

# FILM NEW ZEALAND STRATEGIC PLAN 2008-2009

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# 1. INTRODUCTION

Film New Zealand (Film NZ) fulfils a key role in the New Zealand screen production industry as the national film office facilitating access to New Zealand as a screen production destination, both nationally and internationally, in partnership with the screen industry, the New Zealand Government and the Regional Film Offices.

It is funded by the New Zealand Government and its agencies to take on specific tasks that are reflected in the goals set out in this Strategic Plan. The Goals also reflect additional targets set in 2007/08 as a result of the Government's commitment of additional funding for the core operations of Film NZ through to 2010-11.

Film NZ with the encouragement of Government is embarking in 2008-09 on a major planning process involving consultations with its stakeholders that is defining a wider mandate for the organisation in international marketing, research and policy advice on infrastructure and sector-specific development. The objective is to build Film NZ's contribution to the sustainable growth of the screen production industry as an economic and cultural force in New Zealand.

The results of this planning will be negotiated with Government stakeholders and with the screen industry and are anticipated to be reflected in a new Strategic Plan to be implemented for 2009.

# 2. MISSION STATEMENT

Film New Zealand is the national film office promoting and facilitating access both nationally and internationally to New Zealand as one of the world's best screen production destinations, thereby delivering strategic leadership for industry and government in developing capability, international relationships and economic growth for the benefit of New Zealand's screen production industry and the New Zealand public.

## **VISION**

Film New Zealand is recognised nationally and internationally as both a catalyst and facilitator for filmmakers wishing to work in New Zealand. Through its day-to-day operations Film NZ helps create in New Zealand one of the world's top environments for the making of film, television, commercials and digital production. It is respected as an industry-led professional service operating from an independent base for the economic and cultural benefit of New Zealand's screen production industry. It works closely with Government, especially its strategic partners New Zealand Trade & Enterprise/Investment NZ and the New Zealand Film Commission, and with the regional film office network.

## **VALUE STATEMENT**

Film NZ has the support of the New Zealand screen production industry, the Government, including Local Government, and the network of regional film offices to implement its role as New Zealand's national film office to generate economic growth within the industry and promote our cultural profile through screen achievements. Film NZ is small, innovative, transparent, influential and cost-effective as a result of relationship-building and strategic alliance(s).

# 3. STRATEGIC POSITION

#### THE ORGANISATION

Film NZ is New Zealand's national film office, situated in Wellington New Zealand. It is constituted as a charitable Trust, with governance by a board of nine, representing the screen production industry, regional film offices and government funders. Film NZ employs a CEO and three fulltime staff supplemented by part-time assistants. It has revenues/funding committed on an ongoing basis of approximately \$0.85 million from Ministry of Economic Development and the New Zealand Film Commission, together with annual project-based funding from NZ Trade & Enterprise/Investment New Zealand. Film NZ also benefits from sponsorship provided by private businesses involved directly or indirectly in the screen production industry and by unquantifiable support from industry professionals (advice and loans of images).

## **OUR HERITAGE**

Film NZ was founded by the screen production industry in 1994 and, at its inception, employed one staff member. It was transformed with the establishment of the Film New Zealand Trust in December 2003 and with the appointment of the new Board in June 2004 with representation from government funders, Regional Film Offices and the New Zealand screen production industry.

The industry itself, through the Screen Production Industry Taskforce in 2003, endorses Film NZ's role in marketing; the Government continues to call on Film NZ for policy advice and coordination on issues pertaining to international competition in incentives and other matters affecting the growth of screen production in New Zealand.

Film NZ as the national film office maintains its membership in the Association of Film Commissioners International (AFCI).

#### **OUR FUNDING PARTNERS**

Film NZ is funded through the Ministry of Economic Development to provide specific services; the Memorandum of Understanding between Film NZ and Investment NZ outlines the collaborative framework of the strategic partnership between industry and government in building New Zealand's profile as a screen production destination and is supported by an annual funding agreement for specific markets with NZ Trade & Enterprise; the Funding Agreement with the NZ Film Commission further sets out the role of Film NZ in handling inquiries from the national industry and on the Large Budget Screen Production and Post/Digital/Visual Effects grants and as of

## Film New Zealand Trust

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July 2008 the new Screen Production Incentive Fund grant administered by the NZFC.

