

2023- 24

CORPORATE PLAN

For the period
FY 2023-2027

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1. PURPOSE AND VISION

The Australian Film, Television and Radio School (AFTRS) was established by a bipartisan Act of Parliament in 1973 to provide education, training, and research to the screen arts and broadcast sector. The School was founded on a cultural imperative. The *Australian Film, Television and Radio School Act 1973* (AFTRS Act) recognised the power of national storytelling and the need for Australians to have access to world-class content made by Australians for Australians. It also recognised the critical role of formal education and training in creating a thriving industry of highly skilled practitioners. Even though the industry for which AFTRS was created has undergone significant change since 1973, this imperative remains. To ensure Australians have access to world-class Australian content, AFTRS must continue to graduate the best creative talent in Australia who can meet the sector's needs, from grips to production accountants and composers to radio producers.

OUR MISSION:

Delivering world-leading creative education across the nation, so Australian talent and culture thrive at home and around the world.

OUR PURPOSE:

Working hand-in-hand with the screen and broadcast industries, AFTRS is a global centre of excellence that provides Australians with the highest level of screen and broadcast education, training, and research.

OUR VISION:

We believe that a country is shaped by its stories. In an increasingly complex world, Australians have never needed good stories more, to understand who we are and who we can be. As the national screen and broadcast school, AFTRS' job is to train the talent who can create these stories.

Our pursuit of excellence is Australian in its nature and global in its ambition. It is empowered by the strength of First Nations cultures and the rich diversity of our society. We strive for excellence in artistry and craft, and we embrace the essential need for ethical, inclusive collaboration.

OUR STRATEGY:

Within an expanding operating environment undergoing rapid change, AFTRS' five-year corporate strategy, *Creating the Future*, launched in February 2021, lays the foundations for meeting our purpose. The strategy comprises three pillars: national reach, excellence, and sustainability.

NATIONAL REACH

As the national screen and broadcast school, talent across Australia must be able to access our world-class training and educational opportunities. Our curriculum must be flexible in its delivery and reflect the breadth of Australian screen and broadcast culture in its design.

EXCELLENCE

As one of the world's leading screen and broadcast schools, AFTRS is committed to the pursuit of excellence in all that we do. Our unique approach to screen and broadcast education is driven by a close working relationship with industry, a transformative curriculum that fosters deep skill-building, creative experimentation, and an understanding of the power of collaboration. Our graduates are sought-after for their outstanding craft skills and artistry. They are enterprising, highly creative, and professional. They understand the power of Australian story, underpinned by First Nations cultures, and enriched by our country's diversity, to engage, entertain and connect audiences.

SUSTAINABILITY

Finally, we must ensure that our work delivering world-class education across the country is sustainable. Our offering is scalable and adaptive, allowing us to grow our business and meet local, regional, and national demands for our graduates in a way that is sustainable for our staff, school resources, and industry.

OUR VALUES:

EXCELLENCE

We are leaders in our fields and strive to adapt in the face of an ever-changing Industry.

COURAGE

We are curious, resilient and embrace challenge and the unfamiliar with open-hearted perseverance.

COMMUNITY

We work together with respect, responsibility and reciprocity, recognising that our strength comes from inclusivity and shared accountability.

CREATIVITY

We embrace different ideas, experiences, and knowledges in the pursuit of creative excellence and innovation.

GENEROSITY

We share our skills and knowledge and are equipped and honoured to help tell each other's stories.

2. INTRODUCTORY STATEMENT

The AFTRS Council, as the accountable authority of AFTRS, presents the 2023-2024 AFTRS Corporate Plan, covering the period FY 2023-2027, 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 Infrastructure, Transport, Regional Development, Communications and the Arts. It operates under the AFTRS Act and receives Commonwealth support through an annual appropriation in the Budget.

AFTRS’ Portfolio Budget Statement outcome is:

“Support the development of a professional screen arts and broadcast culture in Australia including through the provision of specialist industry-focused education, training, and research.”

3. OPERATING CONTEXT

3.1. ENVIRONMENT, FACTORS, AND FOCUS

AFTRS is a cultural agency funded by the Commonwealth Government through the Office for the Arts in the Department of Infrastructure, Transport, Regional Development, Communications and the Arts to provide the industry with the talent and skills it needs to thrive.

AFTRS is also a fully self-accrediting Higher-Education provider. AFTRS is one of three institutions evaluated and accepted into a newly introduced Provider category status of University College¹ under the *Higher Education Standards Framework (Threshold Standards) 2021*, reflecting the “high national standing and performance of AFTRS” within our field and across the higher education sector more broadly.

