

**CORPORATE PLAN
2009-2014**

June 2009

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Appendices

Appendix A: Key Actions Plan 2009-2014

1. VISION AND VALUES

ACMI's vision is ambitious. ACMI brings excellence and innovation in world film and digital media to Australia, while also representing Australia's creative spirit and talent to the world. In addition to its position as a global pioneer, ACMI has a deep engagement with local communities, enabling individuals and groups to develop their own creative expression through the moving image.

Whether presenting the masterpieces of world cinema, showcasing newly emerging artistic talent, or exploring the future of interactive media, independent games and mobile entertainment, ACMI has in just 5 years achieved acclaim as *the* place to experience how the moving image is changing our lives. ACMI is now poised strongly for a new phase of development, and to expand its brand name recognition on a local, national and international stage.

ACMI aims to expand its world-class positioning and unique independent voice in the moving image. This will be based on an agenda of cultural leadership, innovation, partnerships, and reaching out to the widest range of audiences. ACMI's vision can be summarised as follows:

As a world-leading cultural centre, ACMI provides diverse audiences with distinctive experiences that explore and shape the moving image in all its forms

Our vision enables us to be clear on the direction we are heading and our values assist in expressing our personality, defining who we are as well as what we stand for. Our values capture our promise to audience and stakeholders and they are at the heart of everything we do.

Warm Welcome

We are drawn here by our passion for the moving image and we actively engage with audiences and partners - sharing dialogue, ideas and experiences that inspire and stimulate. Our expression is through a unique voice and we strive to achieve audience loyalty, exciting collaborations and positive partnership. First and last impressions count. The way in which we engage with our audiences is vital to the overall visitor experience.

Sense of Theatre

We are in the business of ideas and innovation. We excite our audiences and partners, providing them with distinctive experiences and opportunities for making memories. We open the minds of our audiences to discover something new and to be inspired by the encounter. Everything we do, we do with a spirit of energy, style and fun.

Creative Tension

We engage in intense creative and critical debate with each other, our audiences, our partners, and our communities. We remain relevant by examining and responding to moving image culture as it evolves in an environment of rapid change. We function in a dynamic environment where a free exchange of ideas and debate is central to program delivery. We then commit to decisions and focus on delivering outcomes.

Passion & Depth

We are the Australian authority in our fields - knowledgeable, experienced and a respected voice. We know who our audiences are and how to reach them and we speak in their languages. Our communication, whether between ourselves or with our audiences, is driven by a desire to know more and to grow and evolve.

2. OPERATING ENVIRONMENT AND STRATEGIC RISKS

The following key risks and anticipated changes in the operating environment that may negatively or positively impact on ACMI's operations, audiences and programs have been identified as follows:

Government policy changes: ACMI is impacted by, responds to and delivers on a number of policy areas including Arts & Culture, Education and Innovation. There have been a number of changes at both the State and Federal level particularly in the following areas. Amalgamation of Federal screen industry bodies in 2008 have enabled greater linkages across film, television/digital and media arts sector organisations (peak and secondary) and created opportunities for strategic partnerships to be developed to further enhance innovation within the sector. The development of a National Curriculum will provide opportunities for ACMI to develop programs with specific reference to curriculum outcomes relevant to teachers and students on a national scale thereby increasing our potential audience. The growing interest in partnerships across the Asia Pacific Region also presents opportunities for ACMI.

Economic /financial risks: This plan has been developed during a period of significant economic uncertainty with the full impact of the global financial crisis unknown. The possible impacts for ACMI include decrease in government funding sources, decrease in sponsorship opportunities, increase in operating costs due to a fluctuating Australian dollar and a decrease in the discretionary income of ACMI's visitor base. As ACMI increases its reliance on self-generated revenue opportunities, it also increases its exposure to economic downturns. In 2008 ACMI developed a financial sustainability policy to assist in identifying and managing both short and long term financial risks; this policy will be fully implemented in 2009.

