

VIC SCREEN

VICTORIA'S SCREEN INDUSTRY STRATEGY
2021-2025



Jobs,
Precincts
and Regions

We acknowledge the Traditional Owners of country throughout Victoria, their ongoing connection to this land and water, and we pay our respects to their culture and their Elders – past, present and future.

We acknowledge that First Peoples self-determination is a human right as enshrined in the United Nations Declaration on the Rights of Indigenous Peoples. Building on this, we are committed to developing strong and enduring partnerships with First Peoples that will contribute to growing a prosperous, thriving and strong Victorian First Peoples community.

Contents

Minister's Foreword	2
Introducing VICSCREEN	3
A bold vision for Victoria's screen industry	3
How was the strategy developed?	3
Shape of the industry	4
Creating a screen industry of the future	5
Vision	6
Strategy Overview	7
How will the strategy be delivered?	7
Priorities and Actions	8
Generate compelling Victorian content and IP	8
Drive industry growth and jobs	11
Develop skills and talent	12
Build market and consumer engagement	15
Measuring Success	16

Minister's Foreword

Message from the Minister for Creative Industries



Victoria has been a hub of creativity and storytelling for tens of thousands of years. Today, our screen industry continues to make and tell stories that reflect on who we are and reach out across the globe.

There have been many watershed moments in the development of our screen industry, and we launch *VICSCREEN* on the cusp of a new era:

- 2021 will see the completion of a sixth sound stage at Docklands Studios Melbourne, expanding capacity by 60 per cent, enabling it to host more domestic and international productions.
- Following its \$40 million renewal project, ACMI has reopened as a moving image museum like no other.
- Australia's management of the pandemic, in combination with our enduring reputation for excellence, sees our nation highly sought after as a location for international film, television, digital games, and digital and visual effects projects.

The Victorian screen industry – across film, television, online content and digital games – is experiencing rapid growth and, with the average household having 6.6 screen devices, the demand for content has never been greater.

As a digital and technology-focused sector, screen is an industry of now and the future. Victoria has an opportunity to harness this growth and seek a greater share of the global screen market.

To achieve this, we must be bold and work together to transform our screen industry, enhance our training capabilities, grow our workforce, and strengthen and build local screen businesses. The reward for this work will be reshaping Victoria into a global powerhouse for screen that enriches and provides benefits to all Victorians. We can, and we will, tell stories from First Peoples, from across our regions and cities, and from diverse perspectives and origins, including the Asian Australian experience and stories that resonate throughout the globe.

Enter *VICSCREEN*, the Victorian Government's first screen strategy in more than 10 years. This strategy builds on the past and represents a transformational new beginning. This is a whole of Victorian Government plan to reshape and expand our screen industry in line with global growth. This is our plan to supercharge our industry, create jobs, foster new talent and generate significant economic returns over the next four years. It's a plan to put our screen industry at the centre of Victoria's growth and prosperity.

We have a solid foundation to build on, and a wealth of opportunity up ahead. The screen industry has always been a place of ground-breaking ideas and fruitful collaborations – we look forward to working with you as we create a new future for Victoria, on screen and behind the scenes.

The Hon Danny Pearson MP
Minister for Creative Industries

It's a plan to put our screen industry at the centre of Victoria's growth and prosperity.

Introducing *VICSCREEN*

A bold vision for Victoria's screen industry

In the last decade, the global screen industry has experienced significant change. Rapid innovation and the resulting emergence of digital technologies, platforms and business models have challenged traditional methods and created entirely new ways to develop, finance, produce and consume screen content. At the same time, demand for content is at unprecedented levels. The global screen industry has grown exponentially with further growth predicted in the future.

In 2018–19 Victoria's screen industry contributed \$2.2 billion in total gross value added and over 17,000 full time equivalent jobs to the Victorian economy.

With \$120.7 million in new funding from the 2021–22 State Budget, *VICSCREEN* will guide the Victorian Government's record \$191.5 million investment to respond to global opportunities and challenges and transform Victoria's screen industry over the next four years.