This year is AFTRS’ 50th Anniversary, and there is much to celebrate as we mark the government’s initiative back in 1973 to create a national screen and broadcast school for Australia. 50 years of government support have created one of the world’s leading screen and broadcast schools². AFTRS has unrivalled screen and broadcast facilities, world-class practitioner teachers and our graduates continue to impact and shape Australian culture. Over 85% of 2022 graduates were employed in the screen and broadcast industries within six months of graduating³. We provide industry-partnered training to 3000 Australians a year, with 50% of those trained, outside of NSW⁴. Our alumni have won numerous Awards, including 7 Oscars (and 13 nominations), but the impact of AFTRS alumni is best understood by considering recent Australian hits such as *Heartbreak High*, which made Netflix’s top ten shows around the world, and Tiktok series *The Formal*, which gathered over 10 million views. At this year’s Sydney Film Festival, both the Winner and Runner Ups films in the *Audience Award for best Narrative Feature* were made by teams of recently-graduated AFTRS talent, and one of these projects was created as part of the 2021 MAS Capstone subject.

AFTRS is a driving force in the international success of the Australian screen and broadcast sectors. However, 50 years on, the industry AFTRS was created to support is undergoing rapid and extraordinary change. A confluence of factors — the proliferation of streaming platforms, the take up of podcasting, and the rise and rise of games and digital platforms — is creating a global content boom. The streaming industry alone spent \$670 million on Australian productions in 2022. COVID-19 has only accelerated this rate of change. The digital revolution is also accelerating the rate of change within the tertiary education sector as both institutions and learners adapt to this new world. There are multiple opportunities here for the economy, for skills and for the enrichment of Australian culture.

AFTRS’ strategy acknowledges this change as a constant in our world. It positions AFTRS as an agile organisation that can identify change and adapt quickly. The School continues to hone a scalable business model that will allow us to respond to emerging opportunities and industry need without compromising our commitment to providing the highest-quality, industry-partnered training across Australia.

Sustainability remains at the forefront of any planned activity. Supported by the development of a revised Environmental Action Plan, AFTRS is committed to meeting the goals of APS Net Zero 2030, the Government’s policy for the Australian Public Service (APS) to reduce its greenhouse gas emissions to net zero by 2030, and to report on its emissions from the latter half of 2023.

Over this period, AFTRS will continue to support the government’s new National Cultural Policy, *Revive: a place for every story, a story for every place*. AFTRS welcomes the new policy’s commitment to enriching the creative life of Australia and its recognition of training and strong institutions like AFTRS to grow the cultural sector’s capacity and strength. AFTRS’ 5-Year Strategy, *Creating the Future*, is in complete alignment with the reach and vision of *Revive*. It places First Nations values and knowledges at the heart of the School, and centres our pursuit of excellence, equity and access with a future focus that will allow the School to continue our legacy of excellence into the next 50 years and beyond.

SCREEN AND BROADCAST INDUSTRIES

The Screen and Broadcast industries have experienced significant growth over the last five years. From 2015-16 to 2021-22, film and video production businesses’ total income increased by 98.7%. In FY 2021-22, the screen industry employed about 55,000 people and contributed more than \$6 billion to the Australian economy, the largest amount of any creative industry⁵. In 2020-21, total foreign productions in Australia totalled \$1.04 billion, an increase of 114%⁶. There are multiple opportunities here for the economy, for skills and for the enrichment of Australian culture.

However, industry growth is outpacing the rate at which professionals can be trained or upskilled to meet need, creating critical skills gaps. These current shortages are across industry, in both legacy roles (such as grips, gaffers, line producers, and production accountants) and in fast-developing areas such as digital and visual effects, virtual production and games design. These skills gaps are predicted to grow with the incoming content quotas for streamers and the new Digital Games Tax Offset. Also, one of the key shortages in radio has arisen from a growing need for hyperlocal content makers across the country, especially in regional Australia. AFTRS’ priority is to support the training required to upskill new talent quickly — and to a level that meets global standards of craft and artistry — and build the sector’s capacity. This work has two parts: industry-partnered training and talent attraction.

Talent attraction and providing clear career pathways for talent into and through the industry are critical to building sector capacity. AFTRS is working on initiatives that

identify talent with transferable skills from other industries. Over the next period, AFTRS will grow its *Screen Warriors* program, a highly successful partnership with the Veterans Film Festival. This initiative aims to recruit, train and mentor Defence Force veterans in Australia's film and television industry. With a pilot program in NSW already complete, the program has already created strong interest from Veterans across Australia in redeploying transferable skills to roles in the industry. Over the next year, we intend to expand the program across other States and Territories.

