



CORPORATE PLAN

2021-2022

CONTENTS

INTRODUCTION	2
ABOUT US	3
COOPERATION AND COLLABORATION	4
OUR ENVIRONMENT	5
OUR PERFORMANCE	7
COLLECT and CONNECT	8
ENGAGE and CELEBRATE	9
EDUCATE and EMPOWER	11
INNOVATE and COLLABORATE	13
FOSTER and LEAD	14
OUR CAPABILITY	15
RISK OVERSIGHT AND MANAGEMENT	17

INTRODUCTION

On behalf of the Board of the National Film and Sound Archive of Australia (NFSA) I am pleased to present the 2021–22 Corporate Plan covering the periods 2021–22 to 2024–25, as required under subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (the PGPA Act).

This plan is prepared in accordance with section 16E of the *Public Governance, Performance and Accountability Rule 2014* and subsection 33(1) of the *National Film and Sound Archive of Australia Act 2008* (the NFSA Act).

This plan outlines how we will achieve our purpose and work towards our vision to empower Australians to connect with our living memories, to tell our stories, and shape our futures. To deliver against our purpose and achieve our vision we have set five strategic priorities:

- > Collect and connect
- > Engage and celebrate
- > Educate and empower
- > Innovate and collaborate
- > Foster and lead.

Each year, we publicly report performance against the Corporate Plan through the Annual Performance Statements, which form part of our Annual Report. The Corporate Plan is a living document that we will update annually to reflect changes in our operating environment and to meet the requirements of the PGPA Act.



Caroline Elliott
Acting Chair, NFSA Board

ABOUT US

OUR VISION

Empower Australians to connect with our living memories, to tell our stories, and shape our futures.

OUR MISSION

To collect, preserve and share Australia's vibrant and diverse audiovisual culture as embodied by our evolving collection – reflecting who we were, who we are, and who we want to be.

OUR PURPOSE

The NFSA proudly upholds the responsibility entrusted to us by the Australian public in the *National Film and Sound Archive of Australia Act 2008* (NFSA Act), to 'collect, preserve and share' – thereby ensuring the ongoing safety and usage of the national audiovisual collection, built and shared in collaboration with our wide network of stakeholders. During the reporting period we will fulfil this responsibility through our five strategic priorities:

- **COLLECT and CONNECT** – We develop and preserve an evolving collection that reflects contemporary Australia: its creativity, diversity, and complexity. We ensure that all Australians have the opportunity to use the national audiovisual collection to connect with their past, present and future, and to each other.
- **ENGAGE and CELEBRATE** – We encourage and facilitate the telling and sharing of stories that reflect the complexity and diversity of Australia in the 21st century. We engage with industry and independent creators, as well as with audiences online and onsite. We ensure they know that the collection is theirs, and the many ways they can use it.
- **EDUCATE and EMPOWER** – We empower Australians to become informed, media literate, and engaged citizens. In a world saturated with information and content we provide context and relevance, use audiovisual media in thought-provoking ways, and find creative opportunities to educate and challenge audiences while providing a safe space for discussion and debate. At a time of misinformation and division, we are a trusted partner and source of knowledge.
- **INNOVATE and COLLABORATE** – We actively seek partnerships, as well as embrace unexpected collaborations that lead to innovation and inspired storytelling. We are a trusted and energised partner to our cultural peers. We seek to provide leadership and share our expertise, internationally and at home.
- **FOSTER and LEAD** – We build and develop a brave and passionate team of world-class experts and thought leaders, working collaboratively with each other and our partners to achieve our shared goals, and to live our shared adventures. We believe that there is true value in inclusivity, diversity, equity and accessibility, and we will reflect this in our workforce and through our actions. We aspire to be a user-centric, future-forward workplace of choice.

OUR COLLECTION

Audiovisual technologies enable us to capture moments in time: moving image and sounds in their most vivid forms. At over 3 million items, the NFSA collection transforms these records into 'living memories' – the many facets of Australia's peoples, cultures, ideas, and beliefs, both over time and across the land. The collection invites all Australians to connect, no matter their background and life experiences, and find common ground and a shared sense of community. All can access it to celebrate our cultures and learn from our history to build a better future.

COOPERATION AND COLLABORATION

Our view of culture is that of continuity. We form close bonds with the creators of our audiovisual heritage, and we share the collection, so its stories form an ongoing part of the evolution of our culture. Working in an inclusive, collaborative way with creators, users, communities and partners, the NFSA ensures that the stories in the collection are shared as widely and as deeply as possible.

