

2024-
25

CORPORATE
PLAN

For the period
FY 2024-2028

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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. 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 to 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:

AFTRS' five-year corporate strategy, *Creating the Future* was launched in February 2021 and established the foundations for meeting our purpose in a rapidly evolving operating environment. The strategy comprises three pillars: national reach, excellence, and sustainability, and is well-positioned to support the pillars of the National Cultural Policy, *Revive: a place for every story, a story for every place*.

NATIONAL REACH

As the national screen and broadcast school, talent across Australia must be able to access our world-class training and educational opportunities that support the breadth of Australian screen and broadcast culture. Our curriculum must be flexible in its delivery and inclusive 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 and a practice-based 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 at home and around the world.

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 need, 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 2024-2025 AFTRS Corporate Plan, covering the period FY 2024-2028, 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 seven institutions evaluated and accepted into the Provider category status of University College¹ under the Higher Education Standards Framework (Threshold Standards) 2021, recognising the “high national standing and performance of AFTRS” within our field and across the higher education sector more broadly.

As Australia’s national screen and audio school, AFTRS provides industry-partnered training to over 3000 Australians a year, with 50% of those trained outside of NSW in 2022–23.² AFTRS is also one of the leading screen and broadcast schools in the world.³ AFTRS has unrivalled screen and broadcast facilities, world-class practitioner teachers and graduates who continue to impact and shape Australian culture. Warwick Thornton’s cinematography (*The New Boy*) was recognised by his peers and took the gold at Camerimage; Joff Bush’s score and songs for *Bluey* are heard and sung along to by millions of children globally. Within six months of graduating, 100% of 2023 graduates were in work, with 79% employed in the screen and audio industries.⁴ AFTRS graduates are grips, assistant editors, assistant directors; they can be found in radio stations and production offices nationally, their work going viral on TikTok globally, their names on credit lists for Australia’s favourite podcasts and TV shows, and their leadership shaping policy and practise at screen agencies, guilds and media companies.

To sustain this level of global success, AFTRS must keep its lens sharply focused on the future. The industries AFTRS was created to support back in 1973 are today subject to rapid change, volatile demand and technological disruption. The content boom endures but the impact of COVID-19 and the writers’ and actors’ strikes in the US are still being felt; we are navigating shifting legislation; the acceleration of AI; and the need for a more sustainable and accessible industry that benefits diverse local voices. AFTRS’ 5-Year corporate strategy, *Creating the Future*, is designed to meet this change and support and equip our graduates and the future resilience of our industry. It positions AFTRS as an agile organisation that can identify shifting education and skilling needs and adapt quickly, while keeping a longer view on industry trends. The School continues to hone a scalable business model that allows

us to respond to emerging opportunities and sector inputs without compromising our commitment to providing the highest-quality, industry-partnered training across Australia.

Recognising AFTRS’ critical role in the training and education ecosystem, in the 2024–25 Federal Budget the Federal Government announced it will increase AFTRS funding by \$23.2 million over the next 4 years. The School is extremely grateful for this support that sees a relatively modest initial addition in annual funding increase progressively over the following years. From FY 2028 our ongoing appropriation increases to \$35.6 million, which will be indexed and ongoing. This additional resourcing will allow us to fulfil the ambitions of our strategy, and our remit to industry. It will also allow AFTRS to support the Government’s National Cultural Policy, *Revive*, and its ambition to grow the Australian cultural sector’s capacity and strength. Like *Revive*, AFTRS’ corporate strategy places First Nations values and knowledges at the heart of all our activities, 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. 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 industry.⁵ \$2.34 billion was spent on drama alone in Australia in FY 2022–23, 31% above the 5-year average.⁶ There are multiple opportunities here for the creative economy, for workforce development, and for the enrichment of Australian culture.

