



Strategic Plan 2018 – 2020

Introduction

The South Australian Film Corporation (SAFC) was established under the South Australian Film Corporation Act 1972 to stimulate and encourage the formation and continued development of a film industry in South Australia.

Initially a production company, in 1994 it ceased production and became the first state film corporation established in Australia; to this day its role is to grow and support a thriving independent screen production sector, and do so via production investment, production attraction and location assistance, project development, and industry and audience development.

Purpose

Through its central role supporting the state's screen industry, the SAFC contributes to a robust South Australian economy; creating jobs, attracting business, telling South Australian stories, supporting visitation, driving innovation and encouraging participation in cultural activities.

The world in which the corporation operates is now in a period of continuing and dynamic change, driven by technological advancement impacting the way content is distributed and consumed, dramatic increases in the number of screens all around us, amid the rise of international streaming giants such as Netflix, Amazon and Hulu, and within the network of what is now a globally footloose screen production industry.

The SAFC's primary objective is to develop and drive a resilient, innovative and adaptable screen production industry in South Australia, one which is positioned to anticipate and exploit to best advantage all current and future trends in business, creativity and entertainment, to deliver the best possible content and business outcomes to the state, and to audiences in Australia and around the world.

Vision

South Australia is recognised as a centre of excellence in screen production and at the vanguard of new forms of entertainment and storytelling in Australia.

That South Australia enjoys a greater share of national and international screen production spend, with the SAFC delivering more jobs, enhanced innovation, increased business confidence, new partnerships, greater visitation and creativity to the state.

That the SAFC is highly regarded by all its stakeholders, recognised for its leadership, its advocacy, its service orientation and its commitment to delivering positive change, especially in relation to driving innovation and embedding greater diversity among practitioners and projects.

That the work we support and the programs we manage are the strongest in the world in terms of quality, reach, innovation, influence and impact.

Strategic Objectives

Strategic Goals	Measures Of Success Over The Period Of The Plan
<p>1. A considered and comprehensive suite of programs which;</p> <ul style="list-style-type: none"> • are flexible and responsive; • promote and strengthen South Australian screen businesses; • deliver employment and investment into the South Australian screen sector; • develop the skills of the emerging South Australian screen sector; • enhance screen content quality, relevance and export potential; • drive innovation in screen storytelling, technology and business models; • prioritise the telling of South Australian stories; • maximise the potential of our existing industry, facilities and infrastructure, and; • are developed and delivered via new partnerships. 	<ul style="list-style-type: none"> • Programs have clear and targeted strategic objectives which are articulated by the SAFC and embraced by the sector and other stakeholders. • The SAFC is known by our stakeholders as great to do business with, & South Australia is regarded by screen industry professionals as the best state in Australia to live and work. • South Australia is recognised as being at the vanguard of screen innovation. • South Australia has an increased share of the national screen spend, including scripted and non-scripted TV, delivering more jobs, sufficient to guarantee pipelines of employment. • More South Australian stories are told to new and growing audiences. • South Australia’s Industry improves connections with national and global markets, and is working with more partners to produce and distribute content. • New partnerships are in place between the SAFC and the business and philanthropic sectors, along with the education and tertiary sectors. • The SAFC has enhanced relationships with government partners including Investment Attraction SA and SA Tourism.

Strategic Goals	Measures Of Success Over The Period Of The Plan
<p>2. SA is recognised as a centre of excellence in screen production in Australia and at the vanguard of new forms of entertainment and screen storytelling - as the state which pioneered the use of government subsidy to lever significant commercial investment into content production and job creation, and the state which continues to lead the way with peerless incentives and grant programs, world-class studio and post production facilities, creatives and crews, unique and diverse locations, with support from a highly responsive and outward-looking state agency team and a focus on innovation across storytelling, business, technology and audience development.</p>	<ul style="list-style-type: none"> • South Australian Screen projects are recognised by large audiences, strong box office, festival inclusions and critical acclaim. • Adelaide Studios are regarded as a vibrant hub of screen and arts culture. • The screen industry in SA is a priority for the South Australian government. • The state retains more of its young people because the screen industry offers them developmental opportunities and satisfying, dependable livelihoods. • The state is known in Australia and internationally as film-friendly.
<p>3. Targeted industry and audience development programs are supported through partnerships with recognised and experienced screen organisations and businesses, and with content / broadcast /online outputs, to grow both the capacity and skillset of the sector, and enhance the appreciation and experience of screen audiences.</p>	<ul style="list-style-type: none"> • Skills gaps are identified, and programs are developed and implemented to close those gaps via training, paid attachments and employment. • Partnerships are established and maintained between the SAFC and leading Australian businesses, individuals and institutions, as well as South Australian government partners, to develop the South Australian screen industry by closing skills gaps and developing screen audiences by promoting screen culture. • Higher rates of employment for local residents in South Australia, greater South Australian spend generally with minimised travel and accommodation costs. • A diverse and broad range of screen activities and events are provided and attendance at film festivals and associated events increases.

Strategic Goals	Measures Of Success Over The Period Of The Plan
<p>4. Enabling practitioners from under-represented groups to create screen content and make their authorial voices heard - not just in key creative roles but right across the collaborative screen production process - delivering equity of opportunity and contributing to a shift in power-dynamics which sees people from groups which are under-represented in the screen sector achieving more senior, key decision-making roles in the producing, commissioning, investing quarters of the business.</p>	<ul style="list-style-type: none"> • Increased participation in the screen industry by women, Aboriginal people, residents of regional and non-metropolitan areas, practitioners from CALD backgrounds, those with a disability and from the LGBTQI community. • Strategies and programs are in place to identify and remove barriers to employment and screen culture for under-represented groups. • The SAFC has strong relationships with groups currently under-represented in the screen sector and the cultural competency of staff and stakeholders is established and recognised. • Increased collaboration with organisations already working with under-represented groups. • An increase in the number of projects which tell South Australian stories via unique and fresh perspectives. • The progress of the Aboriginal Screen Strategy 2015-20 is evaluated and augmented as required to maximise outcomes and opportunities. • Emerging talent outside the metropolitan centre of Adelaide is identified, and developmental programs are undertaken in a number of locations across South Australia. • Growing attendance at screen culture events and activities among under-represented groups. • The SAFC Reconciliation Action Plan (RAP) is implemented. • A Disability Inclusion Action Plan (DIAP) is developed, endorsed and implemented.

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<p>5. Ensuring safe workplaces in the South Australian screen industry where all participants and workers feel assured there is zero tolerance to bullying, coercion, harassment and discrimination, along with understanding of and adherence to, all relevant laws.</p>	<ul style="list-style-type: none"> • Development and Implementation of a visible and contractually enforceable Code of Conduct for industry, drawn from the code currently being drafted by SPA and informed by the Screen Australia Code launched April 2018. • South Australian Arts Respectable Behaviour code is implemented within the SAFC. • A production sector that understands its obligations, rights and responsibilities in relation to standards of behaviour in the workplace. • SAFC staff modelling the highest standards of behaviour and process in relation to resolving any disputes.
<p>6. The SAFC is agile and proactive, rigorous and effective, welcoming and supportive, with a stakeholder-focused outlook.</p>	<ul style="list-style-type: none"> • The SAFC is responsive and in a continuing conversation with the community via its social media platforms and targeted events. • The SAFC is flexible and nimble and can respond to changing industry needs. • The SAFC enjoys productive and respectful relationships with all stakeholders, including the production sector, government, guilds, broadcasters, distributors, fellow arts industry organisations, arts and screen funding bodies, as well as media and audiences. • The SAFC adheres to sound management, financial and governance practices.