

# Strategic Plan 2019 – 2022

Screen Queensland is a Government-owned company that has been established in the state for 26 years and sits within the portfolio of the Premier of Queensland and Minister for Trade. Screen Queensland invests in the Queensland screen industry, attracts production including post, digital and visual effects to the state and supports screen culture activities for all Queenslanders.

## Our Vision

The diverse Queensland screen industry will be transformed by 2028 into a global leader in which dynamic and growing businesses make quality screen stories and exceptional games for all platforms achieving economic, cultural and social benefits for all Queenslanders.

## Our Purpose

Enrich audiences globally through compelling Queensland created screen content.

ENRICHING	Content delivers tremendous cultural value and informs our sense of who we are (our cultural identities). Quality content embraces diversity and inclusivity.
AUDIENCES GLOBALLY	Inspires, entertains, informs and connects with audiences in Australia and globally, helping shape our view of the world and the world view of us.
QUEENSLAND CREATED	Creates jobs, provides leadership, boosts the economy, Intellectual Property creates commercial returns.
SCREEN CONTENT	All platforms including games.

## Our Values

### REVOLUTIONARY

We lead the agenda, are forward thinking, risk takers and change makers, agile and brave

### EXCELLENT

What we do, we do with full commitment. We strive for continuous improvement and we value quality

### GENEROUS

We care, we go beyond, we lead, we share, we include

# Our contribution to the Queensland Government's objectives

*Our Future State – Advancing Queensland's Priorities  
Advance Queensland Screen Industry 10-Year Roadmap and Action Plan*

This three-year plan sets out Screen Queensland's (SQ) strategic positioning, the way that we create unique value for the state, particularly in celebrating our culture and diverse population through capturing and telling our stories on screens, as well as generating economic impact through direct Queensland Production Expenditure (QPE) and creating jobs now and in the future through investing in screen and screen businesses.

SQ contributes directly to the Queensland Government's objectives: create jobs in a strong economy; give all our children a great start; keep Queenslanders healthy; and being a responsive government.

Strategic priorities will inform activities undertaken and will help to maintain and build competitive advantages for the state's screen industry. Through its activities, SQ supports the delivery of the *Advance Queensland Screen Industry 10-Year Roadmap and Action Plan*.

Key Priorities to be delivered in alignment with the *Advance Queensland 10-Year Screen Industry Roadmap and Action Plan* are:

- Expand the global reach of Queensland's screen industry
- Support Queensland's diverse local practitioners
- Boost the capability of the Queensland screen sector
- Build a screen friendly Queensland

## Operational environment

**Screens are a unique and powerful tool for sharing creative content and stories.**

The screen medium is central to connecting audiences with ideas. Film, television and digital games are widely recognised as each having an important role to play in storytelling – particularly in Queensland storytelling. In this respect, the industry which revolves around this medium is of particular economic, social and cultural importance and is reflected through SQ's focus on investment through the lenses of commercial, career and culture.

Queensland's screen industry will continue to be influenced by changes in technology, distribution platforms, and globalisation of screen and consumer preferences. SQ must continue to

innovate across its investments, initiatives and business or be left behind by an industry that is changing quickly.

Queensland, the second largest state in Australia by size, is home to more than 5 million people. The population is widely dispersed across the state with more than half of the population living outside the greater metropolitan area of Brisbane. 4.6% of Queensland's population identify themselves as Aboriginal and/or Torres Strait Islander and 21.6% of the state population was born overseas. The demographics of the state and the location of the population means that SQ focuses on diversity in screen stories to reflect its population and ensures its investment in the industry reaches beyond the capital city.

While demand for new and unique screen content across Australia is strong, international and domestic competition from content creators is equally strong in servicing that demand. In this global and ever-changing market, screen agencies such as SQ are critical to ensuring the local screen industry can sustainably grow and continue to contribute to the economy and society more broadly.

SQ's role supports the growth of the industry's already significant employment (of over 7,000 FTEs) and value added to the economy at almost \$1 billion in 2016-17. The *Advance Queensland Screen Industry 10-Year Roadmap and Action Plan* sets the ambitious target to double the value of the state's screen industry over the next ten years.