Market changes: Increasingly, consumers are becoming "producers" (producers/users) and while at ACMI we have always encouraged our audiences to engage and create with us, increasingly the tools, content and platforms used in everyday life provide the ability for more people to become content creators. As more people create content, the traditional hierarchies around dissemination of content breakdown. Over the coming years this will have a significant impact on the moving image industries, affecting both the form to which we respond, as well as the tools we use ourselves to engage with visitors.

Increasingly there is a user expectation that content is available digitally, regardless of source or rights, available for free and easily located online. Therefore the intersection between our physical and digital programming is increasingly important. ACMI will need to innovate and advance with audience expectations, especially with the questioning of authorship and diversification of 'authoritative voice'.

As a direct result of the global financial crisis, consumers are looking increasingly for "value for money" within their leisure time experiences. Additionally as consumers look to lower cost options including the broad range of home entertainment products, and as traditional cinema diversifies (e.g. 3D, rooftop cinema) ACMI will need to research and invest in innovative ideas and programming to maintain and grow audiences.

Technological changes: ACMI is heavily reliant upon technology to deliver our programs and run our business with virtually all audience interactions mediated by technology. At inception, ACMI's equipment was purchased using setup capital and now most of the installed technology is beyond its useful life. Over the past 3 years ACMI has progressively moved to a model of leased technology to better manage replacement cycles and minimise obsolescence issues. However, large amounts of ACMI's

technological infrastructure is not able to be replaced in this way without significant further investment. Funding alternatives such as leasing and sponsorship will continue to be explored in addition to government funding options.

The moving image is inherently unstable due to the lack of any durable archival format. This is exacerbated by rapidly changing technologies and an accelerating tendency for display equipment to become obsolete. This is a major issue for all of our collections, which require ongoing conservation and indeed migration to enable continued access by the people of Victoria. The only real solution for ongoing and increased access is a digital solution which has obvious implications for resources - ACMI will need to seek further government and other funding sources for such a major digital solution.

Environmental impacts: Environmental sustainability and climate change are now at the forefront of key issues to be addressed by governments, organisations and individuals. With ACMI's programs delivered on over 200 screens, requiring tight environmental controls, and supported by extensive technology infrastructure, ACMI is mindful of its power consumption and emissions. ACMI has developed an Environmental Policy and Action Plan to ensure that environmental considerations are a fundamental part of all business planning and decision-making processes to minimise ACMI's impact on the environment, through efficient use of resources, and reduction in emissions and waste.

Regulatory changes: The *Copyright* landscape is slowly changing. Initiatives like Creative Commons are some of the more visible changes resulting from increased resistance from the users of content to traditional copyright restrictions. At the same time, conventional large content creators and disseminators are splitting into those who are becoming increasingly litigious about copyright, and those who are starting to take more liberal approach to licensing and IP sharing. This changing landscape presents a distinct challenge to collecting institutions that must navigate and balance rights, legalities and visitor and content user's expectations. ACMI will need to manage its risk and exposure to these changes, while continuing a dialog with audiences who are experiencing it. Where opportunities arise, ACMI can take advantage of the some of the liberalisation to experiment and test boundaries, while ensuring real and emerging risks are acknowledged.

Classification is increasingly on the public agenda as an issue that galleries and other cultural institutions need to address. ACMI is well placed to respond to any new requirements as the necessary legislative change is already in place and the path of cultural change, both at the Classification Board and the Victorian Department of Justice, has been prepared over recent years. As a creator and exhibitor of the moving image ACMI is positioned in the middle of these debates and while currently operating in a managed risk environment, we will review our position in the light of changes both legislative and public opinion.

