

ScreenWest

Strategic Plan

2006 - 2011



Government of
Western
Australia

lotterywest
supported

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FOREWORD FROM THE MINISTER

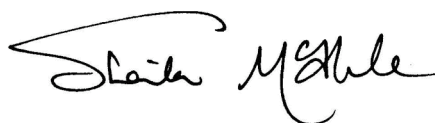
Western Australia is fortunate to have significant resources. Cleverly developed and managed, these resources are affording Western Australians not just their fundamental education, health, safety and housing needs, but also a vibrant and creative community.

A key focus for the Western Australian Government is ensuring we all have the opportunity to participate in cultural and artistic activities which enrich people's lives and improve our connection with the wider community. Our creative sector has a key role in this by providing high quality, accessible services for all.

The screen industry plays a highly valued role in a vibrant and creative community, having the ability to communicate with many people at once. Increasingly, technological developments are enabling smaller targeted groups of people interested in a topic to source information and contribute their views about it to others. We are living in a time when large parts of our community are choosing to view and engage with screen productions, as part of their leisure activities, education or employment. The challenge for Western Australia is to ensure our stories and our views on world events continue to engage and inform people, in a world where creative content from others is becoming more accessible.

It is in this context the State Government has supported the recent analysis of the strategic future for ScreenWest. The analysis by ScreenWest Board, staff and industry members of where the industry would like to be positioned in five years and the roles required of ScreenWest to assist the screen industry to achieve this has been valuable.

In order for the businesses, which enable screen practitioners to create compelling productions to grow, skills must continue to develop. As well, new technology must be mastered and market partnerships secured and advanced. ScreenWest has a key role to play in partnering the industry to achieve its potential. I am pleased to endorse the objectives outlined in the ScreenWest Strategic Plan 2006-2011.

A handwritten signature in black ink, reading "Sheila McHale". The signature is written in a cursive style with a large, sweeping initial 'S'.

Sheila McHale MLA
Minister for Culture and the Arts
31 October 2006

LETTER FROM THE CHAIRPERSON

Over the last year, ScreenWest's Board, staff and members of the screen industry have worked together to consider how ScreenWest can best work with the Western Australian screen industry to assist its advancement over the next five years.

Together we have explored the dynamics of this industry locally, nationally and internationally, with a view of clarifying the key roles of ScreenWest for the next five years within this larger context.

On behalf of the Board, I would like to thank the many individuals and organisations who provided input to the draft Strategic Plan, in all of its stages of development. We have listened to all this input, and now developed ScreenWest's Strategic Plan for the next five years.

The objectives outlined in the Strategic Plan have resulted from the recognition by ScreenWest Board Members, Staff and the Western Australian screen industry that we are facing a time of considerable change.

Creative screen content is now being viewed by audiences on many different devices. Developments in technology are enabling our community to interact and respond to screen content in new ways. Some people, particularly youth, are choosing to participate in its creation to a degree that has not been experienced before.

This creates challenges for the Western Australian screen industry, as it seeks to continue its track record in the production of quality screen programs, which engage, inform and entertain audiences. Industry members may need to acquire new skills in cross platform media to take these programs to audiences nationally and internationally via a range of emerging distribution platforms. Innovation will be required by industry professionals, as well as businesses in the screen industry, so that a share of the international marketplace can continue to grow.

In this context, ScreenWest embraces the three key roles outlined in the Strategic Plan for the coming five years. Board and staff believe these roles will enable ScreenWest to continue to facilitate industry growth, which will in turn result in more productions which will benefit our Western Australian community and culture.



Debra Shorter
Chairperson, ScreenWest
31 October 2006

Executive Summary

ScreenWest Strategic Plan 2006-2011

Vision

ScreenWest will foster growth in cultural distinctiveness, innovation and increased sustainability in the Western Australian screen industry.

ScreenWest will work with talented screen practitioners, facilitating knowledge exchange and advancement of their craft and business skills.

ScreenWest will develop national and international market opportunities for our industry by fostering relationships and partnerships.

Mission

ScreenWest funds the development and production of quality innovative screen productions in Western Australia, primarily, but not exclusively, in the areas of:

Drama production
Indigenous production
Factual production, especially documentaries
Innovative digital production.

It is assumed that animation is included in each of these areas.

ScreenWest works with other industry partners to advance the business/leadership acumen and craft skills of Western Australian screen industry members so they can remain valuable and competitive to a global standard of excellence.

Values

- Innovation
- Craft Excellence
- Community Identity
- Openness and Adaptability
- Integrity
- Audience Engagement

Ends

Western Australian originated screen content which is nationally and internationally acknowledged as being unique, inspiring and excellent.

The existence of a strong industry that sustains the careers and aspirations of talented Western Australian screen practitioners.

Recognition as a major production centre in Australia and the South East Asian region.

Executive Summary

ScreenWest Strategic Plan 2006-2011 (cont'd)

Critical Success Factors

1. Industry Development, Recognition and Trade Facilitation

ScreenWest will foster the recognition of the screen industry as an important cultural and growing economic contributor to the Western Australian community; connecting with leaders of other major economic sectors, private investors and government departments.

Further, ScreenWest will lead the exploration of international partnerships and market development to ensure that world-class Western Australian screen practitioners and business people can access growing screen opportunities abroad more effectively

2. Financial

ScreenWest will work within government and externally with private investors, including the corporate sector, to enhance and secure the ongoing availability of annual investment funds available to the Western Australian screen industry.

3. Funding Focus on Genre and Innovation

ScreenWest will work with the industry to advance innovation and creativity in key production genres, particularly the amount of digital production, taking into account the advantages and strengths of the Western Australian screen industry, with the goal of securing increasingly sustainable production slates.

4. Industry Human Resource Development

ScreenWest will work with other professional bodies to facilitate the knowledge-sharing and craft development of talented screen practitioners in the Western Australian screen-media industry, to ensure that Western Australian industry members remain relevant, timely in their application of new technologies and globally competitive.

5. Client Services

ScreenWest will provide up-to-date and accessible information and services to develop the digital screen industry and be flexible and efficient in the provision of its services.

6. Internal Processes and Innovation

The ScreenWest team will exhibit an entrepreneurial, progressive and innovative spirit as it helps build solutions for the screen industry businesses it invests in and supports. ScreenWest will adjust its structure, staff skill sets and evolve its policies/processes as it assists the fast-changing screen industry to advance in Western Australia.

Executive Summary

Objectives

Objective One: ScreenWest will take on three key roles over the next five years, beyond solely being a funding agency, in order to enhance the Western Australian screen industry's opportunity for advancement:

1. ScreenWest as the "facilitator" and "connection-builder" for cultural & economic development of the Western Australian screen industry. This means pro-actively enhancing the economic development and cultural recognition of the sector through facilitating connections locally, nationally and internationally.
2. ScreenWest as a leader for change and facilitator for the development of Western Australian screen industry skills and knowledge within the changing media world. This will require building capability in companies and empowering individuals through knowledge creation and skill development, in order to successfully adapt to the changing industry.
3. ScreenWest as a focused sponsor of and investor in excellence and innovation. This includes talented screen practitioners, projects, companies and events, with a focus on enhanced capacity for both domestic and international growth/sustainability – in specific focus or niche areas.

