



CORPORATE PLAN

2009/10 – 2011/12

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Guiding Principles

As an influential cultural institution funded by the Australian Government the NFSA understands fully its obligations to be professional and prudent in undertaking its important role. In addition to upholding the *APS Values and Code of Conduct* the NFSA abides by the following principles, which also provide the organisational context around which this Plan has been developed:

The NFSA aspires to:

- Be the world's premier archive of Australian film, sound and emerging new media cultural heritage.

The NFSA mission is:

- To excite people's curiosity and inspire their creativity through development, preservation and an informed understanding of Australian film, sound and emerging new media heritage, its cultural diversity and significance.

The NFSA values:

- **Stewardship** – We will collect, care, preserve, manage and interpret the collection to the highest curatorial standards.
- **Professionalism** - We will be a reliable source of authentic evidence of Australia's audiovisual heritage.
- **Community and Engagement** - We will develop partnerships that extend the NFSA's networks and complement its status as a national institution of international renown.
- **Leadership** - We will share our expertise.
- **Diversity** - We will embrace diversity in all its forms especially our Indigenous cultures.
- **Openness** - We will access to the collection through events, programs, online and with staff.
- **Innovation** - We will showcase expertise through innovative research, service provision, outreach and web based programmes.
- **Curiosity** - We will create relevant and stimulating learning opportunities to inspire visitors and users.
- **Agility** - We will be responsive, adaptable and flexible.

The NFSA expects that its people will:

- Be committed to the NFSA and APS Values and Code of Conduct.
- Strive for excellence and be recognised for their professionalism, integrity and innovation.
- Behave openly, respectfully, honestly and fairly to others.
- Embrace diversity in all its forms.
- Work together as a team, respecting a balance of tradition and innovation.

The NFSA values its people through:

- Respect for staff skills and depth of knowledge.
- Professional development and life long learning.
- Providing a safe working environment.
- Reward and recognition for team and individual achievements.

Organisational History

In 1935 the Government established a National Historical Film and Speaking Record Library as part of the Commonwealth National Library. This was the first recognition of the importance of maintaining a collection of Australia's film and sound heritage.

The National Film and Sound Archive (NFSA) was created in 1984 as a collecting institution, combining film, sound and video material in one audiovisual archive and operated as a semi-autonomous agency within various Australian Government Departments with responsibility for the Arts.

In July 2003 the NFSA was integrated with the Australian Film Commission (AFC). At the time of integration, the NFSA was a division of the then Department of Communications, Information Technology and the Arts. The integration of the NFSA with the AFC was identified by the Government of the day as a strategic opportunity to enhance screen culture activities. As a single organisation with responsibility for the national audiovisual collection, the AFC would be able to provide national leadership in enhancing access to, and understanding of, screen culture.

The Government decided in February 2008 to establish the NFSA as a statutory authority in its own right with effect from 1 July 2008. At the same time, the Government transferred a number of national outreach screen culture programs from the AFC to the NFSA.

Legislative and Policy Framework

The ***National Film and Sound Archive Act 2008*** and the ***Screen Australia and the National Film and Sound Archive (Consequential and Transitional Provisions) Act 2008*** received Royal Assent on 20 March 2008. The NFSA is subject to the ***Commonwealth Authorities and Companies Act 1997*** (CAC Act) and the ***Public Service Act 1999***.

This legislative framework provides the NFSA with a clear and coherent basis, reflecting the importance of audiovisual cultural heritage and the professional roles that safeguard and disseminate the national collection. It also provides autonomy of its affairs and greater accountability and transparency with its own governing Board and management consistent with other national collecting institutions. The responsibilities of the Board are defined clearly in relevant legislation. The Board has also established a number of committees and working groups to address specific issues. These include audit, governance, revenue and commercialisation, stakeholder and research, Indigenous and legal.

The NFSA now has full responsibility for the national collection of audiovisual and related material works, and for selection, acquisition, preservation and disposal of works in the collection. The NFSA also interprets the collection and makes it accessible through its collection database, as well as hosting events and screenings, and delivers a range of national programs.

The NFSA's operational activities are guided by its:

- Charter of Operations;
- Collection Policy and Statement of Curatorial Values;
- Charter of Curatorial Values; and
- Collection Preservation Plan 2008-2011.

Together, these documents provide guidance on the standards, strategies and activities the NFSA undertakes in relation to preservation, collection building and cultural dissemination activities.