However, industry growth — and the sustainability of the production sector — are hampered by the rate at which professionals can be trained or upskilled at industry-ready standards, creating critical skills gaps. Over the next period, AFTRS will focus on the implementation of its newly developed Industry Skills Framework that identifies and monitors these skills gaps and prioritises the development of new training courses for roles which experience shortages, including production accountants, assistant directors, writers room participants and location managers. In recognition of the need for a joined-up approach and to ensure upskilling happens across the country, AFTRS will continue to grow its network of national training partnerships, such as Edith Cowan University and Screenworks, to deliver in-person on-the-ground training that addresses those skills gaps.

In the radio and audio sector, key shortages have arisen from a growing need for hyperlocal content makers and skilled regional producers across the country, especially outside the capital cities. AFTRS’ Flexible Delivery Framework is allowing us to deliver a modular version of our Graduate Diploma, where students can choose to participate in person or online and choose between one to four subjects per semester. This level of choice and flexibility is allowing our radio students to remain learning and working in their regional homes, and recent graduates

have commenced roles in regional NSW, in Goulburn and Muswellbrook. Our regional graduate employment is forecast to grow from this year onwards to meet this need for regional radio talent.

Over the last three years, as AFTRS navigated the best training models required to upskill new talent quickly in the post-COVID production boom, our experiences have demonstrated the importance of joined-up programs that combine training with placements, mentoring and community engagement. The introduction of training requirements under the new location offset, could provide renewed opportunities for this kind of integrated training and AFTRS looks forward to exploring more comprehensive partnerships with studios and production companies to meet both present and emerging areas of industry need. AFTRS will continue to work closely with industry through regular industry advisory panels, a triennial industry skills survey, and our industry curriculum partners, to ensure our training builds sector capacity to a level that meets global standards of craft and artistry.

INCLUSION AND BELONGING

As the national screen and broadcast school, AFTRS' priority is to ensure all people across Australia have access to our world-leading training and education. 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 and 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 founded,⁷ is that success is about who you know rather than your talent. AFTRS' corporate strategy is designed to shift this. The School's goal remains that a Year 10 student in Lightning Ridge knows that a career in screen and audio industries is possible for them, and they know the pathways available to them to become a gaffer or a sound recordist, or a radio producer. AFTRS continues to consider and remove barriers to entry for talent from remote or regional areas, meeting increased demand for flexible delivery; training that can be accessed remotely or part-time, and which doesn't require full interruption of work, caring or family commitments, nor the move to Sydney, where cost of living is currently prohibitive. Through this period, AFTRS will continue to build on progress made to 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 continues to allow learners from across the country to connect with the course from regional and remote areas, and in 2024 there are students studying from across regional Australia, including in Ballarat, Bega, Grafton, Coffs Harbour, and Armidale in NSW; Townsville in Qld; Grindelwald in Tas; and Bunbury and Albany in WA.

AFTRS will also continue its partnership with TAFE NSW. Eligible graduates of TAFE's Diploma of Screen and Media can now be granted Recognition of Prior Learning (RPL), providing direct entry into Year 2 of the AFTRS *Bachelor of Arts Screen: Production*. The successful pilot saw the first cohort join AFTRS in 2024, and this will be expanded in 2025. This new pathway into the School provides increased accessibility and further entry points for regional students.

As with *Revive*, 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, which was launched in 2023, provides the foundations and methodologies to embed First Nations' cultural values in all that we do. This period will see AFTRS continue to operationalise and build upon this plan, furthering the School as a community that respects First Nations' principles of belonging. As committed to in the previous period, AFTRS completed its systems audit. AFTRS is working through a strength-based approach to build on learnings from the audit, supported by AFTRS' Council of Elders and Knowledge-Holders — *Dhilla*. AFTRS will continue to partner with First Nations communities, guided by each community's needs, in the ongoing process of establishing capacity-building training partnerships.