Our key cooperative relationships are with our responsible minister, the Minister for Communications, Urban Infrastructure, Cities and the Arts and his office, and with the Office for the Arts within our portfolio department, the Department of Infrastructure, Transport, Regional Development and Communications. These relationships furnish us with advice and guidance in relation to the governance of the NFSA and support us in meeting the expectations of the public.

We also cooperate and collaborate with many of our fellow Commonwealth institutions including the National Library of Australia, the National Museum of Australia, the National Archives of Australia, the Australian National University, the Australian War Memorial and the Australian Film, Television and Radio School. We share information, best-practice advice and new techniques, technologies and standards, and collaborate on projects in order to provide rich and unique cultural experiences to Australian audiences. We leverage common activities and shared goals to find efficiencies and make the most effective use of public resources.

Additionally, we recognise that creativity and cultural heritage go hand in hand, and we work directly with creative industry practitioners and peak bodies to support production projects, explore shared heritage interests and understand industry perspectives.



The Metro Goldwyn Mayer Lion roars onscreen in the projection room at NFSA, Canberra

OUR ENVIRONMENT

As the Australian galleries, libraries, archives and museums (GLAM) sector works to maintain pace in a digital age, the NFSA must be at the forefront of a shift towards the digital, 'always on' archive. We must lead the sector in how to collect, preserve and share Australia's audiovisual material in the formats and ways in which it is being created today. We balance this with our responsibility as steward for the nation's vast analogue audiovisual cultural collection; covering almost every format of audiovisual creation over the last hundred years. In planning for the future, the NFSA recognises a number of influences that affect our environment and our work.

Expectations of Government

As a Commonwealth cultural institution, the NFSA is accountable to Government and to the Australian public, and is held to the highest standards of governance, compliance and accountability. The NFSA must operate in accordance with the NFSA Act and PGPA Act.

The NFSA must also contribute to and support the Government's broader objectives in the arts and culture sectors. The Minister for Communications, Urban Infrastructure, Cities and the Arts provides the NFSA with an annual statement of expectations outlining these objectives and areas for collaboration.

Expectations of audiences

The way that Australian and international audiences engage with screen and audio content has changed dramatically during the life of the NFSA. Most Australians in 2021 are accustomed to receiving their audiovisual content in a digital format, instantly. On site, audiences increasingly want to engage in ways that are immersive, interactive and experiential, to enter into a dialogue with our cultural heritage in a way that illuminates contemporary issues. We are responding to these expectations through greatly increasing our digitisation capacity, as well as exploring new platforms to distribute our content for use and re-use.

Audiences are also interested in engaging with NFSA content via social media and want to use this content to reflect on and respond to current events. The NFSA seeks to keep pace with audience expectations and has invested in additional resourcing to support this.

In both exploring digital platforms and increasing social media activity, the NFSA must work within the Australian intellectual property framework. Copyright is a significant challenge for the NFSA because copyright in the majority of collection content is owned by third parties. This requires us and our clients to obtain licences from rights owners for many uses, from exhibitions to education, digital engagement to marketing and communications.

The intellectual property framework seeks to balance the importance of protecting content creators with those of cultural institutions seeking to share content with the Australian public. The NFSA works actively with the Department of Infrastructure, Transport, Regional Development and Communications to provide an audiovisual archive and exhibiting institution's perspective to shape current and future reforms in this space. We will continue to advocate for reforms to ensure that as much of our collection as possible can be shared with the Australian public.

Technological advancements

As a national collecting institution, the NFSA must stay up to date with the latest technological advancements, equipment and international standards for analogue and digital archiving. Just like physical collection items, digital items require ongoing preservation work as file formats develop and digital storage standards change.

The production of audiovisual content has continued to develop, bringing new challenges in the variety of digital formats to be collected, preserved and shared. New technologies and digital platforms have empowered new generations of content creators, reducing barriers and opening up cultural spaces. In committing to reflect the creativity, diversity, and complexity of contemporary Australia in our collection we must explore new approaches to archiving and sharing interactive and immersive media and be responsive to new formats as they develop – collecting audiovisual material in the way in which it is being created.



Rolls of test film sit stacked onsite at NFSA, Canberra

The increase in both digital and digitised material in the collection puts significant strain on the NFSA's digital storage capacity and ICT infrastructure. Audiovisual files are much larger than images (such as digitised documents), and the digitisation of film in particular creates extremely large files. Our forecasts indicate we will require up to 110 petabytes of storage by 2025, compared to our current usage of approximately 5 petabytes. We anticipate we would also require significant upgrades to our working storage and network capability.