AFTRS continues to work closely with industry through regular industry advisory panels, a triennial industry skills survey program, and our industry curriculum partners to ensure our courses target both immediate and longer-term industry needs. Under the strategy, AFTRS is continuing to develop a new model of integrated training that combines the best of on-the-job training with formal education. Real-world learning, delivered by leading industry experts, is supported by the critical thinking and adaptive creative skillsets vital to thrive in today's digital world.

To support the emerging needs of the Australian Games sector, AFTRS' partnership with the Interactive Games and Entertainment Association of Australia and New Zealand (IGEAA) will deliver a series of games business modules that can be offered as both standalone experiences to its members or as electives within AFTRS' successful *Master of Screen: Business* course.

The highly successful AFTRS Graduate Program is expanding, offering thirteen-week paid industry internships and clear employment pathways for creative, multi-skilled and motivated graduates from the *Bachelor of Arts Screen: Production* (BA Screen). In 2022, nine leading production companies and broadcasters took part in the program, including the ABC, BBC Studios, Endemol Shine Australia, and Warner Bros. Building on this success, this year, the BA Screen is offering a new subject for Third-year students that will embed a 140-hour professional placement for students into their final semester of learning. A record 27 students have secured high-level placements with 17 diverse industry partners, including Bunya Productions, Channel 7 News, Channel 9 and Bus Stop Films.

INCLUSION AND BELONGING

As the national screen and broadcast school, AFTRS' priority is to ensure people across Australia have access to our world-leading training and education. Our founder Barry Jones envisioned AFTRS as a revolutionary force in the screen industries, and as we look forward to the next 50 years of transformative impact, a key focus must be access. This is fundamental to our remit and a key principle of *Revive*, that commits the sector, rightfully, to providing clear pathways for talent across Australia into and through the industry, so our industry represents all Australians, and our stories represent all Australians.

For too many people across Australia, the screen industry remains a remote dream — the pathways into it are unclear, and the perception, sometimes founded⁷, is that success is about who you know rather than your talent. Our corporate strategy is designed to shift this. Our goal

is that a Year 10 student in Lightning Ridge knows that a career in screen and broadcast is possible for them; and they know the pathways available to them to become a gaffer or a sound recordist, or a VFX compositor. Working with the Ausfilm Workforce Capacity Working Group and its new Industry Skills Framework, we are developing clear career pathways for prospective talent. This is a positive and exciting step forwards.

AFTRS continues to consider and remove barriers to entry for talent from remote or regional areas. Through this period, AFTRS will continue to pilot a micro-credentialled model of flexible delivery that allows learners to study locally so they can continue to contribute to vibrant local communities. AFTRS Radio and Podcasting graduates are in high demand, with nearly 100% graduate employment year on year. In 2022, the AFTRS *Graduate Diploma in Radio and Podcasting* was transformed from a one-year full-time on-campus offering, to allow for part-time or variable study load, on-campus or remote delivery (or a mix of both). This flexibility has allowed learners from across the country to connect with the course from regional and remote areas, and in 2023 there are students studying from across regional Australia, including in Ballarat, Bega, and Grafton. Recent graduates have commenced roles in regional NSW in Goulburn and Muswellbrook. Regional graduate employment is forecast to grow from this year onwards. AFTRS is also working closely with TAFE NSW to consider pathways to entry from TAFE courses into AFTRS.

Like the *Revive* policy, AFTRS is committed to the principle of First Nations first, and AFTRS' strategy positions First Nations values and knowledges at the heart of School activity. AFTRS' First Nations Strategic Plan was launched in February 2023 at AFTRS' Cultural Learning Day. It provides the foundations and methodologies to embed First Nations' cultural values in all that we do. AFTRS is committed to learning and deepening our understanding of responsibility to Country, and as a School, committed to building a sense of community that respects First Nations principles of belonging. In the period of this corporate plan, the School will commence a rigorous Systems audit of the School led by sector experts Abstarr Consulting. We are also continuing to partner with First Nations communities, guided by each community's needs, in putting together capacity-building training partnerships. Proposing a strength-based approach, the activities are designed to bring AFTRS systems into alignment with First Nations community governance models to support the national distribution of education and media training programs.

This year we will progress the 3D Elder Project which brings together the digital expertise of MOD Studio, a 50% First Nations-owned Eora-based company; the Elder stories of the people and knowledge keepers of Injinoo in Cape York; and the facilitation of AFTRS' First Nations & Outreach team to create a world first in 3D visual storytelling led by the Gudang Yadhaykenu peoples of the Cape, who share stories of their Ancestors, culture, land and sea countries. This important project raises the visibility and awareness of the history and culture for the Gudang Yadhaykenu peoples and ensures these stories are recorded and shared for legacy and education. It also

provides modelling and learning opportunities for First Nations people in advanced technical production pipelines in new and emerging media modalities such as real-time and virtual production.

