



CORPORATE PLAN

2018-19 TO 2021-22

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INTRODUCTION

The Board of the National Film and Sound Archive of Australia (NFSA), as the accountable authority, is pleased to present the 2018-22 NFSA Corporate Plan, which has been prepared for the 2018-19 reporting period and covers the reporting periods of 2018-19 to 2021-2022, as required under paragraph 35(1a) 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 Corporate Plan outlines how we will achieve our purpose and work towards our vision of being Australia's 'living' archive – relevant, engaging and accessible. To deliver against our purpose and achieve our vision we have set five strategic priorities:

- > Digitise the national audiovisual collection
- > Establish the national centre for excellence in audiovisual heritage
- > Build our national profile
- > Collect, preserve and share multimedia and new media
- > Redefine our physical presence.

Each year, we will publicly report performance against the Corporate Plan through the Annual Performance Statement, which forms 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.

Our expanding collection and the pace of technological change opens up great new possibilities for us to broaden access to our collection, deepen our relevance and contribute more meaningfully to Australia's history and our contemporary cultural life. We will continue to invest in our people's skills and knowledge, as well as continuing our vital task of digitisation. We will work collaboratively with others to ensure access to and engagement with our unique and continuously evolving national audiovisual collection.



Gabrielle Trainor AO
Chair, NFSA Board

ABOUT US

OUR VISION

The future of audiovisual archives is digital. We envision the NFSA to be smart, connected and open in order to have maximum impact and relevance in society.

OUR MISSION

The NFSA is the national agency concerned with the visibility, usability and sustainability of Australia's audiovisual heritage. Our mission is to collect, preserve and share our national audiovisual collection – past, present and future – in order for others to learn, experience and create with it.

OUR PURPOSE

In accordance with the NFSA Act, our reason for being is to collect, preserve and share Australia's national audiovisual collection and to make it available to audiences worldwide for enjoyment, learning, insight and creativity.

OUR VALUES

Committed

We care about what we do.

Authentic

We are sincere in our intentions and actions.

Ambitious

We strive for excellence through continual improvement and innovation.

Collaborative

We work together to achieve results.

OUR COLLECTION

The NFSA is the custodian of the national audiovisual collection which represents the cultural diversity and breadth of experience of all Australians and is the most significant and engaging place for encounters with our memories, stories, creativity and imagination. Recorded sound and moving image are perhaps the most vivid forms of expression known to humanity. These technologies capture a 'living' record of people, places, and events—a record of who we were, and of who we want to be.

The collection of over 2.9 million items, valued at \$247 million, represents moving image and sound production from its earliest days to the present. Drama, actuality and documentary, creative arts, social and scientific history, comedy, experimental and unique amateur audiovisual records are all represented.

Audiovisual recording formats are often physically fragile and quickly become obsolete as technology changes. Their preservation is a costly and highly specialised field of heritage protection, and our techniques and approaches evolve along with the media and entertainment industries' development. In a converged, digital environment collections are not preserved once and for all; they are being preserved through an ongoing process of format-shifting and data migration.

OUR STRATEGIC PRIORITIES

The strategic priorities set out a new focus for the NFSA to ensure that we continue to grow as Australia's national audiovisual archive into the future. Our vision is supported by a firm belief that the future of audiovisual archives is digital.

To ensure that we remain relevant and that we continue to evolve along with the creators and users of Australia's audiovisual heritage, we will implement five priorities for action.

Our strategic priorities will help us deliver against our purpose, strive towards achieving our vision and respond to the challenges of our current environment.

