

Screen Australia

Corporate Plan 2025–2029



Acknowledgment of Country

Screen Australia acknowledges that our Ultimo office is located on the lands of the Gadigal People of the Eora Nation, and our South Melbourne office is on the lands of the Wurundjeri People of the Kulin Nation.

We pay respect to Traditional Custodians and Elders, past and present, and recognise their continuous connection to culture, community and Country. We extend that respect to all Aboriginal and Torres Strait Islander peoples.

We acknowledge the continuous strength and power in First Nations storytelling and are proud of the work of Screen Australia's First Nations Department, which has provided leadership and support to Aboriginal and Torres Strait Islander storytellers around the country for over three decades.

Aboriginal and Torres Strait Islander people are advised that this document may contain images and names of people who have passed.



Journey Home, David Gulpilil

Contents

- Introduction.....4
- Who We Are 5
- Responding to a Dynamic Industry 6
- Our Purpose7
- Strategic Framework 8
- Alignment to National Cultural Policy 9
- Strategic Priorities & Performance Measurement10
 - Empower..... 11
 - Enrich.....13
 - Enable15
 - Engage17
 - Elevate.....19
- Organisational Foundations..... 21
- Strength Through Collaboration and Partnership 24
- Risk Oversight & Management 25
 - External risks 26
 - Internal risks 26
- Appendix A: Our Functions..... 27



The Narrow Road
to the Deep North

Introduction

On behalf of the Board of Screen Australia, I am pleased to present the Corporate Plan for the period 2025/26 to 2028/29, as required under subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

This plan is prepared in accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014* and section 35 of the *Screen Australia Act 2008*.

The Corporate Plan sets out how Screen Australia will contribute to building a vibrant and viable screen industry that reflects the depth and diversity of Australian stories. We will fulfil this purpose by being an effective, efficient and future-focused organisation – investing in screen development and production, supporting industry capability, and fostering a thriving screen culture for all Australians.

We publicly report on our performance against the Corporate Plan each year through the Annual Performance Statements, which are included in the Agency's Annual Report. The Corporate Plan is reviewed and updated annually to reflect changes in our operating environment and to remain compliant with the PGPA Act.



Michael Ebeid, AM
Chair, Screen Australia Board



Who We Are

Screen Australia supports the development, production, promotion and distribution of Australian screen content – across all formats, genres and platforms. We foster a vibrant and sustainable screen industry that reflects the depth and diversity of Australian stories. From early-stage storytelling through to release and international reach, we enable these stories to be told and shared with audiences at home and around the world.

We also administer the Producer Offset on behalf of the Australian Government – a key screen incentive that drives creative investment and supports the ongoing viability of screen production across the country.



Responding to a Dynamic Industry

A Rapidly Changing Landscape

The screen industry is undergoing significant transformation, shaped by rapid technological advancements, global content flows and evolving audience expectations. These shifts are redefining how content is created, distributed and consumed.

Traditional models are being replaced by a more agile, borderless media environment – one that demands fresh thinking, innovative approaches and adaptive capabilities.

To ensure Australian stories resonate both locally and globally, Screen Australia is evolving – structurally, culturally and operationally – to establish our position as an innovative and impactful force in this dynamic landscape.

Our Future-Focused Approach

Guided by a renewed strategic framework – outlined in this Corporate Plan – Screen Australia’s approach focuses on:

- **Data-driven, outcome-focused decision making** that emphasizes impact and effectiveness over volume of activity
- **Audience-first, platform-agnostic funding** to support projects with clear, measurable audience connection
- **High-impact investments** delivered through streamlined, efficient funding pathways
- **Enterprise sustainability** by backing screen businesses and creative talent, not just individual projects
- **Stronger industry alignment** through collaboration, shared objectives and transparent communication.