Innovation and increased knowledge are essential for the future, if the Western Australian screen industry is to penetrate new markets, raise its profile in existing markets or even maintain its current position in the marketplace. ScreenWest's role will be to encourage and reward this.

Objective Two: ScreenWest will be required to secure statutory authority status, rather than to continue as an Incorporated Association, in order to expand its functions into these three key roles and partner with the Western Australian screen industry to enhance its competitiveness, creativity and business success.

Objective Three: ScreenWest will be required to review and revise its organisational structure and personnel skills, so that it is satisfactorily resourced to fulfill the three key roles outlined above.

Objective Four: Additional finance is required by the Western Australian screen industry to trigger industry expansion, increased viability and the evolution of skills into developing areas of screen activity. ScreenWest must assist the Western Australian screen industry to access an increased diversity of funding sources, some of which will provide finance directly, rather than via ScreenWest.

Executive Summary Objectives (cont'd)

In relation to screen production development and production finance, a “Four pillar” funding policy will apply:

I. General Development and Production Funding

- i. WA on Screen (including West Coast Visions and Indigenous Productions)
- ii. Lotterywest

II. Market Partnership Funding

- i. ABC Film and Television Fund
- ii. Asia (Singapore/India etc)

III. Production Attraction Fund for Feature Film and Television Drama from outside Western Australia

IV. Digital Development and Production Fund/Innovation Fund.

ScreenWest will also act as a catalyst for increased private funding and will continue its efforts to encourage additional production activity within the WA screen industry that does not require finance from ScreenWest sources. ScreenWest will do so in a ‘neutral’ third-party manner that can bring various industry companies, market partners, governments, businesses and not-for-profit elements together collaboratively.

Objective Five:

As demand from the WA screen industry for trigger finance alongside other market partners will continue to exceed available resources, ScreenWest must identify areas of funding focus, whilst retaining flexibility to consider innovative and markedly excellent projects that might fall outside this focus.

ScreenWest’s areas of funding focus for the planning period of 2006–2011 for the development and production of quality innovative screen productions in Western Australia will be primarily, but not exclusively, in the areas of:

- Drama production
- Indigenous production
- Factual production, especially documentaries
- Innovative digital production.

It is assumed that animation is included in each of these areas.

This shift in funding focus will result in greater emphasis being given to these areas and lesser emphasis being given to short film and high budget feature film development activities. Industry members and Assessment Panelists will be given guidance on areas of focus and funding priorities.

Executive Summary

Objectives (cont'd)

- Objective Six** ScreenWest will focus on a range of specific distribution platforms for Western Australian produced content:
1. Television, particularly free-to-air public broadcasters, is likely to remain a primary distribution channel over the next five years.
 2. Interactive and portable multi-platform delivery, including mobile telephony.
 3. Niche cinema and home cinema distribution for low budget features and feature documentaries.
- Objective Seven** ScreenWest will continue to create opportunities for the continuous skill development of Western Australian screen practitioners. It will:
1. Target other partners to expand screen industry training, develop high level workshops and conferences.
 2. Foster closer links between the practitioners and their marketplace.
 3. Provide professional support and mentorships as required.
 4. Develop closer ties with complimentary organisations and work with international, national and local training bodies to achieve this end.
 5. Assist screen industry members to access information about latest developments in cross-platform production, digital technology and distribution avenues through the establishment of an online resource with links to other online services (called in this document a “Knowledge Bank”).
- Objective Eight** ScreenWest will assist Western Australian screen enterprises to become increasingly viable and provide finance under terms of trade which are designed to encourage the growth of and reinvestment by the Western Australian independent screen production sector.
- Objective Nine** ScreenWest will acknowledge screen culture organisations as key partners in the achievement of Western Australian screen industry advancement and will lobby for their resources to be enhanced.
- Objective Ten** To assist global competitiveness, penetration into new markets and fostering of innovation, ScreenWest will foster closer ties and production initiatives between local companies and complementary companies/agencies in target markets, particularly Singapore, India and South East Asia.

I. Context

In 2006, ScreenWest (Western Australia's screen industry development agency) engaged in a process to create its Strategic Plan for advancing the organization towards 2011.

As a result of this process, a Vision of ScreenWest's role for the next 5 years has been articulated, within the larger context of the potential future of the WA screen industry. ScreenWest's Strategic Plan challenges the WA screen industry to adopt a spirit of change and to join the global forces of innovation and progress within an ever-increasingly competitive industry.

ScreenWest is operating in the following environment:

- Western Australia's culture is unique and distinctive. This distinctive cultural resource represents opportunity for Western Australian screen producers, as well as offering a benefit to the Australian screen industry as a whole.
- The WA screen industry is experiencing greater success and growth than ever before and the call on ScreenWest finance as key trigger investment within market partnerships is well exceeding existing ScreenWest resources. It is not possible for ScreenWest to provide all the capital needed for industry development. Additional sources of funding are required to assist the industry to expand, without compromising market signals in the choice of projects.
- The WA community is watching WA screen productions. The 2006 Arts Monitor Survey shows 83% have watched a Western Australia program in the past 12 months.
- Western Australia has existing strengths in factual programming and children's drama, but a broader range of opportunities is needed for the industry to grow and satisfy the aspirations – commercial and creative – of practitioners.
- Indigenous culture is a strong presence in Western Australia. It promises to be a creative wellspring for the Western Australian screen industry while imposing obligations on it. ScreenWest is committed to the development of Indigenous Western Australian content and practitioners.
- There are both advantages (eg proximity to Asia, range of locations) and disadvantages (eg isolation) for the WA screen industry in Western Australia's geography. Distance from the production, broadcasting and finance centres of Sydney and Melbourne encourages an export focus (looking north).
- Overall, the share of audience being captured by traditional film and television productions in Australia is decreasing, with viewer numbers and cinema attendance significantly decreasing for Australian productions, other than "must see" live or event productions (other than in exceptional circumstances). Leisure time is being allocated to forms of entertainment other than traditional forms of film and television viewing, particularly by Australian audiences under 25 years;
- Australian domestic screen productions are continuing to lose ground to imported American content (other than in exceptional circumstances);

- Traditional Australian film and television sectors are facing increased competition in other saturated and emerging markets (such as Europe, Eastern Europe, Canada, Africa, South America, India and Asia), where homeland competition is becoming more skilled at the same time as local policies and funding are being advanced to increasingly favour their own screen industry players;
- The Australian Federal Government has announced it is committed to supporting the digital content industry, stating that the industry is growing faster worldwide than other economic sectors. In February 2004, it launched the Digital Content Industry Action Agenda (DCIAA), an industry-led and Government-supported initiative with the stated purpose of ensuring that the digital content industry in Australia reaches its full potential and stays competitive in the global economy. The DCIAA Report, *Unlocking the Potential*, was released on 13 March 2006.
- On 2 August, 2006, PriceWaterhouseCoopers released its "Australian Entertainment and Media Outlook: 2006-2010" which predicts the Australian entertainment and media sector will grow at seven per cent compounded annual growth rate (CAGR) from 2005 to be worth \$29.5 billion by 2010. The report states: "Entertainment and media organisations that respond to the demands of Australians with flexible content, personalised service, networking opportunities and value for money will thrive in this new environment."
- New technology is having an impact on the ways in which screen productions are being created and enjoyed. Screen content is being separated from time and platform, as audiences download productions to view at a time that suits and watch or interact with the audience engaging with the production over a range of devices, many of which are now portable. New methods for storytelling and engaging an audience in those stories are occurring and audiences are raising their own expectations for quality, style, impact and access;
- New trends in the development of creative content are challenging previous definitions of what constitutes screen production, which is now viewed by some as including interactive technologies which result in user input content, game play, text and virtual environments. Alternative distribution mechanisms for digital, multi-channel and multi-format are advancing rapidly, both in sophistication and financial modeling;
- Technological innovations in production and distribution (eg broadband and alternative quickly evolving digital distribution channels such as Google, MySpace, iTunes, AOL, Yahoo) as well as new platforms (eg mobile phones) and formats (eg games) will require the WA screen industry to develop new skills and business models over the next five years.
- The Western Australian screen production industry is heavily reliant on direct assistance, despite high and growing levels of commissions from international broadcasters and distributors. This severely limits industry capacity and growth. Western Australian share of Federal assistance is disproportionately small. New sources of capital and investment finance are required for industry development beyond existing levels.