Our strategic priorities		Outcome
Priority 1 	DIGITISE THE NATIONAL AUDIOVISUAL COLLECTION	By 2025 we will digitise over 40,000 audiovisual collection items every year.
Priority 2 	ESTABLISH THE NATIONAL CENTRE FOR EXCELLENCE IN AUDIOVISUAL HERITAGE	By 2025 we will be recognised in the Australian GLAM sector as the National Centre for Excellence in Audiovisual Heritage.
Priority 3 	BUILD OUR NATIONAL PROFILE	By 2025 we will be recognised as Australia's national audiovisual archive, a leader in our field, a source of vibrant, relevant and exciting engagement and the first point of call for audiovisual content.
Priority 4 	COLLECT, PRESERVE AND SHARE MULTIMEDIA AND NEW MEDIA	By 2025 we will be the national leader in collecting, preserving and sharing multimedia and new media content.
Priority 5 	REDEFINE OUR PHYSICAL PRESENCE	By 2025 we will have a strong physical presence which is fit for purpose, targeted, future-proof and nationwide.

SUPPORTING OUR STRATEGIC PRIORITIES

KNOWLEDGE AND INNOVATION

We speak with authority, and focus on new concepts and technologies to increase our impact, efficiency and output.

INDIGENOUS CONNECTIONS

We work with Aboriginal and Torres Strait Islander communities and partners to showcase their stories and works, to provide training opportunities in audiovisual conservation and to ensure the appropriate management of Aboriginal and Torres Strait Islander audiovisual collection materials.

COLLECTIVE GENIUS

We foster a community that is willing and able to generate new ideas, encouraging our internal and external stakeholders to contribute to finding solutions to our challenges.

OUR ENVIRONMENT

In 2018 the NFSA is entering one of the most exciting chapters in its history. As Australian galleries, libraries, archives and museums (GLAMs) grapple with the challenges of adapting to the digital age, we are 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. At the same time, we are the stewards for a vast analogue collection, covering almost every format of audiovisual creation over the last hundred years.

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.

In planning for the future we recognise a number of challenges that affect our environment and our work.

Deadline 2025: Collections at risk

In 2015 we released *Deadline 2025: Collections at Risk*, which highlighted the fact that much of Australia's audiovisual heritage will be lost forever if not digitised by 2025.

Deadline 2025 focused on the challenge of magnetic tape, which is deteriorating at a faster rate than many other formats held in the NFSA collection. But the digitisation challenge for us includes all analogue formats. As collection material ages, it is increasingly difficult and expensive to access – it becomes more fragile, and the equipment it is played on becomes rarer.

Our analogue audiovisual collection includes every available type of format – including celluloid film negatives and prints, sound recordings on magnetic tape, acetate and vinyl disc, and radio, film and television broadcast on various magnetic tape formats.

As formats age, the technical knowledge and skills needed to access the content held on them becomes increasingly rare. The NFSA will work to ensure that its staff continue to have expertise in analogue audiovisual formats into the future, to support preservation of and access to heritage collections.

In 2018 we released our *Digitisation Strategy 2018-2025* which covers the whole of our analogue audiovisual collection. We will prioritise the material most at risk – including material held on magnetic tape that is culturally significant or in public demand. We have set a target of 2025 for our digitisation efforts because it is the date by which it is estimated that the most at-risk material will be lost forever if not digitised.

Leading the GLAM sector in audiovisual heritage

As Australia's only national audiovisual archive, the NFSA is uniquely placed to be a leader in the GLAM sector in the collection, preservation, curation and sharing of audiovisual heritage.

We will establish the National Centre for Excellence in Audiovisual Heritage to ensure the long-term preservation of the NFSA's audiovisual collection, to support all audiovisual heritage collection holders and to make sure that people engage with, learn from and use Australia's audiovisual heritage in a digital format.

Through the National Centre for Excellence, we will work with the GLAM sector to share skills, knowledge and equipment in order to safeguard

Australia's national cultural heritage. As our resources are increasingly stretched, we need to ensure that we are taking a collaborative approach, partnering with other institutions in the sector, creators, industry and the tertiary sector to reduce duplication and build our impact and output.