Transforming Victoria's screen industry requires transformative thinking and *VICSCREEN* is guided by an ambitious new vision to establish Victoria as a world-leading player for screen, creating career opportunities for the sector and enriching the lives of all Victorians.

Through this strategy, the Victorian Government will grow Victoria's screen industry in scale and volume, establishing Victoria as a world-class screen centre, leading Australia's screen industry. Through new programs, partnerships and initiatives, *VICSCREEN* will ensure the screen industry is well positioned to capitalise on growth opportunities, respond to global changes, strengthen our reputation and global impact, and grow screen jobs and economic impact.

With Victorian ideas, talent and businesses at its heart, the strategy will also ensure that our industry embraces diversity, gender equality and inclusion on screen and behind the scenes across screen production and market and audience development.

Taking a whole of industry and whole of state view, this investment focuses on four priority areas that link to 11 actions that will deliver on our vision to make Victoria a global powerhouse for screen that enriches the lives of all Victorians. By July 2025, *VICSCREEN* will have delivered around \$1.23 billion in direct expenditure in the state and 40,000 project jobs for Victorians.

VICSCREEN is a strategy for growth and while its actions are specific to our screen industry, it has been developed to align with *Creative State 2025*, a broader Victorian Government strategy to strengthen the creative industries and their impact across the state.

How was the strategy developed?

VICSCREEN was developed, tested and refined throughout 2020. The process was led by the Victorian Government's screen agency, Film Victoria, in collaboration with Creative Victoria, ACMI and Docklands Studios Melbourne. It was informed by research, program evaluations and contributions from many stakeholders

including representatives of the Victorian, national and international screen industry – comprising of screen practitioners, businesses, and studio executives as well as guilds and associations and government departments. We thank all of the contributors for their input and insights.

Shape of the industry

Victoria's screen ecosystem covers a diverse range of creative and technical sectors with practitioners and businesses often working in multiple areas.

While *VICSCREEN*'s actions have broad application across the screen industry, it will focus on, and partner with, businesses, individuals and organisations working in the following sectors:



Creating a screen industry of the future

VICSCREEN responds to the following opportunities and challenges identified through stakeholder consultation:

Rapid change

The last decade of growth and expansion in screen has been marked by technological and business disruption, diversifying how screen content is created and consumed. Traditional ways of working are adapting to meet new and emerging methods of financing and making or delivering content. As the industry embraces new ways of working, federal and state government support mechanisms for the industry also need to shift to respond to market dynamics.

Coronavirus (COVID-19) recovery

The pandemic has had a significant impact on the local screen industry. While some sectors, such as visual effects, animation and digital games were able to continue to operate remotely, physical production, festivals, events and exhibitors were brought to a standstill. The pandemic has, however, created new opportunities for virtual events and for collaboration between practitioners and businesses across the state, the country and with international screen centres in the United States and Europe. For events, this has presented the opportunity to develop new and hybrid forms of delivery, with virtual programs that can capture audiences from beyond Victoria. It also presents potential for the decentralisation of screen businesses, activity and the screen workforce.

Global growth and competition

The screen industry continues to grow and competition for resources and audiences is increasing. The boom in consumer demand, and the rise of new global players, means the Victorian screen industry must be internationally competitive. To stand out and attract investment and audiences, Victorian-made screen content must be world-class, our screen workforce must be of international standard, and Victorian screen businesses must be globally focused and connected.

Jobs of the future

To grow Victoria's screen industry, the state must grow its skilled workforce and ensure locally based screen workers, across all fields – from technical to creative, trades and corporate – are highly skilled and job ready. The digital, technological and creative nature of the screen industry also means that many screen industry jobs cannot be automated and involve skills that are vital to jobs and careers of the future. Victoria's education and training system will continue to play a crucial role in equipping our young people with the right skills to embark on their screen careers. By training and growing our screen workforce, this strategy will invest in developing local skills, growing jobs and supporting the next generation of Victorian workers.

Telling Australian stories and supporting cultural equity

Audiences now have greater choice and ready access to more screen content than ever before. The growth in the volume of screen content and proliferation of platforms has also increased the diversity of stories, characters and settings that appear on screen.

