

# 18 — 19

2018—2019 Corporate Plan  
For the period FY2018—2022

AFTRS

Australian Film Television  
and Radio School



# Find, Develop & Support Australian Storytelling Talent



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## BACKGROUND, PURPOSE AND VISION

The Australian Film Television and Radio School (AFTRS) was established in 1973 to support Australian storytelling, responding to an extended period of cultural drought that saw few Australian films produced. Since then, AFTRS has risen to become one of the leading screen arts and broadcast institutions globally. It has helped rejuvenate a vital local industry, and empowered generations of Australian talent to enrich our national culture and take our stories to the world.

The School contributes a level of education, innovation and leadership that both energises the

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screen and broadcast industries, and fuels our collective imaginations — finding, developing and supporting talent that generate powerful new Australian stories.

Stories bring people together. They unify. They heal. They are a driving force for social, cultural and economic good.

As screen and broadcast industries globally grapple with tectonic disruption and change, AFTRS is on a mission to enable a new future for Australian creativity — helping our storytellers to seize opportunities that arise, to compete and to thrive.

The School's strategy for impact is informed by its stated purpose and principles.

# Our

# Vision

To be the focal point for innovation in screen, sound, and storytelling, globally.

# Purpose

To find and empower Australian talent, to shape and share their stories with the world, by delivering future-focused, industry-relevant education, research and training.

# Values

## We strive for Mastery

We believe true mastery is a lifetime endeavour. AFTRS values the pursuit of personal excellence at every stage of the creative journey.

## We encourage Daring

Nothing great comes from playing safe. We value the courage to take risks, to explore boldly and continually strive for new ideas that enrich our world.

## We believe in Merit

Talent, wherever it comes from, will always get a fair go. We champion Australian creativity and culture in its entirety, irrespective of age, race, gender or circumstance.

## We practice Generosity

The desire to share generously — new ideas, new talents and thinking — is a fundamental condition for any culture to thrive. We believe creativity, and the stories we share, enrich the whole of society.

## We work Together

We believe in the remarkable possibilities that arise when unique perspectives come together. We work together to create a whole that's bigger than ourselves.

# Introduction

The AFTRS Council, as the accountable authority of the Australian Film, Television and Radio School (AFTRS), presents the 2018–19 AFTRS Corporate Plan, covering the period FY2018–2022, as required under section 35 (1) (b) of the Public Governance, Performance and Accountability Act 2013 (PGPA Act).

AFTRS is accountable to the Australian Government through the Minister for the Arts and is administered through the Department of Communications and the Arts. It operates under the Australian Film, Television and Radio School Act 1973, and receives Commonwealth support through an annual appropriation in the Budget.

“AFTRS supports the development of a professional screen arts and broadcast culture in Australia, including through the provision of specialist industry-focused education, training and research” – Portfolio Budget Statement Outcome, 2018–19.



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# Environment, Factors and Focus

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To deliver against our stated purpose and ensure Australian content creators thrive amidst the challenges they face, the School needs to effect three key agendas: adapt to industry change; advance diversity and inclusion; and actively cultivate innovation.

With the explosive growth of on demand digital platforms rich in global content, Australian storytelling, and the business models which support it, must evolve to be heard. At the same time, barriers to diversity in the industry threaten our ability to reflect who we truly are. Finally, new technologies are disrupting and reimagining the way storytellers produce and commercialise content and connect with audiences.



## 3.1 Evolving our Screen and Broadcast Industries

The forces reshaping Australian screen and broadcast are, at the same time, both liberating and unforgiving. New on-demand digital platforms are being fuelled increasingly by international content and fundamental shifts in audience behaviours; challenging how Australian storytellers create and commercialise content, and redefining who ultimately shapes our culture.

Through close partnership and consultation with Australian screen and broadcast, AFTRS has evolved the student experience and designed key skills to meet the change. This includes a forward-focused curriculum and culture, industry placements, and breakout partnerships with the likes of YouTube that empower students to be more entrepreneurial and arm them with the tools to compete and succeed.

Critically, AFTRS training is embedded in industry. Informed by partnerships, consultation and insight from industry, training and ongoing practitioner development is designed around both current and future skills requirements, to ensure a sustainable, competitive and vibrant industry.

As part of an industry that is increasingly global, AFTRS is also working internationally to deliver training for our region and beyond. These exchanges not only build capacities and generate new revenue for the School, they build relationships that open wider opportunities for Australian representation and trade overseas. An example of this is the on-going training partnership with Shanghai Media Group.