Although ACMI is registered as a *Deductible Gift Recipient* (DGR) and can receive tax deductible donations, we still do not currently have Tax Concession Charity (TCC) status, because the Australian Taxation Office has ruled that ACMI is primarily a government funded agency. Therefore, unless the ATO changes the tax act or reviews its ruling, ACMI will remain ineligible to receive funding from most Private Prescribed Funds (PPF's) and many Philanthropic Trusts and Foundations. This is a serious inhibitor to ACMI's ability to decrease its reliance on government and to increase its non-government revenue opportunities.

3. STRATEGIC OBJECTIVES AND INITIATIVES

Pursuant to fulfilling ACMI's vision and addressing key strategic risks, ACMI has identified the following seven core **strategic objectives** to be targeted over the duration of the Corporate Plan 2009-2014.

1. World Class: To cement ACMI as an international culture and tourism destination at which to experience excellence and in film, television, games, and digital culture.

A globally unique cultural institution, ACMI celebrates, explores and promotes the cultural and creative depth and diversity of the moving image in all its forms - film, television, games and digital culture. We do this through a vibrant annual calendar of special exhibitions, film programs, festivals, live events, creative workshops, collaborative partnerships and education programs that provide a dynamic range of ways to engage with the moving image.

As one of Victoria's major cultural, tourism and learning centres, ACMI explores trends in creative practice and popular culture and has an exceptional ability to effectively collaborate with community, peer institutions, educational and commercial partners

To cement ACMI as a world-class international culture and tourism destination, ACMI will:

- Consolidate and evaluate our current programs, including launch of the new Moving Worlds gallery and Project Gallery .
- Create opportunities to expand new and existing programs through partnerships locally, nationally and internationally with peer organisations.
- Develop ACMI touring exhibitions in partnership with other institutions and with external sponsorship.
- Build the capacity to produce world class exhibitions and programs
- Seek to continue a program of a major blockbuster exhibition with a target of one every 2-3 years
- Investigate opportunities for broader National and Regional Victorian ACMI presence levered by complimentary initiatives
- Develop proposal for Melbourne to become among the first UNESCO Cities of Film

2. Centre of Excellence: To position ACMI as a centre of excellence in screen literacy and research, which fosters creative skills, new talent, and opportunities for formal and informal learning

Public and education programs are at the heart of what ACMI does, engaging people of diverse age, background and skill levels to become active cultural creators of the moving image. Through hands-on production based workshops, stimulating and informative talks, forums and discussions and learning programs for teachers and students that provide a foundation for ongoing future engagement, ACMI leads in the delivery of award winning and unique experiences for people of all ages.

To position ACMI as a centre of excellence in screen literacy and research, ACMI will

- Utilise the new Australian Mediatheque research facility to promote access to and inspire research and knowledge development around these collections

- Continue to be a key partner in appropriate key initiatives of the Victorian Department of Education and Early Childhood Development (DEECD) including, *Knowledge Bank Next Generation*¹ and *Ultranet*. (These projects will deliver a central portal of digital educational teaching and learning content and will research into the appropriate and effective use of Web 2.0 technology).
- Develop education and public programs that reflect the principles contained in the Melbourne Declaration on Educational Goals for Young Australians by championing the moving image as core literacy required by all young Australians who wish to excel in the digital world.
- Develop high-quality and coherent learning and development programs to empower the digital cultures capabilities of young Australians engaged in ACMI programs
- Seek to enhance the value of flexible learning programs through external accreditation and continue to provide professional development programs for Victorian teachers
- Continue to contribute to industry research projects in partnership with tertiary institutions, cultural agencies, other Government departments, Australian Research Council (ARC) and Cooperative Research Centres (CRC).
- Investigate partnership opportunities with commercial content providers
- Continue to develop *Screen It* to enable the competition to act as an educational incubator for Australia's aspiring digital practitioners via production based workshops, teacher professional development and an online and physical site that showcases this emergent talent.
- Take a leadership role within the broader international context to grow screen literacy through community digital media making focussing initially on the Asia Pacific region
- Investigate opportunities for national curriculum synergies

3. Innovation Catalyst: To position ACMI as a state-of-the-art centre and catalyst for promoting innovation in screen and digital media content through creative-industry collaborations and professional networks.