INNOVATION

As a leading creative institution, innovation and experimentation are central to all our endeavours. Demonstrating our obligation in the AFTRS Act to “conduct and encourage research”, we will continue to develop faculty-driven research to bridge industry knowledge and academic expertise to drive projects with practicable, immediate, and rigorous outputs for the industry. Integral to this process is the scoping and development of valued-based collaborations with industry, the education sector and relevant cultural or community organisations nationally and internationally. The Digital Future Summit series will continue as a platform to connect the Australian and international screen and broadcast industry leaders with educators and government in discussions on collaborating, adapting, and capitalising on technological changes.

Alongside industry expansion, new technologies and workflows are increasing the Australian screen industry's reach and impact. The growth of the VFX and Digital Games sectors is rapid and global; AFTRS' priority is to support the Australian sector with the skills and expertise they need to meet these emerging opportunities. To do this AFTRS continues to invest in emerging technologies and systems in the rapidly changing fields of virtual production and visual effects. AFTRS' volume studio, funded in part by a government Arts and Culture Development Program grant, of \$106,859, sits at the heart of this upskilling and training. It is being used across our Award Courses; and has been used to test course modules developed for the Matchbox Pictures / Universal Studio Group partnership.

This collaboration has allowed AFTRS to articulate and design a range of training offerings that cover and map this new ecosystem of skills, knowledge and talent for Australian Screen. This has led to a new range of courses, ranging from online and face-to-face, including free Volume Studio Basics training for industry in Sydney and Melbourne that has been enthusiastically taken up across industry and the tertiary sector, with participants from the ABC and Bond University. AFTRS has also provided information and shared learnings with other organisations planning to install studios, such as the ABC and Victorian College of the Arts. This spirit of innovation and collaboration will continue into the next period.

AFTRS continues to scope a Futures Lab, a space for excellence in screen, games, audio and broadcast research and experimentation, accessible to industry, enabling the Australian industry to stay at the forefront with cutting-edge technology and innovation. Initial projects will focus on AFTRS' role as the national screen and broadcast school, connecting talent in regional communities with the creative possibilities of this emerging digital future. As the 3D Elders project above demonstrated, AFTRS is working with First Nations Communities to design and deliver programs to improve access to digital media to innovate knowledge systems, protect heritage sites, and preserve intergenerational transfer of tangible and intangible heritage.

ENVIRONMENT AND SUSTAINABILITY

AFTRS is committed to supporting and promoting environmental sustainability in all its actions. In its Corporate Strategy: *Creating the Future*, the Environmental Action Plan (EAP) sits within the sustainability pillar of the strategy. AFTRS is also committed to meeting the goals and reporting requirements of APS Net Zero 2030. AFTRS' future work in the sustainability area will be guided by First Nations knowledges as articulated in AFTRS' First Nations Strategic Plan.

AFTRS has an existing EAP in the process of a review, which is the first step in AFTRS' development of an Environmental Sustainability Strategic Plan (ESSP) that will ensure AFTRS' goals, activities and measures respond to the responsibilities, requirements, and best practices of this new landscape. The EAP commits AFTRS to active efforts to reduce its carbon emissions to zero by 2030. Alongside this, where possible, AFTRS will align its ESSP targets and actions with the United Nations Sustainable Development Goals, noting that several AFTRS initiatives and strategies align but fall outside the scope of the ESSP.

AFTRS has joined Sustainable Screens Australia, an emerging industry-funded initiative working to provide industry access to resources, education and toolkits to measure production carbon footprint accurately. The School is also involved in Green Ears. This new cross-industry initiative aims to bring the Australian radio industry together to be more environmentally sustainable. Sustainable Screens Australia is an advisory partner.

AFTRS is in discussions with Western Sydney University (WSU) to support the design and implementation of our ESSP. WSU is ranked No. 1 in the world in the Times Higher Education 2023 impact rankings for its commitment to the United Nations' 17 Sustainable Development Goals.

3.2. OPTIMISING RESOURCES AND CAPABILITIES

As detailed in the Portfolio Budget Statements, the Commonwealth Government has allocated \$24.283 million to AFTRS for the 2023-24 financial year.

AFTRS has budgeted to generate an additional \$10.085 million to supplement its operations for the financial year. AFTRS makes revenue from several sources, primarily through student fees for Award courses and short course programs and revenue from corporate offerings. Combined with the Government appropriation, this own-sourced income creates a total revenue budget for 2023-24 of \$34.368 million.

Over the coming year, AFTRS aims to grow its own-sourced income, including increasing its online course offering, expanding the national reach of its Award courses, and engaging in new partnerships to ensure its financial sustainability.

