

EPONA

Production Governance & Producer Structure Framework

Confidential Working Governance Draft

Prepared by
VAM Paddock Productions Pty Ltd

Development & Production Governance Framework
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Confidential internal document prepared for production planning, governance, financing, stakeholder engagement and operational framework development relating to the feature film EPONA.

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CONTENTS

1. Purpose of This Document	3
2. Producer Structure Overview	3
2.1 Lead Production Company	
2.2 Governance Authority	
3. Core Producing Team	4
3.1 Lead Producer & Strategic Production Lead	
3.2 Production Development Producer	
3.3 Governance & Strategic Partnerships Producer	
3.4 Executive Development Producer	
4. Communication Structure	4
5. Executive Summary	5
6. Project Values	5
7. Producer Collaboration Framework	6
8. Project Lifecycle	6
9. Lead Producer & Impact Producer	7
10. Production Development Producer	8
11. Governance & Production Strategy Producer	9
12. Executive Development Producer	10
13. Financial Governance & Budget Oversight Structure	11
13.1 Core Financial Oversight Team	
13.2 Producer Financial Responsibilities	
13.3 Line Producer & Production Accounting Structure	
14. Budget Approval Framework	13
15. Financial Reporting & Communication	14
16. Risk Management & Contingency Oversight	14
17. Governance Outcome	14
18. Decision & Conflict Resolution	15
19. Entity Structure & Liability	15
20. Producer Engagement & Rights	15
21. Confidentiality & Project Materials	16
22. Producer Credit Structure	16
23. Conclusion	16

PURPOSE OF THIS DOCUMENT

This document has been developed to establish the governance, reporting, production oversight and producer engagement structure for Epona.

The framework is designed to:

- protect the long term strategic direction and intellectual property of the project
- establish clear operational and reporting pathways
- support responsible financial and production governance
- define delegated producer responsibilities
- support investor, funding and stakeholder confidence
- ensure continuity across development, production, post production, distribution and audience engagement

This document operates as a governance and operational framework for the project and is supported by separate contractual agreements, production policies and financing documentation where required.

PRODUCER STRUCTURE OVERVIEW

LEAD PRODUCTION COMPANY

VAM Paddock Productions Pty Ltd

Lead Production Company, Controlling Rights Holder & Governance Authority

Primary Responsibilities:

- overall governance oversight
- final approval authority
- rights ownership and protection
- financial and strategic oversight
- investor and stakeholder governance
- distribution and exploitation approvals
- long term project management
- approval of major creative, financial and operational decisions where required

The producing framework for Epona operates under the governance authority of VAM Paddock Productions Pty Ltd.

Operational producers are entrusted to manage delegated areas of responsibility and day to day decision making within the approved production framework. Where decisions materially impact the creative direction, financing structure, legal obligations, investor relationships, production risk, long term strategy or rights management of the project, VAM Paddock Productions retains the right to review, override or redirect decisions where required in the best interests of the production.

This framework is designed to support efficient collaboration, operational trust and clear accountability while maintaining strong governance oversight across all stages of the project.

CORE PRODUCING TEAM

Leila McDougall Lead Producer & Strategic Production Lead Primary Focus: • creative leadership • development oversight • audience and impact strategy • financing strategy • production leadership • investor and partner engagement	Chris Odgers Production Development Producer Primary Focus: • operational coordination • scheduling and logistics • production workflow management • technical planning • post production coordination
David Gregory OAM Governance & Strategic Partnerships Producer Primary Focus: • governance support • stakeholder and investor relations • partnerships and sponsorship strategy • accountability and reporting systems • strategic coordination and oversight support	Executive Development Producer Advisory Producer Role Primary Focus: • strategic mentorship • market guidance • production methodology support • industry advisory support

COMMUNICATION STRUCTURE

Creative Direction

Led by: Lead Producer

Operational Production Communication

Coordinated by: Production Development Producer

Governance, Investors & Stakeholder Communication

Coordinated through: Governance & Strategic Partnerships Producer

Final Governance & Approval Oversight

Managed through: VAM Paddock Productions Pty Ltd

GOVERNANCE AUTHORITY

VAM Paddock Productions Pty Ltd is the lead production company and controlling entity overseeing the development, production, financing, distribution and long term management of *Epona*.