Across the course of this corporate plan, AFTRS will establish the First Nations Bridging Program, offering participants a bespoke combination of training, placement, mentoring opportunities, and community support based on First Nations students' needs, interests, and ambitions. This program, supported through the National Cultural Policy, has been made possible thanks to a Commonwealth Government grant which provides \$530,000 over two years to support First Nations training and career pathways at AFTRS. The funding will also support a training audit of current First Nations employment and training within the screen sector to provide AFTRS, screen agencies, and the industry with a clear map of the needs and gaps, as well as the areas that are well supported.

The Disabled and d/Deaf Communities are an integral part of our country's story and creators with disability are a critical part of our industry's future. In late 2023, AFTRS Accessibility Working Group undertook an accessibility audit of the School and developed a Disability Action Plan with our partner Accessible Arts. This year AFTRS will launch its Disability Action Plan 2024-2027 which affirms the School's commitment to accessibility, belonging and inclusion, with the intention of modelling best practice and innovation to industry. As part of our commitment to improved industry standards in sustainability and inclusion, AFTRS will join the newly formed Inclusion in Film Production Alliance. AFTRS also has a long-standing partnership with Bus Stop Films to provide accessible training at AFTRS and recently partnered with Screen Australia to host Access Coordinator training, and with Accessible Arts to host a Screen Access Masterclass. Next year, AFTRS looks forward to launching a new scholarship, partnering with the Dylan Alcott Foundation for a student living with disability.

INNOVATION

As a leading creative institution, innovation and experimentation are central to all AFTRS endeavours. AFTRS will continue to develop faculty-driven research to bridge industry knowledge and academic expertise and drive projects with practicable, immediate, and rigorously tested 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 and community organisations, nationally and internationally. The successful *Digital Futures Summit* series continues to deliver as a valued platform connecting Australian and international screen and broadcast industry leaders with educators and government in discussions on collaborating, adapting, and capitalising on technological changes. The 2024 series focused on the potential impacts of artificial intelligence (AI) on labour, training and creativity, and surfaced the emerging challenges and opportunities the sector is grappling with. Over 1,600 participants attended these sessions from across the country. Outputs from this event will continue across the next period, as AFTRS produces a series of white papers and roundtables.

New technologies and workflows continue to increase the Australian screen industry's reach and impact. AFTRS' priority is to support the Australian sector with the skills and expertise needed 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. The School's volume studio continues to be used as a teaching tool in the *Master of Arts Screen* and this year the school launched a suite of short courses developed with the input and support of Matchbox Pictures including *Intro to Volume Studio Basics*, *Volume Studio Fundamentals* and *Producing for VP and VFX*. AFTRS has also provided information and shared learnings with other organisations looking to develop their VP capacity, including Flinders University.

Beyond technology, creative innovation and reflective practice are at the heart of the AFTRS way of learning and teaching. Accomplished practitioners are invited to share their creative processes with students, provoking them to experiment with new ways to make and tell stories. Recent guests have included luminaries such as Phillip Noyce, Jan Chapman, Ivan Sen, Hannah Carroll Chapman, Cate Shortland and Jean-Benoit Dunckel from Air. Over this period, AFTRS looks forward to working with the School's new Artist-in-Residence, Wotjobaluk and Ngarrindjeri practitioner Tracey Rigney, who will continue her dialogue with AFTRS around community-led, place-based practice, inspiring students to deepen their understanding of First Nations knowledge systems, media technologies and ways of knowing.

Central to innovative practices, AFTRS will embark on creating a research manifesto to define the School's role as a research hub that attracts and generates research collaborations across the sector, nationally and internationally. In partnership with industry and other relevant organisations, AFTRS aims to articulate a research fellowship program to foster innovation.

ENVIRONMENT AND SUSTAINABILITY

AFTRS is committed to supporting and promoting environmental sustainability across all its activities as a key part of AFTRS' Corporate Strategy. The Environmental Action Plan (EAP) sits within the sustainability pillar of the strategy. AFTRS is also committed to supporting the government's ambitions, goals and reporting requirements of APS Net Zero 2030. Looking forward, AFTRS' work in this area will continue to be guided by First Nations knowledges and values, including wise practice, deep listening and reciprocity, as expressed in AFTRS' First Nations Strategic Plan.