Copyright reform

Our core functions involving the collection and related material must be undertaken in compliance with content regulation (covering copyright, technological protection measures and classification) which does not always recognise the activities of cultural institutions. One of our vital functions is to share the collection with audiences while working within the existing regulatory frameworks. Copyright is a significant challenge for us as custodians of the collection, 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. We continue to pursue solutions through reliance on available exceptions, stakeholder relationships, process improvement and advocacy for reforming relevant regulation.

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 Senior Executive. We have developed a comprehensive range of both qualitative and quantitative performance measures to enable a holistic assessment of our outcomes and impact. The NFSA's Corporate Plan 2018-19 to 2021-22 is integrated with our business planning processes and we have systems in place to regularly monitor and report on our progress and achievements against the plan to the NFSA Board and Senior Executive.

Detailed financial and previous year performance information available at:

<https://www.communications.gov.au/documents/national-film-and-sound-archive-australia-2018-19>

PRIORITY 1: DIGITISE THE NATIONAL AUDIOVISUAL COLLECTION

Collection material is deteriorating at a faster rate than we can currently digitise it. We estimate that by 2025 our magnetic tape collection will no longer be accessible due to degradation and technical obsolescence – and many of the other formats in our collection face similar threats. In addition, our audiences now expect to be able to access and use collection material in digital format on demand. We need to evolve with these expectations and dramatically increase our rates of digitisation to ensure that the national audiovisual collection is available and accessible into the future.

Outcome: By 2025 we will digitise over 40,000 audiovisual collection items every year.

Objectives	Activities	Performance measure			
		2018-19	19-20	20-21	21-22
Objective 1A Implement the NFSA Digitisation Strategy, which commits to prioritising digitisation as a core program of activity	1A.1. Implement the Digitisation Strategy	Digitisation Strategy plan objectives delivered on time and within budget	•	•	•
Objective 1B Digitise the national audiovisual collection so that it is preserved and accessible	1B.1. Digitise the collection through active digitisation, format-shifting of content and data migration	10,000 audiovisual collection items digitised	Increase on previous year	Increase on previous year	Increase on previous year
Objective 1C Increase our capacity and capability to manage digital preservation of all collection formats	1C.1. Develop a Mass Digitisation Plan to progress the establishment of large-scale digitisation	Mass Digitisation Plan developed and implemented on time and within budget	•	•	•



Digital Directions 2017

CASE STUDY 1: ENGAGING WITH USERS OF DIGITAL COLLECTIONS

In October 2017, we held our third annual *Digital Directions* symposium. The sold-out event explored issues surrounding the digitisation of cultural collections and digital engagement.

Shaun Angeles Penangke, an Arrernte man from Ayampe and the Artwe-kenhe (Men's) Collection Researcher at Museum of Central Australia incorporating The Strehlow Research Centre in Alice Springs, summed up the event's focus on the user experience by saying, 'I believe collections like this can change people's lives'. We also showcased institutional innovators in user-centric research and design.

Our CEO Jan Müller gave the keynote address for the second consecutive year. In 2016 he represented the Netherlands Institute for Sound and Vision, but in 2017 he was delivering his vision for the digital future of the NFSA.

Delegates included leaders and researchers from the Australian Network of Art and Technology, GovHack, the Australian Centre for the Moving Image and Microsoft.

We delivered *Digital Directions* in partnership with the National Archives of Australia and the National Library of Australia and the event was live-streamed to maximise participation across the country.

Digital Directions returned in August 2018.

PRIORITY 2: ESTABLISH THE NATIONAL CENTRE FOR EXCELLENCE IN AUDIOVISUAL HERITAGE

As Australia's only national audiovisual archive, the NFSA is uniquely placed to be a leader in the GLAM sector in the collection, preservation, curation and sharing of audiovisual content in all formats. As our resources are increasingly stretched, we also need to ensure that we are taking a collaborative approach, partnering with other institutions in the sector, creators, industry and the tertiary sector. We must ensure that we use our expertise to speak with authority and to offer guidance and support in relation to audiovisual archiving for the GLAM sector.