In this globalised screen landscape, it has become increasingly important that Victoria continues to generate compelling local content and tell Australian stories, ensuring that more Victorians can see themselves reflected on screen.

This strategy aims to ensure that screen talent, projects, opportunities and events reflect the diversity of our Victorian community.

The global screen industry continues to grow and competition for resources and audiences is increasing.

Vision

Victoria is a global powerhouse for screen – enriching the lives of all Victorians.



Strategy Overview

PRIORITIES	Generate compelling Victorian content and IP	Drive industry growth and jobs	Develop skills and talent	Build market and consumer engagement
ACTIONS	<ol style="list-style-type: none"> 1. Develop compelling content that secures market commitments and production finance 2. Accelerate the development of premium drama screenplays through internationally recognised initiatives 	<ol style="list-style-type: none"> 3. Expand the screen production pipeline to underpin workforce growth and economic activity 4. Foster more competitive and globally connected screen businesses 5. Enhance Victoria's screen infrastructure to meet local and global industry demand 	<ol style="list-style-type: none"> 6. Grow Victoria's pool of world-class talent able to drive a growing production pipeline 7. Build a highly skilled workforce to solidify Victoria's reputation as a global destination for screen production 	<ol style="list-style-type: none"> 8. Build Melbourne's reputation to deliver major, world-class screen events, experiences and venues 9. Enhance ACMI's reputation as the world's pre-eminent museum for screen culture 10. Empower local communities to access, celebrate and engage with diverse screen content 11. Encourage the integration of screen content and experiences into Victoria's creative, cultural and sporting events and venues

How will the strategy be delivered?

Reporting to the Minister for Creative Industries, a rebranded and expanded Film Victoria will lead the implementation of VICSCREEN in collaboration with Docklands Studios Melbourne, ACMI and Creative Victoria, working in partnership with other government and industry stakeholders.

In line with the transformative ambition of this strategy, our transformed screen agency will introduce new service delivery areas and new funding streams, so that the agency is well positioned to lead and support the screen industry into a new era of innovation, growth and success.

Priorities and Actions

Generate compelling Victorian content and IP

Victorian screen content and technology must continue to keep pace with international standards. *VICSCREEN* will build the industry's capability to create world-class, commercial and globally competitive screen products, experiences and services.

Key actions:

1. Develop compelling content that secures market commitments and production finance by:
 - Transforming the creation of high-quality Victorian concepts, screenplays and digital games prototypes by supporting early-stage project development.
 - Establishing a new 'hot house' program, the Victorian Creators Lab with an initial focus on premium drama to support local creators across all mediums to turn good ideas into great content.
2. Accelerate the development of premium drama screenplays through internationally recognised initiatives.

Victorian screen content and technology must continue to keep pace with international standards.





Drive industry growth and jobs

The Victorian Government will support the screen industry to grow, creating more projects and jobs, increasing economic impact and building the industry's competitive edge in the global market.

Key actions:

3. Expand the screen production pipeline to underpin workforce growth and economic activity by:
 - Increasing the volume and scale of Victorian-led screen production through the creation of a Victorian Production Fund to support Victorian companies and creatives to produce high quality, diverse and engaging film, television, online and digital games content for local and international audiences.
 - Re-establishing Victoria as a leading centre for children's screen content development and production through new market partnerships.
 - Attracting new screen productions to Melbourne and regional Victoria through an expanded Victorian Screen Incentive, offering competitive financial incentives to encourage producers to choose Victoria for physical production, post-production, visual effects, animation and digital games projects. In response to global growth, the scope of the incentive will be expanded to include light entertainment.

4. Foster more competitive and globally connected screen businesses by:
 - Assisting Victorian screen businesses to develop commercial capabilities and connections with domestic and international markets through participation in industry activities and events.
 - Attracting international screen businesses to establish themselves in our state in collaboration with Creative Victoria and Invest Victoria and the investment attraction programs and services they offer.
5. Enhance Victoria's screen infrastructure to meet local and global industry demand by:
 - Developing a plan to ensure Victoria's screen infrastructure continues to meet the needs of a robust and growing industry.
 - Fostering collaboration through supporting world-class screen precincts and hubs where screen-related businesses can share skills, technology and information.