## Strategic risks

**Queensland's screen industry operates in a highly competitive national and international environment.**

Significant strategic risks include:

- Variable economic conditions such as exchange rates and government funding available within state, Australia and globally
- Competition from other national and international destinations

- Continued disruption to screen platforms and the ability to swiftly respond to a rapidly changing industry
- Policy change that could impact levels of production including quotas on screen content
- Increase in demand for existing funding in an environment in which producers experience difficulties in financing projects
- Screen investment recoupment and/or raising of funding targets not met

- Cyber security
- IP Protection – piracy and copyright infringements
- Climate/environment

SQ's senior leadership team regularly review the risk management framework and seek to continuously improve identification and management of all strategic and operational risks.

## Target markets

**The plan aims to connect with screen industry throughout Queensland and focuses on national and global markets to audience.**

Key international markets to attract production include established markets of North America and the United Kingdom.

Emerging international markets with whom relationships should be a priority during the period include APAC countries.

# Objectives

Objectives	Strategies	Measurement / Indicators	Alignment with Key Government Objectives
<b>Drive returns on investment to the state and grow the value of the Queensland screen industry</b>	<p>Invest in viable screen projects and businesses that can reach identified return on investment</p> <p>Facilitate business-to-business networking opportunities at industry conferences and events</p> <p>Provide strategic opportunities for Queensland companies to build relationships, pitch projects and generate international business</p> <p>Raise the profile of Queensland's capabilities as a production and game developers' destination to attract investment, productions and business outcomes</p> <p>Attract production and post, digital and visual effects (PDV) to Queensland</p> <p>Work with local councils on film friendly policies and encourage them to sign up to SQ's Film Friendly Protocols</p> <p>Maximise the value of facilities to the Queensland economy and its screen industry, including the SQ Studios</p>	<p>QPE – direct spend on Queensland jobs, goods and services</p> <p>Economic impact including visitor expenditure (selected productions)</p> <p>Job creation</p>	<p><a href="#">Screen Roadmap</a> Expanding global reach of Queensland's screen industry</p> <p>Supporting Queensland's diverse local practitioners</p> <p><a href="#">Our Future State</a> <i>Create jobs in a strong economy</i></p> <p>We are contributing to jobs by attracting direct new expenditure to the state through production attraction and PD.</p> <p>We are supporting the growth of Queensland exporting businesses (PDV, production and games) which increase jobs and contribute to the Queensland economy.</p>
<b>Partner with change-makers and global innovators to break from failing commercial and creative models to transform the industry</b>	<p>Maximise strategic, philanthropic and commercial partnership opportunities with organisations that align with SQ's values to secure more investment and possible alternative revenue streams</p> <p>Work in partnership with Tourism and Events Queensland, Trade and Investment Queensland and the Queensland education sector to maximise tourism and international engagement opportunities, as well as with other government agencies to maximise delivery of the vision</p>	<p>Leverage strategic partnership investment</p> <p>Funding through alternative funding streams including SQ Trust</p> <p>Economic impact including visitor expenditure (selected productions)</p>	<p><a href="#">Screen Roadmap</a> Expand global reach of Queensland's screen industry</p> <p>Support Queensland's diverse local practitioners</p> <p><a href="#">Our Future State</a> <i>Create jobs in a strong economy</i></p> <p>We are contributing to a diversified and innovative economy by providing new models to transform an industry across the state</p> <p>Being a responsive government</p> <p>We are delivering responsive investment services to Queensland's screen industry by leveraging Government funding to secure new private investment into the industry. We are working across departments to maximise benefits for all Queenslanders through leveraging new deliverables from productions filming in the state</p>
<b>Lead, transform, inspire and grow the Queensland screen sector in a rapidly-evolving international industry</b>	<p>Provide superior outcomes in management and service delivery</p> <p>Ensure a positive and productive workplace culture</p> <p>Lead meaningful dialogue with the industry to increase outcomes and success</p> <p>Continue the improvement of operational capabilities, effective and efficient business operations and good governance</p> <p>Maintain an engaged, motivated, agile and adaptable workforce that is committed to working together to deliver superior outcomes</p>	<p>SQ Studios operating efficiently, effectively and on budget</p> <p>SQ is an agile and flexible organisation that operates with integrity, transparency and accountability</p> <p>Effective and efficient governance, processes and business systems embracing new technologies</p> <p>An inclusive and collaborative culture fostered through an empowered workforce that is industry focused</p>	<p><a href="#">Screen Roadmap</a></p> <p>Expand global reach of Queensland's screen industry</p> <p>Support Queensland's diverse local practitioners</p> <p>Boost capability of the screen sector</p> <p>Build a screen-friendly Queensland</p> <p><a href="#">Our Future State</a> <i>Being a responsive government</i></p> <p>We are delivering responsive and quality investment services to Queensland's screen and games business community and international buyers and investors</p>