AFTRS has a Capital Management Plan covering the acquisition and updating of technical resources and facilities to support its activities across each year of the corporate plan.

The School reviews its budget plan annually. Supporting the corporate plan's strategies, the Capital Management Plan allows flexibility across FY 2023-2027 to adapt to equipment and facility needs and 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. During 2023, AFTRS signed a lease extension to 2028, with further extension options through to 2036.

AFTRS will continue implementing a workload model that supports a required Average Staffing Level of 145 to improve workforce planning and optimisation.

AFTRS' technology capability allows for integrating and automating systems responsive to student needs at scale. Its further development will continue to improve AFTRS' capability to deliver online education and training courses to achieve greater scale, revenues, and impact. Enhancement of the AFTRS Customer Relationship Management (CRM) system continues to be a project of significance throughout this period to enable the School to engage with more potential students, alumni, and the broader industry.

3.3. RISK MANAGEMENT AND OVERSIGHT

AFTRS has built on the work from the previous year's comprehensive risk management methodologies review, implementing the principles and processes within the new Risk Management Policy and Plan. With an approach of continuous improvement and leveraging the skills within the Finance, Audit and Risk Management (FARM) Committee, the School is committed to the ongoing strengthening of its risk culture across the period of its strategy and embedding risk management into all organisational activity.

AFTRS' risk tolerance is set out in the monthly reviewed risk register. The risk register continually evolves and is a 'live' document that tracks and evaluates reviewed the School's overall risk environment at an operational level. The register is then reviewed at the enterprise/strategic level quarterly. This allows the school to be proactive with its resourcing to ensure risks are being addressed promptly. While risk is constantly monitored and assessed as part of the Risk Management Policy, AFTRS also conducts an annual review to ensure all ratings, risks, definitions, mitigations and action plans are accurate and relevant. This review also involves refresher training on risk management for all staff.

The FARM Committee oversees the organisation's Risk Management Framework and Risk Register to ensure the requirements of the PGPA Act are being met. In addition to the Committee's oversight of the School's risk management practices, the Committee examines the applicability, management and mitigation strategies of particular risks identified in more depth.

3.4. COOPERATION

AFTRS is committed to its role within Australia's cultural ecosystem: supporting the capacity of our sector, our partners and our peers and strengthening the culture of our creative industries. AFTRS works closely with government agencies, industry partners and education partners to achieve our purpose of being a global centre of excellence, providing Australians with the highest level of screen and broadcast education, training, and research.

Over the next four years, AFTRS will continue to liaise closely with the Office of the Minister for the Arts and the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. In addition, we have strong relationships with other portfolio agencies, and in particular, the Department of Education.

AFTRS is a founding member of the Screen Leaders group, convened by the Office for the Arts, which works collaboratively to promote excellence in national screen storytelling and grow a highly-skilled, future-proofed workforce that can strengthen our sector's impact at home and on the global stage. AFTRS also looks forward to its continued participation in the Screen Australia-led Workforce Capacity Working Group, building on the achievements of Ausfilm's Below the Line Skills Working Group and its Industry Skills Framework. This Working Group takes a national approach to meeting the growing need for skills and supporting the extraordinary growth and opportunities of the Australian screen sector.

Over the next period, AFTRS is working with Screen Australia and the National Institute of Dramatic Arts (NIDA) to lead an Education subcommittee that will support the work of the Screen Workforce Capacity Working Group and identify how the sector can forge clearer talent pathways through education into screen careers, integrating on-the-job training more effectively with formal education to close current and emerging skills gaps.

As the new National Cultural Policy proposes, strong institutions are vital to a flourishing creative ecosystem. AFTRS remains a proud member of ARTS8, the Australian Roundtable for Arts Training Excellence. Resource sharing, student collaborations, alumni mixers and knowledge exchange are some of the ways the group comes together each year with the common aim of supporting the highest-level practical training in the arts. Outside of the ARTS8, AFTRS and NIDA work closely together, and continue to build opportunities for student collaborations, shared staff training and alumni networking.

AFTRS also works closely with partners across the education sector to support delivering world-leading creative education across Australia. In partnership with Edith Cowan University, leveraging the complementarity of our training expertise, AFTRS will be offering short courses in Western Australia that target specific upskilling needs in the State's industry. AFTRS is also working in partnership with TAFE NSW to trial a direct pathway from their curricula into the Bachelor of Arts second year at AFTRS. These collaborations with tertiary education institutions also extend to curriculum-sharing opportunities and benchmarking, establishing and promoting standards of best practices for screen and broadcast education in Australia and across the Pacific Region.