All producing roles are engaged by VAM Paddock Productions or associated production entities operating under the VAM governance framework.

Final approval authority across all material creative, financial, legal, strategic and operational matters remains with VAM Paddock Productions.

Operational producers and advisors operate within delegated areas of responsibility and report through the governance framework established by VAM Paddock Productions Pty Ltd.

This framework is designed to support efficient communication while maintaining clear lines of accountability and final approval authority.

The governance structure is intended to balance operational autonomy with responsible oversight, ensuring producers are empowered to manage delegated responsibilities while maintaining alignment with the long term strategic direction of the project.

EXECUTIVE SUMMARY

Epona is a culturally layered, technically ambitious, and audience focused Australian feature film combining mythic storytelling, First Nations collaboration, horse and stunt driven production, and a community centered audience strategy.

The producing structure has been intentionally designed to support:

- creative leadership
- operational delivery
- governance and accountability
- financial oversight
- audience engagement
- strategic partnerships
- production scalability

This governance and production framework ensures the project remains creatively aligned, operationally achievable, financially accountable, and strategically positioned throughout development, production, post production and release under the oversight of VAM Paddock Productions

PROJECT VALUES

The producing framework for *Epona* has been built around:

- cultural integrity
- respectful collaboration
- operational accountability
- audience connection
- creative ambition grounded in practical delivery
- community engagement
- long term sustainability

The project aims to balance artistic storytelling with responsible production practices, transparent governance, and meaningful audience impact.

PRODUCER COLLABORATION FRAMEWORK

The governance framework is designed to support efficient collaboration while maintaining clear reporting and approval pathways through VAM Paddock Productions.

This will include:

- weekly producer meetings
- milestone based development reviews
- structured budget oversight and reporting
- centralised production reporting to VAM Paddock Productions
- post production workflow reviews
- strategic planning sessions

The producing structure has been designed to ensure all major creative, operational and financial decisions are reviewed through the production governance framework, with final approvals remaining with VAM Paddock Productions.

PROJECT LIFECYCLE

Production entity reporting to VAM Paddock Productions throughout all stages

1. Development • Script refinement • Cultural consultation • Financing and packaging • Scheduling and budgeting • Audience strategy	2. Pre Production • Casting • Hiring department heads • Final scheduling and budgeting • Technical planning • Rehearsals and safety planning
3. Production • Principal photography • Department coordination • On set management • Stakeholder communication	4. Post Production • Editorial • Sound, music, colour, VFX • Workflow coordination • Delivery and approvals
5. Distribution & Impact Rollout • Festival Participation • Premiere • Cinema rollout • Community screenings • Audience engagement • Partnerships and impact campaigns • Final distribution approvals managed by VAM Paddock Productions • Rights and exploitation oversight managed by VAM Paddock Productions	

Leila McDougall

Lead Producer & Impact Producer

Overview

VAM Paddock Productions Pty Ltd serves as the lead production company and controlling rights holder for Epona, with Leila McDougall engaged as Lead Producer and Impact Producer within the VAM production framework.

The Lead Producer oversees the entire development and production process of the film, ensuring the creative vision, cultural integrity, audience strategy, financing, and production planning remain aligned from development through to release.

This role also leads the audience engagement and impact strategy, building on proven community distribution and outreach models established through previous productions.

Key Responsibilities

- Lead investor and financing strategy alongside Governance & Production Strategy support
- Oversee strategic partner and sponsorship engagement

Development Stage

- Oversee all areas of development
- Lead script and creative development process
- Coordinate cultural consultation and stakeholder engagement
- Oversee budgeting and scheduling process alongside production team
- Lead funding applications and financing strategy
- Drive audience and impact strategy
- Oversee pitch materials and market positioning
- Coordinate producer team and development milestones

Pre Production

- Oversee final budgeting and financing
- Provide recommendations and oversight on key creative hires and senior production appointments for approval through the VAM governance structure.
- Oversee production planning and logistics
- Lead marketing and distribution preparation
- Ensure creative vision remains aligned across departments

Production

- Lead production oversight and reporting throughout the production process.
- Support department coordination and problem solving
- Ensure production remains aligned creatively and financially
- Manage stakeholder and partner relationships

Post Production & Release

- Oversee post production workflow
- Lead audience rollout and distribution strategy
- Coordinate impact campaign and community engagement
- Oversee partnerships and screenings
- Report release strategy recommendations through VAM Paddock Productions
- Support long term audience and impact strategy under the VAM framework

CHRIS ODGERS

Production Development Producer

Overview

This role operates within the delegated governance and reporting framework established by VAM Paddock Productions.