AFTRS' EAP will now be developed into an Environmental Sustainability Strategic Plan (ESSP). AFTRS is committed to actively working to decrease its carbon emissions to zero by 2030. To this end, the ESSP will incorporate the development of an Emission Reduction Plan. The ESSP will also cover all areas of AFTRS' operations — infrastructure, transport, curriculum, productions and research, and includes specific targets to be measured and reported against annually. This will ensure AFTRS' goals, activities and measures respond to the responsibilities, requirements, and best practices of this new landscape.

AFTRS will continue to be a member of Sustainable Screens Australia, a growing industry-funded project aimed to providing industry with access to resources, education, and toolkits for accurately measuring production carbon footprint. The School is also an advisory partner to Green Ears, a cross-industry initiative bringing the Australian radio industry together to be more environmentally sustainable.

3.2. OPTIMISING RESOURCES AND CAPABILITIES

As detailed in the Portfolio Budget Statements, the Commonwealth Government has allocated \$27.944 million to AFTRS for the 2024-25 financial year. This is an increase of \$3.772 million and is part of the additional funding granted to all ARTS8 organisations in the Federal Budget. In addition, the Commonwealth Government will provide \$530,000 over two years to support First Nations training and career pathways.

AFTRS has budgeted to generate an additional \$10.06 million to supplement its operations for the 2024-25 financial year. AFTRS makes revenue from several sources, primarily through student fees for Award course and short course programs, and revenue from corporate offerings. Combined with the Government appropriation, this own-sourced income creates a total revenue budget for 2024-25 financial year of \$38.004 million. Over the coming year, AFTRS aims to maintain 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. AFTRS reviews its budget plan annually. In supporting the corporate plan's strategies, the Capital Management Plan allows flexibility across FY 2024-2028 to adapt to equipment and facility needs 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. In the prior period, AFTRS signed a lease extension to 2028, with further extension options through to 2036.

The additional funding provided to AFTRS will allow investment in students and staffing, including critical roles, infrastructure, systems, teaching and remote training.

3.3. RISK MANAGEMENT AND OVERSIGHT

AFTRS continues to build upon comprehensive work undertaken in reviewing its risk management approach. AFTRS has been progressing its maturity and learnings through its implementation of the principles and processes within its Risk Management Policy. Operating with an approach of continuous improvement and leveraging the skills within the Finance, Audit and Risk Management (FARM) Committee, AFTRS 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 position is set out in a monthly-reviewed risk register. The risk register continually evolves and is a 'live' document that tracks and evaluates the School's overall risk environment at an operational level. The register is then reviewed at the 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 relevant staff.

The FARM Committee oversees the organisation's Risk Management Framework and Risk Registers 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 values its role within Australia's cultural ecosystem, supporting the capacity and growth of the creative sector. Looking to the next year, AFTRS will continue to work closely with government agencies, industry partners, and education partners to achieve its purpose of being a global centre of excellence, providing Australians with the highest level of screen and broadcast education, training, and research. With over fifty active partnerships, sustaining these industry networks will remain a priority that will allow us to both support and be supported by our sector colleagues.

Over the next three 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. AFTRS has active relationships with the Department of the Prime Minister and Cabinet, and the Department of Education. AFTRS also values its strong relationships with our fellow portfolio agencies. AFTRS looks forward to contributing to the Arts Scoping Study carried out by Creative Australia and the Jobs and Skills Council, Services and Creative Skills Australia (SaCSA) which is a significant piece of research into skills and workforce shortages in the creative sector.

AFTRS is a founding member of the Screen Leaders Dialogue, convened by the Office for the Arts, which works collaboratively to promote excellence in national screen storytelling and to grow a highly skilled, future-proof 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 Workforce Capacity Working Group, which brings together the Federal, State and Territory screen agencies. Alongside the National Institute of Dramatic Arts (NIDA), AFTRS' focus with this group over the next year is how the sector can forge clearer talent pathways through education into screen careers and close current and emerging skills gaps. Outside of this group, AFTRS is in continual dialogue with Screen Australia and the State and Territory screen agencies, gathering intelligence on skilling needs, providing subsidised access to short courses and providing mentorship, such as through Screen Territory's *Spark Initiative*.