Key Functions

The NFSA acknowledges its leadership role in film and sound culture and its broad cultural mandate as embodied in the legislation. This mandate is expressed through the NFSA's primary responsibility of managing and building the national collection in its care and ensuring that the national collection is available for and accessible to future generations. The national collection comprises film, video, audio recordings, associated documentation and artefacts and digital production including websites.

The NFSA's key functions are to:

- Maintain, develop and manage a national collection of moving image and recorded sound material, including a collection of documents and artefacts relating to the creation and distribution of audiovisual works
- Preserve, and ensure the permanence of, the national collection of moving image and recorded sound works and related materials for the benefit of posterity and in the national interest;
- Interpret and make the national collection accessible to the widest possible audience in Australia and internationally, according to curatorial principles;
- Present the history, art, technology and culture of moving image and recorded sound through a diversity of programs, including the curated exhibition of moving image and recorded sound works; scholarly study of moving image and recorded sound; interpretation of audiovisual works; engagement between the creators and their public; knowledge of Australian cultures and their role in the international context; and
- Raise awareness of the national collection and its creative possibilities.

The Collection

The national collection includes moving image, recorded sound and associated documents and artefacts of cultural significance. Works range from commercial release documentaries and feature films and recordings; websites relevant to the audiovisual industry; newsreels and broadcasts; television and radio productions of all genres including advertisements; independently produced works; home movies on all formats; international productions which have influenced and been experienced by Australians; and unpublished works including oral histories and early field and music performance recordings of particular cultural or historic interest in the audiovisual industry context.

The national collection comprises works that are derived either by:

- Donation (material received free of charge);
- Direct acquisition (purchased from external source);

- Deposited under either legislated requirements or an agreement with the owner; and/or
- Internally generated through the preservation/access process.

The NFSA holds approximately 1,400,000 collection items. This comprises an estimate of 340,000 items registered but not yet accessioned (catalogued) into the collection and the total number of items accessioned into the collection. Information about over 700,000 collection items is available via the NFSA's online Search the Collection facility.

Strategic Context

Establishment of the NFSA as a Statutory Authority provided the NFSA with a clear and coherent legislative basis that reflects its national cultural and collecting role.

The key focus of the NFSA's Corporate Plan 2008/09-2010/11 was on transition to a Statutory Authority and on those challenges particular to repositioning the NFSA as an independent agency. The effective de-merger from the former AFC and successful transition of the AFC's national programs (Big Screen, Black Screen, School Screen and *australianscreen online*) provide a solid basis for the NFSA to pursue a range of strategic initiatives that will reinforce the NFSA as a national collecting institution.

To ensure a complete de-merger from the AFC, the NFSA's internal structures will be reviewed to increase efficiencies and create better collaboration between work areas within the NFSA and with the NFSA's state offices. A review of all policies, including the curatorial and related policies is also underway to ensure that the policies align with the NFSA's new identity and statutory functions.

A major focus is on continuing to build stronger and mutually beneficial relationships with stakeholders. The NFSA understands the importance of working in collaboration with other cultural institutions to optimise the potential cultural outcomes for all Australians. Collaboration opens up opportunities to enter into partnerships or other arrangements directed towards the performance of the functions of the NFSA. In particular the NFSA will collaborate closely and effectively, avoiding unnecessary duplication of activity, with other collecting institutions such as the National Library of Australia, the National Archives of Australia and the National Museum of Australia; with state libraries and museums; with the education sector (such as The Learning Federation, universities and art institutes); the film and television industry, including film societies across Australia; and with other Government film agencies such as Screen Australia and the Australian Film, Television and Radio School. The NFSA will also forge strong relationships with Australian and international archival institutions and associations to create innovative programs in the public interest.

By engaging with other collecting institutions, as well as the creative production industries it collects from in Australia and internationally, the NFSA will have access to world class technical expertise, standards and workflow systems and to the finest programs from around the world. This will strengthen NFSA's reputation as an influential leader in the collecting sector. The NFSA will provide national and international leadership at a number of levels including through developing and sharing best professional and archival practice.

Access to the collection will be enhanced by increasing the quality, quantity and accessibility of information and interpretation of the collection for all users. The Collection will be promoted through strong access and outreach programs (in original and other accessible formats) to ensure that as many Australians as possible can enjoy moving image and recordings in the national collection and can develop a greater appreciation and awareness of the history and cultural heritage of Australia's finest contemporary and historic / archival films, television programs, music and spoken voice recordings as well as new media items.