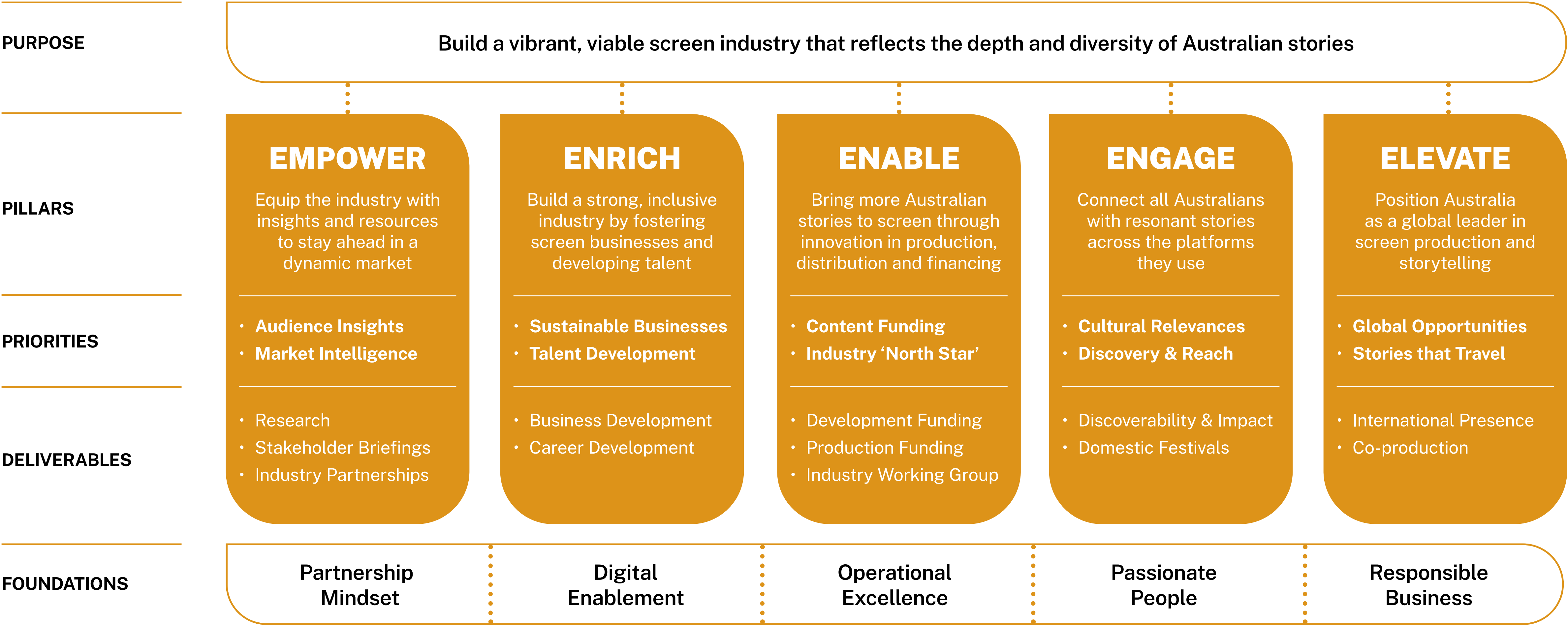
Our Purpose

Our purpose is to build a ***vibrant, viable screen industry*** that reflects the ***depth and diversity of Australian stories.***