As the National Cultural Policy asserts, strong institutions are vital to a flourishing creative ecosystem and this was a significant year for the ARTS8 group; the eight national arts training organisations, of which AFTRS remains a proud member. After participating in a Government-led financial sustainability review, the group collectively received additional funding of \$115.2 million over four years through the 2024-25 Budget. The review reaffirmed our common cause and commitment to national excellence in the arts, and the vital role of all eight organisations in securing Australia's creative future. This year AFTRS hosted the annual ARTS8 collaboration — *Future Light*. The workshop brought together students and artistic leads from all eight organisations for three days of creative exchange, culminating in an extraordinary live performance that used AFTRS' LED volume studio. The success of this workshop has galvanised the ARTS8 to map out future collaborations that blend this invigorating collision of arts and technology.

AFTRS and NIDA will also continue to work closely together, through shared staff training, including a wellbeing program led by the counselling staff of AFTRS, NIDA and National Art School (NAS). Recognising the importance of cross-institutional networking for our students, AFTRS will also continue our alumni and student social events, and curriculum partnerships, including a partnership between our *Master of Arts Screen* directors and NIDA screenwriters.

Extending and strengthening our educational networks is key to us fulfilling our commitment to delivering and supporting the delivery of world leading education across Australia. Building on the success of the partnership to deliver our short courses at Perth's Edith Cowan University, AFTRS will continue to seek delivery partners in each State and Territory. 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, participate in keynotes, present papers and share knowledge in the pursuit of excellence in screen and audio education.

Cooperation with industry partners will be at the forefront of this year's activities as the School prioritises industry-partnered training with regional and national reach. This has included Virtual Production training for industry in Melbourne (Vic), in partnership with Matchbox Pictures; short courses at Edith Cowan University in Perth (WA); masterclasses with Flickerfest in Perth (WA) and Alice Springs (SA); Radio and Podcasting courses in high schools from Canberra (ACT) to Tamworth (NSW) with The Smith Family; and a new partnership with Screenworks to deliver set-readiness training in Byron Bay (NSW) and Cairns (Qld).

The screen guilds will remain critical partners, and AFTRS has an active partnership with each of them. Outcomes include screen business courses delivered nationally in partnership with Screen Producers Australia, a new short course curriculum to be designed with the Australian Location Managers Guild, and deep-dive masterclasses such as those recently hosted with the Australian Directors Guild and the Australian Production Designers Guild.

A primary outcome from these partnerships is that the knowledge and expertise of AFTRS' industry partners flows down to the School's students through our industry-aligned and tested curricula. One of the most successful outcomes of these partnerships is AFTRS' placement and internship program. Building on the success of the established Graduate Program, a new industry placement elective has been introduced in the third year of the *Bachelor of Arts Screen: Production* enabling the School to offer 24 places to students with AFTRS' partners, many of them new, including ABC Operations, ArcEdit, Fremantle, CJZ, Easy Tiger, Bus Stop Films, See Saw, Roadshow, Seven News, Nine, Bunya Productions, Home and Away, Animal Logic, Beyond Productions, Paramount +, and Stan. Over this period, the School will continue to grow AFTRS' Graduate Program which continues to yield excellent outcomes for graduates and industry. This thirteen-week paid industry internships offer

clear employment pathways for creative, multi-skilled and motivated graduates from the *Bachelor of Arts Screen: Production*. In 2023, Eureka, Endemol Shine, Warner Bros, ABC, BBC Studios, ITV Studios, and SBS participated, with many graduates offered positions at the end of their placements.