As a key organisation within a complex and ever changing environment, ACMI acts as a catalyst for innovation through its industry collaborations and partnerships which bring together artists, industry professionals, students and the public to explore and experiment across a broad range of digital media content.

ACMI will act as an innovation catalyst by undertaking the following initiatives:

- Actively seek to further develop our participation in ARC Linkage grants through joint applications with the tertiary sector with a focus on showcasing and enhancing visibility of moving image related research to the public
- Experiment with emerging technologies within our exhibition and external to our spaces, actively pursuing online content and innovative interface design
- Increase usage of social media in our online space and enhance our relationships with emerging players in this new space
- Provide a platform and voices for emerging forms – specifically those related to digital, online and cross-media enterprises
- Form alliances with other professional and industry bodies to host events, conferences and work to support the industry/audience dialogue
- Continue our successful partnership model for film festivals, expanding this approach to explore new business models and approaches for local and national reach

- Increase shared programming and focus with naturally aligned organizations such as Film Victoria, the National Sound and Film Archive, industry organisations including the Game Developers' Association of Australia (GDAA) as well as other international like-minded organisations

4. Community Engagement: To build, engage and reach out to diverse audiences, especially Australian communities, in exploring and personally creating the media that drive our lives.

ACMI programs are about creating, innovating and sharing in an increasingly connected world. ACMI actively develops new initiatives and content offers to reach and build audiences, strengthen connections with communities and peer organisations, ACMI will and expand our brand-name recognition on a local, national and international stage.

To engage with our communities in a powerful way ACMI will

- Continue an outreach program locally, regionally and nationally in recognition of the powerful impact such physical engagement delivers for ACMI's communities
- Sustained commitment to the development of indigenous programs and partnerships
- Research, develop and implement an expanded online engagement with our communities including possibilities opened up by mobile technologies
- Actively source partnerships to enable diverse communities to engage with ACMI to create their own stories
- Build an archive of community memories and resources onsite and online to encourage, support and inspire communities to make and share their stories
- Close the gap between our physical and online programming to ensure that wherever possible ACMI's programs all have an online articulation in order to increase opportunities for community engagement
- Develop and implement a membership model supported by integrated Customer Relationship Management (CRM) principles to enable further audience insight and continue to build ACMI audiences
- Focus marketing strategy on whole of ACMI brand to increase overall awareness and cement ACMI's place as a significant cultural offering

5. Collection and Research – To provide on-site and on-line access to a wide range of iconic works and curated packages of films, documentaries, moving image works and other screen resources from ACMI and other sources.

As part of ACMI's commitment to screen literacy and research the Australian Mediatheque was built in 2009, in partnership with the NFSA, to enable free access to and research into the major Australian moving image collections. ACMI's Collection consists of over 43,000 moving image titles, several thousand objects, stills, posters and reference material. This collection is diverse and rich, and somewhat eclectic reflecting the diversity of ACMI and its history. This collection represents a wealth of Australian and international works, including animation, feature films, documentaries, video art and self generated content.

To extend the ways in which communities can connect with our collections, knowledge and research ACMI will:

- Actively build partnerships to provide access to the very best of Australia's moving image collections and sources.

- Assess the collection and review the collection development policy to define a new strategic direction as a collecting agency in the context of an increasingly digital world and in the context of our complementary relationship to the NFSA.
- Review ACMI's unique role in the territory of collection and preservation of moving image art work and "people's memories".
- Engage with peer organisations to scope and implement a digitisation program for the collection as a commitment to online delivery, including engaging in digitisation projects as they arise, e.g. The Victorian Cultural Network Stage 2 digitisation project with Arts Victoria, DEECD and The Learning Federation (TFL)).
- Engage in research with tertiary institutions to provide online access to ACMI's collection including the area of video games.