The Production Development Producer is engaged by VAM Paddock Productions to support the practical and operational development of the film, focusing on scheduling, logistics, feasibility and integration between creative ambition and production delivery.

This role operates within the delegated governance and reporting framework established by VAM Paddock Productions and does not hold ownership authority over the project or underlying rights.

This role ensures the film is realistically planned and production ready.

Key Responsibilities

Development Stage

- Work with line producer to develop production schedule
- Assist in preparing development and production budgets
- Coordinate script breakdown requirements
- Support logistical planning
- Assist in planning horse, stunt, and safety integration
- Coordinate practical development workflows
- Assist in production feasibility analysis

Pre Production

- Support scheduling and production planning
- Assist in crew and operational coordination
- Work with departments to ensure production readiness
- Coordinate technical planning requirements

Production

- Assist with operational coordination
- Support scheduling adjustments and workflow management
- Assist in communication between departments

Post Production

- Coordinate post production schedules and workflows
- Liaise with editors, sound, music, colour, VFX, and delivery teams
- Coordinate communication between cast and post production departments
- Track workflow progress and delivery deadlines
- Assist VAM Paddock Productions and the Lead Producer in coordinating post production completion.

DAVID GREGORY OAM

Governance & Production Strategy Producer

Overview

The Governance & Production Strategy Producer provides governance support, strategic guidance and operational coordination assistance across the project.

This role supports the producing team through operational guidance, stakeholder engagement, communication systems, and production structure planning.

This role works alongside the Lead Producer and VAM Paddock Productions in supporting investor relations, stakeholder partnerships, sponsorship engagement and long term strategic relationship management.

Key Responsibilities

- Support investor and financing engagement strategies
- Assist with sponsorship and strategic partnership development
- Support investor, stakeholder and partner communication frameworks
- Assist in coordinating reporting systems for investors and strategic partners
- Work alongside VAM Paddock Productions and the Lead Producer to maintain long term investor and stakeholder relationships

Development Stage

- Provide governance oversight and support across development
- Support strategic planning and development delivery
- Assist with stakeholder and partnership engagement
- Advise on communication structures and workflows
- Support producer coordination and milestone tracking
- Assist in large scale community engagement planning
- Advise on production systems and operational structure

Pre Production

- Assist with operational systems and workflows
- Support communication strategy across teams
- Advise on stakeholder management

Production

- Assist with on set coordination support
- Support team communication and operational flow
- Assist in resolving logistical and coordination challenges
- Support overall production management structure established by VAM Paddock Productions

Post Production & Release

- Partnership and stakeholder management
- Investor communication and reporting
- Strategic outreach and relationship coordination
- Support sponsorship and market engagement opportunities
- Assist in release strategy and long term partnership growth

FOURTH PRODUCER

Executive Development Producer

Overview

This role is advisory in nature and does not hold final approval authority within the governance structure.

The Executive Development Producer provides high level feature film experience, strategic mentorship, and market guidance to strengthen the project's creative, commercial, and production positioning.

This role supports the producing team through industry knowledge, development oversight, and strategic guidance.

Key Responsibilities

Development Stage

- Provide high level creative and production mentorship
- Advise on feature film development strategy
- Assist in market positioning and packaging
- Support financing and attachment strategy
- Review development materials and provide feedback
- Assist in assessing production scalability and feasibility
- Support producer team development and oversight

Pre Production

- Advise on production readiness
- Assist with strategic industry engagement
- Support financing and partnership conversations
- Provide guidance on production methodology and scale

Production

- Provide strategic producing support where required
- Assist with high level problem solving and production oversight

FINANCIAL GOVERNANCE & BUDGET OVERSIGHT STRUCTURE

EPONA

The financial governance structure for *Epona* has been designed to ensure clear accountability, structured oversight and reporting, responsible budget management, and transparent decision making across all stages of development, production, post production, and release.