Another student-facing outcome of AFTRS' extensive partnerships with industry, is our ongoing collaboration with broadcasters and exhibitors to provide exhibition opportunities for student works made at AFTRS. This includes showcases on streaming platforms such as SBS On Demand, ABC iView, Atlas Shorts and DocPlay, prestigious screenings at Westpac OpenAir Cinema on Sydney Harbour, or programs that tour regional and interstate film festivals. Students in the *Graduate Diploma in Radio and Podcasting* have the opportunity to test and engage audiences through live radio broadcasts such as Show Radio, our partnership with the Royal Easter Show which celebrates its 30th anniversary in 2024.

AFTRS also shares its expertise and learnings at a range of industry conferences and events annually, from SXSW Sydney to Screen Forever, and the AACTA Screen Festival to Sydney Film Festival. AFTRS is also committed to providing access to its purpose-built venues to alumni and industry, through ongoing agreements such as those with the National Film and Sound Archive of Australia, and ad hoc partnerships with industry such as Netflix, Community Broadcasting Association of Australia, and Bonsai Films, and training organisations such as Media Mentors, and the guilds.

Finally, AFTRS is grateful for the generosity of organisations in the screen and audio sector who partner with the School to subsidise scholarships for students from under-represented groups or low socio-economic backgrounds, including Sony, ARN, EON Broadcasting, and Commercial Radio & Audio (CRA). AFTRS continues to partner with the Australian International Documentary Conference, running the *Leading Lights* program, which in 2023 saw 40 emerging and diverse non-fiction storytellers from across Australia offered exclusive professional development opportunities and four recipients given the chance 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 AFTRS' five-year corporate strategy, *Creating the Future*: National Reach, Excellence, and Sustainability.

As this phase of the corporate strategy unfolds, the School's corporate plan equips the School to deliver AFTRS' mission and vision to provide all Australians with access to the highest level of screen and broadcast training in an operating environment that presents fresh opportunities, risks and challenges. This allows AFTRS to remain adaptable, resilient, and fit-for-purpose. 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.

<p>PILLAR 1: NATIONAL REACH</p> <p><i>Giving all Australians access to our world-class learning</i></p> <p>First Nations Outreach & Inclusion Flexible Delivery</p>	<p>PILLAR 2: EXCELLENCE</p> <p><i>Industry-aligned and forward-facing</i></p> <p>Learning & Teaching Research Industry Engagement</p>	<p>PILLAR 3: SUSTAINABILITY</p> <p><i>Adaptive, resilient and fit-for-purpose</i></p> <p>Business Development Resourcing Creativity & Wellbeing</p>
AREAS OF STRATEGIC FOCUS		
<p>1.1. First Nations Culture 1.2. Outreach & Inclusion</p>	<p>2.1. Talent Development 2.2. Industry Skills Training 2.3. Research & Innovation</p>	<p>3.1. Effective Organisation</p>

4.1. PILLAR 1: NATIONAL REACH

Giving all Australians access to our world-class learning.

As the national screen and broadcast school, AFTRS engages, upsills, 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			
		2024–25	2025–26	2026–27	2027–28
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	Grow First Nations’ Community Stakeholders & Projects	2 First Nations-led partnerships per year			
		<i>Source: AFTRS agreement database</i>			
		2 MOUs in place with First Nations’ Community-controlled organisations per year			
		<i>Source: AFTRS agreement database</i>			
		Support 2 First Nations’ media and education conferences per year			
		<i>Source: Sponsorship component: AFTRS agreement database; Event Attendance component: Registration Records/Calendar/ Approval Evidence</i>			

Strategic focus: 1.2. Outreach & Inclusion

Supporting under-represented talent across Australia to work in the Australian screen and broadcast industries by building an inclusive school culture that celebrates all Australians and creating a flexible and responsive model of delivery that builds on AFTRS’ established strengths, delivering face-to-face learning in the School’s world-class Sydney campus.