Outcome: By 2025 we will be recognised in the Australian GLAM sector as the National Centre for Excellence in Audiovisual Heritage.

Objectives	Activities	Performance measure			
		2018-19	19-20	20-21	21-22
Objective 2A Partner with the tertiary sector, industry, collecting institutions and government to build our impact and output	2A.1. Develop partnerships with the tertiary sector, industry, collecting institutions and government	Eight current partnerships in place	•	•	•
Objective 2B Establish ourselves as a trusted digital repository for the collections sector	2B.1. Develop detailed business case for the National Centre for Excellence in Audiovisual Heritage.	Completion of business case delivered on time and within budget			
Objective 2C Build the NFSA's profile and reputation as a thought leader in the field of audiovisual archiving	2C.1. Support and drive knowledge exchange and thought leadership in relation to digital cultural collections through the NFSA's Digital Directions conference	200 participants in the NFSA's Digital Directions conference	•	•	•
	2C.2. Provide training and development opportunities for Aboriginal and Torres Strait Islander archive professionals in audiovisual archiving practices	NFSA to partner with AIATSIS and IRCA to deliver Indigenous Remote Archival Fellowship program	•	•	•



CASE STUDY 2: INDIGENOUS CONNECTIONS: A NEW ERA

Aboriginal and Torres Strait Islander awareness and active engagement at all levels of the organisation is a fundamental commitment. The NFSA Board's Indigenous Connections Committee supports this commitment as they work with us to guide our policy, strategy, partnership development and delivery of Indigenous Connections in all forms.

The work of Indigenous Connections has focused on policy, strategy and engagement across all areas of the NFSA. We are leading the development, refinement and implementation of policies which support the appropriate management of our Indigenous Collection and engagement with Aboriginal and Torres Strait Islander peoples, communities and organisations. Indigenous Connections is guiding and supporting our staff to build their cultural capability through training and practical experience, enabling staff to increase awareness and confidence in applying ICIP (Indigenous Cultural and Intellectual Property) Protocols.

In 2017 we formed our Reconciliation Action Plan (RAP) Working Group to develop our first RAP. In June 2018 the Innovate RAP 2018–2020 was conditionally endorsed by Reconciliation Australia, for a formal launch later in the year. Submitted as a 'reflect' plan, Reconciliation Australia recommended it as an 'innovate' plan because we are further along in the process and already at the implementation stage.

We have increased our engagement with remote Aboriginal and Torres Strait Islander media organisations, communities and organisations to confirm appropriate management of ICIP and to share our expertise with communities on country. This has included conducting preservation needs assessments on collections in community, providing advice to communities on how to manage their audiovisual collections on country and hosting PY Media as part of the Indigenous Remote Archival Fellowship.

PRIORITY 3: BUILD OUR NATIONAL PROFILE

As Australia's national audiovisual archive, the NFSA has a strong national focus. The collection contains a wealth of stories and content of relevance to all Australians, held in a format that lends itself to remote delivery and emotional engagement. We are committed to our national profile and will continue to grow digital delivery of content and ensure that we offer events that are engaging for, and available to, a wide range of audiences.

Outcome: By 2025 we will be recognised as Australia's national audiovisual archive, a leader in our field, a source of vibrant, relevant and exciting engagement and the first point of call for audiovisual content.