In order to carve out a competitive position for the WA screen industry during this industry evolution, ScreenWest will need to support and reward continuous innovation and new value-creation efforts, balancing this with encouragement of growth in current areas of success in the WA screen industry.

Terminology

The Digital Content Industry Action Agenda (DCIAA) 2006 Report, *Unlocking the Potential* included a section entitled "What is the Digital Content Industry?" which is relevant to matters raised in the ScreenWest Strategic Plan. Extracts follow:

"The Digital Content Industry encompasses the production and marketing of film and television programs in the form of digital and interactive TV; online games; re-usable electronic education content; the marketing and supply of the holdings of museums, galleries and libraries in digital form; the Internet-based publishing of music, text, films and games; and the development and marketing of software, games, and online services that create digital media and visual effects, or help to manage and publish them. Mobile delivery and content is becoming increasingly important...."

The Digital Content Industry spans the applications and services components of the ICT industry on the one side and the traditional film, entertainment and cultural industries on the other, overlapping key areas of both. Important areas of digital content activity also occur within other industries, particularly service industries, such as health, education and architecture. The overlap with the cultural industry, and the importance of this as a rich source of content, means that the Digital Content Industry has an important relationship to Australian culture and Australian content."

"Digital content production includes an extremely wide range of industry sectors, such as interactive multimedia, digital film and television production and post-production, interactive and digital television, digital video arts production, computer and online games, design and advertising, educational content production, digital publishing, digital and online music, and digital applications."

ScreenWest's Strategic Plan, focuses on its role in assisting the development of the WA screen industry as a cultural and creative production industry, rather than upon the development of the ICT industry or other industries where other forms of digital software, applications or services may be developed. For the purpose of ScreenWest's Strategic Plan, three primary areas of digital production are relevant:

1. Distribution

Digital Distribution (also know as Digital Delivery) is the principle of providing digital content to a range of outlets such as:

- Digital Broadcasting (Free to Air and Pay TV);
- Internet Protocol Television (IPTV) - describes a system whereby digital video is delivered to viewers using the Internet protocol over a broadband connection (via either wireline or wireless);
- the Internet;
- DVD;
- mobile phones;
- palm/personal computers/iPods.

2. Interactivity

Interactive content provides for two-way capabilities. Interactive television allows for data to be sent back to the TV service provider, which can be used in many ways - such as altering what you are watching (eg. switching camera angles or changing commentators on a sporting event), requesting more information (eg. interactive news, or advertising), or for statistics. Other examples of digital media with interactive capabilities include computer games and 'cross-platform' programming.

'Cross-platform' or multi-device content is a term which can refer to audio/visual content or programs integrated on multiple platforms (ie. television and computers). Cross-platform allows for content to be accessed through different platforms eg. television and the web, enhanced television services, television and mobile phones, the web and mobile phones and other combinations including print media.

3. Content or Digital Storytelling

Digital allows for innovative forms of storytelling or 'digital storytelling'. Therefore, digital narratives may comprise of web-based stories, interactive stories, hypertexts, narrative computer games, blogging and mobisodes. (A mobisode is a broadcast television episode specially made for viewing on a mobile telephone screen and usually of short duration of around one minute). "Us Mob" is another example of an interactive, web driven project aimed at improving relationships between Indigenous and non-Indigenous young people, while also encouraging use of new media, interactive and web technologies (usmob.com.au).

Table of Screen Industry Acronyms used in this Report:

ABC	Australian Broadcasting Corporation
AFC	Australian Film Commission
AFTRS	Australian Film, Television and Radio School
ARC	Australian Research Council
BEAP	Biennale of Electronic Arts
DCITA	Commonwealth Department of Communications, Information Technology and the Arts
DOIR	Western Australian Government Department of Industry and Resources
FFC	Film Finance Corporation Australia
FTI	Film and Television Institute (WA) Inc.
PEP	Producer Enterprise Package (refer to ScreenWest website)

II. Vision, Mission, Values for ScreenWest

VISION

ScreenWest will foster growth in cultural distinctiveness, innovation and increased sustainability in the WA screen industry.

We will work with talented screen practitioners, facilitating knowledge exchange and advancement of their craft and business skills.

We will develop national and international market opportunities for our industry by fostering relationships and partnerships.

Part I of the Vision statement above, addresses the key funding role ScreenWest has in the industry. This is not a new element for ScreenWest, however, now this now recognizes the increased importance of innovation and digital applications in the success of screen productions and thus as some of the important criteria for future funding support. A criterion in the assessment for funding of all future projects in addition to excellence in content, will be the innovations they include and how they are advancing beyond the techniques, scope, platform considerations, etc. of previous projects. ScreenWest will also consider how its investments will contribute to the economic strength of recipient companies and the industry.

ScreenWest recognizes inherently that whether practitioners are engaged in storytelling, or entertainment, or economic development; innovation is required – indeed expected – by audiences in order for them to see sustainable value from the end product. Also, while Western Australia is unique, it is not an island in the world of cultural media. ScreenWest aspires to growing the impact, presence, and economic benefit of those in WA engaged in the broader media world.

Part II of the Vision statement builds on some of ScreenWest’s past successes such as “Small Screen – Big Picture”, but now makes explicit that this role of developing the industry’s talented screen practitioners will become major focus of its role in the industry. There are of course, other associations, colleges and universities that contribute to the development of elements of this industry. ScreenWest will encourage these other parties and seek to avoid duplication of effort, but will use some of its resources to leverage talent and knowledge within the WA screen industry, so the industry can enhance its competitiveness, creativity and business success.

Part III of the Vision again makes explicit and furthers ScreenWest’s existing commitment to building relationships and partnerships within Australia and beyond. In particular, the significant growth of the India-Asia region and its media industry in the coming years is recognized, along with the opportunity to advance its success in USA, Europe, Britain, Canada, etc. In order to avoid spreading itself too thin, the main focus of this work is currently envisaged to be on the India-Asia marketplaces. ScreenWest’s Management & Staff will grow its dedication of time, staffing and other budget resources over the life of this plan to help WA screen industry members “crack” these new markets and develop ongoing/growing partnerships therein. It will look to leverage the work of other WA Departments, the Australian Government, and local Governments/agencies both at home and in target markets.

MISSION

ScreenWest funds the development and production of quality innovative screen productions in Western Australia, primarily, but not exclusively, in the areas of:

- **Drama production;**
- **Indigenous production;**
- **Factual production, especially documentaries;**
- **Innovative digital production.**

It is assumed that animation is included in each of these areas.