The Victorian Government will support the screen industry to grow, creating more projects and jobs, increasing economic impact and building the industry's competitive edge in the global market.

Develop skills and talent

At the centre of a thriving screen industry are talented and skilled individuals and diverse voices.

Key actions:

6. Grow Victoria's pool of world-class talent able to drive a growing production pipeline by:
 - Supporting established and emerging Traditional Owners of Victoria and Aboriginal and Torres Strait Islander screen practitioners and businesses in Victoria.
 - Fast-tracking the development of key creatives and supporting their ongoing career development through an expanded Key Talent Placements Program that provides advanced skills development for writers, directors and other key creatives including emerging screen practitioners from diverse backgrounds, through paid placements on major productions or within successful production companies.
7. Build a highly skilled workforce to solidify Victoria's reputation as a global destination for screen production by:
 - Investigating the feasibility of establishing a dedicated tertiary training provider for visual effects, games and animation that will produce graduates at the highest international industry standard.
 - Working with industry and the education sector to encourage competency-based training and provide ongoing professional development for screen workers.
 - Creating job-ready graduates by supporting on the job training, including an expanded Attachment Program, and by requiring supported projects to employ emerging practitioners on productions, including in areas of critical crew shortages.

While many components are required to create a thriving screen industry, at the centre are talented and skilled individuals and diverse voices.





Build market and consumer engagement

Audience reach and market demand are critical to Victoria's ambition to be a global powerhouse for screen. *VICSCREEN* will build on existing events and attract or support complementary new events to create a calendar of unmissable events for both the industry and the public.

Key actions:

8. Build Melbourne's reputation to deliver major, world-class screen events, experiences and venues by:
 - Continuing support for Australian and international flagship screen events such as the Australian International Documentary Conference, Series Mania Melbourne, St Kilda Film Festival and expanding Melbourne International Games Week.
 - Supporting the revitalisation of Melbourne International Film Festival to propel it into a new era, including establishing a new international film prize.

9. Enhance ACMI's reputation as the world's pre-eminent museum for screen culture by:

- Supporting the development of home-grown exhibitions and attracting drawcard international shows and events.
- Fostering engagement with, and understanding of, screen culture by supporting ground breaking onsite and digital programs and experiences.

10. Empower local communities to access, celebrate and engage with diverse screen content by:

- Supporting screen events and activities that educate and deepen audience engagement with wide-ranging stories, as well as encourage the production of content within and for diverse communities.

11. Encourage the integration of screen content and experiences into Victoria's creative, cultural and sporting events and venues by:

- Developing lasting and mutually beneficial creative and commercial partnerships with Victorian events, venues and institutions.
- Promote the utilisation of screen technology and content within a variety of creative, cultural and sporting events, experiences, venues and institutions.

Measuring Success

The following key performance indicators will help the Victorian Government track its progress towards achieving the vision and outcomes outlined in this strategy. Reporting will be published annually to track progress toward our four-year goal.

Key indicator	Measure	Baseline (2018–19)	Target (2024–25)
Economic contribution to the state	Value of Victorian production expenditure of supported projects	\$251 million	\$350 million
Employment in the screen industry	Number of Victorian full time equivalents employed by supported projects	1,800	2,600*
Victorian-led screen activity	Proportion of supported projects led by Victorian creatives	73%	85%
	Proportion of supported projects led by Victorian companies	81%	90%
Drama production	Share of national drama production expenditure	30%	40%
Audience engagement	Number of views of supported projects that reflect Victorian/ Australian content	140 million	200 million

* This equates to 11,362 project jobs.



Right: Artist impression, Sound Stage 6 - Docklands Studios Melbourne, Grimshaw Architects.

If you have questions about *VICSCREEN* and what it means for your work, business or project, please contact:

contact@film.vic.gov.au

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