Ageing and deterioration of physical assets

The NFSA has an extensive physical collection, across a variety of formats including celluloid film negatives and prints; sound recordings on magnetic tape, acetate and vinyl discs; and radio and television broadcast on various magnetic tape formats. As the physical collection material ages, it is increasingly difficult and expensive to access. This is due to the deterioration of the formats themselves, as well as the increasing scarcity of the related equipment, systems and skills.

Our 2015 report *Deadline 2025: Collections at Risk* highlighted the fact that parts of Australia's audiovisual heritage will be lost forever if not digitised by 2025.

Deadline 2025 focuses on magnetic tape, which is deteriorating at a faster rate than many other formats held in the NFSA collection.

At the end of 2019-20, the NFSA received additional funding of \$5.5 million over four years to support the digitisation of our at-risk collection. The additional funding will enable us to increase our capacity to digitise video five times faster than the previous rate, and to double our rate of digitisation for audio tape. We will be able to digitise all our audio and video on magnetic tape, to the highest international archival standards, in time to meet *Deadline 2025*.

As the NFSA transforms from an analogue to a digital archive, adapting to the changing nature of our creators and audiences, our physical presence must also change. The NFSA's current headquarters, the heritage listed former Institute of Anatomy, built in 1931, is no longer fit for purpose. While it is an honour to be the custodian of this significant building, its age and heritage values bring many challenges for the NFSA. A key priority is to pursue the construction of a new facility for the NFSA and establish our presence in Canberra as a centre of culture and innovation, with strong connections to the cultural and digital economies.

Resource constraints

Collecting institutions the world over are faced with the financial challenges associated with ever increasing physical and digital storage. The transition to a digital archive, where our collection is accessible to all Australians, is costly given that we are still legislated to preserve Australia's analogue collection of cultural audiovisual content. Financial discipline, long-term planning and productive responses to the impact of efficiency dividends are essential elements of the NFSA's operations. The NFSA seeks to diversify our revenue streams in order to better support innovation, evolution and growth.

COVID-19 Pandemic

The COVID-19 pandemic and the related restrictions have affected every part of the NFSA's business, from our corporate operations to our means of engaging with the public. The NFSA has responded to challenges posed by the pandemic swiftly and we continue to adapt our practices in response to the latest health guidelines. The longer-term implications of COVID-19 for audiences, the creative industries and other key stakeholders are yet to be seen. The effects of the pandemic on our performance during 2020-21 will be addressed in detail in our Annual Report for the period.

OUR PERFORMANCE

Our Corporate Plan is the NFSA's primary planning and reporting document reflecting our five key strategic priorities, as agreed by the NFSA Board and Executive Team. It outlines how we are going to achieve our purpose and work towards our vision.

Results against each of the Corporate Plan performance measures, and analysis of their contribution to the achievement of our purpose, will be reported in the annual performance statements in our 2021-22 Annual Report.

Performance measures

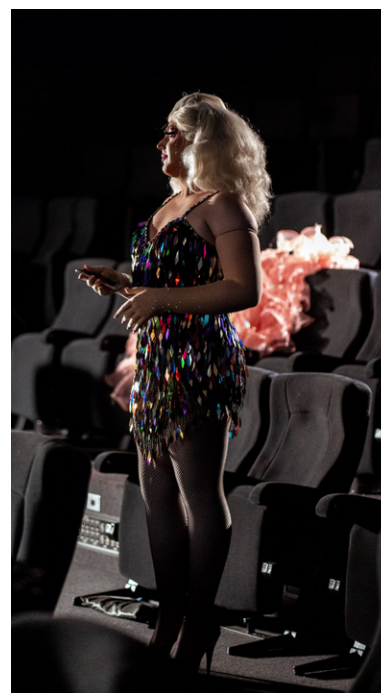
We have included a comprehensive range of performance measures to enable a holistic assessment of our outcomes and impact. We have systems in place to gather the required data, regularly monitor our results and report on our progress and achievements against these. Information on data sources and methodologies has been included against all measures.

We have included both qualitative and quantitative measures, as well as some longer-term measures that will fall due in later years of the plan.

The Department of Finance recommends that agencies include a combination of measures of effectiveness, efficiency and output. The majority of the measures we have included in the plan assess the output of our work.

In the work of the NFSA, efficiency is always a consideration. Our commitment to efficiency is evidenced through our continuous business improvement activities, including the aggregation and automation of business processes where appropriate. We have established two performance measures related to achieving efficiency through improved ICT solutions, with milestone-based targets across the years of the plan.