Film NZ also seeks sponsorship and in-kind contributions from industry to undertake expanded services, and enters into cost-sharing arrangements with Regional Film Offices on specific agreed initiatives.

# **OUR CORE BUSINESS**

Film NZ as the industry-based independent national film office provides professional and neutral services that support the economic and cultural growth of the New Zealand screen production industry. Some services are delivered in collaboration with its strategic government partners - NZ Trade & Enterprise/Investment NZ and the NZ Film Commission. Film NZ's key functions are:

- It serves as the principal liaison between overseas screen production companies and the New Zealand industry, managing inquiries - from initial approaches through recces - from the offshore screen production industry interested in filming in New Zealand. This service is delivered in collaboration with Regional Film Offices and SPI line producers and production services companies. Such services are also delivered to domestic filmmakers.
- Its website (<a href="www.filmnz.com">www.filmnz.com</a>) promotes New Zealand as a film, television, commercials and digital production destination and the New Zealand screen industry capabilities, both people and infrastructure. It supports this through promotion/advertising and through attendance at offshore markets, in collaboration with its strategic government partners NZ Trade & Enterprise/Investment NZ (onshore and offshore) and, at specific events, NZ Film Commission.
- It facilitates screen production in New Zealand through its services, including coordination of regional film offices as partners in the national network available to the national and international industry.
- 4 It coordinates 'film friendly' New Zealand through its relationships with Government departments and agencies and local governments.
- 5 It provides strategic advice to government on policy and infrastructure development matters to build economic growth and employment.

Its strategic alliances with both NZ Trade & Enterprise/Investment NZ and the NZ Film Commission support these functions. It provides leadership to and works collaboratively with New Zealand's network of Regional Film Offices.

# **OUR OPERATING ENVIRONMENT**

Overseas interest in New Zealand as a screen production destination remains high. Film NZ's aim is to contribute to sustaining and building on that interest, attentive to the environment in which it operates.

• Value of the New Zealand screen production industry: from a relatively small population base of 4.2 million New Zealand has

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- carved out a globally-respected industry valued in 2006/07 at over \$1 billion according to Statistics NZ.
- International production: value within the industry has grown significantly over Film NZ's lifetime and, though subject to fluctuations, represents on average between 25- 30% of total production. Fluctuations in the economic value of screen production continue to occur that require incentives and continued marketing efforts to attract international production business to New Zealand.
- Global issues: growth in popularity of production incentives (especially within the USA), foreign exchange rate cost for lower US dollar, and market shifts in product demand (e.g. blockbuster studio movies, animated features, & decline in MOWs) impact on production destination decisions by studios and independents, and growth of new production opportunities globally especially within Asia.
- Uniquely New Zealand issues: perceptions about capacity to accommodate more international production during those periods when two or more large budget features are shooting, roll out of soundstage & infrastructure development, and depth of crew, post/digital/visual effects and talent availability.
- Locations: diversity and accessibility balanced with adoption of 'film friendly' protocols including most importantly those acknowledging matters of cultural significance for Maori and those affecting filming on the DoC estate and in regional parks.
- Operational & project-based funding: Film NZ is dependent on Government's continued endorsement of its role and responsibilities for funding to deliver its services to industry. Its relationship with key stakeholder - New Zealand's screen production industry - provides an unquantifiable in-kind contribution to its operations and services.

# 4. GOALS

#### INTRODUCTION TO GOALS

Film NZ first set longer term goals in 2005 to mesh with multi-year core funding commitment from Government confirmed by Cabinet in April 2005, and with continuing annual financial support from its strategic partners, NZTE/Investment NZ and the NZ Film Commission. The goals reflect Film NZ's strategic position for both Government and the screen industry in making a substantive contribution to the industry's continued development of its position as a global showcase for New Zealand's talent, creativity and innovation. The enhanced services being targeted within this Strategic Plan's goals have been made possible with additional core funding through the Ministry of Economic Development and reflect the initial directions being identified through Film NZ's strategic planning exercise looking at its evolving role through the next four years.