The profile and public face of the NFSA across Australia and internationally has been significantly enhanced through the NFSA's outreach programs, Big Screen, Black Screen, School Screen and *australianscreen online*. The NFSA will over time review and build a contemporary framework to promote and deliver a broader range of public access and outreach programs associated with the collection, including through improving the NFSA's online presence.

The NFSA is also fundamentally committed to fostering substantially higher levels of creative activity using the national collection through increased level of scholarship, research, use of the collection by Australia's production, exhibition and education sectors, artists and the general public more widely.

The NFSA is acutely aware of its status as a national collecting agency and it will proactively grow its organisational presence across Australia to provide access to the collection and to facilitate closer relationships with the audiovisual sector around Australia and worldwide. The NFSA has a presence in most jurisdictions and will leverage off this dispersed representation to strengthen connections with its key constituencies, including the general public, across Australia. It will actively pursue opportunities to expand these connections across all states and territories.

The NFSA is committed to Indigenous engagement and to enabling and facilitating Indigenous people's exercise of cultural authority over, and maintenance of, expressions of their cultural heritage contained within the Indigenous audiovisual collections; and to promote Indigenous people's use of the collection to achieve outcomes in areas of particular importance to their communities, ie educational, environmental and health outcomes.

The autonomy that derives from being a CAC Act agency brings increased accountability and transparency obligations. In that context the NFSA will work closely with the Department of the Environment, Water, Heritage and the Arts on a range of policy issues, including Indigenous, legal deposit of audiovisual material and storage and digital issues, and in fulfilling its accountability obligations.

As a publicly funded organisation, the NFSA will demonstrate efficient, effective and ethical use of public resources. The NFSA will utilise strategic business planning and performance management and evaluation and the application of its behavioural standards to build a reputation as an astute manager of public resources. In 2009-2010 long term strategies for the development of necessary organisational workforce and physical infrastructure capability will be important priorities, particularly to address on-line business, digitisation and storage challenges. From a governance perspective resource management

arrangements necessitate the NFSA to work closely with its Internal Auditors, the Audit Committee and the Auditor-General in ensuring compliance with all statutory requirements. Demonstrated skilled leadership, public relations, industry and education outreach activities and management of the organisation will enhance stakeholder confidence in the NFSA and build capacity to enter into partnerships and collaborations with external parties.

The NFSA headquarters are located in Acton (ACT) within what was originally the home of the Australian Institute of Anatomy. The building and site are significant elements of Australian cultural heritage and retain a high degree of integrity from their original design. Consistent with the site being listed on the Commonwealth Heritage List the NFSA will manage the building and site to conserve its significance and consistent with its obligations under the *Environment Protection and Biodiversity Conservation Act 1999*. The NFSA will further develop and maintain a Heritage Management Plan for the site and building. The NFSA will develop a new planning framework (strategies and policies) to underpin the setting and implementation of key business priorities to ensure that the NFSA addresses the key challenges, strategic objectives and government expectations of the NFSA.

Key Challenges

The repositioning of the NFSA as an independent national collecting institution requires focused leadership and the challenge will be to ensure that priority continues to be given to building a representative collection that is curated and accessible to the widest possible audiences while ensuring the NFSA's increased governance obligations are firmly embedded.

The key challenges for the NFSA, over the next three years, include the need to:

- enable the intellectual and cultural authority of the NFSA so that it can provide leadership in responding to the rapid change in the way information and knowledge is created, disseminated and used;
- develop a **representative collection** of moving image and recorded sound works and related material made in Australia or by Australians, and a selective collection of international audiovisual works which have contributed to the cultures of the nation while embedding new governance arrangements;
- secure the **physical integrity** of the collection placing particular emphasis upon the issues of long-term storage requirements;
- institutionalise **curatorship** in all of the work of the NFSA;
- strengthen the **intellectual and cultural capacity** of the NFSA and its people;
- enhance and develop national and international **access channels**;
- create and nurture **programs** that represent the diversity of Australian communities;
- optimise **technological infrastructure** for preservation and access;
- respond to the challenges inherent on the development and adoption of **new technologies** with particular reference to the digitisation of the collection and the management of born-digital formats;
- cultivate **alliances, partnerships, networks and collaborations** with stakeholders and relevant sectors;
- increase **national awareness** of the NFSA, its national collection and work and the value of audiovisual cultural heritage, including its potential to contribute to the development of future public policy;

- through strategic business planning processes, develop workforce and physical infrastructure capability plans and strategies necessary to optimise **organisational capacity**;
- respond to potential changes in the legal framework within which the NFSA operates; and
- enhance opportunities for external revenue raising.

