

hchuckfincirclesofsupportclosedforwintercoffinrockconnectedbylightdancemetomysongdecemberboysdeckdogz  
stinationaustraliadrplonkdriventodiffractiondisgraceelephanttaleselephantiasisepsilonfigarophoforbiddenlie\$galli  
liheyheyit'sestherblueburgerhumantouchinaleagueoftheirowninnocenceisyourhousekillingyou?kindofmanlastride  
emindslookbothwaysluckycountryluckymilesmcleod'sdaughtersmoneymoversmoustachemytehranforsalemyyear  
thoutsexnapoleonnecessarygamesonenightthemoonopalddreamingparadisefoundpeachespicnicathangingrockra  
itproofenceriskingitalroadtrainsamplepeopleshinesiamsunsetsnikeupstormboysundaytoofarawaysweetandsour  
cancanoestencanoestemptytheboysarebackthebullythecatpianothecatpillarwishtheclubthehonourablewallynormanthe  
anthe kiss the ligh horsemen the love market the mystery of flying kick the old man whoread love stories the tracker thunder  
ruck traveling light twelvecanoes wolf creek a place called mimilia alexandra's project australian rules bad boy bubby beautiful  
kate beautiful blue fin boxing day breaker morant chuck fin circles of support closed for winter coffin rock connected by light d  
cemetomy song december boys deck dogz destination australian drplonk driventodiffraction disgrace elephanttales eleph  
ntiasis epsilon figarophoforbidden lie \$gallipoli hey hey it's esther blue burger humantouchinaleague of theirowninnoc  
yourhousekillingyou?kindofmanlastride likemindslookbothwaysluckycountryluckymilesmcleod'sdaughtersmoneymoversmou  
stachemytehranforsalemyyearwithoutsexnapoleon necessary gamesonenightthemoonopalddreamingparadisefoundpeaches  
picnicathangingrockrabbitproofenceriskingitalroadtrainsamplepeopleshinesiamsunsetsnikeupstormboysundaytoofar  
awaysweetandsourten canoestencanoestemptythe boys are back the bully the cat piano the caterpillar wish the club the  
honourable wally norman the kiss the light horsemen the love market the mystery of flying kick the old man whoread  
love stories the tracker thunder struck traveling light twelvecanoes wolf creek a place called mimilia alexandra's  
project australian rules bad boy bubby beautiful kate beautiful blue fin boxing day breaker morant chuck fin circles of support  
closed for winter coffin rock connected by light dance metomy song december boys deck dogz destination australian drplonk  
driventodiffraction disgrace elephanttales elephantiasis epsilon figarophoforbidden lie \$gallipoli hey hey it's esther blue bur  
ge humantouchinaleague of theirowninnocence is yourhousekillingyou?kindofmanlastride likemindslookbothwayslucky  
countryluckymilesmcleod'sdaughtersmoneymoversmoustachemytehranforsalemyyearwithoutsexnapoleon necessary  
gamesonenightthemoonopalddreamingparadisefoundpeachespicnicathangingrockrabbitproofenceriskingitalroadtr  
ainsamplepeopleshinesiamsunsetsnikeupstormboysundaytoofarawaysweetandsourten canoestencanoestempty  
the boys are back the bully the cat piano the caterpillar wish the club the honourable wally norman the  
kiss the light horsemen the love market the mystery of flying kick the old man whoread love stories the tracker  
thunder struck traveling light twelvecanoes wolf creek a place called mimilia alexandra's project australian  
rules bad boy bubby beautiful kate beautiful blue fin boxing day breaker morant chuck fin circles of support  
closed for winter coffin rock connected by light dance metomy song december boys deck dogz destination australian  
drplonk driventodiffraction disgrace elephanttales elephantiasis epsilo  
nfigarophoforbidden lie \$gallipoli hey hey it's esther blue burger humantouchinaleague of theirowninnocence is yourhouse  
killingyou?kindofmanlastride likemindslookbothwaysluckycountryluckymilesmcleod'sdaughtersmoneymoversmou  
stachemytehranforsalemyyearwithoutsexnapoleon necessary gamesonenightthemoonopalddreamingparadisefoundpe  
achespicnicathangingrockrabbitproofenceriskingitalroadtrainsamplepeopleshinesiamsunsetsnikeupstormboysund  
toofarawaysweetandsour **empowering the south australian film production industry to achieve success** tencano  
tencanoestencanoestemptythe boys are back the bully the cat piano the caterpillar wish the club the honourable  
wally norman the kiss the light horsemen the love market the mystery of flying kick the old man whoread love stories  
the tracker thunder struck tra  
l light twelvecanoes wolf creek place called mimilia alexandra's project australian rules bad boy bubby beautiful kate bea



## South Australian Film Corporation Strategic Plan 2012

# Introduction

Following is the strategic plan for the South Australian Film Corporation (SAFC) to 2012.