The strategic alliance between Film NZ and NZTE/Investment NZ has been underpinned by the Memorandum of Understanding signed in 2005. Film NZ and NZTE/Investment NZ at that time were the two organisations - the first as an independent industry-led and industry-supported professional body, and the second as the representative of government investment strategies in the entertainment sector - that undertook aspects of the marketing of New Zealand as a screen production destination in the international arena and facilitation of screen productions working in New Zealand. Since Film NZ received the multi-year operational funding commitment from MED, announced in July 2007, it has expanded its international marketing activity and will continue to do so as its resources permit and in consultation with the industry stakeholders. In specific instances the New Zealand Film Commission is also involved in the activity.

#### GOAL 1 National Film Office

Film New Zealand will fulfil its designated role as the national agency responsible for screen production location inquiry management.

## **KPIs**

- Deliver effective and professional services as the principal liaison between overseas production companies and the New Zealand screen production industry.
- Ensure inquiries management framework remains efficient and embraced by SPI, RFOs and clients.
- Deliver assistance to an annual average of 4 inbound visits (recces and project-specific visits) over the next three years.
- Monitor response times and client satisfaction to build New Zealand's image as a globally competitive screen production destination.
- Provide efficient case management services in overseas production company/SPI issues as these arise during production.
- Manage and evaluate client attitudes towards New Zealand locations and industry capability, including through the Large Budget Screen Production/PDV Grant and the Screen Production Incentive Fund exit surveys.
- Maintain New Zealand's international recognition through continued membership in the Association of Film Commissioners International (AFCI) and attendance at its annual Cineposium.

## GOAL 2 filmnz.com

Film New Zealand's website will be positioned as the key instrument for disseminating information on locations and depth of capability in the screen production industry, winning respect and acclaim nationally and internationally.

#### **KPIs**

- Maintain <u>www.filmnz.com</u> website and locations gallery as effective and pertinent information and promotion tools through state-of-the-art performance and comprehensive content.
- Develop content to reflect growth in the New Zealand SPI capability, regional film office network and range of supportive government services available to facilitate screen production.
- Build filmnz.com brand awareness and website usage through targeted advertising in the domestic and international markets.
- Monitor online activity to assess usage, relevance and responsiveness to maximise performance through design and technical support systems.
- Collaborate with RFO networks to share content and deliver consistent messages to overseas and domestic clients.

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# GOAL 3 Coordination of Regional Film Offices

Film New Zealand will provide leadership and coordination of New Zealand's network of regional film offices to ensure that promotional initiatives and film office services available to clients are professionally-consistent across the country.

#### **KPIs**

- Provide respected leadership and support to RFOs through regular consultations, annual Forum, information, training for emerging offices and 'best practice' targets within Film NZ's partnership agreements.
- Manage collaboratively with the RFOs strategic domestic communications to build strong and valued relationships with the SPI nationally and within each region.
- Coordinate with the RFOs a cohesive and comprehensive profile of New Zealand as a screen destination that is in synergy with and supports international marketing efforts by Film NZ and, where relevant, government agencies.
- Ensure that Film NZ and RFO provide professional service consistent with AFCI standards.
- Collaborate with RFOs to provide timely strategic advice to Government on infrastructure capability including skills enhancement and other policy issues.

# GOAL 4 Film Friendly New Zealand

Film New Zealand will work effectively with industry and government to build 'film friendly' New Zealand for national and international screen production and for the ultimate benefit of the New Zealand public.