Objectives	Strategies	Measurement / Indicators	Alignment with Key Government Objectives
<p><b>Invest in bold, audience-savvy screen stories that drive cultural change and excite audiences in Australia and internationally</b></p>	<p>Invest in bold, high quality, engaging and distinctive stories across all genres and platforms</p> <p>Invest in projects that reflect the diversity of experiences and perspectives in contemporary Australian life</p> <p>Invest in projects written and crafted by Indigenous practitioners as per the SQ Aboriginal and Torres Strait Islander Strategic Plan 2019</p> <p>Invest in children's content across all platforms to ensure Queensland children's voices and lives are reflected on screen</p>	<p>Baseline measurement and ongoing measurement of diversity in screen (utilising upcoming Screen Diversity Inclusion Network tool)</p> <p>Deliver Aboriginal and Torres Strait Islander Strategic goals (see SQ Aboriginal and Torres Strait Islander Strategic Plan 2019-2022)</p> <p>Market share of Australian content (measured by Screen Australia Drama Report and games statistics through GDA)</p>	<p><u>Screen Roadmap</u></p> <p>Expand global reach of Queensland's screen industry</p> <p>Support Queensland's diverse local practitioners</p> <p><u>Our Future State</u> <i>Create jobs in a strong economy</i></p> <p>Give all our children a great start through ensuring quality, inclusive content that reflects Australian culture and experiences that are accessible across all platforms</p> <p><i>Create jobs in a strong economy</i></p> <p>We are contributing to jobs by investing in content from across the state from a wide range of diverse voices</p> <p>We are supporting the growth of Queensland businesses (PDV, production and games) that increase jobs and contribute to the Queensland economy</p>
<p><b>Build real, content and credit-based pathways to support successful careers through developing and championing the bravest and most dynamic talent from every corner of our state and its diverse communities</b></p>	<p>Support emerging and established practitioners, encouraging them to diversify and increase their skills</p> <p>Invest in careers and support increased pathways into the industry for practitioners from diverse backgrounds and regions through attachments and mentorships</p> <p>Identify and support projects in development with strong creative potential to move into production</p> <p>Support collaboration and business building through sqhub and continue innovative methods including market/investor partnerships to transform industry</p> <p>Build capability of screen industries across the state and deliver the Far North Queensland Strategy</p>	<p>Demonstrated uplift in credits and opportunities for talented Queenslanders, and increase in numbers of engaged, skilled crew</p>	<p><u>Screen Roadmap</u></p> <p>Support Queensland's diverse local practitioners</p> <p>Boost capability of the screen sector</p> <p><u>Our Future State</u> <i>Create jobs in a strong economy</i></p> <p>We are contributing to jobs by attracting direct new expenditure to the state through production attraction and PDV as well as supporting business building</p> <p>We are supporting the growth of Queensland exporting businesses (PDV, production and games) which increase jobs and contribute to the Queensland economy</p> <p><i>Being a responsive government</i></p> <p>We are supporting Queensland's content creators from across the state by creating pathways for practitioners across the industry through mentorships, attachments and outcome-focused initiatives</p>
<p><b>Ignite the passion of local and international audiences for Queensland-made screen stories</b></p>	<p>Supports screen culture events that promote and highlight content that inspires, entertains, informs and can connect audiences</p> <p>Support the promotion and marketing efforts of Queensland projects and practitioners both domestically and internationally</p> <p>Work to identify, attract and promote screen content and screen culture to and in Queensland</p>	<p>Cultural and social impacts, which are acknowledged in Australia and internationally</p> <p>Increase in audience engagement with local and international screen content, including in regional areas</p>	<p><u>Screen Roadmap</u></p> <p>Build a screen-friendly Queensland</p> <p><u>Our Future State</u> <i>Keep Queenslanders healthy</i></p> <p>We support Queenslanders through ensuring inclusive and diverse content from across Queensland that represents the Queensland community and its stories are shared on screens</p>