Strategic Framework

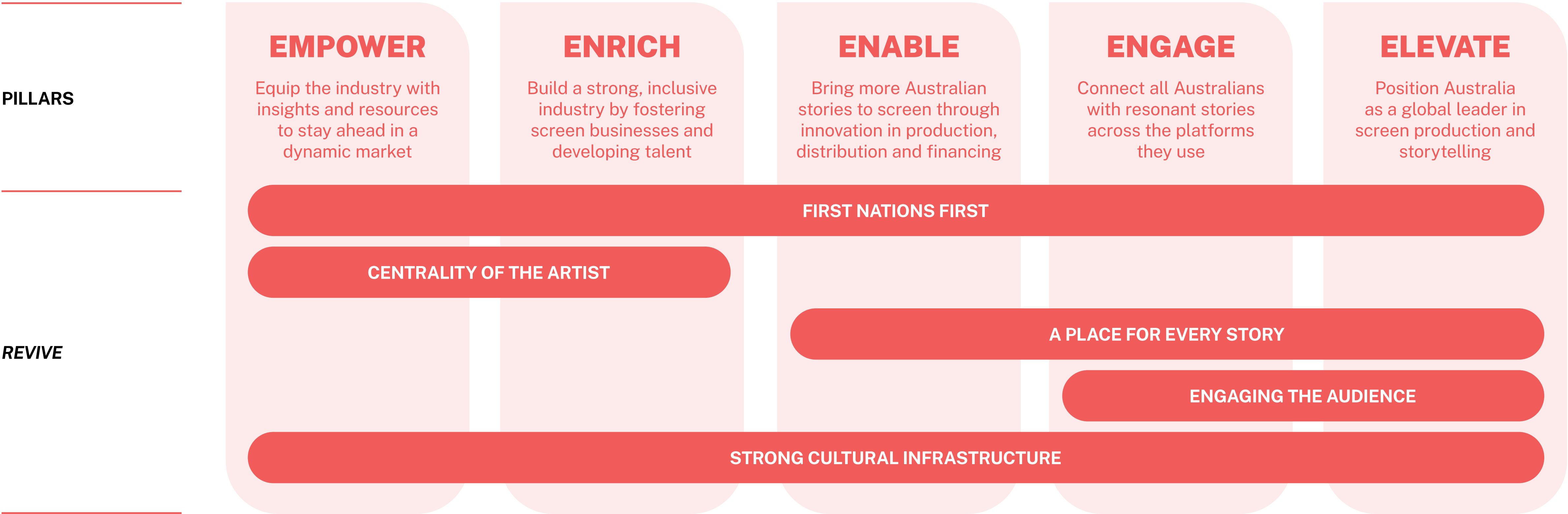
To achieve our Purpose, Screen Australia has developed a new strategic framework built around **five core pillars**, supported by **ten strategic priorities** and **twelve key deliverables**. The framework is grounded in strong organisational foundations that enable effective delivery and long-term impact.



Alignment to National Cultural Policy

The Australian Government’s National Cultural Policy – *Revive*, is designed to transform and safeguard a diverse, vibrant and sustainable arts, entertainment and cultural sector. Screen Australia’s strategic framework is closely aligned with *Revive* – mapping directly to five interconnected policy pillars. Each of our five strategic pillars – **Empower, Enrich, Enable, Engage** and **Elevate** – supports the ambitions of *Revive* through clear priorities and deliverables, with a particular emphasis on First Nations, Games and opportunities to represent all facets of Australia’s diverse culture.

This alignment ensures our strategic focus reinforces national cultural policy objectives while delivering measurable impact.



Strategic Priorities & Performance Measurement

This Corporate Plan is directly aligned with the relevant outcome, priorities and performance indicators set out in the Communications and the Arts Portfolio Budget Statement – specifically:

Outcome 1: Promote engaged audiences and support a creative, innovative and commercially sustainable screen industry through the funding and promotion of diverse Australian screen product.

Consistent with the 2025–26 Portfolio Budget Statement, Screen Australia has developed a new Strategic Framework and Corporate Plan for 2025–29 that positions the agency to respond to ongoing transformation and change across the domestic and global screen industry. This work was informed by a comprehensive review of Screen Australia’s resources, activities and performance metrics.

New performance metrics have been identified for the period 2025–29 to align with the five pillars of the strategic framework and reflect the agency’s shift to become more focused on measuring effectiveness rather than volume of activity. To support this, clear and measurable success indicators have been developed for each strategic priority, with goals set out to the 2028–2029 period. While baseline data is available for many of these success measures, additional data will be gathered over the next 12 months to strengthen measurement. Progress will be assessed and reported on annually through the Annual Performance Statements, ensuring transparency and accountability over time.



Tales From Outer Suburbia

Strategic Priorities & Performance Measurement

PURPOSE	Build a vibrant, viable screen industry that reflects the depth and diversity of Australian stories				
PILLARS	EMPOWER	ENRICH	ENABLE	ENGAGE	ELEVATE
PRIORITIES	<ul style="list-style-type: none">Audience InsightsMarket Intelligence	<ul style="list-style-type: none">Sustainable BusinessesTalent Development	<ul style="list-style-type: none">Content FundingIndustry ‘North Star’	<ul style="list-style-type: none">Cultural RelevancesDiscovery & Reach	<ul style="list-style-type: none">Global OpportunitiesStories that Travel
MEASURES OF SUCCESS	Those that view Screen Australia as an effective resource industry on key trends (%)	Screen Australia supported businesses with sustainable earnings over 3 years (%) Screen Australia supported talent that secure funding or credits post program (\$)	Leverage on Screen Australia supported productions (\$) North Star process and goals in development FY2026	Australians that value Australian screen content (%) Australians that are aware of recent Australian productions (%)	International investment in Australian productions (%) Screen Australia funded projects that received post-project international acquisition (%) Australian content at select international festivals (#)

Empower

Screen Australia will equip the industry with insights and resources to stay ahead in a dynamic market.