The NFSA's strategic objectives and performance framework addresses these challenges and outlines key priorities for the next three years.

NFSA's Performance Framework

The Australian Government has revised the budget reporting framework for the 2009-10 Commonwealth Budget. The most significant change reflects an increased emphasis on reporting against outcomes and programs rather than outcomes and outputs. Changes to the outcome statement and the introduction of program reporting is intended to ensure that the NFSA is clear about what the government wishes to achieve (the outcome), the actions the NFSA will undertake to deliver the stated outcome (the program) and how the NFSA is succeeding (performance reporting).

This framework is designed to improve agencies' corporate governance and enhance public accountability.

The NFSA's Outcome and Program Framework is detailed in the diagram on the following page.

The NFSA has revised the strategic objectives detailed in the NFSA's Corporate Plan 2008-09 to 2010-11 to more clearly focus on meeting the Government's expectations. Revisions include clearly articulating the importance of access and outreach as a strategic objective and broadening the employer role to encompass financial and facility management.

The five revised strategic objectives are:

- National Leadership
- Collections, Knowledge and Connection
- Inspiring Experiences, Engagement and Learning
- The NFSA is known for valuing partnerships with its partners
- Innovative People and a Creative NFSA

Revisions to the budget reporting framework include identification of program deliverables (not previously reported against) and the performance indicators for 2009-10. This information reflects the performance information outlined in the Environment, Heritage and the Arts Portfolio Budget Statement (PBS) and will be used to assess and monitor the NFSA's performance in achieving the Government's outcomes.

The change to reporting against deliverables and performance indicators combined with refinement of the indicators during 2008-09 to better reflect the NFSA's independent status has resulted in some measures not directly correlating with key performance indicators identified for 2008-09.

The NFSA has also identified new measures for the period 2009-10 and the forward years.

OUTCOME
Develop, preserve, maintain and promote the national audiovisual collection and provide access to audiovisual materials of historic and cultural significance, so that audiences have the opportunity to understand and appreciate Australia's audiovisual history



PROGRAM
Develop, preserve and present Australia's national collection and of other related collections and make them available to all Australians



STRATEGIC OBJECTIVES

National Leadership



Collections, Knowledge and Connections



Inspiring Experiences, Engagement and Learning



Valued strategic relationships and partnerships



Innovative People and a Creative NFSA

National leadership

1. Organise and participate in key high profile activities aimed at promoting the national audiovisual heritage, art and history
2. Shape policy as it relates to NFSA's charter
3. Build alliances, networks and partnerships in Australia and internationally to develop innovative projects in the audiovisual curatorial and archival fields
4. Work collaboratively with other national collecting institutions to explore operational efficiencies through shared services
5. Encourage innovation, analysis and creativity in the way NFSA undertakes its work
6. Ensure NFSA's governance is robust
7. Invest strategically in information and communications and digital media preservation and access technology infrastructure and systems

Collections, knowledge and connections

1. Review and update the NFSA's collection policy on an ongoing basis. Develop the national collection through key acquisitions and targeted collecting projects with an emphasis on works and items that support and represent Australia's screen, sound and new media and contemporary developments.
2. Increase the quality, quantity and accessibility of collection information and interpret the collection for all its users.
3. Continue to develop the collection as a growing resource for education, research, and enjoyment as well as a legacy for future generations.
4. Further develop high quality preservation and storage programs that ensure long term preservation management and sustainability of the collection.
5. Extend the ways in which communities and our audiences can connect with collections and knowledge.
6. Enhance our reputation by building on our expertise and capability in areas of research that have local, national and international significance.
7. Pursue collaborative partnerships that advance knowledge, support innovation and stimulate curiosity, and attract funding in both established and emerging areas of collection and knowledge generation

Inspiring experiences, engagement and learning

1. Engage all Australians through innovative online experiences and stimulating programs at our venues and throughout Australia to increase understanding of Australia's screen, sound and new media and contemporary developments.
2. Partner with Indigenous communities to undertake projects that promote Indigenous cultures, contribute to reconciliation, protect the moral rights of creators of cultural items, and provide for the repatriation of cultural items (eg digital copies) to communities.
3. Collaborate with communities of interest to develop and deliver programs that actively foster access to the national collection, and the NFSA's knowledge base and expertise.