AFTRS is an active member of, nationally, the Australian Screen Production Education & Research Association (ASPERA) and, internationally, the organisation of film schools: Centre International de Liaison des Ecoles de Cinéma et de Télévision (CILECT). Faculty members from AFTRS attend both conferences, participating in keynotes, presenting papers and sharing knowledge in the pursuit of excellence in screen and broadcast education. This year AFTRS is hosting an exchange student from Ecole Nationale Supérieure Louise-Lumière in its MA Screen program.

Across our 50th year, AFTRS will continue strengthening our partnerships with industry stakeholders. Whether it is co-delivering screen business training with Screen Producers Australia or production accounting courses with Entertainment Partners, running short courses in partnership with State and Territory screen agencies, acting on intelligence from Screen Australia, commissioning and exhibiting First Nations work with the National Film & Sound Archive, or running a Screen Composers conference with Australian Guild of Screen Composers, AFTRS works to ensure industry knowledge flows down to our students, and that the School shares its expertise back with industry.

AFTRS collaborates with public and commercial broadcasters, production companies and content makers in the broader industry to provide student internships and placements. Organisations operating in the sector also partner with AFTRS to subsidise scholarships for students from under-represented groups or low socio-economic backgrounds, including Sony, ARN, EON Broadcasting and Commercial Radio & Audio (CRA). Partnering with the Australian International Documentary Conference, AFTRS runs the Leading Lights program, which in 2023 saw 37 emerging and diverse non-fiction storytellers from across Australia offered exclusive professional development opportunities. Four recipients were given the opportunity to pitch their projects to key industry partners and donors following 1:1 pitch training and mentorship.

4. STRATEGIC DIRECTION, DELIVERY, AND PERFORMANCE

The AFTRS’ Corporate Plan is designed around the three strategic pillars of the AFTRS five-year corporate strategy, *Creating the Future*: National Reach, Excellence, and Sustainability.

In this period of this corporate plan, the School approaches the mid-way point of this strategy, prepared to meet the changing operating environment that poses new risks and prospects. We remain adaptive, resilient and fit-for-purpose by melding AFTRS’ mission and vision to provide all Australians with access to our world-class learning and offer the highest level of screen and broadcast training. The principles supporting each pillar inform the strategic areas of focus articulated in the School’s corporate performance measures and key activities, including the Portfolio Budget Statement performance objectives and activities.

PILLAR 1: NATIONAL REACH	PILLAR 2: EXCELLENCE	PILLAR 3: SUSTAINABILITY
First Nations Outreach & Inclusion Flexible Delivery	Learning & Teaching Research Industry Engagement	Business Development Resourcing Creativity & Wellbeing
AREAS OF STRATEGIC FOCUS		
1.1. First Nations Culture 1.2. Outreach & Inclusion	2.1. Talent Development 2.2. Industry Skills Training 2.3. Research & Innovation	3.1. Effective Organisation

4.1. PILLAR 1: NATIONAL REACH

Giving all Australians access to our world-class learning.

As the national screen and broadcast school, AFTRS engages, upskills, and supports the most talented learners in all states and territories. The pillar of national reach is supported by two strategic areas of focus —First Nations’ cultures and outreach and inclusion.

Strategic focus: 1.1. First Nations' Culture

Embedding First Nations’ values within AFTRS by including First Nations’ knowledges, voices, values, and pedagogies to build the capacity and knowledge of our staff, graduates, and industry.

Corporate Performance Measure	Key Activities	Year Targets and Source			
		2023—24	2024—25	2025—26	2026—27
Embedding First Nations’ values within AFTRS through the inclusion of First Nations’ voices, values, knowledges, and pedagogies to build the capacity and capability of our staff, students, graduates, and industry to co-create an environment that is culturally, spiritually, socially, intellectually, and emotionally safe	Grow First Nations’ Community Stakeholders & Projects	2 First Nations-led partnerships per year			
		Source: AFTRS agreement database			
		2 MOUs in place with First Nations’ Community-controlled organisations per year			
		Source: AFTRS agreement database			
		Support 2 First Nations’ media and education conferences per year			
		Source: Sponsorship component: AFTRS agreement database; Event Attendance component: Registration/Calendar/Work schedule			

Strategic focus: 1.2. Outreach & Inclusion

Supporting under-represented talent across Australia to learn, make and work in the Australian screen and broadcast industries and building an inclusive school culture that celebrates all Australians. Creating a flexible and responsive model of delivery that allows us to capitalise on established strengths by delivering face-to-face learning in our world-class Sydney campus.