It works with other industry partners to advance the business/leadership acumen and craft skills of WA screen industry members so they can remain valuable and competitive to a global standard of excellence.

After careful consideration of recommendations from a variety of stakeholders, ScreenWest has identified in its Mission its funding focus for the planning period of 2006 – 2011 as being for “the development and production of quality innovative screen productions in Western Australia, primarily, but not exclusively, in the areas of:

- Drama production;
- Indigenous production;
- Factual production, especially documentaries;
- Innovative digital production.

It is assumed that animation is included in each of these areas.

The words have been chosen carefully. While there *are* areas of focus, there remains flexibility to consider innovative, and markedly excellent projects that might fall outside this focus.

More than a Funding Body!

Though a large emphasis of the work and value creation of ScreenWest comes from its funding/investment activities; the evolution of both the industry and ScreenWest demands that appropriate resources be dedicated to important work beyond simply money transfer. Sustainability, growth, global competitiveness, penetration into new markets and fostering of innovation needs more than just money.

ScreenWest has the role of encouraging capacity-building and market development. It is important to note, however, that it is important that ScreenWest does so in a ‘neutral’ third-party manner that can bring various governments, businesses and not-for-profit elements together collaboratively.

VALUES

Innovation

Craft Excellence

Community Identity

Openness and Adaptability

Integrity

Audience Engagement

These are the values that ScreenWest wishes to reflect in its pursuit of the Vision and living out of its Mission. These Values are intended to characterize the way ScreenWest's employees and partners work, as well as the values of those organizations and individuals ScreenWest funds.

Innovation – A commitment to creativity, applied towards commercial and/or cultural advancement. The creation, evolution and application of new ideas into productions, goods and services that will find an audience:

- For the success of the individual practitioners, the production companies, and the industry in WA;
- For the vitality of Western Australia's economy;
- For the advancement of society.

A passion for exploring paradox in order to discover "breakthrough", and the "play" with patterns in order to new potential for excellence and application.

Craft Excellence – Taking pride in one's particular area of expertise, such that a person not only advances his or her own capabilities, but develops the capacities of others in their craft/profession. This also speaks to some ethical standards and contribution back to community in the form of mentoring; adoption/ application of new techniques discovered or advanced in other communities; and "wisdom" in the use of all tools, techniques, and personal leadership.

Community Identity – A commitment to advancing the reputation of the community in which practitioners serve, work in and/or feature. Recognition of the importance that cultural media can record, inform, empower and mobilize those it serves, as well as reflect back to the community some of its values, concerns and accomplishments. With this potential impact comes significant responsibility to remain constructive, and find platforms/processes that will remain relevant and accessible into the future.

Openness and Adaptability – Openness to new ideas, new talent and new screen businesses combined with a commitment to enhance opportunity and sustainability and a willingness to adapt to changing circumstances.

Integrity – The “quality” of being honest and up-right in character along with the “condition” of being complete, and “delivering” what one promises. Living and leading with integrity suggests that one:

- (a) has a formal relationship with one’s “self” (or inner compass), and
- (b) is connected to society in acting morally and ethically.

Audience Engagement – First, this means demonstrating that an audience exists for a production. Second, it can mean being interested in, and achieving a two- (or more) way relationship when working with an audience. Thus, it is not simply about “broadcasting”, or “telling”, or “performing”, but is more difficult – finding a way to produce interactivity, collaboration, involvement, and adaptation to shifting needs/conditions of the audience. This may also include stimulation of insight, debate, sharing, and participation beyond the initial event.

III. Critical Success Factors and Outcome Measures of Success. Strategies and Detailed Action/Resource Plans

Given the Vision that ScreenWest will pursue over the coming years, this section identifies the *critical* initiatives required to get there. For each area of initiative, measures of success are outlined.

Outcome Measures identify the overall impact ScreenWest is trying to achieve in each area. More than simple activity, inputs or outputs, these tell if ScreenWest is making a difference in the community it serves.

Given the nature of planning and the inability to know exactly what to do in year 3 in order to achieve success, Critical Success Factors and Outcome Measures thus identify longer-term impact. In developing the Critical Success Factors ScreenWest has taken a “Balanced Scorecard” approach, identifying initiative in several areas of organizational pursuit. Underneath each Critical Success Factor and Outcome Measure, specific strategies and action items have been developed by ScreenWest Management, along with resource implications/planning, for consideration within the organisation.

This approach allows for adaptability from year to year with specific actions and resource allocation, while still attaining the broader impact and measures of success. Critical Success Factors, Outcome Measures of Success for each and the respective Strategies and Action Plans for each Outcome Measure are outlined in the following pages.

**CRITICAL SUCCESS FACTOR ONE:
INDUSTRY DEVELOPMENT, RECOGNITION & TRADE FACILITATION**

**ScreenWest will foster the recognition of the screen industry as an important cultural and growing economic contributor to the WA community; connecting with leaders of other major economic sectors, private investors and Government Departments.
Further, ScreenWest will lead the exploration of international partnerships and market development to ensure that world-class WA screen practitioners can access growing screen opportunities abroad more effectively.**

OUTCOME MEASURES FOR WA SCREEN INDUSTRY DEVELOPMENT AND RECOGNITION:

- A. An increase in the number of WA cultural and inter-industry collaborations, with the intention of increasing visibility and recognizable benefit from WA screen practitioners to the culture and economy of the WA community.
- B. ScreenWest and/or other screen industry representatives regularly participate alongside other industry representatives in significant decision-making forums and Government consultations.
- C. An increase in the number of separate market partners or funding sources across the slate of ScreenWest funded productions, including partners from the growing Indian-Asian region.

STRATEGIES:

- a) Promote cultural and economic value of specific screen productions, emphasizing the value to specific regions.
- b) Ensure screening or utilization of ScreenWest-funded productions to relevant communities.
- c) Work with WA-based screen culture organizations and local and national festivals to include Western Australian productions in their programs.
- d) Generate cultural activity within target communities by creating partnerships between screen and other industries eg. Mining, fashion and music, wine etc.
- e) Target and nominate ScreenWest and industry representation on significant decision-making forums.
- f) Explore opportunities for further cooperation between ScreenWest and FTI to raise the profile of the industry in the wider community, and also to create connections between ScreenWest and practitioners who may not otherwise approach ScreenWest.
- g) Forge a Digital Content Leadership Group with DOIR, FTI and other strategic partners to create industry development and support mechanisms.
- h) Encourage partnerships with individuals and companies who can bring complementary benefits to Western Australian production initiatives and facilitate their development and production activities.
- i) Develop targeted strategies to open up the fast growing media markets in India and the Asian region to the WA screen industry.
- j) Attract high profile footloose productions to WA which have industry development benefits and highlight the WA industry's production capabilities.