## 3.2 Advancing Diversity and Inclusion

In 2016, AFTRS published the *Inclusive Pathways Framework for Screen Storytelling Talent*<sup>1</sup>. The Framework synthesised the latest research, international best practice and insights from a broad set of perspectives. It concluded that the screen industry could significantly enhance its relevance to audiences, commercial potential and access to a broader talent pool by enabling greater diversity and inclusion. AFTRS' commitment to diversity and inclusion now touches all levels of the organisation and student experience. This includes accessible application processes, supporting students, and partnering to build career pathways. The School also works closely with industry to promote best practice that will ensure it reflects and draws from the talents of the entire Australian population.

<sup>1</sup> [www.aftrs.edu.au/students/diversity-and-inclusion](http://www.aftrs.edu.au/students/diversity-and-inclusion)

## 3.3 Cultivating Innovation

Technology is disrupting every corner of the screen and broadcast industry, creating whole new horizons of opportunity for both the industry and the business of AFTRS.

The School actively invests in understanding new advances, updating curriculum, collaborating with emerging platforms such as Netflix and YouTube who are shaping the change, and supporting Australian talent and IP through applied innovation projects. Alongside this, a comprehensive program of industry-focussed training, research, workshops and events helps practitioners reimagine their creative output, business models and audiences.

More broadly, technology has radically democratised attitudes and access to media beyond the screen and broadcast industry — and the role of AFTRS along with it. Media literacy, production and creative thinking skills have now become staples for contemporary work, study and modern life — and will become increasingly more vital for all Australians. Building on its expertise in training in these skill areas, including the work it does with corporate clients, schools and youth courses, AFTRS has designed Media Lab: online education resources and programs for schools, to help teachers embed literacies into children, from Kindergarten to Year 1.





*Cattle, 2017 MA*  
Director  
Kerinne Jenkins  
Producer  
Katie Amos



*Nobody Hangs Out Anymore, 2017 BA*  
Director  
Lizzie Dingle  
Producer  
Linus Gibson



*Shadows*, 2017 MA  
Director  
Eugene Dyson  
Producer  
Melano Sokhadze



*Stardust*, 2017 BA  
Director  
Oliver Levi-Malouf  
Producer  
Caitlin Leahy



*Happy, 2014 MA*  
Director  
Laura Dudgeon  
Producer  
Stacey Kwijas

*Dots, 2017 MA*  
Director  
Eryk Lenartowicz  
Producer  
Rebecca Janek

# Strategic Direction, Delivery and Performance

# 04



To deliver against the School's key impact agendas, AFTRS' Corporate Plan has been designed around three strategic pillars: finding, developing and supporting Australian storytelling talent.

# Talent

# Find

# Develop

# Support

FIND  
Media Lab  
Diversity Initiatives  
Partnership Pathways  
School Holidays  
Intro



DEVELOP  
BA Screen: Production  
GD Radio  
MA Screen  
Incubator



SUPPORT  
Industry Skills Training  
Applied Innovations  
Insights





## 4.1 Finding Talent

AFTRS Outreach program delivers creative thinking, media literacy and production skills to school students, young people and emerging practitioners Australia-wide. Some key initiatives include:

- Media Lab – a resource for teachers and students (K-12) that builds storytelling, content creation and creative problem-solving skills applicable across the entire curriculum.
- Indigenous workshops – finding and building skills for Indigenous storytellers across Australia.
- Talent Camp – a national professional development program for creative practitioners from a range of diverse backgrounds.
- Youth and introductory courses – run during the school holidays to help build awareness and interest in the Screen and Broadcast creative industries.

## 4.2 Developing Talent

As an elite national arts education and training school, AFTRS' core business is to bring out the very best in students through industry-relevant, practice-oriented Awards courses. The School offers a BA Screen Production, Graduate Diploma in Radio, MA Screen and MA Screen: Business and Leadership. These courses develop:

- Industry relevant skills.
- Work-readiness, including an extensive internships program.
- An understanding of how to reach audiences, informed by a strong appreciation of Australian screen and broadcast culture.
- An understanding of creativity and entrepreneurship, to generate new ideas that can create sustainable careers and commercial impact.

## 4.3 Supporting Talent

AFTRS promotes life-long learning, and offers a holistic slate of courses and programs that arms current practitioners with the skills to stay competitive, such as short-courses, masterclasses and talks, along with the latest insights into new technology, business models and the future of storytelling. These offerings include:

- Industry-verified skills training delivered through Industry Certificates and short courses.
- Industry thought-leadership events and talks (such as 8 From 8, Black Talk and RE:FRAME events).
- Research and innovation projects (e.g. binaural podcasting, biometric audience engagement and VR storytelling tools).

All of these outward-facing priorities are underpinned by an efficient, impact-driven organisation that delivers value to the Federal Government, the screen arts and broadcast industries, and Australian audiences everywhere.