Rationale

In a rapidly evolving screen landscape, timely access to strategic intelligence is essential. This pillar reflects Screen Australia’s role as a central resource – one that enables professionals to anticipate market shifts, make informed decisions and navigate uncertainty with greater confidence. The aim is to ensure that insights are not only accessible, but recognised as valuable and actively applied across the sector. By strengthening the industry’s ability to respond to change, Screen Australia contributes to a more informed, resilient and future-focused screen ecosystem.

Methodology

The success measure focuses on industry perception, which serves as a proxy for trust, relevance and utility. This will be tracked through an annual industry survey measuring the percentage of professionals who view Screen Australia as an effective industry resource on key trends. The baseline was established through the 2025 Screen Industry Survey.

PRIORITIES	SUCCESS MEASURES	BASELINE	‘26 GOAL	‘29 GOAL
Audience Insights	Those that view Screen Australia as an effective industry resource on key trends	59%	70%	75%
Market Intelligence				





Empower

The Empower pillar comprises three key deliverables – each designed to strengthen industry insight, engagement and capability.

DELIVERABLES	OBJECTIVES	PROGRAM & SERVICE EXAMPLES
Research	Provide a regular flow of information of industry-wide insights across all content types and broader industry trends	Reports such as <i>Screen Currency</i> , <i>Viewfinder</i> and the <i>Production Infrastructure and Capacity Analysis (PICA)</i>
Stakeholder Briefings	Ensure frequent, consistent communication with the industry via multiple channels	Website updates, partner communications, webinars, events and podcasts
Industry Partnerships	Support high-impact, nationally significant events that demonstrate clear industry value	Events including Screen Forever and the AACTA Festival

Enrich

Screen Australia will build a strong, inclusive industry by fostering screen businesses and developing talent.

Rationale

A more inclusive and diverse screen industry fosters resilience, drives innovation and ensures that Australian creen culture reflects the full breadth of contemporary society. This pillar focuses on long-term outcomes – not just activity – by supporting the growth of sustainable screen businesses and enabling career progression. The success measures track business viability and talent success over time, helping Screen Australia assess the effectiveness of its support mechanisms and ensure that investments are building enduring capacity across the sector.

Methodology

The selected measures focus on long-term sustainability and career progression – key indicators of a resilient and inclusive industry. The measures have been developed as targets for return of investment on Enterprise and talent programs from FY2025. These will be tracked through data collection on business earnings and talent outcomes, including the percentage of Screen Australia-supported businesses with sustainable earnings (pertaining to a business maintaining a positive profit margin and adequate cash flow, without reliance on ad hoc grants or funding) over a three-year period, and the percentage of supported talent who secure funding or credits three years post-program.

PRIORITIES	SUCCESS MEASURES	BASELINE	‘26 GOAL	‘29 GOAL
Sustainable Businesses	Screen Australia supported businesses with sustainable earnings over three years	–	63%	70%
Talent Development	Screen Australia supported talent that secure funding or credits three years’ post-program	–	72%	75%





Enrich

The Enrich pillar comprises two key deliverables – supporting the growth of commercially sustainable screen businesses and enabling career development across all stages of the industry.

DELIVERABLES	OBJECTIVES	PROGRAM & SERVICE EXAMPLES
Business Development	Establish a new funding framework to support the growth of commercially sustainable production companies by enabling diversified revenue streams – including global markets, merchandising and expanded distribution	Develop new programs to support scale-up production businesses in becoming sustainable (subject to securing incremental funding).
Career Development	Continue supporting talent at all career stages through funding skills development programs, training schemes and mentorship opportunities	Programs such as the Emerging Gamemakers Fund and Creditmaker Program for creatively ambitious short films that serve as a stepping stone to a feature film or long-form commission

Enable

Screen Australia will bring more Australian stories to screen through innovation in production, distribution and financing.