ACTION PLANS AND RESOURCES:

Timeframe	Action
2006-7 2007-8	Support local production companies to secure local and national press coverage
2006-7	Ensure WA presence on new AFC "Australia on-line" portal
2006-7 2007-8	Identify projects that have significance to specific regions and communities, collect data and promote this information
2006-7 2007-8	Increase number of local screenings targeting key decision-makers
2006-7 2007-8	Increase number of WA productions in ScreenWest supported festivals.
2007-8	Target partner industry bodies to generate joint activities.
2006-7	Identify relevant key forums and consultation areas.
2007-8	CEO meet with key forum Leader/Chair to advance case for appointment of screen industry representative
2007-8 2008-9	Nominate and lobby to secure appointment to identified relevant key forums.
2006-7	Advance Digital Content Leadership Group via ScreenWest, FTI and industry participation. Clear goals established.
2006-7 2007-8	Partner with FTI to create joint development committee to pursue initiatives of mutual interest.
2006-7 2007-8	Identify and target like-minded individuals and companies with complementary skills in key international markets
2007-8	Review successful partnerships to date
2007-8	Create new co-production models likely to work in new territories
2006-7 2007-8	Meet with target companies and/or agency representatives at key conferences/markets
2006-7 2007-8	Trade missions of WA producers and ScreenWest Management to target market territories
2007-8	Review and leverage opportunities through Ausfilm
2007-8	Review Locations Services and how we support inbound production to WA

CRITICAL SUCCESS FACTOR TWO: FINANCIAL

ScreenWest will work within Government and externally with private investors, including the corporate sector, to enhance and secure the ongoing availability of annual investment funds available to the WA screen industry.

OUTCOMES MEASURE:

- A. As soon as possible, but no later than the end of the five year period, a minimum 50% increase in income available on an annually sustainable basis to the WA screen industry, excluding production attraction monies.
- B. Minimum 50% increase over five years in the total production budget value across the slate of ScreenWest funded productions, while achieving a minimum ratio of 4:1 in the ratio of expenditure on WA elements to ScreenWest investment, measured via a three year rolling average.
[Note: This does not include non-production activity by ScreenWest funded organisations such as FTI, Revelation etc. within the WA industry and does not include non- ScreenWest funded production activity in the State.]
- C. Secure funds for investment in digital screen production and development in WA.

STRATEGIES:

- (a) Assist the WA screen industry to access an increased diversity of funding sources (via ScreenWest or otherwise) based on a "Four pillar" funding policy:
 - General Production Funding;
 - Market Partnership Funding;
 - Production Attraction Funding for Feature film and Television Drama from outside WA;
 - Digital Production Funding/Innovation Fund.
- (b) Stimulate greater private investment in production companies in WA.
- (c) Create a funding mechanism to support skill development.
- (d) Increase funding from Federal agencies and market partners.
- (e) Access Federal and State funding for skill development in digital content creation at professional levels.
- (f) Target new opportunities to increase Indigenous screen production and professional development/training funding – see also Critical Success Factor Three.

ACTION PLANS AND RESOURCES:

Timeframe	Action
2007-8	Develop compelling proposal for increased funding over next quadrennial to put to Lotterywest by March 2007. Seek Lotterywest commitment by 1 July 2007.
2006-7	Develop compelling proposal for State Government commitment to match ABC commitment of \$3.2 million investment in WA-based co-productions.
2006-7 2007-8	Identify and apply for funds (whether from Federal or State Government, market partners or the private sector) to increase Indigenous screen production and professional development/training.
2006-7	Secure State Government commitment to facilitate high budget footloose productions currently in planning stages with financial incentives.
2007-8	Establish an efficient, rapid-response Production Attraction Fund to the value of up to \$2 million per annum.
2006-7 2007-8	Identify and apply for cross-Govt funding eg. DOIR, DCITA, ARC, AusIndustry etc. for targeted skill development/research, particularly re digital content creation
2007-8	Secure Digital Development and Production Fund/Innovation Fund to encourage collaboration, creative development and production of digital/cross-platform content and target: <ul style="list-style-type: none"> • Skill development; • Business start up/transition support • Innovative content creation.
2006-7	Determine resources required to advance corporate sponsorship strategy.
2007-8	Secure corporate investment into activities involving WA screen industry targeting skill development / research, including programs managed by or jointly with FTI and other screen culture organisations.
2007-8	Analyze Western Australian share of Federal agency funding and use this to encourage Federal agencies to proactively increase funds to Western Australia, including funds for screen cultural programs (festivals etc), FTI and other screen culture organisations.
2007-8	Develop initiatives structured to benefit private investment. Identify and target potential investors.
2006-7	Strengthen existing partnerships with market partners (broadcasters, distributors, sales agents)
2007-8	Create new market partnerships internationally and nationally, taking into account cross-platform/digital media/on-line opportunities.

CRITICAL SUCCESS FACTOR THREE: FUNDING FOCUS ON GENRE AND INNOVATION

ScreenWest will work with the industry to advance innovation and creativity in key production genres, particularly the amount of cross platform, including interactive and on-line production, taking into account the advantages and strengths of the WA screen industry, with the goal of securing increasingly sustainable production slates.

OUTCOME MEASURES:

- A. Broadcasters, Distributors and International co-producers increasingly seek out talented WA screen practitioners to advance Children's Drama and engage national and international viewers/participants on a range of platforms.
- B. Prime-time Television Drama slates & Low-budget Features produced in WA take creative risks, skillfully engage audiences and cross cultural boundaries.
- C. Factual Production intertwines factual accuracy with dynamic story engagement and new technology approaches to capture youth, older and mainstream audiences worldwide.
- D. Indigenous productions increase Indigenous, non-Indigenous and international audiences, gaining a reputation that will attract sustainable financial, cultural and societal support.
- E. Animation in WA is seen as pushing the edge of technology and becoming increasingly life-like, intuitively interactive and engaging for a variety of platforms, versions and purposes.
- F. An increased number of productions which have digital and/or cross platform distribution.

STRATEGIES:

- (a) Inspire innovation, creativity and enhanced craft skills within key genre activity to ensure that program proposals from WA are fresh, unique and contemporary.
- (b) Provide and regularly update career development programs to assist WA practitioners to enter and remain in the Western Australian creative community.
- (c) Provide assistance for key creative practitioners to attend international forums and workshops at world leading centres of excellence within specific genres.
- (d) Increase emphasis on bringing world leading creative thinkers to Perth to meet with and inspire the local creative community.
- (e) Encourage the development of cross-platform opportunities for ScreenWest funded projects.
- (f) Develop skills of Western Australian practitioners in digital technologies to the point where those skills can earn them employment, eg. by working with industry organisations and educational institutions to create appropriate development programs.
- (g) Seek an increase in funding and higher profile for the Animation Centre at FTI and other key industry development centres.
- (h) Assist the establishment of new areas of screen production, eg through the PEP program.
- (i) Allocate funds for development of new media projects of cultural merit.