6. Environmental Sustainability: To become an environmentally sustainable organisation and position ACMI as a leader in environmental exhibition management and design.

We are committed to reducing our environmental and carbon footprint. Sustainable business practice is a key driver and reducing the environmental impact of our day-to-day operations is a cornerstone of our future growth and prosperity.

To drive organisational engagement, the Sustainability Steering Group and ACMI Green Team were established in 2008. Charged with developing individual and operational initiatives in response to strategic goals and objectives, the Green Team is a conduit through which staff and volunteers can directly contribute to a reduction in our environmental impact, while assisting in habit change, positive buy-in and shared ownership.

To achieve our objective of becoming an environmentally sustainable organisation and a leader in environmental exhibition management and design, ACMI will:

- Develop targets for improving environmental performance for waste, energy and water reduction
- Seek to invest in energy efficient plant and equipment to reduce greenhouse gas emissions from our operations
- Develop sustainable exhibition management and design practices at the leading edge of our sector
- Engage partners and suppliers in our environmental action plan and commitments

7. Organisation Sustainability: To ensure a robust sustainable business and operating plan, with diverse funding sources.

With many competing demands for limited financial and physical resources ACMI has developed a robust business and operating plan with diverse funding sources.

Through commercial operations, government grants, donations, funding from trusts and foundations corporate partnerships and collaborations, we are able to enhance our capacity to deliver world-class cultural and learning experiences for Victorians, interstate and overseas and visitors alike.

To deliver a sustainable business and operating plan ACMI will:

- Implement the principles of its Financial Sustainability Policy across the organisation

- Continue to develop commercial opportunities and partnerships
- Implement Corporate Membership and Patronage schemes and continue to pursue major partners to support ACMI's key programs and spaces
- Pursue other funding sources including grants, trusts, partnerships and collaborations and seek to investigate the establishment of a collection acquisition fund
- Partner with government to optimise funding support for program delivery against policy objectives

ACMI will seek to recruit and retain a high quality workforce that has the capability to deliver programs and exhibitions of the highest calibre and which reflect ACMI's commitment to its audiences and stakeholders. To achieve these objectives ACMI will:

- Have in place recruitment and retention strategies to attract the best people and build a culturally diverse workforce.
- Have in place policies which improve the health and wellbeing of staff and enable staff to better manage their multiple responsibilities, maintain a balance between their personal and work commitments and improve overall wellbeing.
- Strengthen our leadership capabilities, and maintain a flexible and cost-effective staffing model.
- Promote stronger integration of professional expertise, skills and knowledge through the increased use of project teams and peer networks.
- Provide professional and personal learning and development opportunities to enable staff to fulfil their potential.
- Continue to align our terms and conditions of employment to reflect our culture, vision and values.
- Continue to improve our performance management processes.
- Continue to support the Volunteers program to achieve organisational and individual aims.