The project will operate through a centralised governance and reporting framework managed by VAM Paddock Productions.

CORE FINANCIAL OVERSIGHT TEAM

Financial reporting and operational oversight for Epona will be coordinated through the producing team under the governance framework of VAM Paddock Productions.

- **Leila McDougall**
Director, Lead Producer & Impact Producer
- **Chris Odgers**
Production Producer & Assistant Director
- **David Gregory OAM**
Governance, Partnerships & Production Strategy Producer

The producing team will work in collaboration with:

- Line Producer
- Production Accountant
- Legal and finance advisors where required

PRODUCER FINANCIAL RESPONSIBILITIES

Leila McDougall

Lead Financial & Creative Oversight

Responsibilities:

- Oversight of overall project budget alignment
- Ensuring financial decisions remain aligned with creative vision and audience strategy
- Oversight of financing strategy and expenditure priorities
- Provide reporting and recommendations regarding major creative spending decisions
- Monitoring budget impact on production quality and distribution outcomes
- Oversight of funding allocations and strategic expenditure
- Working to secure funding for film production and strategic partnership.

CHRIS ODGERS

Operational & Scheduling Budget Oversight

Responsibilities:

- Monitoring operational budget impacts across scheduling and logistics
- Working with the Line Producer to assess production feasibility and workflow efficiency
- Overseeing scheduling impacts on production expenditure
- Supporting cost management across production operations
- Assisting in tracking workflow related budget implications during production and post production
- Coordinating communication between departments regarding scheduling and operational costs

DAVID GREGORY OAM

Governance & Financial Accountability Oversight

Responsibilities:

- Governance support across financial decision making
- Supporting accountability and transparency across expenditure processes
- Oversight of partnership and stakeholder related financial considerations
- Monitoring alignment between project strategy, investor expectations, and financial planning
- Supporting long term sustainability and commercial oversight
- Assisting in financial reporting structures and stakeholder communication
- Working to secure funding for film production and strategic partnership.

LINE PRODUCER & PRODUCTION ACCOUNTING STRUCTURE

The core producing team will work closely with the Line Producer and Production Accountant to ensure:

- accurate budget tracking
- expenditure monitoring
- contingency management
- cash flow oversight
- financial reporting
- payroll and compliance management
- delivery tracking against approved budgets

Day to day financial administration and reporting will be managed through the Line Producer and Production Accounting team, with reporting provided through the governance framework managed by VAM Paddock Productions.

BUDGET APPROVAL FRAMEWORK

The project will operate through a delegated reporting and approvals structure

Individual Department Oversight

Each producer may monitor and report on financial considerations

Producer	Primary Financial Oversight
Leila McDougall	Creative expenditure, strategic allocation, audience & impact priorities
Chris Odgers	Scheduling, logistics, operational workflow expenditure
David Gregory OAM	Governance, stakeholder accountability, strategic financial oversight

MAJOR FINANCIAL DECISIONS

Major financial decisions including:

- budget reallocations
- contingency expenditure
- major departmental increases
- schedule changes impacting budget
- partnership related financial commitments
- significant production changes

Will be reviewed through the VAM Paddock Productions governance framework.

Recommendations from operational producers and advisors will be assessed through the VAM Paddock Productions governance framework to ensure alignment with the creative vision, financial strategy, production feasibility and long term direction of the project.

FINANCIAL REPORTING & COMMUNICATION

The production will implement structured reporting processes including:

- regular producer budget meetings
- expenditure tracking reviews
- contingency reporting
- schedule versus budget analysis
- departmental budget monitoring
- post production workflow reporting

This framework is designed to ensure:

- proactive financial management
- operational transparency
- efficient communication between departments
- alignment between creative ambition and production feasibility

RISK MANAGEMENT & CONTINGENCY OVERSIGHT

Financial governance will be supported through:

- contingency tracking
- production risk assessments
- scheduling impact analysis
- safety and compliance considerations
- insurance and legal consultation where required

This structure ensures financial decisions are assessed not only creatively, but operationally and strategically across the full lifecycle of the film.