This strategy has been developed over a number of years in close consultation with the SAFC Board, senior management and representatives of the South Australian film industry.

The objectives and targets of South Australia's Strategic Plan have also been considered in the strategy planning process, notably Target 4.2: Double the number of feature films produced in South Australia by 2014.

## Purpose

To empower the South Australian screen production industry to achieve success

By success the South Australian Film Corporation means creative, critical, cultural and commercial achievement in the production of either feature, documentary, short and digital media films.

We will achieve this commitment by engaging directly with the local industry and by creating an environment that encourages creativity and is open to doing things differently. We will make ourselves distinct by understanding our strengths and playing to them. And we will focus our resources on delivering innovative programs, services and development opportunities to our key stakeholders.

South Australia is the home of independent filmmaking and the South Australian Film Corporation is focused on ensuring that we maintain this reputation primarily for the benefit of our local filmmakers and also to production and post-production companies, tourism market and screen culture.

## Vision

To be recognised globally as the most **dynamic screen agency** in Australia

To the South Australian Film Corporation, *dynamic* means: engaged, leading, energetic, active and entrepreneurial in developing and changing the screen production landscape.

We understand that to be recognised as dynamic, we need to 'live it' in our behaviors, values, systems, communications and operations.

Furthermore, we need to acknowledge the prior achievements of the Corporation and focus on *building on the past to move to the future*.