4. Review existing marketing and communication strategies and continue to develop new markets for NFSA products and services. Monitor quality and delivery of existing products and services.
5. Oversee and continue to enhance the effective development of the NFSA's website

Valued strategic relationships and partnerships

1. Ensure the expectations and needs of each key stakeholder are understood and acted upon
2. Ensure NFSA's engagement strategies reflect the diversity of its stakeholder profile
3. Ensure NFSA's leadership team focuses regularly on stakeholder management
4. Apply NFSA's values and code of conduct when dealing with others

Innovative people and a creative NFSA

1. Attract, develop and retain people with the skills and capability to build a culture of innovation and excellence.
2. Develop a strategic workforce plan and develop a strong culture that produces results.
3. Maintain high standard systems and processes, particularly financial management and projects that deliver effective governance (particularly risk management outcomes).
4. Enhance the NFSA's non-government funding sources through sponsorship and development programs.
5. Design and implement efficient and effective business systems, structures and processes to support creativity, innovation and excellence.
6. Strengthen the networked NFSA by encouraging a collaborative and integrated approach to everything we do.
7. Invest to improve our facilities to reduce our impact on the environment and become a leader in environmental responsibility.
8. Strategically manage buildings, effective security systems and general security awareness.
9. Develop an adaptable and agile organisation that is flexible, adaptive and responsive to change.

Performance Measures

The NFSA has identified a range of performance measures and targets for each of the abovementioned Strategic Objectives. These are detailed in relevant Branch Plans and include:

National leadership

- The NFSA's reputation and influence as a cultural institution is strengthened, measured through collaboration nationally and internationally.
- High level of satisfaction with NFSA events.

Collections, Knowledge and Connections

- A comprehensive National Collection through an updated Collection Policy and establishment of a collection development plan for 2009-12.
- A staged implementation program is adopted for the enhanced storage of the national collection according to agreed priorities.

Inspiring Experiences, Engagement and Learning

- Enhanced access to the collection through development of key strategies including an audience engagement strategy, marketing and communications strategies, an education strategy and an Indigenous engagement strategy.
- Redeveloped website that is up to date, accurate, consistent and easy to use.
- High quality, engaging and diverse programs developed and delivered for a range of audiences.

Valued strategic relationships and partnerships

- Stakeholder engagement strategy developed
- Collaborative opportunities pursued

Innovative People and a Creative NFSA

- Corporate outcomes and outputs are achieved in line with this Corporate Plan and the annual Business Plan. Major priorities are progressed in accordance with plans and the Board's decisions.
- The Collective Agreement 2009-11 is implemented.
- People and Culture Strategy is developed and implemented focusing on learning and development, workforce planning, workforce diversity, rewards and recognition, communication and consultation, knowledge management and transfer.
- Business systems, structures and processes are efficient and effective and support a collaborative and integrated NFSA.

2009-10 DELIVERABLES AND KEY PERFORMANCE INDICATORS

In addition to the qualitative performance measures and targets, the NFSA reports against a range of quantitative targets identified in the PBS and outlined below. The deliverables relate in particular to the Strategic Objective, Collections: Knowledge and Connections. The Key Performance Indicators relate in particular to the Strategic Objective: Inspiring Experiences, Engagement and Learning.

Deliverables

Through acquisition and preservation the NFSA will build and maintain a unique and comprehensive collection of Australian audiovisual and new media material.

The NFSA will facilitate access to the collection, nationally and internationally, online and through provision of a wide variety of public programs that promote and enhance understanding, relevance, appreciation and interpretation of the collection. These deliverables are quantified as follows:

Deliverable	Measure
Australian feature length films acquired	100
Australian short films acquired	100
Television works acquired	2000
New media works acquired	80
Documentaries acquired	150
Recorded sound works acquired	8000
Documents and artefacts acquired	10000
International film titles acquired	200
International sound recordings acquired	50
Film titles preserved	230
Video titles preserved	2150
Recorded sound titles preserved	2400
Documents and artefacts preserved	2500
Storage standards achieved within set parameters	95%

Key Performance Indicators

Performance of the program is measured through acquisition and preservation rates and visitor numbers to the NFSA, its activities and events and online.

