

### OUR PURPOSE

We support our member's businesses to produce the world's best screen stories.

### OUR GUIDING PRINCIPLES



**LEAD**

We embrace change and create opportunities.



**UNITE**

We collaborate and connect to deliver the best possible outcomes.



**IMPACT**

Focus on what matters for our members. Their success is our success.

### OUR STRATEGIC DIRECTIONS

**1**

Lead and support our members through changes in the screen industry.

**2**

Increase value and benefit to members.

**3**

Make SPA a great organisation to work for and to work with.

## OUR OUTCOMES

### STRATEGIC DIRECTION 1 LEAD AND SUPPORT OUR MEMBERS THROUGH CHANGES IN THE SCREEN INDUSTRY.

<b>1.1</b>	<b>ADVOCATE AND CHAMPION POSITIVE INDUSTRY REFORM THAT ENSURES SUSTAINABLE BUSINESS.</b>
<b>+</b> 1.1.1	Facilitate input and engagement from members to inform our Policy agenda. <span>Ongoing</span>
<b>+</b> 1.1.2	Articulate our agenda and campaign to achieve ongoing industry reform by: <ul style="list-style-type: none"> <li>ensuring access to audiences.</li> <li>ensuring access to finance.</li> <li>ensuring certain and fair business deals.</li> <li>expanding international trade and market growth.</li> </ul> <span>Ongoing</span>
<b>+</b> 1.1.3	Engage with and influence key stakeholders (industry guilds, talent, government, political parties and other organisations and individuals) to pursue our advocacy agenda. <span>Ongoing</span>
<b>+</b> 1.1.4	Develop mechanisms that help members engage with and support ongoing advocacy efforts. <span>Ongoing</span>
<b>+</b> 1.1.5	Advocate for a well-funded Australian public broadcasting system for the independent producing sector. <span>Ongoing</span>
<b>+</b> 1.1.6	Continue engagement with Screen agencies and other funding bodies that improves understanding of Producers perspectives. <span>Ongoing</span>
<b>+</b> 1.1.7	Continue to build strategies to modernise industry frameworks. <span>Ongoing</span>
<b>1.2</b>	<b>NAVIGATE NEW AND EMERGING TECHNOLOGIES BENEFITS AND IMPACTS ON MEMBERS AND THE INDUSTRY.</b>
<b>+</b> 1.2.1	Develop information and share knowledge on relevant emerging technologies. <span>Ongoing</span>
<b>+</b> 1.2.2	Develop policy positions and advocacy as required. <span>Ongoing</span>

**1.3****FACILITATE INTERNATIONAL OPPORTUNITIES FOR MEMBERS.**

	1.3.1	Position the critical nature of the content creation industry in bringing foreign investment and job creation to Australia.	Year 1-2
	1.3.2	Identify, pursue and promote opportunities for export and policy enhancements to support export.	Year 1-2
	1.3.3	Connect members to key markets and financial opportunities.	Ongoing
	1.3.4	Deliver an annual Australian based global market event for our industries business to promote and advance the sector.	Ongoing

**STRATEGIC DIRECTION 2  
INCREASE VALUE AND BENEFIT TO MEMBERS.**
**2.1****BUILD AND STRENGTHEN MEMBERSHIP AND ENGAGEMENT.**

	2.1.1	Target, attract and retain high value or influential members.	Year 1-2
	2.1.2	Maintain and build our diversity approaches to better encourage participation across our organisation and its activities to ensure SPA reflects the community we operate in.	Year 1-2
	2.1.3	Educate members to encourage display of SPA accreditation and membership.	Year 1-2
	2.1.4	Facilitate members connection through our website and events – (members only marketplace to enable access, introductions and relationships).	Year 1-2
	2.1.5	Develop and implement an industry partnership plan that aligns with SPA's purpose.	Year 1-2

**2.2**

**IMPROVED MEMBERSHIP SUPPORT SYSTEMS AND MECHANISMS.**

<b>+</b> 2.2.1	Refresh and refine our website and communications to improve usability and engagement.	Year 1-2
<b>+</b> 2.2.2	Use member insights to develop an action plan that modernises priority agreements.	Year 1-2
<b>+</b> 2.2.3	Leverage systems improvements and database to improve member experiences and deliver operational efficiencies.	Year 1

**2.3**

**PROVIDE HIGHLY RELEVANT MEMBERSHIP VALUE.**

<b>+</b> 2.3.1	Survey our members regularly to help improve our impact, offers and effectiveness.	Ongoing
<b>+</b> 2.3.2	Review events and initiatives annually and update our programs accordingly.	Ongoing
<b>+</b> 2.3.3	Identify (in consultation with members) new services and offerings – develop the models to launch and sustain these.	Ongoing
<b>+</b> 2.3.4	Deliver regular activities that offer strategic benefit for levy paying members.	Ongoing

**STRATEGIC DIRECTION 3  
MAKE SPA A GREAT ORGANISATION TO WORK FOR AND TO WORK WITH.**

**3.1**

**STRENGTHEN SYSTEMS AND PROCESSES TO SUPPORT OUR WORK.**

<b>+</b> 3.1.1	Refine and automate manual processes to remove friction points.	Year 1-2
<b>+</b> 3.1.2	Capitalise on operational efficiencies delivered by the Digital Transformation project to better resource high value member activities.	Year 1-2

**3.2****ENSURE A STRONG AND CAPABLE WORKFORCE AND EFFECTIVE ORGANISATION.**

3.2.1

Ensure ongoing talent development to meet SPA needs.

Ongoing



3.2.2

Continue to build a positive team culture.

Ongoing

**3.3****CONTEMPORARY GOVERNANCE MECHANISMS AND VEHICLES TO SUPPORT OUR ORGANISATION PURPOSE AND DIRECTION.**

3.3.1

Maintain Strategic Plan monitoring and reporting cycle.

Ongoing



3.3.2

Maintain Council support and training.

Ongoing



3.3.3

Review metrics and parameters of reserves annually.

Ongoing



3.3.4

Maintain program for Council members to mentor a broad and diverse range of people to encourage taking leadership roles in our Council.

Ongoing



3.3.5

Maintain a comprehensive Governance checklist and timetable.

Ongoing