# Finding Talent

## Strategic focus: 4.1 Outreach

We will:	1. Challenge ourselves, adapt and set targets to reflect Australian diversity throughout the school and our activities;	2. Collaborate with industry and creative partners to help new storytellers prove themselves;	3. Empower Australians to tell their stories by providing meaningful insights, media skills and creativity training.		
What? (Desired Result)	How? (Key Activities)	2018 –19 Targets	2019 –2020	2020 –2021	2021 –2022
4.1.1 Find great storytellers, whatever their background or circumstance	<p>Run national Talent Camp for emerging practitioners</p> <p>Implement a Diversity Action Plan</p> <p>Indigenous Unit recruitment</p> <p>Fulfil the AFTRS Accessibility Plan</p>	<p>60 participants in Talent Camp nationally</p> <p>425 applications for award courses received, including:</p> <p>35% Applications from outside Sydney;</p> <p>16% Applications outside NSW;</p> <p>50% female;</p> <p>20 Indigenous students;</p> <p>10% speakers of a language other than English at home;</p> <p>15% CALD students; and</p> <p>25% First in family in higher education</p>	Y	Y	Y
4.1.2 Partner within and outside the industry to identify talent	<p>Pursue community, corporate, education and cultural partnerships</p> <p>Scholarships</p>	<p>10 partnerships per year to deliver training nationally (see 4.3.1)</p> <p>20 student scholarships per year</p>	Y	Y	Y
4.1.3 Build capabilities that contribute to Australian culture	<p>Offer Youth programs</p> <p>Offer Introductory courses + short courses</p> <p>Roll out national Media Lab</p> <p>Run Black Talks + Indigenous Workshops</p>	<p>1,900 participants in AFTRS Youth, Indigenous, Introductory courses and Media Lab training</p> <p>10 Black Talks / workshop events per year</p>	Y	Y	Y





## Developing Talent

## Strategic Focus: 4.2 Talent Development

We will:					
What? (Desired Result)	How? (Key Activities)	2018 –19 Targets	2019 –2020	2020 –2021	2021 –2022
4.2.1 Offer world-class, industry-relevant education and skills	1. Support a changing screen and broadcast industry with relevant, future-focussed creative education;	300 new and ongoing enrolments in Award courses	Y*	Y	Y
	2. Build awareness of audiences during content development, and encourage students to think about new applications of their skills across all platforms and business models;				
	3. Uphold the AFTRS pledge, committing staff and students to support diversity and inclusion in a safe, creative environment				
4.2.2 Cultivate a focus on creative and cultural entrepreneurship	Deliver BA, Graduate Diploma and MA Award Courses	50 students accessing internships	Y	Y	Y
	Conduct teacher professional development				
	Implement an innovative curriculum				
4.2.3 Generate an inclusive culture supporting creative risk-taking	Manage academic governance	80% eligible completions for students from underrepresented communities	Y	Y	Y
	Develop an Incubator program				
	Teach students to pursue audience outcomes for their work				
	Create a safe, creative culture for work and study through AFTRS Charter commitments	Student centre provides support for 100 students per year			
	Ensure strong student support, including for students from underrepresented communities				

\*TEQSA compliance achieved for Award Courses

We will:					
What? (Desired Result)	How? (Key Activities)	2018 –19 Targets	2019 –2020	2020 –2021	2021 –2022
	1. Offer opportunities for talent to hone skills, learn through practice, build useful relationships, and prove themselves;				
	2. Offer industry-validated courses in key craft skills, innovation, business development and creative skills for a changing industry.				
4.3.1 Work with industry to offer relevant training	Partner in training delivery	10 training partnerships delivered nationally	Y	Y	Y
	Inform training with Industry Advisory Panels	30 participants in Industry Advisory Panels	Y	Y	Y
	Consult across the industry on skills needs.	Triennial consultation on national skills requirements of industry conducted			
4.3.2 Upskill practitioners through industry training	Offer Industry validated certificates	200 industry practitioners trained through Industry	N	N	Y
	Offer Industry masterclasses	Certificates or Industry Partner workshops	N	N	N
	Offer Industry short courses	1,100 Industry Practitioners undertaking Industry Short courses	Y	Y	Y



## Supporting Talent

## Strategic focus: 4.4 Research and Innovation

We will:					
What? (Desired Result)	How? (Key Activities)	2018 –19 Targets	2019 –2020	2020 –2021	2021 –2022
4.4.1 Explore new frontiers of storytelling, technology and business models	1. Run applied industry innovation projects, to explore new applications of technology and creative practice;  Generate and run applied Innovation projects	2 industry research projects per year	Y	Y	Y
4.4.2 Establish AFTRS as a hub for innovation, creativity and ideas	2. Resource the industry with the latest insights, access and innovative ideas.  Run thought leadership events  Conduct workshops and talks	10 representations in industry forums and panels per year	Y	Y	Y