Measuring effectiveness, or impact, can be challenging for arts and cultural institutions as it is not always possible to directly connect cultural work to tangible impacts. However, research from the Australia Council for the Arts and A New Approach indicates that engaging with culture and creativity has a range of benefits for audiences. Accordingly, we use proxy measures to assess our effectiveness, including visitors and online engagement. We extrapolate that those who engage with our collection and content will receive benefits from the experience, though we aren't able to quantify these benefits.



Drag Performer Toni Kola in the NFSA's Arc Cinema during filming of the Cultural Icons campaign trailer. Photograph Harry Burk.

COLLECT AND CONNECT

We develop and preserve an evolving collection that reflects contemporary Australia: its creativity, diversity, and complexity. We ensure that all Australians have the opportunity to use the national audiovisual collection to connect with their past, present and future, and to each other.

Activity	Performance measure	2021-22 target	22-23 target	23-24 target	24-25 target	Data source and methodology
We will develop our collection, to reflect contemporary Australia, regardless of platform or format.	1.1 We will publish and implement a Collection Policy, dynamic Collection Development Strategy and Collection Development Plan.	New collection documents published. Collection development work is aligned with published documents.	Collection development work is aligned with published documents.	Collection development work is aligned with published documents.	Collection development work is aligned with published documents.	New collection documents will be published on the NFSA website by 30 June 2022. Material acquired and accessioned during July and September 2022, 2023 and 2024 will be evaluated against published documents.
	1.2 We will implement a Digital acquisition portal to achieve efficiencies in collection acquisition and accessioning and enhanced collection data quality.	-	Digital acquisition portal available for use.	-	-	Analysis of internal data.
We will preserve our collection, both physical and digital, in line with international standards.	1.3 We will maintain a healthy average lifespan for the physical collection.	Average physical collection lifespan of 230 years.	Average physical collection lifespan of 230 years.	Average physical collection lifespan of 230 years.	Average physical collection lifespan of 230 years.	Analysis of environmental monitoring data using the Time Weighted Preservation Index.
	1.4 We will increase our digital storage capacity.	30 petabytes of digital storage available.	Digital storage increased in line with business requirements.	Digital storage increased in line with business requirements.	110 petabytes of digital storage available.	Analysis of data drawn from the archive management system for the LTO library. Methodology may change as alternative digital storage options emerge.
We will digitise our physical at-risk collection, with magnetic tape as a priority.	1.5 We will increase our digitisation capacity.	26,500 items digitised in this period.	27,000 items digitised in this period.	22,900 items digitised in this period.	22,000 items digitised in this period.	Analysis of data drawn from our digital asset management system. Digitisation numbers will decrease in the out years as magnetic media ages and deteriorates and as a result takes longer to digitise.

ENGAGE AND CELEBRATE

We encourage and facilitate the telling and sharing of stories that reflect the complexity and diversity of Australia in the 21st century. We engage with industry and independent creators, as well as with audiences online and onsite. We ensure they know that the collection is theirs, and the many ways they can use it.

Activity	Performance measure	2021-22 target	22-23 target	23-24 target	24-25 target	Data source and methodology
We will increase our national reach in order to showcase the collection.	2.1 We will generate increased coverage and reach of the national audiovisual collection via the media.	20 million people view NFSA stories via media coverage.	21 million people view NFSA stories via media coverage.	22 million people view NFSA stories via media coverage.	24 million people view NFSA stories via media coverage.	Analysis of data drawn from our media monitoring service provider.
We will increase the discoverability of the collection.	2.2 We will improve our search interface to achieve efficiencies in identifying items for use and sharing.	New internal collection search platform made available to staff.	New external collection search platform made available to the public.	Use of the search platform increased. Feedback indicates user satisfaction.	Use of the search platform increased. Feedback indicates user satisfaction.	Analysis of internal data and responses to user satisfaction survey.
We will facilitate access, use and reuse of the collection.	2.3 We will provide collection footage for creative reuse, viewing and display.	5,300 collection items provided in this period.	5,800 collection items provided in this period.	6,100 collection items provided in this period.	6,400 collection items provided in this period.	Analysis of internal data.
We will collaborate with Aboriginal and Torres Strait Islander communities.	2.4 We will publish and implement an Indigenous Community Engagement Strategy to support our partnerships with Aboriginal and Torres Strait Islander communities, organisations and creatives.	New strategy published following consultation.	2 projects enabled through community engagement.	2 projects enabled through community engagement. Community engagement increased.	2 projects enabled through community engagement. Community engagement increased.	New strategy will be published on the NFSA website by 30 June 2022.