Key Performance Indicator	Measure
Interactions with the national collection	152,000
Collection works physically accessed	6,500
Big Screen visits - number of centres and audience	35/10,000
Black Screen - events/audience	7/10,000
Australian school children access School Screen and other educational programs	14,000
Service charter obligations met	100%
Survey records high level of satisfaction	95%
Increased digital collection items available to users online via Search The Collection (ie >13,600)	>13,600
Unique visits to the NFSA website	400,000
Unique visits to Search The Collection	130,000
Unique visits to australianscreen online	61,000
Proportion of the collection damaged or deteriorated other than for unforeseen circumstances	0%
Acquisitions made in accordance with Collection Policy	100%

Financial Targets and Projections

The NFSA has a significant asset base, particularly heritage and cultural assets and land and buildings. It is expected that there will be a growth in the NFSA asset profile related to yearly increases to the Collection resulting from acquisitions, donations and internally generated items.

The NFSA has a range of liabilities, however the bulk of the liabilities are employee provisions and other provisions. The NFSA does not expect to change the liability profile of the organisation.

The NFSA cash reserves are expected to reduce over the next few years, as both the refurbishments of the exhibition space and ongoing collection storage arrangements will have an impact on the NFSA cash reserves. The NFSA expects to have a capital budget of over four million dollars per year. This budget is utilised to maintain the NFSA's asset base, enabling critical infrastructure priorities, storage and exhibition space redevelopment and digitalisation infrastructure including web and online program delivery capability.

Each year detailed operations and capital budgets are established and internal variance reports are provided on a monthly basis.

Appropriation revenue is expected to remain consistent over the next three years. A proportion of NFSA appropriation has been transferred to establish a Collection Development Budget (from 2009/10 an increased amount of Contributed Equity will be established). The CDB is a result of the Government's Operation Sunlight program aiming to improve transparency in Government financial operations.

Revenue sources, outside of the yearly Government appropriation will be a priority to increase. The NFSA is focusing on improving partnerships with other organisations and will pursue new sponsorship arrangements to further increase revenue sources.

Employee expenditure will increase over the next three years, with expected increases resulting from the Collective Agreement. However, supplier expenditure will decrease over the same period, with cost efficiencies needed to continue the current level of preservation and operational activities.

Budgeted NFSA Balance Sheet

	<i>Budget estimate</i>	<i>Forward estimate</i>	<i>Forward estimate</i>	<i>Forward estimate</i>
	2009-10	2010-11	2011-12	2012-13
	\$'000	\$'000	\$'000	\$'000
ASSETS				
Total financial assets	5,734	4,986	4,366	4,020
Total non-financial assets	88,035	89,640	91,166	92,469
Total assets	93,769	94,626	95,532	96,489
LIABILITIES				
Other Payables and Accrued Expenses	75	75	75	75
Provisions and Payables	3,839	3,984	4,128	4,273
Total liabilities	3,909	4,054	4,128	4,273
Net assets	89,860	90,572	91,334	92,146

Budget NFSA Statement of Cash Flows

Net cash from or (used by) operating activities	2,963	2,910	2,988	3,212
Net cash from or (used by) investing activities	-4,343	-4,370	-4,370	-4,370
Net cash from or (used by) financing activities	558	712	762	812
Net increase or (decrease) in cash held	-822	-748	-620	-346
Cash at the beginning of the reporting period	6,456	5,634	4,886	4,266
Cash at the end of the reporting period	5,634	4,886	4,266	3,920

Budget NFSA Income Statement

Revenues	26,041	26,200	26,459	26,799
Expenses	26,041	26,200	26,459	26,799
Operating Surplus / (Deficit)	0	0	0	0

Risk Assessment

The NFSA's risk management strategy is detailed in its Risk Management Plan and Fraud Control Plan. These plans focus on improving corporate governance and assurance activities and contributing to business performance by ensuring the NFSA's risk profile is managed in such a way that it does not adversely impact its ability to achieve its stated objectives. Both plans are being reviewed against current business priorities and are expected to be revised to provide a comprehensive risk management framework which defines the NFSA's risk management approach, strategies and accountabilities for managing risk and identifies the resources and processes dedicated to the management of risk.

The risk profile needs to be carefully managed so as to ensure that core business can continue to be delivered while new and innovative policies, practices and programs are created and implemented. Failure to carefully manage its risk profile will have a significant impact on the NFSA's reputation and will compromise stakeholder confidence in the NFSA's ability to operate effectively as a CAC Act agency and to deliver quality outcomes.

The NFSA Audit Committee has been established to assist the NFSA mitigate risks. It provides advice and recommendations on the NFSA's internal audit, financial statements, legislative compliance, internal controls and fraud and risk management arrangements. The Audit Committee includes two external appointees, one who fulfils the role of Chair. These members bring valuable expertise and independent judgement to Audit Committee deliberations.