Rationale

Innovation across the media value chain enhances the reach, visibility and success of Australian stories at home and abroad. This pillar focuses on improving how the industry operates – from funding and development, to production and collaboration. By fostering new approaches and streamlining processes, Screen Australia aims to support a more agile, coordinated and future-focused screen sector. The goal is to ensure that Australian content is not only created, but positioned, for long-term growth, investment and audience connection.

Methodology

Progress under this pillar will be evaluated through two key measures. The first focuses on financial leverage. Specifically, the dollar value of additional investment generated by Screen Australia-supported productions. These figures will be monitored annually using internal program data and financial reporting. The baseline was established through actual numbers from FY2025. The second measure – development of a unified industry vision – will be progressed over FY2026 in conjunction with the Screen Australia Board and industry, and will be incorporated into performance tracking once established.

PRIORITIES	SUCCESS MEASURES	BASELINE	‘26 GOAL	‘29 GOAL
Content Funding	Leverage on Screen Australia-supported productions	\$420m	\$440m	\$500m
Industry ‘North Star’	A unified industry vision to drive collaboration, investment and long-term growth across Australia’s screen sector (in development FY2026)	–	–	–



Top End Bub



Miss Ink

Enable

The Enable pillar comprises two key deliverables aimed at improving how the industry operates and how content is funded, developed and produced.

DELIVERABLES	OBJECTIVES	PROGRAM & SERVICE EXAMPLES
Development & Production Funding	<p>Simplify Screen Australia’s application process to improve accessibility</p> <p>Ensure funding decisions are platform agnostic, continuing support for key genres including Narrative, Documentary, First Nations and Games</p>	<p>Various development and production funds across Features, Television, Online and Games (funds capped as a percentage of total production spend)</p> <p>Audience design for film development</p>
Industry Ways of Working	<p>Facilitate stronger coordination and collaboration across the sector, including with guilds, State Screen Agencies, and broadcasters</p>	<p>Quarterly meetings with guilds and industry bodies</p> <p>Regular State Screen Agency meetings</p>

Engage

Screen Australia will connect all Australians with resonant stories across the platforms they use.

Rationale

By ensuring Australian content is relevant, discoverable and accessible, this pillar seeks to foster deeper cultural connection and stronger audience engagement. It recognises that meaningful engagement relies not only on the availability of content, but on its visibility and resonance with diverse audiences. Screen Australia’s goal is to support the discoverability of Australian stories and help ensure they are positioned to reach and connect with viewers across platforms, regions and communities.

Methodology

Progress under this pillar will be tracked through two measures. The first focuses on cultural relevance. Specifically, the percentage of Australians who value Australian screen content. The second tracks awareness – the percentage of Australians who are aware of recent Australian productions. These measures will be monitored annually through audience research and survey data that will be established in 2025–26, with ongoing tracking supported by external research partners.

PRIORITIES	SUCCESS MEASURES	BASELINE	‘26 GOAL	‘29 GOAL
Cultural Relevance	Australians that value Australian screen content	–	83%	90%
Discovery & Reach	Australians that are aware of recent Australian productions	–	83%	90%



The Correspondent



Fwends

Engage

The Engage pillar comprises two key deliverables – designed to increase the discoverability of Australian content and deepen audience engagement through high-impact domestic festivals.

DELIVERABLES	OBJECTIVES	PROGRAM & SERVICE EXAMPLES
Discoverability & Impact	Equip industry professionals with discoverability skills across all platforms – from online projects to features, asset creation to audience testing Position Screen Australia as a trusted and reliable content recommender	Various programs to support stronger understanding of audiences and how to reach them Support for The Screen Guide on Screen Australia website, offering ‘where to watch’ information for 3,000 Australian titles
Domestic Festivals	Fund events that deliver high-impact results for the industry and meaningfully engage local audiences	Support key city, regional and touring film festivals including Sydney, Melbourne, Adelaide, Brisbane, CinefestOZ and Darwin

Elevate

Screen Australia will help to position Australia as a global leader in screen production and storytelling.