Activity	Performance measure	2021-22 target	22-23 target	23-24 target	24-25 target	Data source and methodology
We will engage audiences through a range of events, displays and screenings.	2.5 We will attract in-person visitors to experience Australian audiovisual culture and history.	107,300 in-person visitors.	117,600 in-person visitors.	130,200 in-person visitors.	143,400 in-person visitors.	Analysis of internal data. This measure will capture visitors to all exhibitions, public programs and events, both onsite and offsite, including national audiences for Black Screen and screenings of films loaned by the NFSA.
	2.6 We will provide high-quality experiences for visitors.	80% positive responses to the visitor survey.	85% positive responses to the visitor survey.	85% positive responses to the visitor survey.	85% positive responses to the visitor survey.	Analysis of data collected through our visitor kiosk.
We will engage audiences online.	2.7 We will attract online audiences to experience Australian audiovisual culture and history.	1.2 million visits to NFSA websites.	1.3 million visits to NFSA websites	1.4 million visits to NFSA websites.	1.5 million visits to NFSA websites.	Analysis of web analytics data.
	2.8 We will share collection material through YouTube.	3 million views across the NFSA's YouTube channels.	3.2 million views across the NFSA's YouTube channels.	3.3 million views across the NFSA's YouTube channels.	3.5 million views across the NFSA's YouTube channels.	Analysis of YouTube analytics data.
	2.9 We will connect with audiences through social media (Facebook, Twitter, Instagram).	10 million users reached by the NFSA's social media channels.	10.5 million users reached by the NFSA's social media channels.	11 million users reached by the NFSA's social media channels.	11.5 million users reached by the NFSA's social media channels.	Analysis of social media analytics data.

EDUCATE AND EMPOWER

We empower Australians to become informed, media literate, and engaged citizens. In a world saturated with information and content we provide context and relevance, use audiovisual media in thought-provoking ways, and find creative opportunities to educate and challenge audiences while providing a safe space for discussion and debate. At a time of misinformation and division, we are a trusted partner and source of knowledge.

Activity	Performance measure	2021-22 target	22-23 target	23-24 target	24-25 target	Data source and methodology
We will use the collection to generate positive social impact.	3.1 We will use the collection to provide a positive impact for Australians, starting with older Australians living with dementia.	Targeted programming and sharing initiatives are developed in collaboration with researchers and aged care organisations.	Pilot initiatives delivered. Feedback indicates benefit.	Successful initiatives scaled up to benefit additional audiences. Feedback indicates benefit.	Partnerships secured to further scale up initiatives. Feedback indicates benefit.	Analysis of formal and informal feedback received in relation to NFSA initiatives developed to support Australians living with dementia. Qualitative evaluation of initiatives and outcomes against project plans.
We will contribute to the development of media literacy education in Australia.	3.2 We will partner with relevant organisations to develop media literacy resources.	Partner with the Australian Media Literacy Alliance to deliver national consultation workshops.	Use the NFSA collection and expertise to further media literacy in Australia. Media literacy plan developed and published.	Media literacy plan implemented.	Media literacy plan implemented.	Publicly available information and internal documentation.
We will continue to share and develop the educational potential of the national audiovisual collection.	3.3 We will provide education programs based on collection material.	9 programs offered. 80% positive responses to user survey.	9 programs offered. 85% positive responses to user survey.	9 programs offered. 85% positive responses to user survey.	9 programs offered. 85% positive responses to user survey.	Publicly available information and internal documentation. Analysis of responses from education program user surveys.

Activity	Performance measure	2021-22 target	22-23 target	23-24 target	24-25 target	Data source and methodology
We will partner with the tertiary sector to deliver mutually beneficial research, training, and opportunities for practical learning, innovation and co-design.	3.4 We will deliver programs and activities with the tertiary sector.	1 major thought leadership or innovation-focused program delivered. 2 ongoing training programs delivered. 2 practical learning and co-design programs delivered. 2 research-focused programs delivered.	1 major thought leadership or innovation-focused program delivered. 2 ongoing training programs delivered. 2 practical learning and co-design programs delivered. 2 research-focused programs delivered.	1 major thought leadership or innovation-focused program delivered. 2 ongoing training programs delivered. 2 practical learning and co-design programs delivered. 2 research-focused programs delivered.	1 major thought leadership or innovation-focused program delivered. 2 ongoing training programs delivered. 2 practical learning and co-design programs delivered. 2 research-focused programs delivered.	Publicly available information and internal documentation.