ACTION PLAN AND RESOURCES:

Timeframe	Action
2006-7 2007-8	Review development funding and prioritize investment in genres of focus and/or projects of excellence
2006-7 2007-8	Develop mentoring programs for practitioners
2006-7 2007-8	Continue to encourage matched development funding with market partners
2006-7 2007-8	Target development of quality prime-time drama projects by WA practitioners, with market input
2006-7 2007-8	Continue production of low budget features or glass ceiling breakers eg. West Coast Visions
2006-7 2007-8	Devise and establish further Indigenous production, including community projects
2006-7	Outsource early-career production activity from ScreenWest to FTI. Increase Link Initiative budget and maintain other mentored schemes eg Deadly Yarns and Hyperlink
2007-8	Explore additional funding opportunities for FTI, Goolarri and other industry development centres.
2006-7	Discuss potential for creating an Innovation Centre and/or possible extensions of the FTI Animation Centre with activities including the encouragement of activity on new platforms.
2006-7 2007-8	Explore screening and/or festival opportunities for new platforms and digital innovation, with BEAP and/or others.
2006-7 2007-8	Create new television co-production initiative funding with market partners to develop recognition of talented WA screen practitioners by commissioning editors and provide mentorship
2006-7	Cease Filmex short film funding and replace with additional Link and Hyperlink funding plus new market- focused tv co-production initiatives
2006-7	Create new factual series production initiative, incorporating cross-platform elements, to develop mid-career filmmaking talent
2006-7	Establish new awards recognizing talented feature film writing, television drama and digital screen practitioners. Award at WA Screen Awards for industry profile.
2006-7 2007-8	Create additional production opportunities focused on career development pathways for talented Indigenous and Non-Indigenous screen practitioners, particularly in production beyond short films
2007-8	Create new forums, workshops and events as part of the Small Screen Big Picture brand which target innovation and creativity in key production genres
2007-8	Review national activity and strategies to develop digital content to date
2006-7	Review Producer Enterprise Package to determine if most suitable mechanism for enterprise support
2007-8	Secure additional funding for enterprise development

CRITICAL SUCCESS FACTOR FOUR:

INDUSTRY HUMAN RESOURCE DEVELOPMENT

ScreenWest will work with other professional bodies to facilitate the knowledge-sharing and craft development of talented screen practitioners in the WA screen-media industry, to ensure that WA industry members remain relevant, timely in their application of new technologies and globally competitive.

OUTCOME MEASURES:

- A. An increase in the number of Western Australian resident key creative personnel and heads of department credited on ScreenWest-funded productions.
- B. An increase in the number of Western Australian resident attachments and/or cadets on productions both within and outside WA.
- C. An increase in the number of Indigenous Western Australian production personnel with credits beyond short film productions.

STRATEGIES:

- (a) Actively promote engagement of talented Western Australian screen practitioners on projects in which ScreenWest has invested.
- (b) Work with industry organisations, to maximize opportunities to extend the skills of industry practitioners, eg by attachments, cadetships, apprenticeships etc.
- (c) Identify talented Indigenous screen practitioners and fast track development through targeted production opportunities.

ACTION PLAN AND RESOURCES:

Timeframe	Action
2006-7	Increase registrations on and use of crew database
2006-7	Review guidelines to strengthen conditions re use of WA personnel
2006-7	Examine incentives from other States which encourage use of resident personnel
2006-7	Appoint Indigenous practitioners to key attachment and/or cadetship positions
2007-8	Review content of WA DVD promotional material to highlight talented WA screen practitioners
2006-7 2007-8	Prioritize use of WA personnel at commencement of funding negotiations with ScreenWest
2007-8	Explore seminar activity with AFTRS, FTI and other industry organizations to target skill areas
2007-8	Create opportunities for experienced WA resident personnel to expand skills outside WA
2007-8	Review terms under which ScreenWest funds industry organizations, in order to target skill development activity more consistently
2007-8	Review terms of agreements with FTI, in order to target skill development activity more consistently for industry growth. Coordinate with AFTRS and DOIR.
2007-8	Establish mentorship for talented Indigenous practitioners

CRITICAL SUCCESS FACTOR FIVE:

CLIENT SERVICES

ScreenWest will provide up-to-date and accessible information and services to develop the digital screen industry and be flexible and efficient in the provision of its services.

OUTCOME MEASURES:

- A. An increasing percentage, (over 50%), of WA screen industry players seek out the non-financial assistance and services of ScreenWest regularly (i.e. 2-3 times/year) to develop their digital and multi-platform capabilities.
- B. Doing business with ScreenWest will become more efficient and timely/adaptable to unique needs - as measured by customer service surveys, average turnaround time on submissions/requests for service, average cost per application received/industry interaction/industry development initiative.

STRATEGIES:

- (a) Employ or second persons with key skill sets required to provide service to the fast changing screen industry environment.
- (b) Develop and publicise an on-line an online resource with links to other online services (a "Knowledge Bank") within the ScreenWest website, with articles of interest, links to resources and contact details encouraging users to ask questions which ScreenWest or industry 'knowledge champions' will attempt to answer.
- (c) Enthuse staff to develop areas of interest related to the evolution of the screen industry and share their knowledge with colleagues and the industry via the "Knowledge Bank".
- (d) Encourage staff and industry to recommend ways to improve ScreenWest's services.

ACTION PLAN AND RESOURCES:

Timeframe	Action
2006-7	Establish Framework and operational management of Knowledge Bank
2006-7	Launch Knowledge Bank on-line
2007-8	Enhance Knowledge Bank for podcasts etc
2006-7	Identify ScreenWest "Knowledge Champions" and resource appropriately. Provide training if required. Ensure succession planning in place.
2006-7	Ensure "Leading Practice" policies are adhered to (in particular response times) when the Knowledge Champions approach is implemented.
2007-8	Appoint experts-in-residence eg. Digital content
2007-8	Obtain secondments from organizations such as Dept Industry and Resources, University post-grad students or placements
2007-8	Review existing client services/on-line services to industry to ensure services are of a high standard. Identify areas of improvement.
2007-8	Identify external models that reflect our ambitions of high service standards

CRITICAL SUCCESS FACTOR SIX:

INTERNAL PROCESSES AND INNOVATIONS

The ScreenWest team will exhibit an entrepreneurial, progressive and innovative spirit as it helps build solutions for the screen industry businesses it invests in and supports. ScreenWest will adjust its structure, staff skill sets and evolve its policies/processes to assist the fast-changing screen industry to advance in WA.

OUTCOME MEASURES:

- A. Each ScreenWest team will achieve one new innovation project per year, which will advance ScreenWest's service to the industry.
- B. Annual performance plan/review process shows that each ScreenWest employee has the competencies to excel at their jobs, is engaged in continuous learning initiatives related to the evolution of the industry, and is performing at a high level of impact both within ScreenWest and with their clients.
- C. Annual review of ScreenWest policies to ensure relevance and suitability.

STRATEGIES:

- (a) Set up an internal ScreenWest Innovation Program for all staff clusters (ie. Management, Funding, Communications) with targets related to ScreenWest's service to the industry.
- (b) Encourage staff and provide opportunities for staff skill development and specific training to advance industry knowledge.
- (c) Revise ScreenWest corporate structure and review internal organizational structure to deliver industry services through ScreenWest's three key roles.

ACTION PLANS AND RESOURCES:

Timeframe	Action
2006-7	Innovation Program to be established. ScreenWest teams to formulate their own rules of participation, set their own targets/projects.
2007-8	Promote and encourage use by the screen industry of new innovations
2006-7	Audit ScreenWest staff skill sets to identify opportunities to enhance these
2007-8	Develop training opportunities for staff
2006-7 2007/8	Ensure annual performance review of ScreenWest staff with a focus on skill development
2006-7 2007-8	Invite staff to identify and develop areas with relevance to the screen industry
2006-7	Finalise input to legislation for establishment of ScreenWest as a statutory authority
2006-7	Review staff structure, commence implementation and determine budget requirements for 2007-8
2007-8	Complete appointments of new staff
2007-8	Review ScreenWest terms of trade and compare with other screen agencies. Negotiate with Federal agencies where disadvantageous disparities exist.