Corporate Performance Measure	Key Activities	Year Targets and Source			
		2024–25	2025–26	2026–27	2027–28
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			
		<i>Source: Award Course data component: Student Management System (SMS); Short Courses, and Industry training data component: Customer Relationship Management system (CRM); First Nations, and Outreach workshops/programs component: CRM/ FN&O Partnerships Projects Register; Executive agreed programs component: CRM; Other Executive-agreed industry training component: CRM/Registration Records</i>			
		35% of course enrolments outside of NSW	40% of course enrolments outside of NSW	45% of course enrolments outside of NSW	50% of course enrolments outside of NSW
		<i>Source: Award Course data component: SMS; Short Courses, and Industry training data component: CRM/ Registration Records</i>	<i>Source: Award Course data component: SMS; Short Courses, and Industry training data component: CRM/ Registration Records</i>	<i>Source: Award Course data component: SMS; Short Courses, and Industry training data component: CRM/ Registration Records</i>	<i>Source: Award Course data component: SMS; Short Courses, and Industry training data component: CRM/ Registration Records</i>
		1 partnered industry event per State and Territory outside NSW per year			
		<i>Source: AFTRS agreement database</i>			

1.2. Outreach & Inclusion – continued

Corporate Performance Measure	Key Activities	Year Targets and Source			
		2024–25	2025–26	2026–27	2027–28
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 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 to align with the new corporate strategy <i>Source: Review component: Executive endorsed report</i>	Maintain the Flexible Learning Framework in alignment with the new corporate strategy <i>Source: Maintenance component: Executive endorsed report on plan output</i>
		2 interstate delivery partnerships per year across industry training and award courses <i>Source: AFTRS agreement database</i>			
		Award 36 scholarships to students across Australia per calendar year <i>Source: Panel reports</i>			
		Implement the recommendations from the Disability Action Plan <i>Source: Executive endorsed report on plan output</i>	Continue to implement the recommendations from the Disability Action Plan <i>Source: Executive endorsed report on plan output</i>	Review the recommendations from the Disability Action Plan and align with the new corporate strategy <i>Source: Executive endorsed report on plan output</i>	Implement the recommendations from the Disability Action Plan review in alignment with the new corporate strategy <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, and national in its reach and enables teaching excellence.

Corporate Performance Measure	Key Activities	Year Targets and Source			
		2024–25	2025–26	2026–27	2027–28
Educate and train new talent to help grow and support the industry	Deliver accredited courses	300 award course enrolments per calendar year			
		<i>Source: CRM</i>			
		100 award course graduates per calendar year			
		<i>Source: SMS</i>			
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	Implement the recommendations from the review of the Learning & Teaching Strategic Plan	Continue to implement the recommendations from the review of the Learning & Teaching Strategic Plan	Review the Learning & Teaching Strategic Plan to align with the new corporate strategy	Maintain the Learning & Teaching Strategic Plan in alignment with the new corporate strategy
		<i>Source: Implementation component: Executive endorsed report on plan output</i>	<i>Source: Implementation component: Executive endorsed report on plan output</i>	<i>Source: Review component: Executive endorsed report on plan output</i>	<i>Source: Monitoring component: Executive endorsed report on plan output</i>
	Review curriculum against First Nations Strategic Plan	Implement the recommendations from the Anti-Indigenous Racism & Anti-Racism Systems Audit	Continue to implement the recommendations from the Anti-Indigenous Racism & Anti-Racism Systems Audit	Review the progress of implemented recommendations through staff and student surveys, aligned with new corporate strategy	Continue to review the progress of implemented recommendations through staff and student surveys, aligned with new corporate strategy
		<i>Source: Implementation component: Executive endorsed report on plan output</i>	<i>Source: Implementation component: Executive endorsed report on plan output</i>	<i>Source: Review component: Executive endorsed report, Staff Survey Report, and Student Survey Report</i>	<i>Source: Review component: Executive endorsed report, Staff Survey Report, and Student Survey Report</i>

Strategic focus: 2.2. Industry Skills Training

Ensuring Australian screen and audio practitioners have the skills required for the Australian industry to thrive by partnering with industry on the design, development and delivery of a range of courses that meet immediate need and provide pathways to life-long careers in the screen and audio industries.