Corporate Performance Measure	Key Activities	Year Targets and Source			
		2023—24	2024—25	2025—26	2026—27
Ensure AFTRS reflects Australian society by supporting diversity across its activities	Deliver courses accessible to learners across the country	3,000 participants in industry training per year			
		Source: Award Course data component: Student Management System (SMS); Short Courses, and Industry Certificates data component: Customer Relationship Management system (CRM); First Nations, and Outreach workshops/programs component: CRM/Register; Executive agreed programs component: CRM; Other Executive agreed industry training component: CRM			
		50% of course enrolments outside of NSW			
		Source: Award Course data component: SMS; Short Courses, and Industry Certificates data component: CRM			
		1 partnered industry event per State and Territory outside NSW per year			
		Source: AFTRS agreement database			

1.2. Outreach & Inclusion - continued

Corporate Performance Measure	Key Activities	Year Targets and Source			
		2023—24	2024—25	2025—26	2026—27
Cont'd	Partner with community organisations and high schools to build bridges from under-represented communities into AFTRS	8 Culturally and Racially Marginalised (CARM) community-led projects across Australia <i>Source: AFTRS agreement database/Register</i>			
All Australians can access our world-class learning	Create a flexible and accessible learning framework that capitalises on AFTRS' strength in delivering hands-on practical learning	Continue implementation of the flexible learning framework <i>Source: Executive endorsed report on plan output</i>	Continue implementation and undertake a review of the flexible learning framework <i>Source: Implementation component: Executive endorsed report on plan output; Review component: Executive endorsed report</i>	Implement the recommendations from the review of the flexible learning framework <i>Source: Implementation component: Executive endorsed report on plan output</i>	Review the flexible learning framework against the new corporate strategy <i>Source: Review component: Executive endorsed report</i>
		2 interstate delivery partnerships per year across industry training and award courses <i>Source: AFTRS agreement database/Register</i>			
		Award 34 scholarships to students across Australia per calendar year <i>Source: Panel reports</i>	Award 36 scholarships to students across Australia per calendar year <i>Source: Panel reports</i>		
		Deliver the Accessibility Inclusion Action Plan <i>Source: Executive endorsed report on plan output</i>	Implement the recommendations from the Accessibility Inclusion Action Plan <i>Source: Executive endorsed report on plan output</i>	Continue to implement recommendations from the Accessibility Inclusion Action Plan <i>Source: Executive endorsed report on plan output</i>	Review the recommendations from the Accessibility Inclusion Action Plan <i>Source: Executive endorsed report</i>

4.2. PILLAR 2: EXCELLENCE

Industry-aligned and forward-facing.

Working together with industry, AFTRS offers the highest level of screen and broadcast training. Our graduates are sought-after for their outstanding craft skills and artistry. They are enterprising, highly creative, and professional. They understand the power of Australian story, underpinned by First Nations’ cultures, and enriched by our country’s diversity, to engage, entertain and connect audiences at home and around the world.

The pillar of excellence is supported by three strategic areas of focus —talent development, industry skills training, and research & innovation.

Strategic focus: 2.1. Talent Development

Empower student learning through an experiential curriculum that is inclusive and flexible, national in its reach and enables teaching excellence.

Corporate Performance Measure	Key Activities	Year Targets and Source			
		2023—24	2024—25	2025—26	2026—27
Educate and train new talent to help grow and support the industry	Deliver accredited courses	300 award course enrolments per calendar year			
		Source: CRM			
		100 award course graduates per calendar year			
		Source: CRM			
Empower the learning of screen and broadcast storytellers and practitioners through an inclusive, experiential curriculum	Build and implement a Learning & Teaching plan enshrining AFTRS’ unique approach to creative pedagogy	Review of Learning & Teaching Strategic Plan against creativity & inclusion criteria, including discipline reviews	Implementation of recommendations from the review of the Learning & Teaching Strategic Plan	Continue Implementation of recommendations from the review of the Learning & Teaching Strategic Plan	Review of Learning & Teaching Strategic Plan to align with the new corporate strategy
		Source: Review component: Executive endorsed report	Source: Implementation component: Executive endorsed report on plan output	Source: Implementation component: Executive endorsed report on plan output	Source: Review component: Executive endorsed report
	Review curriculum against First Nations Strategy	Conduct the Anti-Indigenous Racism & Anti-Racism Systems Audit	Implement recommendations from the Anti-Indigenous Racism & Anti-Racism Systems Audit	Continue Implementation of recommendations from the Anti-Indigenous Racism & Anti-Racism Systems Audit	Review the progress of changes through staff and student surveys
		Source: Review component: Executive endorsed report	Source: Implementation component: Executive endorsed report on plan output	Source: Implementation component: Executive endorsed report on plan output	Source: Review component: Executive endorsed report, Staff Survey Report, and Student Survey Report

Strategic focus: 2.2. Industry Skills Training

Creating future-oriented, industry-aligned learning environments that are accessible and transformative and provide pathways to life-long careers in the screen and broadcast industries. Partnering with industry in the design, development, and delivery of courses.