IV – Policy/Budgetary/Funding Program Implications

POLICY IMPLICATIONS:

With this exciting Vision and support from across the industry, come several key policy implications including:

- It is proposed that the Corporate Status of ScreenWest Inc. change from its current status as Incorporated Association, which operates under a Constitution, to that of a Statutory Authority. This change will not alter its operational policy which will continue to be guided by policy input from the State Government represented by the Minister for Culture and the Arts. It will operate under standard rules of corporate governance. As a Statutory Authority, ScreenWest will facilitate and support the industry as set out in this Strategic Plan and will assist to expand the intellectual property of Western Australian “cinematograph film” copyright assets. ScreenWest will not enter into activities which would compete with the independent production sector.
- The need for ScreenWest to review and revise its organizational structure as it adjusts its allocation of human resources and trains and recruits new staff, in order to carry out its enhanced work.
- The importance of focusing support for the screen industry in Western Australia as a business sector which can provide an essential ongoing contribution to Western Australia’s cultural, economic and social development, while also providing a viable living for talented practitioners involved in this cultural industry.
- The importance of ScreenWest’s conference and developmental initiatives demonstrating continuous innovation and improvement to world-class levels of excellence, such that they enhance recognition from and penetration into the India-Asia region.
- The importance of developing strategies to enable ScreenWest to align itself with similar key industry support agencies nationally and internationally and to use that alignment to create alliances for Western Australia’s advantage.
- The value of ScreenWest in championing the culture, screen and digital industries in the WA community.

BUDGETARY IMPLICATIONS:

The Strategic Plan outlines a Vision for WA screen industry development, with stated Outcome Measures for a five year period and detailed Action Plans given for 2006-7, 2007-8 and 2008-9. In order for this Vision to be fully achieved:

- The WA screen industry and ScreenWest will need to secure additional resources from a diverse range of sources, including an increased share of Federal Government screen industry funding, additional and new funding from a range of Federal and State Government agencies, market partners, the corporate sector and private investors.
- The precise amount of funding required for industry growth through targeted production and industry development activities will not be able to be determined until full Business Cases are researched and finalized. Examples of this include funding for increased Indigenous production activity, a new Digital Development and Production Fund /Innovation Fund and additional funding for FTI, Goolarri and other screen resource organizations.

- The areas of the screen industry which ScreenWest has supported to date have shown rapid expansion and considerable further growth will be able to be realized with targeted trigger-finance. ScreenWest has researched other worldwide regional screen industries and concluded that a goal for a “sustainable” screen industry, based on a critical mass of production activity, is approximately 100 hours of production per annum. In 2005-6, ScreenWest provided finance which geared up 72 hours of film and television productions. Based on this information, calculations indicate that production finance is required to be increased by a minimum level of 50% to support this additional production activity in “traditional areas” of ScreenWest support. Additional funds to enhance this activity, via cross-platform production elements or talent development and new avenues of ScreenWest support to the areas of screen industry activity in WA which have previously “fallen between the cracks” by being outside ScreenWest’s funding parameters, as well as those of other agencies, will require additional finance to be sourced.
- ScreenWest will be required to review and re-align its staffing resources to meet the three key roles for the next five years outlined in the Strategic Plan. Additional skills will be required and decisions made about whether to seek Experts-in-Residence, secondments from other agencies, consultancies, fixed-term or permanent staff appointments, with consequential financial implications. Further, additional finance will be required to dedicate to training for existing staff members.
- ScreenWest has the opportunity to achieve considerable results from reviewing and realigning its existing budget and resources to clearly target the priorities and actions outlined in the Strategic Plan. Accordingly, the draft 2006-7 ScreenWest Budget, including Funding Program, has been reviewed to take into account the revised priorities established under the Strategic Plan.
- Certain actions identified in the Action Plans outlined in the Strategic Plan as being priorities for 2006-7 will have financial implications beyond existing ScreenWest staff time. These will be extracted for Board analysis and discussion, within the context of the Strategic Plan. The determination of some additional resources required will require specific Business Cases to be developed.

SCREENWEST FUNDING PROGRAM IMPLICATIONS:

There are four key areas within the existing ScreenWest Funding Program:

- Project Assistance, including Development and Production Finance;
- Professional Development for industry practitioners;
- Corporate Development Assistance for Enterprise development;
- Industry and Screen Culture support.

The Strategic Plan emphasizes that ScreenWest must identify areas of funding focus, whilst retaining flexibility to consider innovative, and markedly excellent projects that might fall outside this focus.

ScreenWest's areas of funding focus for the planning period of 2006 – 2011 for the development and production of quality innovative screen productions in Western Australia will be primarily, but not exclusively, in the areas of:

- Drama production;
- Indigenous production;
- Factual production, especially documentaries;
- Innovative digital production.

It is assumed that animation is included in each of these areas.

This shift in funding focus will result in greater emphasis being given to these areas and lesser emphasis being given to short film and high budget feature film development activities. Further, some activities previously supported by ScreenWest will cease.

A review of ScreenWest's former Funding Program in the context of the Objectives of the Strategic Plan will result in the following in 2006-7:

Project Development

- There will be a greater emphasis on television genres and productions planned for delivery to home screen and digital distribution platforms.
- For drama, this will result in more emphasis on the development of television drama (including prime-time telemovies and limited run series) and childrens' series and less emphasis on developing theatrical feature films, except low budget features.
- ScreenWest will no longer provide unsolicited feature script assessments, where project development funding applications have not been received.

Production Finance and Market Support

- There will be a greater priority on finance for television and cross platform production and less emphasis placed on funding for short films and mid-high budget theatrical feature films.
- Greater emphasis will be placed by ScreenWest on empowering producers to create better deals. Less emphasis will be placed on "first-past-the-post" funding and a competitive funding environment will enable the merits of projects to be assessed against other applications.
- Applications for future ScreenWest production finance will require the following criteria to be addressed in addition to excellence:
 - In recognition of the increased importance of innovation and digital applications in the success of screen productions, what innovations are included in the production activity and how do they advance skills beyond the techniques, scope, platform considerations etc. of the production company's previous projects?

- How will the proposed ScreenWest finance contribute to the economic strength of the production company and the WA screen industry?

Practitioner Development

- Practitioner training (from third parties) and skill development will target production opportunities within selected genres: Adult and Children's Drama, Animation, Factual and cross platform production.
- Outsourcing of short film assessment and production management, and providing more support for fewer short film projects.
- More focused writer development support will take place with initiatives created to focus on industry priorities - television writing, low budget screen fiction and new media directions.
- Greater emphasis will be placed on providing mentorship, attachments, cadetships and other forms of local practitioner support within WA, with less emphasis given to funding practitioner travel to festivals etc.

ScreenWest's Funding Program will be reviewed on an annual basis, in consultation with key industry organizations, to take into account industry evolution and the impact of the Objectives of the ScreenWest Strategic Plan.

V Collaborative Responsibilities/Role of Key Stakeholders

ScreenWest's Strategic Plan 2006-2011 will only be able to be achieved through collaboration and partnership between ScreenWest and key stakeholders. These key stakeholders include screen production industry members, broadcast and distribution market partners, other Government agencies and importantly, the audiences and participants in screen production activity.