## Effective Organisation

### Strategic focus: 5.1 Inclusion

We will:					
What? (Desired Result)	How? (Key Activities)	2018 –19 Targets	2019 –2020	2020 –2021	2021 –2022
5.1.1 Diversity supported across all school activities	<p>1. Maintain reputation as a school that reflects great talent drawn from the entire population of Australia, supported by a safe and inclusive culture.</p> <p>Implement a Diversity Action Plan</p> <p>Conduct cultural awareness training</p> <p>Support Indigenous talent into industry through the Indigenous Unit</p> <p>Support good practice through the Screen Diversity and Inclusion Network</p>	<p>Applicants diversity (see 4.1.1) AFTRS Staff composition includes:</p> <p>3% Indigenous; 4% People living with disability; 25% CALD; and 55% Women in leadership roles.</p> <p>90% AFTRS staff complete cultural awareness training</p>	Y	Y	Y
			Y	Y	Y

## Effective Organisation

### Strategic focus: 5.2 Operations

We will:					
What? (Desired Result)	How? (Key Activities)	2018 –19 Targets	2019 –2020	2020 –2021	2021 –2022
5.2.1 Ensure an efficient and effective financially sustainable organisation	<p>1. Maintain effective systems and processes and own-source revenue to support the organisation, including ensuring it remains financially viable.</p> <p>Implement a Business Development Plan</p> <p>Implement a Technology and Facilities Plan</p> <p>Scope International Training Programs</p>	25% of AFTRS funding is made up of own-source revenue	Y	Y	Y

## Effective Organisation

## Strategic focus: 5.3 Communications

We will:					
What? (Desired Result)	How? (Key Activities)	2018 –19 Targets	2019 –2020	2020 –2021	2021 –2022
5.3.1 Position AFTRS as a leading international centre of innovation in education for the screen and broadcast industries.	<p>1. Promote AFTRS nationally and internationally to reinforce AFTRS' position as the reference point for innovation in screen, sound, and story-making, globally.</p> <p>Establish a new Alumni Program</p> <p>Launch the new AFTRS website</p> <p>Improve stakeholder relationships through a new Customer Relationship Management system</p>	50,000 views of AFTRS content across all platforms	Y	Y	Y

## Optimising Resources and Capabilities

As detailed in the Portfolio Budget Statement, the Commonwealth Government has allocated \$22.584 million to AFTRS for the 2018–19 financial year. AFTRS has budgeted to generate an additional \$10.047 million to supplement its operations for the financial year. AFTRS makes revenue from a number of sources, primarily through student fees for Award courses and short course programs. This non-government revenue, combined with the appropriation, creates a total revenue budget for 2018-19 of \$32.631 million.

During each of the four years of the Corporate Plan, AFTRS will develop new streams of non-government revenue, including attracting philanthropic support and new corporate partnerships, to ensure its financial sustainability.

AFTRS has a capital management plan, recovering acquisition, and updating technical resources and facilities, to support its activities across each year of the Corporate Plan. The School reviews its budget plan annually. To support the Corporate Plan's strategies, the capital management plan allows flexibility across FY 2018–22 for the adaptation of equipment and facilities, and to meet the needs of AFTRS' diverse student population.

The School occupies a purpose-built campus in the Entertainment Quarter at Moore Park in inner city Sydney, NSW. AFTRS has the option of extending the current lease (ending in 2023), through to 2041.

To improve workforce planning and optimisation, AFTRS has introduced a new workload model that ensures an Average Staffing Level of 145 is achieved and sustained.

The School's ICT capability allows for integration and automation of systems responsive to student needs at scale. Its further development will again improve AFTRS' capability to deliver online courses of education and training, to achieve greater scale, revenues and impact.

## Risk Management and Oversight

AFTRS' Risk Management Framework is overseen by the Finance Audit and Risk Management Committee. It demonstrates how governance, policies, processes, review and consultation work together to meet the requirements of the PGPA Act 2013, and promote a well-informed decision-making framework.

AFTRS' risk tolerance, set out in the Business Risk Assessment, is informed by AFTRS' Administrative Orders, and the Financial and Human Resources Delegations. Any risk at a high or significant level is escalated to the CEO and reported to the Finance Audit and Risk Management Committee. The Business Risk Assessment is regularly reviewed to take into account changes to the Schools' risk environment and to relevant strategies, goals and endeavours.

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Australian Film Television  
and Radio School

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AFTRS would like to acknowledge the Traditional Owners, the Bidjigal people and Gadigal people of the Eora Nation, on whose land we meet, work, study and teach. We pay our respects to Elders past and present, and extend our respect to Aboriginal and Torres Strait Islander people from all nations of this land.