



AUSTRALIAN CHILDREN'S  
TELEVISION FOUNDATION

## **Corporate Plan**

**for the period  
July 2020 – June 2023**

## **Introduction**

The Australian Children's Television Foundation ("**ACTF**") is a non-profit company funded by the Commonwealth Government and the governments of all States and Territories of Australia.

We are a national children's media production and policy hub and perform a wide range of functions in children's media: as a distributor of and investor in Australian children's television series; as an instigator of new, innovative and entertaining children's media and as a developer of valuable screen resources for the education sector.

We support and facilitate the provision of high quality, entertaining Australian content for Australian children, which makes an enduring contribution to their cultural and educational experience.

## **Our Vision**

To be the leading body for Australian children's media by enabling the production and distribution of high quality, culturally relevant and distinctive, creative and educational entertainment for Australian children, and children around the world.

## **A note on our Corporate Plan**

Our Corporate Plan for the three year period July 2020 – June 2023 has been prepared in consultation with our major funding partner, the Office for the Arts within the Commonwealth Department of Infrastructure, Transport, Regional Development and Communications.

It outlines our focus and strategy for the period. Our objectives and performance indicators are reconsidered annually during the three year period, and may be amended if considered appropriate.

Although we report on our performance annually, several of our KPIs are measured according to rolling three year periods. Due to the protracted lifespan of television production, reporting across a three year period provides a more accurate snapshot of our ongoing investment that is less subject to annual variation.

## Government Support and Changes to Operating Environment

Children's content needs special and unique support and attention. Distinctively Australian children's content is at a disadvantage because it does not command the levels of investment from broadcasters, screen agencies or the private sector that adult content does.

Successive Australian governments have supported the provision of high-quality, original and distinctly Australian television for children, through a mix of regulation, direct subsidies and tax incentives. As a result, Australia has been a world leader in the production of high quality children's screen content.

The ACTF, an organisation that is unique in the world, has played a key role in this success story. For 38 years we have embraced, championed and adapted to changing times and opportunities, whilst maintaining our focus on achieving quality outcomes for the child audience. We occupy a singular position at the intersection of children's media, education and culture. No other organisation comes to the table with the same bundle of attributes: the cultural remit, the financing expertise, the distribution insight, and the educational background and reach.

In April 2020 the Commonwealth Government released the Options Paper prepared for it by Screen Australia and the ACMA, Supporting Australian Stories On Our Screens, and embarked on a period of consultation with stakeholders. The Options Paper was effectively pre-empted by some commercial broadcasters, who announced earlier in the year that they would no longer be commissioning children's television. It also came amid the COVID-19 crisis, which has shut down most production. The Operating Environment in which we find ourselves this year is therefore deeply uncertain.

In the 2019/20 financial year we had committed substantial funds to two major live action series (*Hardball 2* and *Maverix*) and we now expect those investments to be called upon sometime later than originally intended. Our commitments to those projects, however, remains firm. The amounts committed to these two shows were comparatively large for the ACTF, but neither production would have been possible without our involvement, and they underscore our need to be able to invest in content at a higher level.

Meanwhile we have temporarily moved our Script Development Investment program to a monthly (rather than quarterly) basis. It has been gratifying that during the COVID-19 period, international sales have been strong, and our interactions with schools and State and Territory Education Departments have been very high, demonstrating the ongoing and profound value of Australian children's content in schools and around the world.

It is ironic that at a time when so many have so much more time to watch quality content, the future of production of that content is so uncertain. The ACTF will take these experiences into the discussions around the Options Paper and the best way forward for supporting the Australian screen sector. We anticipate that the free-to-air commercial broadcasters, subscription services including SVODs and public broadcasters will all push back against the imposition of any specific quotas or expenditure requirements, and that the large production houses and commercial broadcasters will push for a greater share of the incentives and subsidies to be directed toward their preferred entertainment and reality formats. In doing so, they demonstrate exactly why market failure happens and children's screen content is the most vulnerable type of content.

We maintain that the children's audience is the most important audience of all, and that it is critical for Government to develop a suite of interconnected policies that ensure the ongoing provision of Australian children's content on public and commercial platforms,

underpinned by a platform-neutral regulatory framework that is fit for purpose and supported by direct and indirect funding, and which takes into account the specific challenges of funding children's content.

We anticipate that significant change to the Operating Environment will occur over the life of this Corporate Plan and that it may need significant adjustment as the support mechanisms for the screen sector are reformed over the next year and beyond.