- ScreenWest will continue in the role of facilitator or partner to enhance opportunities for the WA screen industry's advancement. It will continue dialogue with industry members, and encourage constructive feedback which can be presented to the ScreenWest Board and staff on a regular basis, so that its services and functions can be consistently improved.
- ScreenWest will continue to work with industry members to promote the value of the screen industry to the WA public and to celebrate the impact that WA screen productions have on their audiences and the community. It is essential that the WA screen industry achieves recognition for its contribution to cultural experience and understanding, the economy and a sense of community, belonging and distinct identity, all of which are strongly valued in WA.
- Financial and overall support for the WA screen industry from the WA State Government and Lotterywest will remain critical to the achievements of the WA screen industry. Trigger finance for development, production, screen cultural activities, industry training and enterprise development remains essential to the existence of WA screen activity.
- The WA screen industry has significant opportunity to advance through collaborations with other Government agencies:
 - To date, WA screen activity has been barely acknowledged as an "industry" and forms of Government support available for other emerging industries for enterprise development and market assistance/readiness, mentorship and trade missions have rarely been promoted to or accessed by the WA screen industry. An improved partnership with the State Government Department of Industry and Resources will seek to address these concerns. This will also place the responsibility upon screen industry practitioners to invest time in research and increased knowledge of available enterprise support avenues.

- The impact of the visual medium upon viewers, whether via an interactive/immersive experience, or in more traditional viewing experiences, is well known. The WA screen industry has secured relatively few opportunities to date to create screen productions that will achieve a significant impact on target audiences, particularly in the fields of education, health, Indigenous development, regional development. ScreenWest and other industry partners will be urged to work more closely with these potential partners.
- The most efficient means for industry skill development will always be understood best by practitioners themselves. Accordingly, ScreenWest will rely heavily upon recommendations and priorities for specific industry skill development provided by key industry organizations and experts. ScreenWest welcomes this partnership and looks forward to demonstrable significant improvements in the “job ready” skills of early/mid-career practitioners and to the extension of professional skills by experienced screen industry personnel.
- New skill development by WA screen practitioners will be required as digital technology and distribution methods advance. In the past, it has been challenging for ScreenWest to secure attendance by experienced practitioners at training opportunities. ScreenWest will challenge industry organizations to suggest alternative ways in which training (from third parties) may occur, so that any barriers can be increasingly overcome.
- ScreenWest has placed a strong emphasis on forming close relationships between key WA screen industry, including ScreenWest and market partners, particularly the national public broadcasters, ABC and SBS, in order to more closely target production opportunities which will be valued for key timeslots and audiences. Significant success has resulted and future efforts will seek to consolidate these relationships. New partnerships will also need to be formed, both nationally and in key international markets and ScreenWest will work closely with industry members to both identify and advance these opportunities.

VI Objectives

Objective One:

ScreenWest will take on three key roles over the next five years, beyond solely being a funding agency, in order to enhance the WA screen industry's opportunity for advancement:

1. ScreenWest as the "Facilitator" and "Connection-Builder" for Cultural & Economic Development of the WA screen industry. This means pro-actively enhancing the economic development and cultural recognition of the sector through facilitating connections locally, nationally and internationally.
2. ScreenWest as a Leader for Change and Facilitator for the development of WA screen industry skills and knowledge within the changing media world. This will require building capability in companies and empowering individuals through knowledge creation and skill development, in order to successfully adapt to the changing industry.
3. ScreenWest as a Focused Sponsor of and Investor in Excellence and Innovation. This includes talented screen practitioners, projects, companies and events, with a focus on enhanced capacity for both domestic & international growth/sustainability – in specific Focus or Niche areas

Innovation and increased knowledge are essential for the future if the WA screen industry is to penetrate new markets, raise its profile in existing markets or even maintain its current position in the marketplace. ScreenWest's role will be to encourage and reward this.

Objective Two:

ScreenWest will be required to secure statutory authority status, rather than to continue as an Incorporated Association, in order to expand its functions into these three key roles and partner the WA screen industry to enhance its competitiveness, creativity and business success.

Objective Three:

ScreenWest will be required to review and revise its organisational structure and personnel skills, so that it is satisfactorily resourced to fulfill the three key roles outlined above.

Objective Four:

Additional finance is required by the WA screen industry to trigger industry expansion, increased viability and the evolution of skills into developing areas of screen activity. ScreenWest must assist the WA screen industry to access an increased diversity of funding sources, some of which will provide finance directly, rather than via ScreenWest.

In relation to screen production development and production finance, a “Four pillar” funding policy will apply:

- I. General Development and Production Funding
 - i. WA on Screen (including West Coast Visions and Indigenous Productions)
 - ii. Lotterywest
- II. Market Partnership Funding
 - iii. ABC Film and Television Fund
 - iv. Asia (Singapore/India etc)
- III. Production Attraction Fund for Feature film and Television Drama from outside WA;
- IV. Digital Development and Production Fund/Innovation Fund.

ScreenWest will also act as a catalyst for increased private funding and will continue its efforts to encourage additional production activity within the WA screen industry that does not require finance from ScreenWest sources. ScreenWest will do so in a ‘neutral’ third-party manner that can bring various industry companies, market partners, governments, businesses and not-for-profit elements together collaboratively.

Objective Five:

As demand from the WA screen industry for trigger finance alongside other market partners will continue to exceed available resources, ScreenWest must identify areas of funding focus, whilst retaining flexibility to consider innovative, and markedly excellent projects that might fall outside this focus.

ScreenWest’s areas of funding focus for the planning period of 2006 – 2011 for the development and production of quality innovative screen productions in Western Australia will be primarily, but not exclusively, in the areas of:

- Drama production;
- Indigenous production;
- Factual production, especially documentaries;
- Innovative digital production.

It is assumed that animation is included in each of these areas.

This shift in funding focus will result in greater emphasis being given to these areas and lesser emphasis being given to short film and high budget feature film development activities. Industry members and Assessment Panelists will be given guidance on areas of focus and funding priorities.

Objective Six

ScreenWest will focus on a range of specific distribution platforms for Western Australian produced content:

1. Television, particularly free-to-air public broadcasting, is likely to remain a primary distribution channel over the next five years.
2. Interactive and portable multi-platform delivery, including mobile telephony.
3. Niche cinema and home cinema distribution for low budget features and feature documentaries.

Objective Seven

ScreenWest will continue to create opportunities for the continuous skill development of Western Australian screen practitioners. It will:

1. target other partners to expand screen industry training, develop high level workshops and conferences.
2. foster closer links between the practitioners and their marketplace.
3. provide professional support and mentorships as required,
4. develop closer ties with complimentary organizations and work with international, national and local training bodies to achieve this end.
5. assist screen industry members to access information about latest developments in cross-platform production, digital technology and distribution avenues through the establishment of an online resource with links to other online services (called in this document a "Knowledge Bank").

Objective Eight

ScreenWest will assist WA screen enterprises to become increasingly viable and provide finance under terms of trade which are designed to encourage the growth of and reinvestment by the WA independent screen production sector.

Objective Nine

ScreenWest will acknowledge screen culture organizations as key partners in the achievement of WA screen industry advancement and will lobby for their resources to be enhanced.

Objective Ten

To assist global competitiveness, penetration into new markets and fostering of innovation, ScreenWest will foster closer ties and production initiatives between local companies and complementary companies/agencies in target markets, particularly Singapore, India and South East Asia.