Rationale

Global leadership enhances Australia’s creative reputation, expands international market opportunities and ensures our stories are seen, shared and valued worldwide. This pillar focuses on strengthening Australia’s international presence through co-production, festival participation and global partnerships – supporting content that resonates beyond domestic audiences. The aim is to ensure that Australian creators and stories are visible on the world stage and able to compete in a highly globalised screen environment.

Methodology

Progress under this pillar will be tracked through three measures that record global investment, acquisition and screenings. The first focuses on international investment, primarily the percentage of total production budgets for Screen Australia-supported projects that is sourced from international partners. The second tracks the number of post-financing international acquisitions of Screen Australia-funded projects. The third measures the number of Australian titles selected for major international festivals. These indicators will be monitored annually using internal program data and external reporting from partners and festivals.

PRIORITIES	SUCCESS MEASURES	BASELINE	‘26 GOAL	‘29 GOAL
Global Opportunities	International investment in Australian productions ¹	27%	31%	35%
Stories that Travel	Screen Australia-funded projects that received post-financing international acquisition	133	145	160
	Australian content at major international festivals ²	16	16	18

1. Scripted Content Only 2. Includes Venice, Berlin, Toronto, Cannes and Sundance



Pasa Faho



Deeper

Elevate

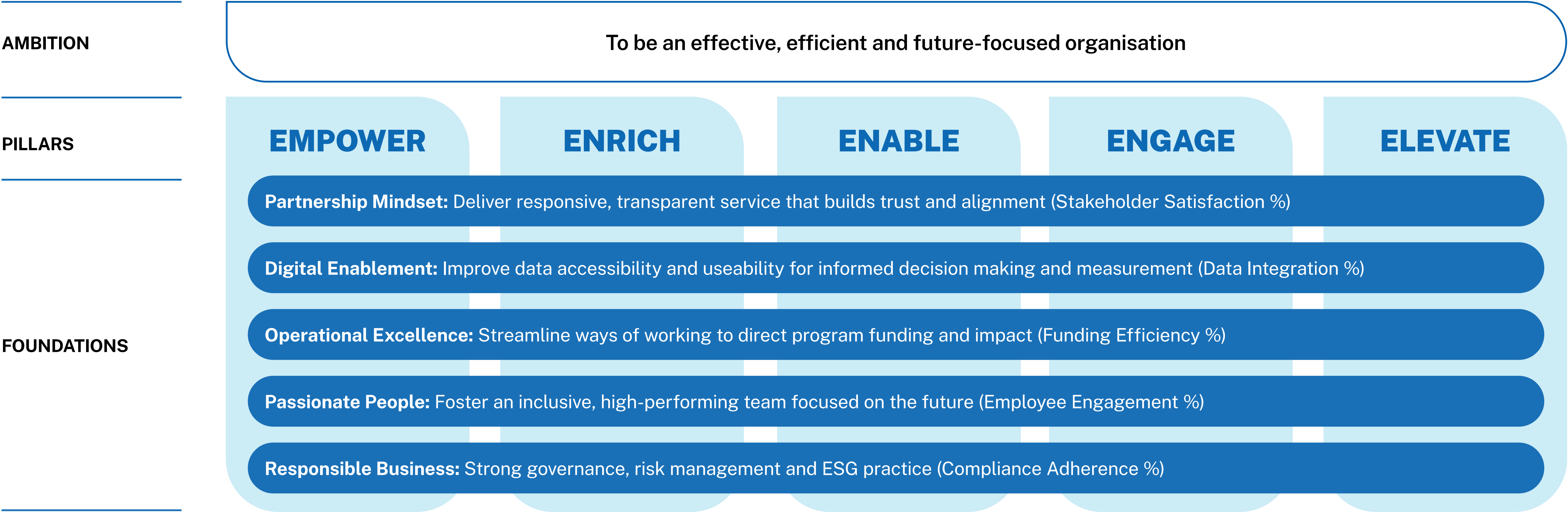
The Elevate pillar comprises two key deliverables – focused on strengthening Australia’s global screen presence and expanding international co-production opportunities.