4. POLICY ALIGNMENT AND GOVERNMENT PRIORITY AREAS

Policy and Legislative Alignment

Vision	<i>As a world-leading cultural centre, ACMI provides diverse audiences with distinctive experiences that explore and shape the moving image in all its forms</i>						
Strategic Objectives	World Class: To cement ACMI as an international culture and tourism destination at which to experience excellence and in film, television, games and digital culture	Centre of Excellence: To position ACMI as a centre of excellence in screen literacy and research which fosters creative skills, new talent, and opportunities for formal and informal learning	Innovation Catalyst: To position ACMI as a state-of-the-art centre and catalyst for promoting innovation in screen and digital media content through creative-industry collaborations and professional networks	Community Engagement: To build, engage and reach out to diverse audiences, especially Australian communities, in exploring and personally creating the media that drive our lives	Collecting and Research To provide on-site and on-line access to a wide range of iconic works and curated packages of films, documentaries, moving image works and other screen resources from ACMI and other sources	Environmental Sustainability: To become an environmentally sustainable business and position ACMI as a leader in environmental exhibition management and design	Organisation Sustainability: To ensure a robust, and sustainable business and operating plan, with diverse funding sources
Film Act	Promote ACMI as a national centre for the creation and exhibition of the moving image and promotion of events or activities...where film or other screen-based programs are made, seen or discussed. Develop and create exhibitions of the moving image.	Develop and create materials for educational or other programs conducted by ACMI. Promote public education and discussion with reference to the moving image	Conduct research and development in relation to the moving image	Develop relationships or enter into partnerships with other organisations to promote public education in relation to the moving image Promote and exhibit the moving image to the public	Establish, maintain, conserve, develop, promote and exhibit the collection of moving images. Make any item from the collection of movable images available for study or loan.	.Develop, control, manage, operate and promote ACMI and any facilities under the control of ACMI	Develop, control, manage, operate and promote ACMI and any facilities under the control of ACMI.
Victorian Government Policy	Growing Victoria Together Creative Capacity+ - Creating Place & Space Melbourne 2030	Growing Victoria Together Creative Capacity+ - Creating Place & Space	Growing Victoria Together Creative Capacity+ - Building Creative Industries Victorian Innovation Statement	Growing Victoria Together Creative Capacity+ - Engaging Creative Communities Moving Forward – Provincial Victoria	Growing Victoria Together Creative Capacity+ - Developing Artists, Ideas and Knowledge Victorian Innovation Statement	Growing Victoria Together Our Environment, Our Future	Growing Victoria Together Creative Capacity+ - Creating Place and Space

5. ORGANISATION AND MANAGEMENT STRUCTURE

ACMI's organisation and management structure comprises three Groups reporting into the Director/CEO, who reports to ACMI's governing Board. There are two Board sub-Committees; an Executive Team; committees coordinating cross-cutting issues in the research, planning and delivery of ACMI's programs and projects; and committees addressing business risk, OHS&E and staff consultation.

ACMI BOARD

The Board is responsible for the overall governance and policy direction of ACMI, including accountability for delivery of its founding purpose and responsibilities under the Victorian Film Act 2001. It reviews and approves ACMI's strategic direction, risk management practices, and monitors key performance aspects of the business. It is also engaged in fostering ACMI's high-level external relationships, representing and advocating ACMI among stakeholders and influencer networks.

MANAGEMENT GROUPS

Director/CEO's Office

To lead ACMI's cultural vision, strategic direction, brand positioning, program and special projects, to ensure a strongly performing, sustainable cultural business. To maintain high-level relationships with Government, funding agencies, peer institutions, influencers, media and industry, and to champion ACMI and its subject-fields on an international stage.

Cultural Content and Projects Group

To develop and deliver a distinctive, diverse and coherent program of exhibitions, film, media, events and learning activity that meets ACMI's aims and objectives. To provide cultural and interpretative leadership, subject and research expertise, to ensure professional care, management and access for the Collections.