While the NFSA is exposed to a diverse range of risks, the following strategic risks have been identified as requiring focused and ongoing Board and management attention:

- (a) Networks and Partnerships;
- (b) Accountability and Internal Controls;
- (c) Retaining and Attracting Quality People;
- (d) Long term storage of the national collection;
- (e) The rapid increase in born digital works including addressing the challenge of digitisation; and
- (f) The rapid change in the way information and knowledge is used.

(a) Networks and Partnerships

Into the future the NFSA will rely extensively on relationships, networks and partnerships to fulfill the expectations of its key stakeholders and to carry out its charter. Failure to take advantage of these relationships in the public interest has risk consequences and has the potential to compromise NFSA's reputation and performance outcomes. The NFSA's Board and management will invest in managing its external environment with skill so that the institution delivers its expected outcomes.

(b) Accountability and Internal Controls

The NFSA has developed a strategic planning framework and implemented a range of robust policies and procedures that embed good governance, transparency and accountability as

fundamental to how the NFSA operates. The NFSA will continue to review and revise these policies, systems and procedures to ensure that the risk of breakdown in the management of resources, accountability systems and internal controls is minimized or mitigated. Institutionalising planning, evaluation and reporting is critical to managing the overall risk (and performance) in this area. Ongoing education of staff and review of procedures will ensure that governance and accountability remain at the core of operations.

The Board, Audit Committee and Board Committees play a key role in ensuring that the NFSA discharges its governance and legislative obligations.

(c) Retaining and Attracting Quality Staff

The NFSA will need to attract and retain appropriately skilled people in a competitive labour market. The NFSA will be at risk if it is unable to access skills to meet current and future needs. The NFSA will need to be sophisticated and contemporary in response to this risk to ensure the institution is regarded highly in the market place and is viewed as an employer of choice. NFSA will work actively to define and market its preferred culture which will have as its base openness, transparency, agility, empowerment and professionalism. The NFSA will also be known for its ethical behaviour in all of its dealings.

(d) Long term storage of the national collection:

The NFSA's demand for suitable long term storage facilities will continue into the medium and longer terms. The NFSA will need to plan for and manage its storage requirements in the context of its Collections policy (including deposits, donations, and direct acquisition of material) and its stated strategic priorities.

(e) The rapid increase in born digital works including addressing the challenge of digitisation:

Digital has become the preferred medium for the vast majority of film and television works, and virtually all music and recorded sound created in Australia are now released in digital form. The NFSA's ability to maintain permanent and accessible records of these activities is therefore linked to its ability to resource the skills and infrastructure needed and to embrace the digital world. The NFSA will need to explore a range of strategies to ensure Australia's digital cultural heritage is appropriately captured and stored.

(f) The rapid change in the way information and knowledge is used

Twenty first century information and communications technologies are providing the capacity to use information in ways traditional technologies cannot provide. The changing nature of intellectual capital is leading consumers to expect different channels of access to information in both mediated and unmediated form. The challenge ahead is to grow the NFSA's intellectual and cultural authority in our field while enhancing access to information (the national collection) for their own creative purposes.

Recent Performance

The following performance indicators were established as a basis of determining NFSA's performance in 2008-2009 against its primary objective.

Performance Indicator	Result at 30 June 2009
<p>Collection: 60 Australian feature length films acquired (comprises: current production; Indigenous production; targeted retrospective gap filling – 1970s and 1980s production)</p> <p>100 Australian short films acquired (comprises: current productions; Indigenous productions; targeted retrospective gap filling – drama, experimental, animated productions from 1990s onwards)</p> <p>2000 television/new media works acquired (comprises: current production including Indigenous output and targeted retrospective gap filling – drama, variety and specials 1970-2005)</p> <p>8,000 recorded sound works acquired (comprises: contemporary record industry output; selective contemporary community and commercial radio; specific focus on Indigenous production and retrospective gap filling – Indigenous and multicultural voices, experimental sound recordings, radio broadcasts 1960s onwards)</p> <p>10,000 documents and artefacts with a focus on those related to the above titles</p>	<p>153</p> <p>474</p> <p>2856</p> <p>13,991</p> <p>17,900</p>
<p>Collection: 200 international film titles in accessible formats and 50 international sound recordings acquired on the basis of significance and national exhibition potential</p>	<p>138 film titles (target not met due to resourcing)</p> <p>Over 250 international sound titles</p>
<p>Preservation: Storage standards achieved within set parameters 95% of the time</p>	<p>97.8%</p>