# Objective 1 – Production and Development

## ***Support the development and production of engaging, entertaining, accessible and educative screen content for Australian children***

A successful, vibrant and competitive children’s production industry will result in the creation of better programs for the child audience.

We provide a multifaceted assistance program for producers including: production investment, development funds, advice and mentoring, professional development, industry networking events, introductions to broadcasters and international representation and sales.

We are committed to the development and production of quality children’s content that meets our exacting standards: programming that children, parents and educators can rely on to be engaging, entertaining, accessible, creative and innovative.

### **1.1 Assist in producing high quality children’s programs**

We initiate and facilitate the production of high quality children’s media, identifying opportunities to provide key investment to assist independent producers to produce programs.

Each project we invest in undergoes a thorough qualitative assessment. We consider a project’s originality and its storytelling, the quality of the team behind it, and its potential to engage child audiences. We ensure that they are produced to the highest standard by requiring creative input and regular consultation as a condition of our investment.

Although overall quality is our primary consideration in assessing a project, we take into account several important factors. We:

- encourage diverse stories, voices and faces;
- encourage innovative use of new and emerging media platforms;
- encourage new and emerging producers to enter the industry while at the same time harnessing the skills of experienced producers; and
- identify gaps in content/genre/age groups in children’s television programming.

**KPI 1.1 - Provide financial support, nurture and drive the production of children’s projects that meet the exacting standards of the ACTF, to allow those projects to enter into production**

<b><i>Examples of data to be included in ‘Report against Corp Plan’</i></b>	<ul style="list-style-type: none"> <li>- <i>List new projects, progress of projects, description of future projects.</i></li> <li>- <i>List expenditure on projects (annually, three year average, comparison of performance against previous years).</i></li> <li>- <i>Reported according to three year rolling period.</i></li> </ul>
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## 1.2 Providing development investment in high quality concepts

We engage with producers and writers at the earliest stages of development, investing small amounts across a broad range of projects, targeted for their demonstrable quality and their future potential. We actively seek out and identify those projects with the most potential for further production and financing, capable of reaching a wide audience, and which also meets the criteria set out in 1.1.

### **KPI 1.2 - Provide seed funding to enable producers to develop high quality concepts for children’s screen content that meets the ACTF’s exacting standards**

<b>Examples of data to be included in ‘Report against Corp Plan’</b>	<ul style="list-style-type: none"><li>- List new development projects, partnerships.</li><li>- List level of funds committed (annually, three year average, comparison of performance against previous years).</li><li>- Reported according to three year rolling period.</li><li>- Include appropriate data from acquittal forms.</li></ul>
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## 1.3 Enabling capacity

### **Providing professional development, networking opportunities and facilities**

We provide professional development and networking opportunities for experienced and emerging industry practitioners (producers, writers and directors) to realise their potential. The support we provide enables greater capacity within the children’s television production sector.

Through our investments, we advise and guide producers through the development and production process at the earliest stage of a project. By assisting producers to develop strategies for securing finance, negotiating arrangements with broadcasters, and introducing them to potential creative collaborators, we empower producers to realise their projects. We also introduce producers to broadcasters both in Australia and overseas.

We facilitate networking opportunities for both experienced and emerging practitioners, and we also offer access to our offices and meeting rooms to producers to undertake development activities and workshops. Our professional development initiatives are distinguished by their exclusive focus on children’s television content and represent opportunities not necessarily available to independent practitioners otherwise.

Our support results in producers that are capable, skilled and resourced to bring their projects to production. From an industry wide perspective it increases the overall capacity and capability of the sector. As the federal and state screen agencies do not often provide development funding for children’s projects, our investments are a key entry point for new entrants to the industry.

### **KPI 1.3 - Professional development or networking activities provided, assisting producers to realise the full potential of their projects**

<p><b>Examples of data to be included in 'Report against Corp Plan'</b></p>	<p>List professional development, briefings and networking events conducted by the ACTF/networking opportunities provided by the ACTF. Provide details of any feedback.</p> <p>Case studies outlining how ACTF's assistance for producers and investment in projects can enable capacity across the industry, where available.</p>
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## 1.4 Quality of Productions

The number of screenings, audience ratings and sales to international broadcasters of ACTF supported programs represent several measures of our success. Just as important however in measuring quality, are the positive reviews and industry awards that our programs receive.