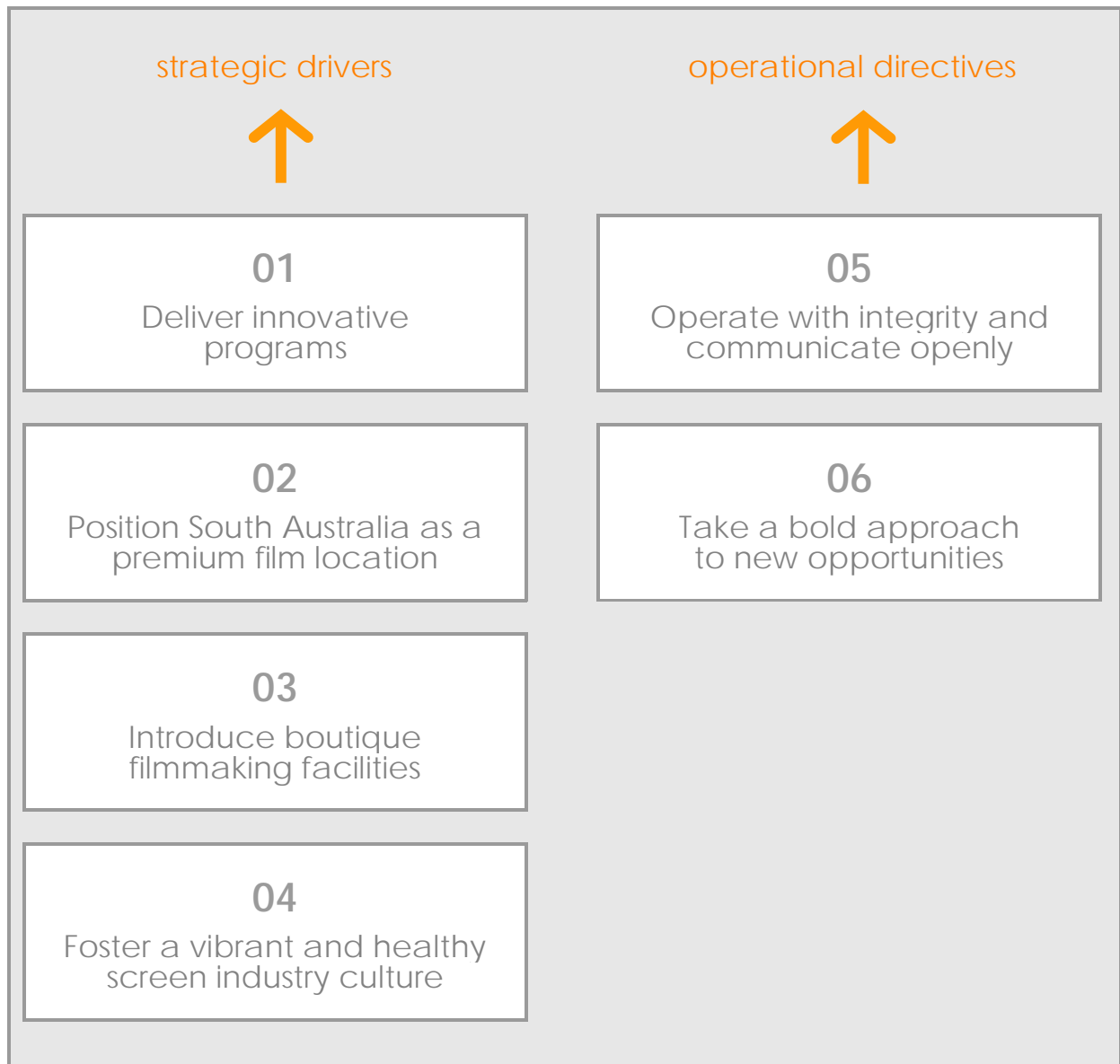
## Values

To demonstrate **consideration and respect, integrity, professionalism, positivity and leadership**

Our values stand for who we are and define our interactions and behaviours with our key stakeholders.

# Strategy 2012

The South Australian Film Corporation 2012 strategy is defined by four strategic drivers and two operational directives.



# Strategic drivers

## 01.

Deliver innovative programs

### Objectives

- 01.01 Devise, deliver and monitor programs that are relevant and respond effectively to the changing production landscape
- 01.02 Focus on programs that actively build capabilities, growth and sustainability of the industry
- 01.03 Ensure programs retain the right balance between creativity, business and flexibility
- 01.04 Deliver programs in a manner which ensures that SAFC resources are leveraged to the greatest extent possible

### Measurables

- Double the number of feature films produced in South Australia by 2014 (T.4.2. Film Industry)
- Increase the number of credited producers and writers in the state
- Increase the number of South Australian films produced per year
- Evidence of responsive programs

### Stakeholders

#### Key stakeholders

- / established & emerging South Australian screen industry practitioners

#### Secondary stakeholders

- / Minister for Arts
- / SASIC

## 02.

### Position South Australia as the premium film location

#### Objectives

- 02.01 Market South Australia as a premium film location
- 02.02 Promote and manage a professional film & location service
- 02.03 Develop film friendly protocols that enable state-wide support and on the ground production facilitation

#### Measurables

- Increase in the amount of expenditure on feature film production in South Australia
- Increase in the number of films shot in South Australia accessing Film SA and SA Government incentives under the Film South Australia strategy

#### Stakeholders

##### Key stakeholders

- / established interstate and international filmmakers
- / production companies
- / local government
- / Arts SA
- / Premier's office

##### Secondary stakeholders

- / local locations services companies
- / SATC
- / AusFilm
- / media

## 03.

Introduce  
new purpose  
built studio  
facilities

### Objectives

- 03.01 Collaborate and engage with government, planning and design bodies to ensure the best facilities are delivered within the budget
- 3.02 Market potential for new film and screen production facilities

### Measurables

- Successful delivery of the film and screen centre
- Strong pipeline of production facilities bookings within the first year of operation

### Stakeholders

#### Key stakeholders

- / Department of Premier & Cabinet
- / Arts SA, tenants
- / production companies
- / architects

#### Secondary stakeholders

- / SASIC
- / local industry
- / Department of Health
- / competitors (studio services)

## 04.

### Foster a healthy and vibrant screen industry culture

#### Objectives

- 04.01 Develop an integrated pathways approach for film practitioners by bringing together all industry stakeholders to explore future directions, training and development priorities and possible collaborations
- 04.02 Partner with industry organisations to deliver a suite of professional development programs in line with this strategic direction
- 04.03 Support entry-level production activities that have clear professional development outcomes
- 04.04 Communicate publicly regarding screen industry achievements and the role of the SAFC