DELIVERABLES	OBJECTIVES	PROGRAM & SERVICE EXAMPLES
Key International Presence	Maximise the international exposure of Australian screen industry talent	Funding of individual travel grants to key international festivals and markets Screen Australia presence at international events such as Cannes Film Festival, Berlinale, MIPCOM, TIFF, SXSW, GDC and Content London
Co-productions	Increase the number of international co-productions through the purposeful pursuit of opportunities that are aligned to strategic goals	Dedicated Screen Australia Industry Advisor role Participation in industry events to develop more co-productions in Australia and at major international events Development of co-production development program with international partners

Organisational Foundations

To deliver on the strategic priorities and achieve our ambition of being an effective, efficient and future-focused organisation, Screen Australia has identified five core organisational foundations. These foundations define how we operate internally and engage externally – ensuring systems, culture and decision-making processes are equipped to support industry impact at scale.

Each foundation – from strong partnerships and digital capability to inclusive culture and responsible governance – plays a critical role in enabling our response to industry needs, building trust and delivering public value.



Organisational Foundations

To track progress and ensure accountability, baseline metrics and performance goals have been established for each organisational foundation. The performance goals will be monitored annually and tracked using a combination of internal performance data, stakeholder surveys and operational system audits. These measures provide a clear line of sight between operational focus areas and Screen Australia’s ambition to be effective, efficient and future-focused.

FOUNDATIONS	OBJECTIVES	SUCCESS MEASURES	METHODOLOGY	BASELINE	‘26 GOAL	‘29 GOAL
Partnership Mindset	Deliver responsive, transparent service that builds trust and alignment with stakeholders	Stakeholder Satisfaction	Measured via annual stakeholder surveys, capturing perceptions of responsiveness, transparency and alignment.	63%	67%	75%
Digital Enablement	Improve data accessibility and useability for informed decision making and effectiveness measurement	Level of Data Integration	Assessed through IT system audits, tracking integration of application, program, financial and other datasets.	No integration	All application and program data integrated	Application, program, financial and other data integrated
Operational Excellence	Streamline ways of working to maximise impact and direct program funding	Funding Efficiency	Derived from internal financial reporting by assessing the ratio of administrative expenditure to total investment in strategic deliverables.	75%	75%	75%
Passionate People	Foster an inclusive, high-performing team that’s focused on the future	Employee Engagement	Tracked via annual staff engagement surveys.	78%	80%	85%
Responsible Business	Strong governance, risk management and ESG practices	Compliance Adherence	Monitored through governance and risk reporting, including audit outcomes and compliance checks.	98%	100%	100%

Organisational Foundations

Each organisational foundation is underpinned by a clear strategic intent, with emerging trends and developments shaping how Screen Australia evolves to meet the needs of the sector.

FOUNDATIONS	STRATEGY ALIGNMENT	TRENDS & DEVELOPMENT
Partnership Mindset	<p>Building trust and alignment with all screen sector stakeholders — including producers, guilds, broadcasters and agencies — is essential to delivering on our national mandate</p> <p>Transparent communication at all touchpoints underpins cooperative investment and cultural impact</p>	<p>Ongoing efforts to improve sector-wide transparency and responsiveness</p> <p>A key focus is simplifying applications and communications to enable timely and clear interactions</p>
Digital Enablement	<p>Fit-for-purpose digital systems enable faster funding decisions, enhance user experience, and support effective measurement across all content types and funding streams</p> <p>Improved data integration is critical for tracking and optimising agency performance</p>	<p>Investing in cloud-based systems, improved data management and automation to improve efficiency, reduce processing time and strengthen long-term digital resilience</p>
Operational Excellence	<p>Streamlined operations ensure funding reaches creators efficiently, maximising impact and reducing administrative burden</p> <p>Prioritising high-value activity helps achieve measurable industry outcomes</p>	<p>Commitment to refining internal processes and removing duplication to direct more funding to programs and reduce delays</p>
Passionate People	<p>Our team’s deep sector expertise and adaptability ensure the agency remains responsive in a changing industry</p> <p>Investing in staff capability supports informed decision-making and high-quality service delivery</p>	<p>Focus on continuous staff development in areas including production, grant delivery and stakeholder engagement</p> <p>Professional growth programs target industry-specific needs</p>
Responsible Business	<p>Strong governance, accountability and ESG alignment ensure Screen Australia delivers value to the public while upholding ethical and community standards</p>	<p>Maintains the highest standard of compliance across all business areas, ensuring integrity, sustainability and public trust</p>

Strength Through Collaboration and Partnership

As outlined in our Foundations, Screen Australia is committed to fostering cooperative and collaborative relationships across the screen sector, while cultivating new connections as the screen industry evolves.