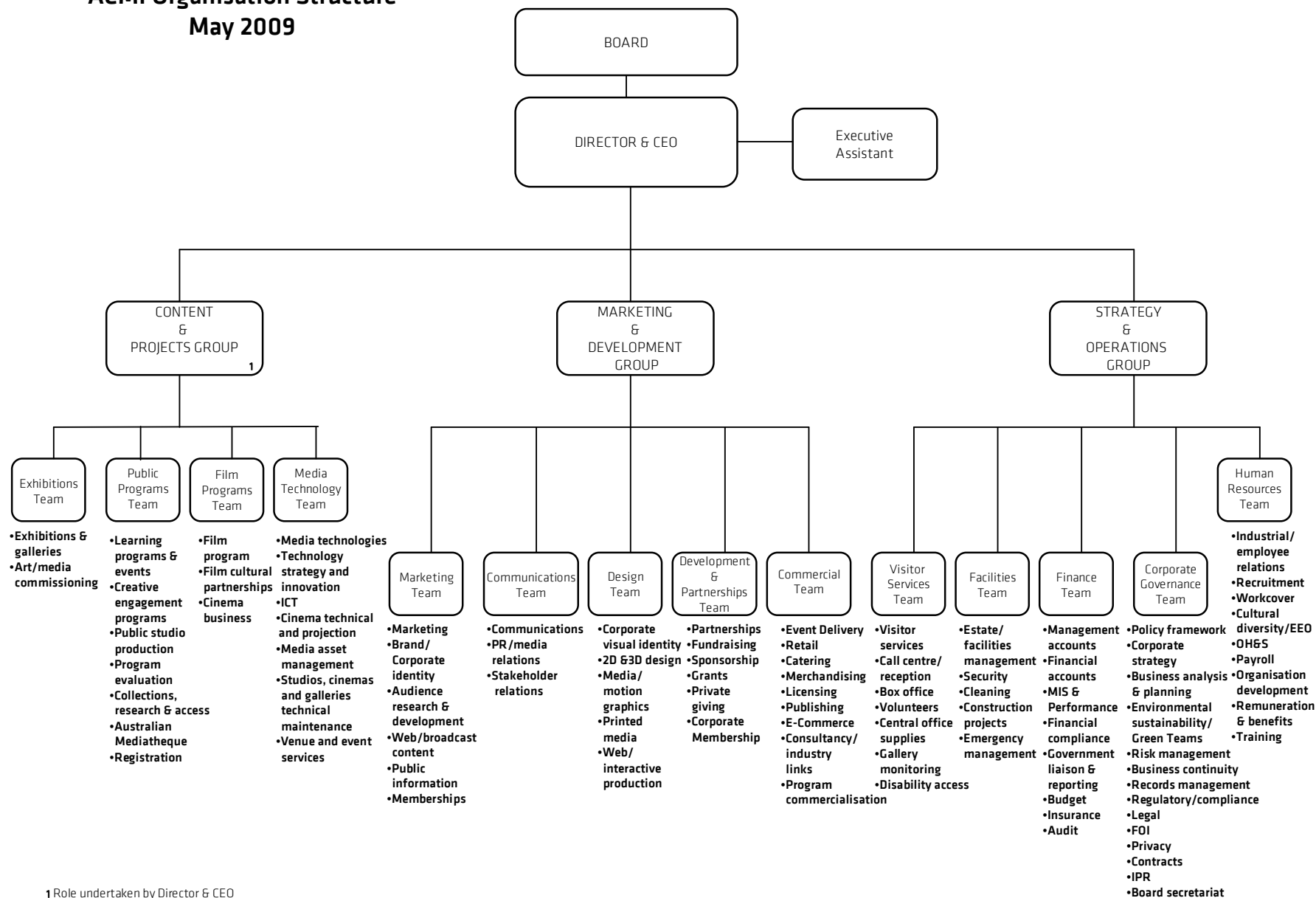
Marketing & Development Group

To formulate and deliver marketing, media relations and design strategies which successfully communicate ACMI's brand and product positioning messages to engage internal and external target audiences. To develop, implement and coordinate fundraising and partnership strategies for ACMI projects and programs. To manage relationships with key fund providers and partners and to ensure delivery of mutual benefits and accreditation. To optimise return from visitor- related trading and off-site business using ACMI's intellectual property, assets, brand and staff expertise.

Strategy & Operations Group

To provide the best possible visitor experience, ensuring the health, safety and security of staff, public and the Collections. To facilitate ACMI's activities by providing core financial, human resources and operational services, ensuring that ACMI plans, budgets and delivers effectively, and acts in accordance with relevant statutory and other policies and procedures.

ACMI Organisation Structure May 2009



1 Role undertaken by Director & CEO