#### **KPIs**

- Work with Local Government NZ to expand the network of city, local and district councils adopting and implementing the Film Friendly Protocol.
- Represent SPI interests in relation to management plans being developed by DoC and regional government.
- Maintain SPI awareness and accessibility within the regulatory environment managed by MAF, ERMA, IRD, etc. that impact on screen production (including use of animals in films).
- Collaborate with SPI unions, guilds and associations and Immigration to support efficient temporary work visa processes for inbound productions.
- Collaborate with SPADA and other industry organisations, guilds and unions to ensure that the industry's interests remain at the forefront of the public policy agenda.
- Refer matters relating to or impacting on general government policy to the relevant department or agency.
- Provide timely expert advice to Statistics NZ on its annual Screen Industry Survey to generate high quality data on the industry's economic performance and trends that can influence government policy.

# GOAL 5 Marketing New Zealand as a screen production destination

Film New Zealand as the industry-based national film office will collaborate effectively with NZTE/Investment NZ on behalf of Government in marketing New Zealand internationally as a screen production destination and in identifying economic and infrastructure development priorities. This role also involves the New Zealand Film Commission in relation to domestic films and its administrative role in official co-productions and incentives.

#### **KPIs**

- Develop in consultation with the screen production industry and government agencies a multi-year marketing plan that will build client networks facilitated by Film NZ's promotional activities at key markets in USA, Europe and Asia.
- Manage New Zealand's participation in the annual AFCI Locations Trade Show ensuring RFO and SPI representation and comprehensive promotion of New Zealand SPI capability and locations.<sup>1</sup>
- Represent New Zealand's film office interests at key international trade shows and markets promoting New Zealand's capability and value as a screen production destination, thereby contributing to the cultural and economic objectives of its two strategic partners, the NZFC and NZTE/Investment NZ.<sup>2</sup>
- Publish regular (biannual) updated and expanded editions of The New Zealand Screen Production Guide with financial support from NZTE/Investment NZ for use by clients, government and industry, and provide advice to NZTE/ Investment NZ to ensure that its marketing collateral (publications, DVDs, etc.) is of world class standard.
- Collaborate with government to disseminate information through New Zealand's official overseas representatives (MFAT, Tourism, and NZTE/Investment NZ) and to facilitate referrals and/or inquiries received by same to Film NZ.

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<sup>&</sup>lt;sup>1</sup> Film NZ has been officially representing New Zealand at this event since 1998 and has received project funding from Investment NZ and its predecessors for this purpose.

<sup>&</sup>lt;sup>2</sup> Film NZ will continue to contribute to the international marketing operations covered by the August 2005 Memorandum of Understanding with NZTE/Investment NZ that reflects the strategic alliance between both organisations and is supported by the annual project funding agreement with NZTE/Investment NZ.

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# GOAL 6 Good governance and accountability

Film New Zealand will maintain its valued position for both the industry and Government through its commitment to accountability, transparency, independence, risk management, strategic planning and sustainability through performance of its staff and Board of Trustees.

## **KPIs**

- Ensure that the Board of Trustees represents Film NZ's stakeholders and the industry and carries out its governance responsibilities with diligence and accountability.
- Ensure that the CEO and staff are highly qualified, well-respected and appreciated, and appropriately compensated for their skills, expertise and performance.
- Maintain the highest performance standards for Film NZ management and operational systems through upgrades (software & technology/equipment) with appropriate external support.
- Ensure the Trust's governance and financial controls are of the highest and most stringent levels as befits an organisation funded by both the public and private sector.
- Publish the Trust's annual report with audited financial statements by November each year and disseminate the information therein widely through print, electronic format and on the website.
- Make available the Trust Deed and other public documents including information on Trust members and staff to the SPI and public through the website and, if requested, in other formats provided these respect the privacy of individuals concerned.

# 5. CONCLUSION

The Plan is the blueprint for Film NZ's operations in 2008/09 and is presented to both:

- its key stakeholders within New Zealand's screen production industry to illustrate its focus and action plans; and
- to Government and to Film NZ's strategic partners in support of multi-year funding commitments.

The Plan itself will be reviewed annually and its implementation measured against results.

This strategic plan is being posted on the Film NZ's website for the industry. The Board, CEO and staff, welcome comments from members of the New Zealand screen production industry and suggestions on ways in which it can be improved for the benefit of New Zealand.