<p>Preservation: 230 film titles preserved (250,000 feet of film created for preservation)</p> <p>2,150 video titles preserved (1,900 hours copied for preservation)</p> <p>2,400 recorded sound titles preserved (1,900 hours copied for preservation)</p> <p>2,500 related documents and artefacts works preserved</p>	<p>Titles 147 (items created 325) (206,845 feet)</p> <p>Titles 1,373 (items created 2,543)</p> <p>Titles 2,257 (items created 5,370)</p> <p>A title groups together the intellectual details of a work (i.e. what a film is called, when it was made, and who made it). It is a physical manifestation of the Title (such as an original negative, video copy, CD, or photograph). A number of items are usually created in order to preserve each title. For example, eight items were created in order to fully preserve the title <i>Wake in Fright</i>.</p> <p>4,888</p>
<p>Availability: 142,000 interactions with the national collection and related collections (including 30,000 school children that receive school presentations at NFSA HQ Canberra)</p> <p>465,000 unique visits to the NFSA website</p>	<p>163,898 interactions with the collection, comprising: 79,550 general visitors, including 33,429 school children visited the NFSA; 13,304 attended Arc cinema programming; non-theatrical screening attendance (Aus) was 42,703; theatrical screening attendance (Aus) 11,772; theatrical screening attendance (Int) 9,379; 5,800 people received the NFSA Journal; 29 SAR Fellows and Interns hosted; 259 attendees at SAR Fellowship presentations; 1210 in person visits to the NFSA Library</p> <p>562,387</p>
<p>Availability: 100% of service charter obligations met</p> <p>95% of those surveyed are at least satisfied</p>	<p>100</p> <p>100 of all surveyed were satisfied</p>
<p>Availability: 6,500 collection works physically accessed across Australia and internationally through a diverse range of media and services (e.g. Centre for Scholarly and Archival Research, NFSA Library, NFSA interstate auditioning facilities and access centres) and by an</p>	<p>9,612</p>

<p>audience comprising industry, general public, cultural, education and heritage sectors</p> <p>130,000 unique visits to Search The Collection (NFSA online collection search facility)</p> <p>Increased digital collection items available to users online via Search The Collection (i.e. >13,600)</p>	<p>117,945</p> <p>14,636</p>
<p>Availability:</p> <p>The Big Screen touring program visits at least 35 centres during 2008-09 to an audience of 10,000</p> <p>The Black Screen touring program holds at least one event in each state to an audience of 10,000</p> <p>The School Screen program and other educational programs provide access for at least 14,000 Australian school children to Australia's audiovisual heritage and produce at least two new resources promoting screen culture through primary and secondary schools</p> <p>An increase of 5% to daily visitors to the <i>australianscreen online</i> website (2007-08 average was 1,675 per day) and the addition of 300 new titles</p>	<p>Total audiences: 9,278; 26 destinations visited. Numbers are below expectation due to disruptions resulting from the transfer of the programs and staff from the AFC and subsequent recruitment processes.</p> <p>66 Black Screen events; (72 screenings) across 7 States; Total audiences: 7,725. Note: still awaiting audience numbers from other events/organisations.</p> <p>Total audiences: 20,130 (July – May 09), from over 90 schools in 57 regional locations</p> <p>New Study Guide for <i>Footy Legends</i> developed with ATOM. Numbers below expectation due to transfer of the program from the AFC.</p> <p>Increase of 56%</p> <p>300 new titles published; 200 titles delivered to The Le@rning Federation</p>

<p>Partnerships: A number of partnerships that demonstrate a high degree of quality interaction with a range of organisations, including but not limited to, other national collecting institutions and Screen Australia.</p>	<p>Examples include:</p> <ul style="list-style-type: none">• NFSA/ACMI Head Agreement (the partnership) has been agreed to with signing planned for June.• VIVID 2008 National Photographic Festival• The <i>Voss Journey</i> weekend of events. Over a dozen institutions in Canberra were lead by the NFSA in this 4 day celebration of author Patrick White’s Voss.• National Indigenous Television Service to discuss documents, artefacts and oral history collections• Foxtel Indigenous Reconciliation network – NFSA now a member• Screen Australia – revised NFSA deliverable requirement under discussion and transfer of functions negotiations• Digital Deluge NPP – joint initiative with the NLA, NAA and NFSA
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