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 highest 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 <i>Source: Graduate Outcomes Survey</i>			
		Annual consultation with industry stakeholders, including Industry Advisory Panels and triennial skills survey [Triennial skills survey due for delivery 2024–25] <i>Source: Industry Advisory Panels component: Panel attendance register/Individual agreements; Triennial skills survey component: Executive endorsed report</i>			
	Partner with screen & broadcast stakeholders to provide targeted training	10 industry training partnerships <i>Source: AFTRS agreement database</i>			

Strategic focus: 2.3. Research & Innovation

Provide industry with the new knowledge it needs to keep Australia at the forefront of global innovation.

Corporate Performance Measure	Key Activities	Year Targets and Source			
		2024–25	2025–26	2026–27	2027–28
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 <i>Source: Document component: Published on AFTRS website; Agreed applied research event component: Published event registration</i>			
		1 First Nations-led research partnership per year <i>Source: AFTRS agreement database</i>			
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 <i>Source: AFTRS agreement database</i>			

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

Sustaining an adaptive, efficient, and resourceful business that supports AFTRS’ mission as a global centre of excellence for screen and broadcast education, training and research.

Corporate Performance Measure	Key Activities	Year Targets and Source				
		2024–25	2025–26	2026–27	2027–28	
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 level • 9% of People living with disability⁸ • 5% First Nations 				
			<i>Source: AFTRS Payroll system</i>			
			5 focused School community activities that promote belonging and inclusion			
		<i>Source: Communications plan/published comms</i>				
Develop and implement a staged environmental plan		Ongoing implementation and review of the Environmental Sustainability Strategic Plan				
		<i>Source: Executive endorsed report and plan output</i>				
Ensure the organisation is financially sustainable and scalable		Maintain own-sourced funding value				
		[Based on 2022-23 reported own-source funding value ⁹]				
		<i>Source: AFTRS Finance system</i>				
Infrastructure Audit		Annual review of the Technology Strategic Plan against the priorities of the corporate strategy				
		<i>Source: Executive endorsed report and plan output</i>				

5. REFERENCES

¹ TEQSA National Register, <https://www.teqsa.gov.au/national-register>

² Australian Film Television Radio School (2022), *AFTRS Annual Report 22-23*, <https://www.transparency.gov.au/publications/communications-and-the-arts/australian-film-television-and-radio-school/australian-film-television-and-radio-school-annual-report-2022-23>

³ The Hollywood Reporter (Aug 11 2023). *The 15 Top Global Film Schools*, <https://www.hollywoodreporter.com/movies/movie-news/top-global-film-schools-2023-1235559015/>

⁴ Based on *AFTRS Graduate Outcome Survey 2024*

⁵ Australian Bureau of Statistics (2023) *Film, Television and Digital Games Australia FY 2021-22 survey*, <https://www.abs.gov.au/statistics/industry/technology-and-innovation/film-television-and-digital-games-australia/latest-release>

⁶ Screen Australia (2023), *Drama Report 2022-23*, <https://www.screenaustralia.gov.au/getmedia/22bfb310-9734-4845-9d03-a2c472a08a35/Screen-Australia-Drama-Report-2022-23.pdf>

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

⁸ Based on the Australian Institute of Health and Wellbeing (2024) *People with disability in Australia* report, in 2018, 18% of Australian population is living with disability (<https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/people-with-disability/prevalence-of-disability>) and of that, 53% participate in the workforce (<https://www.aihw.gov.au/reports/disability/people-with-disability-in-australia/contents/employment/labour-force-participation>).

⁹ Australian Film Television Radio School (2022), *AFTRS Annual Report 22-23*, <https://www.transparency.gov.au/publications/communications-and-the-arts/australian-film-television-and-radio-school/australian-film-television-and-radio-school-annual-report-2022-23>

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