providing greater funds for on-screen projects) engage stakeholders and support public policy settings that encourage industry growth and resilience.

HOW?	DESIRED RESULT	KEY PERFORMANCE INDICATORS FOR 2024/25 TO 2027/28
Provide the highest-quality outcomes in the management and service delivery of Screen Australia's programs	Maximise expenditure on programs/projects as a percentage of total expenditure	Expenditure on programs/projects at least 85% of total expenditure
Provide informed and effective evidence-based policy	Public policy informed by Screen Australia research	Dissemination of evidence-based research that informs debate and policy-making and demonstrates thought leadership
Lead industry debate	Public and industry debate informed by Screen Australia research and analysis	Citation of Screen Australia research and insights in media, publications and other relevant platforms Commission ABS survey every four years



The Surfer

## OUR PERFORMANCE FRAMEWORK

HOW?	DESIRED RESULT	KEY PERFORMANCE INDICATORS FOR 2024/25 TO 2027/28
Maintain rigorous governance structure	Organisation recognised as being well-governed	Adherence to Screen Australia's policies and procedures
Meaningful consultation with sector	Productive relationships with practitioners, guilds and other industry organisations including broadcasters	Industry consultation is incorporated into processes where appropriate
Operate the Producer Offset and Co-production program efficiently	Co-production projects produced	Screen Australia decides at least 70% of provisional co-production approval applications – subject to foreign competent authority agreement – within 12 weeks of receipt of a complete application
	Producer Offset certificates delivered quickly	70% of Final Producer Offset certificates issued within 12 weeks of receiving completed applications.

# Our capability

We will be sustainable by working within our means and conducting our activities efficiently and in innovative ways to reach more people. We are focused on optimising the potential of our people, investing in our business systems and managing our assets effectively to deliver outcomes.



Hot Potato: The Story of the Wiggles

**CAPABILITIES**

**FACTORS**

**STRATEGIES**

**Our People**

At Screen Australia, our success hinges on the expertise and knowledge of our staff, who play a vital role in achieving our mission of supporting screen projects, practitioners, and businesses.

To maintain our commitment to excellence, Screen Australia is dedicated to ensuring that our staff possess proficiency in grants and program administration, screen production and development, as well as general administration and management.

Screen Australia will strive to ensure its staff have up to-date experience in:

- Adaptations specific to the industry
- Industry-specific protocols and methodologies
- Effective communication skills
- Efficient time management techniques
- Effective stakeholder engagement
- Additional professional growth as deemed necessary.

We are dedicated to enhancing and future-proofing our capabilities by equipping our staff with the necessary skills and resources.

To achieve this goal, we will persist in advancing our workforce through tailored training initiatives, such as the integration of Cultural Competency Training.

Furthermore, we are committed to fostering agility and flexibility among our team members. This will be facilitated by ensuring our organisational structures remain adaptable and responsive, our employment framework promotes ongoing cultural change, and our organisational systems facilitate efficient and streamlined processes.

CAPABILITIES	FACTORS	STRATEGIES
<p><b>Our IT and Digital Solutions</b></p>	<p>Screen Australia’s information technology and digital solutions are delivered to meet the needs of our staff and clients.</p> <p>Key drivers are to provide secure, resilient and accessible IT systems and infrastructure while ensuring cost efficient and sustainable use of resources.</p> <p>We continually seek opportunities to streamline and automate processes to reduce time and costs.</p>	<p>Continue Screen Australia’s Cloud transition by migrating viable on premise corporate applications to cloud based solutions enhancing the agency’s access, security and resilience.</p> <p>Ensure currency and efficiency of IT network and storage infrastructure while seeking opportunities to reduce energy, footprint and replacement costs.</p> <p>Provide mobility and improved collaboration solutions to all staff through the deployment of laptops and greater development and adoption of cloud based collaboration, access and deployment technologies.</p> <p>Undertake continual improvement and development of Screen Australia’s IT security and resilience.</p> <p>Continue to improve and seek opportunities for the collection, analysis and sharing of relevant business and program information to inform corporate strategies, policy and support of the industry.</p>
<p><b>Our Infrastructure</b></p>	<p>Screen Australia has invested in physical and digital infrastructure, to support our business and enable us to achieve our outcomes.</p> <p>This infrastructure requires ongoing investment to ensure that it is up to date, fit for purpose and well maintained.</p>	<p>We continue to invest in building upgrades that deliver energy and operational efficiencies.</p> <p>Screen Australia has entered into a new lease at its existing premises – Level 7, 45 Jones Street Ultimo with a reduced footprint for a 5-year term commencing 1 November 2023. We continue to improve our business systems with up-to-date technology to provide enhanced productivity, security and resilience.</p>

# Risk oversight and management

Screen Australia's *Risk Management Policy and Plan* provide a formal framework for effectively managing the agency's business risks.





## External risks

The success of Australia's screen industry is subject to many external factors: social, political, economic, technological, legal (including piracy) and environmental. Screen Australia has identified the following external risks that could affect its ability to deliver on its goals:

- reduction in funding from the Australian Government
- increase in demand for existing funding including an environment in which producers experience difficulties in financing projects
- increased risks of litigation to Screen Australia due to greater competition for limited funding resulting in escalating costs to the agency
- discrepancy between the Producer Offset's requirements and those required by changing business models, particularly in relation to distribution arrangements
- screen investment recoupment targets not met
- insufficient crew or infrastructure to meet demand.

These risks will be managed by Screen Australia's Board and management team, who will review risks regularly, and develop policies and processes to the extent that such risks are within Screen Australia's control.

## Internal risks

In addition to the external factors, Screen Australia is also subject to risks arising from its internal processes.

The organisational risk management function within Screen Australia is managed and co-ordinated by the Finance Unit and involves:

- development, implementation and monitoring of a risk management policy and associated action plans
- development, implementation and monitoring of a fraud control policy and associated action plans
- development, implementation and monitoring of a business continuity policy and associated action plans
- coordinating the outsourced internal audit function.

As an essential part of sound corporate governance and management practice, Screen Australia is committed to effective risk management. The Australian Government requires agencies to have in place risk management, fraud control and business continuity management plans. These cover operational issues relating to program delivery, such as financial and organisation administration, and mechanisms to ensure sound corporate governance practices are followed. These plans are being monitored and reviewed in consultation with the Australian National Audit Office and internal auditors.

# Appendix A: Our functions

Screen Australia was established under the *Screen Australia Act 2008* and from 1 July 2008 took over the functions and appropriations of its predecessor agencies, the Australian Film Commission (AFC), the Film Finance Corporation Australia (FFC) and Film Australia Limited.

The key functions of Screen Australia, as set out in the Act are to:

- support and promote the development of a highly creative, innovative and commercially sustainable Australian screen production industry; and
- support or engage in:
  - the development, production, promotion and distribution of Australian programs; and
  - the provision of access to Australian programs and other programs; and
- support and promote the development of screen culture in Australia.
- undertake any other function conferred on it by any other law of the Commonwealth.



Australian Government



# Celebrating Australian Stories.

Little J & Big Cuz