Audience in the NFSA's Arc Cinema during filming of the Cultural Icons campaign trailer. Photograph Harry Burke.

INNOVATE AND COLLABORATE

We actively seek partnerships, as well as embrace unexpected collaborations that lead to innovation and inspired storytelling. We are a trusted and energised partner to our cultural peers. We seek to provide leadership and share our expertise, internationally and at home.

Activity	Performance measure	2021-22 target	22-23 target	23-24 target	24-25 target	Data source and methodology
We will share our audiovisual archiving expertise as a leader in the sector.	4.1 We will deliver programs that support audiovisual archives in the region.	Expertise shared at 3 conferences or forums per annum. Central Australian Aboriginal Men's Collection project delivered.	Expertise shared at 3 conferences or forums per annum.	Expertise shared at 3 conferences or forums per annum. Pacific Partnership Program delivered.	Expertise shared at 3 conferences or forums per annum.	Publicly available information. Qualitative evaluation of program reports and outcomes against project plans.
We will collaborate and partner with creatives and cultural institutions working with audiovisual media.	4.2 We will build and maintain strong relationships with peers in the galleries, libraries, archives and museums sector.	4 active collaborative projects maintained each year.	4 active collaborative projects maintained each year.	4 active collaborative projects maintained each year.	4 active collaborative projects maintained each year.	Collaborative projects will be defined as projects set out in a form of agreement or letter, and where meaningful delivery has occurred during the period.
We will support Aboriginal and Torres Strait Islander communities, organisations and archivists to protect cultural heritage.	4.3 We will consult with Aboriginal and Torres Strait Islander communities and stakeholders to support the archiving of their audiovisual collections.	Consultation plan drafted and implemented.	-	-	-	Publicly available information and internal documentation.
We will engage with key stakeholders to pursue a new physical home for the NFSA.	4.4 We will continue to advocate and prepare for the construction of a new facility through targeted relationships.	2 partnerships that actively advocate for new physical presence for NFSA in the ACT maintained.	Approval secured to develop a Detailed Business Case. 2 partnerships that actively advocate for new physical presence for NFSA in the ACT maintained.	2 partnerships that actively advocate for new physical presence for NFSA in the ACT maintained.	2 partnerships that actively advocate for new physical presence for NFSA in the ACT maintained.	Partnerships will be defined as relationships set out in a form of agreement or letter, where the NFSA has an identified relationship manager, and where meaningful engagement has occurred during the period.

FOSTER AND LEAD

We build and develop a brave and passionate team of world-class experts and thought leaders, working collaboratively with each other and our partners to achieve our shared goals, and to live our shared adventures. We believe that there is true value in inclusivity, diversity, equity and accessibility, and we will reflect this in our workforce and through our actions. We aspire to be a user-centric, future-forward workplace of choice.

Activity	Performance measure	2021-22 target	22-23 target	23-24 target	24-25 target	Data source and methodology
We will improve the culture at the NFSA by undertaking a cultural change program.	5.1 We will improve our employee engagement score in the APS Employee Census.	Improved employee engagement score in the APS Employee Census. Program of targeted activities established to improve workplace culture.	-	-	-	Analysis of APS Employee Census data. In future years, we will develop new targets based on program of targeted activities established in year 2021-22.
We will increase recruitment and retention of Aboriginal and Torres Strait Islander staff.	5.2 We will increase the percentage representation of the NFSA workforce who identify as Aboriginal and Torres Strait Islander.	Indigenous Employment and Retention Strategy finalised.	Percentage of staff identifying as Aboriginal and Torres Strait Islander increased.	Percentage of staff identifying as Aboriginal and Torres Strait Islander increased.	Percentage of staff identifying as Aboriginal and Torres Strait Islander increased.	New strategy will be published on the NFSA website by 30 June 2022. Analysis of human resources data.
We will empower staff to contribute to reconciliation through an active Reconciliation Action Plan.	5.3 We will report on Reconciliation Action Plan progress and challenges to the NFSA Indigenous Connections Committee, NFSA Board and Reconciliation Australia.	New Innovate RAP 2022-2024 endorsed by Reconciliation Australia.	Reporting RAP submitted to Reconciliation Australia. Positive engagement with the RAP evidenced through staff survey responses.	Reporting submitted to Reconciliation Australia. Positive engagement with the RAP evidenced through staff survey responses.	New Stretch RAP 2024-2026 endorsed by Reconciliation Australia. Positive engagement with the RAP evidenced through staff survey responses.	Publicly available information and internal documentation. Analysis of staff survey responses.