As the screen industry's federal funding body, our objective is to clearly communicate with different parts of the sector, including: producers and production companies, broadcasters and streaming services, Creative Australia, state and international agencies, tertiary education institutions, screen sector guilds and associations. Screen Australia also proactively engages with advocacy organisations committed to inclusivity and positive change in the screen sector.

Building on insights from our 2025 Screen Industry Survey, we will continue to engage with the Australian industry to ensure Screen Australia is equipped to support its ongoing needs. The refreshed strategic framework and newly established baseline measures are grounded in findings from the 2025 Survey and extensive industry consultation in FY2025.

We are also focused on strengthening ties with international partners – funding bodies, festivals, co-production markets and cultural agencies – to ensure the Australian screen industry is positioned for global success. These relationships open new pathways for co-productions, talent and knowledge exchange, and international market development. They enable Australian stories and storytellers to reach wider audiences and benefit from diverse global perspectives.

These collaborative relationships – both local and international – underpin both our investment activities and internal operations. They ensure we contribute meaningfully to a sustainable screen industry and support the telling of culturally resonant stories that reflect Australia's rich and evolving identity on the global stage.



A woman wearing a light blue hijab and a matching long-sleeved dress stands in a lush green field. She is holding a light-colored crossbody bag. In the background, there is a calm river reflecting the surrounding greenery, and distant mountains under a soft, overcast sky.

Risk Oversight & Management

Screen Australia's Risk Management Policy and Plan provide a disciplined, formal framework for effectively managing risk.

External Risks

The success of Australia's screen industry is subject to many external factors: social, political, economic, technological, legal (including piracy) and environmental. Screen Australia has identified the following external risks that could affect the ability to deliver on our goals:

- Reduction in funding from the Australian Government
- Increase in demand for existing funding, including an environment in which producers experience difficulties in financing projects
- Increased risks of litigation to Screen Australia due to greater competition for limited funding resulting in escalating costs to the agency
- Discrepancy between the Producer Offset's requirements and those required by changing business models, particularly in relation to distribution arrangements
- Screen investment recoupment targets not met
- Insufficient crew or infrastructure to meet demand.

These risks will be managed by Screen Australia's Board and management team, who will review risks regularly and develop policies and processes to the extent that such risks are within Screen Australia's control.

Internal Risks

In addition to the external factors, Screen Australia is also subject to risks arising from internal processes.

The organisational risk management function within Screen Australia is managed and co-ordinated by the Finance Unit and involves:

- Development, implementation and monitoring of a risk management policy and associated action plans
- Development, implementation and monitoring of a fraud control policy and associated action plans
- Development, implementation and monitoring of a business continuity policy and associated action plans
- Coordinating the outsourced internal audit function.

As an essential part of sound corporate governance and management practice, Screen Australia is committed to effective risk management. The Australian Government requires agencies to have in place risk management, fraud control and business continuity management plans. These cover operational issues relating to program delivery, such as financial and organisation administration, and mechanisms to ensure sound corporate governance practices are followed. These plans are being monitored and reviewed in consultation with the Australian National Audit Office and internal auditors.

Appendix A: Our Functions

Screen Australia was established under the *Screen Australia Act 2008* and from 1 July 2008 took over the functions and appropriations of predecessor agencies, the Australian Film Commission (AFC), the Film Finance Corporation Australia (FFC) and Film Australia Limited.

We Bury The Dead



The key functions of Screen Australia, as set out in the Act are to:

- Support and promote the development of a highly creative, innovative and commercially sustainable Australian screen production industry; and
- Support or engage in:
 - The development, production, promotion and distribution of Australian programs; and
 - The provision of access to Australian programs and other programs; and
- Support and promote the development of screen culture in Australia;
- Undertake any other function conferred on it by any other law of the Commonwealth.



Kangaroo



Australian Government