### KPI 1.4 - ACTF supported projects receive critical acclaim and industry awards

<p><b>Examples of data to be included in 'Report against Corp Plan'</b></p>	<p>Critical acclaim, reviews, industry awards, ratings.</p>
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## 1.5 International Market Representation for Australian Children's Productions

The reach of Australian children's television is worldwide, with children's series amongst the most widely exported Australian programs. We have established the ACTF as a respected international brand in children's television, with our programs watched by children in every continent. International sales of our programs help to build a distinctive 'Brand Australia', providing the world's children with a unique window into Australia.

International sales also represent a valuable source of revenue for producers and investors. They also showcase the quality of a production, which assists producers to build their profile and generate interest for the development and production of future programs.

Each year we present the latest ACTF supported projects to international broadcasters at the major international television market, MIPCOM, as well as at MIPTV, MIPJunior, Asia TV Forum (Singapore) and Kidscreen. Our exposure to international markets also gives us invaluable insights into trends in international programming and broadcasting that we apply to our development and investment decisions.

### KPI 1.5 - International sales of ACTF supported projects

<p><b>Examples of data to be included in 'Report against Corp Plan'</b></p>	<p>International sales figures for ACTF projects (annually, three year average).</p> <p>Attendance / engagement at international television events and markets.</p>
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# Objective 2 – Education

## ***Delivering educational outcomes through the use of media and television for Australian children***

We are committed to delivering educational outcomes through the use of media and television for Australian children. We develop contemporary education resources based on ACTF supported projects (and occasionally, other projects) and make them available on a range of platforms. This includes developing resources and content that are accessible across all devices in 1-to-1 classrooms that reflect the changing way schools are accessing digital content.

This includes providing remote and regional schools with opportunities to participate in a range of online events via video-conferencing. Ensuring that live ACTF student/teacher events are captured and edited into relevant access-anytime content is also a priority.

We keep abreast of continuing developments in education by maintaining currency with directions in curriculum, teaching and assessment and non-curriculum initiatives relevant to Australian schools. This includes curating longer form ACTF content into relevant shorter form digital content that better suits teachers’ curriculum needs.

We build and sustain relationships with professional teacher associations, education / curriculum leaders, and school-based advisors.

### **2.1 Development and production of education resources**

We develop high quality education resources based on ACTF supported projects (and occasionally, other projects) that are available on a range of platforms, including through the Education section of the ACTF website, and licensed directly to education departments.

#### **KPI 2.1 - Develop and produce education resources based on ACTF supported projects**

<i>Examples of data to be included in 'Report against Corp Plan'</i>	<i>List resources developed by ACTF and where they are available.</i>
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### **2.2 Quality of Education resources**

We measure the quality of our education resources through a range of indicators including reviews, usage data, teacher feedback and industry awards.

#### **KPI 2.2 - ACTF supported educational projects receive critical acclaim and industry awards**

<i>Examples of data to be included in 'Report against Corp Plan'</i>	<i>Critical acclaim, reviews, industry awards.</i>
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### **2.3 Engagement with the education community**

We engage extensively with the education community through a range of strategies.

We are increasingly connecting with teachers and students across Australia through our:

- online teacher professional learning webinars - aimed at informing teachers of our resources and sharing knowledge and expertise among teachers, educators and screen

industry professionals;

- online student webinars - connecting students with industry experts and talent, and providing students open access to professionals in the production industry; and
- capturing and editing our webinars to ensure they can be accessed online by schools on-demand.

We present and conduct workshops on educational practices and the adoption of digital interactive media, and participate in conferences and forums relating to educational issues.

**KPI 2.3 - Promote ACTF programs, education resources and services to all educators in state and non-state education sectors, universities and aligned cultural institutions; share knowledge and expertise with, and deliver training to, the education community; participate in education sector events**

<i>Examples of data to be included in 'Report against Corp Plan'</i>	<i>List engagement with teachers, students and other members of the education community.</i>
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## **2.4 Child audience development and content creation**

In addition to ensuring better access and distribution of Australian content, we also encourage children to develop their skills as content creators and critical viewers, and are engaged with initiatives to develop the child audience's appreciation of locally produced content.

**KPI 2.4 – Promote child content creation and audience development**

<i>Examples of data to be included in 'Report against Corp Plan'</i>	<ul style="list-style-type: none"><li>- <i>Media literacy education initiatives.</i></li><li>- <i>Online webinars for students.</i></li><li>- <i>Resources developed for students.</i></li></ul>
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## Objective 3 – Access and Distribution

### **Maximise access for the child audience to new and existing high quality Australian children’s content**

We aim to maximise access to high quality, locally produced, distinctively Australian screen content made for children.