OUR CAPABILITY

We will be sustainable by working within our means and conducting our activities efficiently and in innovative ways to reach more people. We are focused on optimising the potential of our people, investing in our business systems and managing our assets effectively to deliver outcomes.

Capabilities	Factors	Strategies
Our People	<p>The NFSA relies on staff with unique skill sets to achieve its objectives.</p> <p>The unique nature of our work requires staff with specific skills and knowledge to enable us to meet our purpose of collecting, preserving and sharing the national audiovisual collection.</p> <p>The NFSA will work to ensure that its staff continue to have expertise in digital and analogue audiovisual formats into the future, creating a new generation of audiovisual archive specialists.</p> <p>The NFSA will strive to ensure its staff collectively have up-to-date expertise in project management, business development, deal structuring, cultural interpretation, exhibition curation, online and on site experience design, events programming, education, marketing and communications to be competitive in a fast moving creative industries sector.</p>	<p>We are committed to developing and future-proofing our digital capability by ensuring our staff have the right skills and resources.</p> <p>We have a comprehensive Workforce Plan in place and are working to develop a Talent Management Strategy and a Skills and Capability Framework.</p> <p>We will continue to develop our workforce through targeted staff training programs, including participation in Cultural Competency Training and the Graduate Certificate in Audiovisual Archiving, in partnership with Charles Sturt University.</p> <p>We will support our workforce to be agile and flexible by ensuring our organisational structures adapt and change, our employment framework supports continuous cultural change and our organisational systems support efficient administrative processes.</p>
Our ICT	<p>The NFSA's information and communication technology (ICT) network, systems and infrastructure are tailored to support the needs of audiovisual archiving. As there is a high demand on limited resources, sustainability is a key driver of our present and future ICT operations. This is particularly relevant to the challenges we face in meeting the needs of born-digital collection material, as well as supporting our own digitisation program.</p> <p>A focus on storage, digital preservation, security, ICT resilience and disaster recovery is integral to the ICT capabilities required.</p>	<p>We will implement our Digitisation Strategy to ensure the preservation and accessibility of the audiovisual collection.</p> <p>Our ICT plan forms part of the NFSA's Corporate Branch Plan. We will implement this plan to leverage technology and best practice capability across the NFSA.</p> <p>We will enhance the NFSA collection management system to support digital collections and other identified development priorities, such as collection systems infrastructure, metadata management and service workflows and associated standard operating procedures.</p> <p>We will focus on innovation to develop new concepts and technologies to increase our impact, efficiency and output.</p>

Capabilities	Factors	Strategies
Our Infrastructure	<p>The NFSA has invested in physical and digital infrastructure, to support our business and enable us to achieve our outcomes. This infrastructure requires ongoing investment to ensure that it is up to date, fit for purpose and well maintained.</p> <p>Over time, the NFSA has increasingly outgrown its existing infrastructure, as our collection has grown, our public programs have expanded and technology has evolved. Today there is a growing need for capital investment to modernise our physical and digital infrastructure, to enable the NFSA to digitally transform and to continue to grow.</p>	<p>We will continue to invest in building asset replacement and upgrades that deliver energy and operational efficiencies.</p> <p>We will work collaboratively with National Collecting Institutions to develop and deliver long term solutions to effective, efficient, safe and secure collection storage.</p> <p>We will support the digitisation and engagement programs at Acton through investment in renewed exhibition and public facilities and by repurposing workspaces for the digitisation infrastructure.</p>



Reel samples and film canister from the NFSA's Corrick Collection

RISK OVERSIGHT AND MANAGEMENT

The NFSA accepts that risk is inherent in the operations we undertake to achieve our strategic priorities. We are committed to developing effective governance arrangements that recognise threats and opportunities, and to managing strategic, financial and operational risks in a way that is commensurate with our risk appetite.

Risk appetite

We have a high-risk appetite toward activities that enable us to:

- > collect, preserve and share Australia's national audiovisual collection
- > increase revenue generation
- > innovate and pursue opportunities for improvement.

We have a low risk appetite for:

- > fraud and non-compliance with legal, professional and regulatory requirements
- > compromising staff or visitor safety and welfare
- > decisions with the potential to have a significant negative financial impact on the NFSA.

The NFSA commits to monitor and review its risk appetite and ensure ongoing alignment with business priorities.

Roles and responsibilities

Risk management at the NFSA is everyone's responsibility – the Board, NFSA Audit and Risk Committee, NFSA Executive, managers and individual employees are responsible for risk management in their areas of responsibility. Specific duties are defined as part of the NFSA's Risk Management Framework.