Corporate Performance Measure	Key Activities	Year Targets and Source			
		2023—24	2024—25	2025—26	2026—27
Ensure Australian screen and broadcast practitioners have the high levels of skills required to compete in an increasingly global marketplace	Deliver industry-aligned training	75% of recent graduates are applying the skills they learnt in their AFTRS course, professionally			
		Source: Graduate Outcomes Survey			
		Annual consultation with industry stakeholders, including Industry Advisory Panels and triennial skills survey			
		Source: Industry Advisory Panels component: Panel attendance register/Individual agreement; Triennial skills survey component: Executive endorsed report			
	Partner with screen & broadcast stakeholders to provide targeted training	10 industry training partnerships			
		Source: AFTRS agreement database			

Strategic focus: 2.3. Research & Innovation

Providing the industry with the new knowledge it needs to keep Australia at the forefront of global innovation. Supporting a culture of enquiry, exploration, and rigour through the School's research programs.

Corporate Performance Measure	Key Activities	Year Targets and Source			
		2023—24	2024—25	2025—26	2026—27
Drive innovation in the screen and broadcast industry and practice-based education through research	Develop a faculty-driven research project that bridges industry knowledge and academic expertise	2 industry research projects are disseminated per year			
		Source: Document component: Published on AFTRS website; Agreed applied research event component: Published event registration			
		1 First Nations-led research partnership per year			
		Source: AFTRS agreement database			
Provide industry with new knowledge to keep the nation at the forefront of global innovation	Partner on values-driven, future-focused industry research projects	2 industry-partnered research projects per year			
		Source: AFTRS agreement database			

PILLAR 3: SUSTAINABILITY

Adaptive, resilient and fit-for-purpose.

The School has a suite of scalable, adaptive, face-to-face and online offerings that allow us to grow our business whilst meeting local, regional, and state and territory demand for graduates in a sustainable way for our staff, our school resources, and our industry.

The pillar of sustainability is supported by a strategic area of focus—an effective organisation.

Strategic focus 3.1. Effective Organisation

Ensuring infrastructure, work, and curriculum design facilitate and supports collaboration, connectedness, and creativity. Developing long-lasting strategic partnerships with organisations that share our values delivering incremental revenue and reach.

Corporate Performance Measure	Key Activities	Year Targets and Source			
		2023—24	2024—25	2025—26	2026—27
Ensure an adaptive, efficient, and sustainable business that supports AFTRS as a global centre of excellence for screen & broadcast education, training, and research	Growing a culture that celebrates and embraces belonging and inclusion with shared accountability for addressing patterns of systemic marginalisation	AFTRS staff community reflects a wide variety of lived experience and actively seeks to increase meaningful opportunities and participation of people who have been systematically marginalised. <ul style="list-style-type: none">51% Female and non-binary representation and at a leadership level9% of People living with disability⁸5% First Nations <p>Source: AFTRS Payroll system</p>			
		5 community celebrations, supported by the School per year, that promote belonging and inclusion. <p>Source: Communications plan/published comms</p>			
	Develop and implement a staged Environmental Plan	Implement and review the Environmental Plan in line with Government initiatives <p>Source: Executive endorsed report and plan output</p>	Ongoing implementation and review of Environmental Plan <p>Source: Executive endorsed report and plan output</p>		
	Ensure the organisation is financially sustainable and scalable	Increase own-sourced funding to 28% <p>Source: AFTRS Finance system</p>	Maintain own-sourced funding at 28% <p>Source: AFTRS Finance system</p>		
Infrastructure Audit	Annual review of the Technology Strategic Plan against the priorities of the corporate strategy <p>Source: Executive endorsed report and plan output</p>				

5. REFERENCES

¹ TEQSA 2021 Australian Film, Television and Radio School: Provider Category Change 1 July 2021. [online] Retrieved from: <https://www.teqsa.gov.au/national-register/condition-decision/provider-category-change-1-july-2021-138>

² The Hollywood Reporter (Aug 5 2022). 15 Best International Film Schools of 2022

³ Based on AFTRS Graduate Outcome Survey 2023

⁴ Australian Film Television Radio School (2022), AFTRS Annual Report 21-22

⁵ Australian Bureau of Statistics (2023) Film, Television and Digital Games Survey FY 2021/22

⁶ Department of Foreign Affairs and Trade (2022), Screentime – Filmmakers Flock to Australia

⁷ Screen Audience Research Australia on behalf of Australian Film Television Radio School. Career Pathways and Industry Research 2021

⁸ 16% of Australian population is living with disability — of that 53% participate in the workforce.

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Australian Government

AFTRS

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