#### Measurables

- Number of short films produced/annum
- Increase the number of South Australian's undertaking work in the creative industries by 20% by 2014. (4.1)

#### Stakeholders

##### Key stakeholders

- / Arts SA
- / established & emerging South Australian screen industry practitioners

##### Secondary stakeholders

- / SASIC
- / MRC
- / Universities
- / Adelaide Film Festival
- / AIDC, AWG

# Operational directives

## 05.

Operate with integrity and communicate openly

### Objectives

- 05.01 Liaise and communicate openly with key stakeholders
- 05.02 Deliver on the government standards and requirements for all financial and corporate reporting
- 05.03 Implement processes that enable efficient management of workflow and help retain knowledge within the organisation
- 05.04 Develop policies and programs that attract, develop and retain professional staff
- 05.05 Seek and share industry intelligence

### Measurables

- Approval of the annual auditing process and signoff by Arts SA

### Stakeholders

#### Key stakeholders

- / SAFC Board
- / Department of Trade and Finance
- / Minister of Arts
- / Arts SA
- / SAFC staff

#### Secondary stakeholders

- / Auditor General
- / Department for Premier & Cabinet
- / SAICORP
- / Workforce data collection
- / Attorney General
- / Department for Trade and Economic Development
- / SAFC clients (tenants, productions)

## 06.

Take a bold approach to new opportunities

### Objectives

- 06.01 Initiate and develop partnerships and opportunities with key stakeholders
- 06.02 Engage and lead in industry debates and national policy creation

### Measurables

- Evidence of new partnerships

### Stakeholders

#### Key stakeholders

- / international screen industry practitioners
- / national and international agencies
- / industry organisations and associations
- / broadcasters

#### Secondary stakeholders

- / South Australian screen industry practitioners

# Challenges

In 2010 and beyond, the South Australian Film Corporation will face a number of challenges, notably:

## Building on our reputation

The South Australian Film Corporation has a long tradition of being a forerunner in the Australian screen industry landscape. In particular the Corporation is renowned for its ability to straddle both the creative and economic aspects of film production and work collaboratively with filmmakers to deliver successful outcomes.

Going forward, the Corporation will work to maintain this reputation whilst:

- / upholding a track record of production and international reputation
- / maintaining a holistic view of the industry
- / remaining a compact and versatile screen agency and work to introduce greater synergy and collaboration between departments within the SAFC
- / sustaining support from industry associations and State government
- / remaining responsive to changes in government direction and priorities
- / retaining alignment between the board and management
- / managing balance between being an active organisation with fairness and transparency

## Responding to changing landscape

The global financial environment has made a significant impact on film production around the globe. Locally, national investment and funding programs are changing with the introduction of Screen Australia, whilst state agencies are adapting their programs to align with national programs and be more competitive for filmmakers to shoot and produce films locally.

The South Australian Film Corporation will be focused on providing adaptive and innovative programs to the industry whilst managing the challenges of:

- / operating with less funding compared to other state agencies
- / operating a finite amount of money for industry programs and minimal development funds
- / driving its agenda and priorities when the Corporation is always minority investor
- / investigating additional and alternate revenue sources

## Maintaining the momentum

The relocation to Glenside provides the South Australian Film Corporation with the opportunity to enhance the State's reputation as a hub for independent film. Whilst at the same time the challenge is to ensure that the Corporation's reputation to provide cost-effective services and cater to the specific needs of productions is maintained. Other key challenges include:

- / sustaining an undisrupted pipeline of productions prior to, during and after the relocation
- / initiating the potential to package deals with production and post production industry programs and providing packages to local tenants
- / working collaboratively with local industry to enhance the development of the Film & Screen Centre
- / balancing between alternate uses for the new studio services with a flexible and accommodating production facility and service
- / articulating and communicating the intangible value added services provided to productions

## Retaining the knowledge

The film industry is a competitive environment. Locally the Corporation is faced with the challenge of operating in a relatively small industry whereby recruiting experienced professionals removes talent from the industry pool. Consequently, turnover is relatively high at the Corporation and hence knowledge retention is an issue. To manage this the Corporation will:

- / build on the short-term nature of employment of industry professionals at the South Australian Film Corporation as a potential strength by embracing a 'life long learning' approach to talent development
- / package remuneration with flexible terms of employment and training and development opportunities to attract and retain professionals
- / introduce systems and processes to streamline data and knowledge management within the Corporation