GOVERNANCE OUTCOME

This structured financial governance framework has been designed to:

- support responsible budget management
- balance creative ambition with operational reality
- provide clear accountability and reporting pathways across departments
- strengthen investor and stakeholder confidence
- support long term project sustainability
- ensure *Epona* remains creatively aligned, financially responsible, and production ready across all stages of development and production.

All material financial approvals remain subject to the governance and approval framework established by VAM Paddock Productions.

VAM Paddock Productions Pty Ltd retains the right to restructure, replace, expand or contract producing and advisory roles where required to support the best interests of the production, financing, operational delivery or long term strategic direction of the project.

DECISION & CONFLICT RESOLUTION

The producing team is committed to collaborative communication and transparent decision making.

Where differing views arise:

- discussions will first be addressed collaboratively through producer meetings
- decisions will remain aligned with the creative vision, production feasibility, and long term strategic goals of the project
- where required, operational recommendations will be reviewed through the governance framework established by VAM Paddock Productions.

Final creative, strategic, financial and production approvals remain subject to the governance framework of VAM Paddock Productions Pty Ltd.

ENTITY STRUCTURE & LIABILITY

Epona will operate through a separate production entity or special purpose vehicle established specifically for the film production.

This entity will manage operational production delivery, payroll, insurances, funding obligations, compliance, production expenditure, production liabilities and financial reporting associated specifically with the film.

VAM Paddock Productions Pty Ltd will remain the lead production company and controlling rights holder overseeing governance, approvals, strategic direction, reporting structures, distribution and long term exploitation of the project.

All producers, consultants and production personnel engaged on the project operate within the governance and reporting framework established by VAM Paddock Productions or associated production entities operating under the VAM framework.

This structure is designed to:

- provide clear governance and accountability
- separate operational production liabilities from the parent company structure
- protect the long term intellectual property ownership of Epona
- support investor, funding and Producer Offset compliance requirements
- ensure transparent reporting and approvals
- maintain continuity of strategic and creative direction across the full lifecycle of the project

PRODUCER ENGAGEMENT & RIGHTS

Producer, advisor and consultant roles engaged on Epona operate as contracted positions within the governance structure established by VAM Paddock Productions Pty Ltd.

Unless separately negotiated through formal written agreements approved by VAM Paddock Productions Pty Ltd, producer roles do not provide ownership of the underlying intellectual property, copyright, controlling rights, equity participation or automatic entitlement to profit participation from the film.

Any fees, deferred fees, incentives or participation arrangements will be governed solely through individual written contracts approved within the VAM governance framework.

All revenue allocation, recoupment structures, reinvestment decisions and profit participation frameworks remain under the control and approval of VAM Paddock Productions Pty Ltd unless otherwise agreed through formal written contracts.

CONFIDENTIALITY & PROJECT MATERIALS

All scripts, development materials, financing information, audience strategies, production systems, governance documents, business methodologies and associated project materials remain the intellectual property of VAM Paddock Productions Pty Ltd unless otherwise agreed in writing.

All producers, consultants, advisors and contractors engaged on the project are expected to maintain confidentiality regarding project materials, financing structures, stakeholder discussions and internal governance processes.

PRODUCER CREDIT STRUCTURE

Producer credits on *Epona* are determined solely through the governance and approval framework of VAM Paddock Productions Pty Ltd.

Producer credits are allocated based on substantial and ongoing contribution to the development, financing, production management, strategic delivery and long term execution of the project.

Titles including Associate Producer, Executive Producer and advisory credits may be allocated where appropriate at the discretion of VAM Paddock Productions.

The project does not operate under a co producer structure unless formally approved through written agreements authorised by VAM Paddock Productions Pty Ltd.

Creative contribution, introductions, advice, isolated assistance or informal involvement do not automatically entitle any individual or organisation to Producer credit, ownership, approval rights or backend participation.

CONCLUSION

The producing and governance structure for *Epona* has been intentionally designed to support a feature film that is creatively ambitious, operationally achievable, financially accountable, and audience focused.

This framework provides:

- clear leadership
- structured governance and operational coordination
- structured financial governance
- scalable production management
- integrated audience and partnership strategy

The producing team is committed to delivering a culturally grounded and commercially viable feature film through transparent collaboration, responsible governance, and long term strategic planning.