Risk management

The NFSA's Risk Management Policy and Framework are regularly reviewed. We identify and manage risks through the NFSA Risk Register and Mitigation Plan, which clearly defines risk ownership.

We are committed to the continuous improvement of our Risk Management Program. Lessons learned from audit and assurance activities and from the delivery of business projects are applied to strengthen our resilience to manage present and emerging risk. The NFSA has identified and will manage key risks relating to our strategic priorities, as set out in Figure 1.

FIGURE 1: NFSA STRATEGIC RISK PROFILE 2021-22 TO 2024-25

Strategic Priorities	Identified Risks	Key Mitigation Strategies
Collect and connect	Failure to fund our legislated mandate as the NFSA	Practice financial discipline and explore options to diversify our revenue streams.
	Failure to collect content that reflects contemporary Australia, in new and varied formats	Maintain a Collection Policy and supporting documents with clear guidance on focus and priorities for acquisition.
	Failure to preserve the physical collection	Maintain secure, environmentally controlled storage for physical collection, including appropriate collection conservation, handling and management activities.
	Failure to digitise the collection at the rate required to ensure long term preservation	Map digital workflows and use sophisticated prioritisation algorithms to target at-risk items for digitisation.
	Failure to preserve the digital collection	Invest in data storage to keep pace with digitisation and born-digital material.
	Limited accessibility of the collection	Continue to scope and plan for a new digital platform to share our collection and pursue additional funding to support this.
	Building not fit for purpose	Board and Executive Team to continue working closely with the Department and Minister's Office to pursue additional Government funding for Detailed Business Case for new facility.
Engage and celebrate	Inability to share our collection due to rights restrictions	Provide advice and practical examples to government regarding further copyright reforms.
	Inadvertent or inappropriate sharing of collection material	Maintain and build copyright expertise. Implement Indigenous Cultural and Intellectual Policy protocols.
	Public engagement activities do not bring in the revenue required to sustain them	Regularly assess and review programming, carry out audience research and market testing of significant programs and exhibitions.
	Digital Engagement does not achieve the required reach	Increase forward planning horizon for digital programming on diverse channels.

Strategic Priorities	Identified Risks	Key Mitigation Strategies
Educate and empower	The NFSA is not able take on a leading role in the Australian media literacy landscape	Collaborate with media literacy partners and work closely with Government to ensure NFSA is part of its framework for media literacy.
	The NFSA is not seen as a trusted source by the public and creative audiovisual and cultural sectors	Connect with national, regional and local public and academic discourse, and provide context, interpretation and expertise when sharing the Collection.
	Failure to provide content to education stakeholders in a way that is meaningful	Create a safe space for robust discussions that interrogate our impact on society. Align the NFSA's offerings closely with schools, tertiary institutions and other education stakeholders, design for the curriculum, and collaborate with other NCIs where mutually beneficial.
Innovate and collaborate	Inability to keep pace with the creative audiovisual and cultural sectors and industry trends	Allocate time for research and development. Implement and monitor the Indigenous Strategy.
	Failure to reach Aboriginal and Torres Strait Islander communities and develop and maintain strong relationships	Undertake stakeholder mapping across the organisation and agree a targeted approach to develop and maintain relationships.
	Relationships with stakeholders are damaged or not maintained	
Foster and lead	Failure to achieve diversity, inclusivity and accessibility for our staff	Implement inclusive recruitment practices, including an Indigenous Employment Strategy.
	Cultural change ambitions not achieved	Apply an Organisational Culture Inventory approach.
	Failure to achieve flexibility and creativity in collaborations	Continue implementation and development of NFSA Project Management Methodology.
	Inability to attract and retain the right talent	Invest in strong and forward thinking learning and development strategies and programs.
	Insufficient staff capacity or capability to meet business needs	Continue forward workforce planning program.

**NATIONAL FILM AND
SOUND ARCHIVE OF AUSTRALIA**

CANBERRA

McCoy Circuit, Acton ACT 2601
GPO Box 2002, Canberra ACT 2601
P +61 2 6248 2000 **F** +61 2 6248 2222
Freecall: 1800 067 274

SYDNEY

PO Box 397, Pyrmont NSW 2009
P +61 2 8202 0100 **F** +61 2 8202 0101
Freecall: 1800 067 274

MELBOURNE

Level 4, 2 Kavanagh Street, Southbank VIC 3006
GPO Box 4317, Melbourne VIC 3001
P +61 3 8638 1500 **F** +61 3 8638 1501
Freecall: 1800 067 274

NFSA.GOV.AU