Free-to-air television and Pay TV remain significant channels used by children and parents to access content, although emerging online platforms are increasingly becoming the preferred destination to consume content for many parents and children. We continue to explore those new platforms for new opportunities to expand the reach of our content.

We also develop innovative new approaches to engaging with children through educational and learning opportunities.

We encourage discussion and debate about children’s screen content. It is essential that the screen industry, government, and the wider community recognise the challenges facing the continued production of Australian children’s content.

#### **3.1 Access and distribution of ACTF supported programs**

We distribute our programs across a broad range of platforms to reach the greatest possible number of children across Australia.

In addition to free-to-air broadcast and Pay TV, we distribute our programs online including via streaming and download to own or rent, also providing children with the opportunity to engage with our programs in line with current media consumption habits, and we are specifically targeting streaming services such as Netflix, Amazon and Stan for the home market. Our content is also available digitally through our online shop.

We also offer our programs and aligned education resources to State/Territory education departments (to use in their portals), as well as to Catholic and independent school associations. Additionally, we also offer our programs to education-focused content providers (such as Kanopy).

While DVD sales continue to decline, we still make our series available on DVD given that it remains the preference for some consumers and educators, and indeed is sometimes the only way for some individuals to access content because of poor or no internet coverage in their region.

We continue to upgrade our website (including our online shop) on an ongoing basis to deliver our content to consumers and schools more effectively.

#### **KPI 3.1 – Ensure access to ACTF supported programs for children by distributing programs widely**

<p><i>Examples of data to be included in ‘Report against Corp Plan’</i></p>	<ul style="list-style-type: none"> <li>- List of FTA and Pay TV screening, Sales figures.</li> <li>- Educational implementation (Kanopy, etc.).</li> <li>- Include comparative performance over three year period.</li> </ul>
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**3.2 Provide expertise on issues concerning Australian children’s television and screen content**

We have been an investor, producer and international distributor of children’s television since 1984. Our unmatched experience and insight into the issues affecting children’s media production and distribution in Australia means that we have much to offer in the development of policy that supports children’s access to local screen content in a rapidly changing broadcast and content distribution environment.

**KPI 3.2 – Lead and shape policy directions on issues concerning Australian children’s television and screen content**

<i>Examples of data to be included in ‘Report against Corp Plan’</i>	<i>List policy submissions and achievements.</i>
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**3.3 Responses to ACTF Programs**

We monitor available ratings data, surveys and audience feedback to gauge responses to programs that we are involved in. We also seek feedback from educators on ACTF supported programs.

**KPI 3.3 – Response to programs in which the ACTF is involved**

<i>Examples of data to be included in ‘Report against Corp Plan’</i>	<i>List of ratings for FTA screenings, online streaming and catch-up services.  Qualitative feedback if available.</i>
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## **Objective 4 – Accountability**

### ***Efficiently and effectively manage the ACTF for its stakeholders***

The ACTF must:

- (a) maintain appropriate corporate governance protocols; and
- (b) be fully accountable to funding partners;

to ensure that available funds are maximised for projects aimed at the local child audience.

### ***Budget***

**KPI 4.1 - Annual budget approved by the Finance Sub-Committee and Board and incorporated into the Corporate Plan**

### ***Finance Sub-Committee***

**KPI 4.2 – The Finance Sub-Committee considers all proposed investments above pre-approved levels and reports recommendations to the Board**

### ***Audit and Risk Management Committee***

**KPI 4.3 – The Audit and Risk Management Committee considers all ACTF financial reports directly with the external auditor and independently of ACTF management**

### ***Nominations Committee***

**KPI 4.4 – The Nominations Committee assists the Board with reviewing the composition of the Board and Sub-committees and makes recommendations to the Board on potential future Board members**

### ***Meetings***

**KPI 4.5 – The Finance Sub-Committee and ACTF Board meet at least four times in each 12 month period**

**KPI 4.6 – The Audit and Risk Management Committee meets at least twice in each 12 month period**

**KPI 4.7 – The Nominations Committee meets as required in each 12 month period**

### ***Reporting Requirements***

**KPI 4.8 – Meet all Government reporting requirements on time, and provide prompt responses to any additional Government requests for information**