Objectives	Activities	Performance measure			
		2018-19	19-20	20-21	21-22
Objective 3A Establish a strong program of NFSA-branded events providing strong links to the national audiovisual collection	3A.1 Deliver events, public programs, screenings and education activities (onsite and offsite)	75,000 visits to the organisation	Increase on previous year	Increase on previous year	Increase on previous year
		15,000 people participating in events	Increase on previous year	Increase on previous year	Increase on previous year
		20,000 students participating in school programs	Increase on previous year	Increase on previous year	Increase on previous year
Objective 3B Build our digital profile and online engagement activities	3B.1. Continue to develop NFSA.gov.au and the NFSA's social media platforms to be contemporary, relevant and facilitate access to the collection (online)	1 million visits to the organisation's website	Increase on previous year	Increase on previous year	Increase on previous year
		1 million YouTube views	Increase on previous year	Increase on previous year	Increase on previous year
		10 million Facebook users (daily reach)	Increase on previous year	Increase on previous year	Increase on previous year
	3B.2. Develop and deliver a mobile access hub engaging the public with collection material and NFSA programs in a range of venues across Australia	NFSA digital pop-up pilot program delivered	•		
Objective 3C Revitalise the NFSA's program of high profile exhibitions celebrating Australian audiovisual content at the NFSA's headquarters	3C.1. Deliver temporary exhibitions showcasing Australia's audiovisual heritage	15,000 visitors to exhibitions	Increase on previous year	Increase on previous year	Increase on previous year
Objective 3D Share the national collection so that it is accessible for enjoyment, learning, insight and creativity	3D.1. Provide access services to increase the audience reach and reuse of the national collection	12 million Australians viewed content from the collection	•	•	•



Heath Ledger:
A Life In Pictures

CASE STUDY 3: HEATH LEDGER: A LIFE IN PICTURES EXHIBITION

The tormented Ennis del Mar, the exuberant ‘bad boy’ Patrick Verona, the legendary bushranger Ned Kelly, the ultimate interpretation of Batman’s archenemy The Joker – these are only some of the Heath Ledger roles which left an indelible mark on those who saw them. Australian audiences are now able to discover the man behind the camera in the NFSA’s new exhibition *Heath Ledger: A Life in Pictures*. It is the ultimate celebration of Heath’s life, career and passions – from chess to motorbikes, from photography to directing.

Jan Müller, CEO of the NFSA, said: ‘We are delighted to re-open the NFSA’s exhibition space with this wonderful snapshot of Heath Ledger’s life. Widely recognised as one of the best actors of his generation, Heath captured the hearts of audiences around the world. Yet acting was in fact only one of his many facets. Through this exhibition people will discover, and hopefully be inspired by, his creative process and his passion for photography and the arts.’

Audiences around the world know and love Heath Ledger as a charismatic movie star who pushed boundaries and created iconic roles. Now they have a chance to discover Heath’s creative process and deep passion for the film industry and the visual arts in this unique exhibition. Visitors can explore a selection of film costumes and props, Heath’s own character research journals, celebrity portraits, acting awards and more.

Heath Ledger: A Life in Pictures will be open to the public from 10 August 2018 to 10 February 2019. Entry is free and a program of special screenings and talks complements the exhibition for the duration of the season.

The exhibition was developed by the Western Australian Museum in Heath’s native Perth, and curated in collaboration with his family.

PRIORITY 4: COLLECT, PRESERVE AND SHARE MULTIMEDIA AND NEW MEDIA

Since it was established in 1984, the NFSA has been tasked with building a collection that reflects the full diversity of Australia's audiovisual output in all formats. As technology advances at a rapid rate, the manner in which audiovisual content is created and consumed is also changing rapidly – and it is vital that the NFSA adapts so that we continue to build a collection that is relevant and representative. As part of this strategy the NFSA must look at collecting and preserving multimedia and new media – including online content (such as YouTube), games and VR (virtual reality) alongside more traditional formats.

Outcome: By 2025 we will be the national leader in collecting, preserving and sharing multimedia and new media content.

Objectives	Activities	Performance measure			
		2018-19	19-20	20-21	21-22
Objective 4A Update our Collection Policy to encompass multimedia and new media	4A.1. Adapt the NFSA Collection Policy to be fit-for-purpose to support all of our strategic priorities including multimedia and new media	Collection Policy updated			
Objective 4B Work with our GLAM partners across Australia to ensure a nationally coordinated approach to collecting multimedia and new media	4B/C.1. Develop partnerships with the GLAM sector to coordinate collection approach and build skills and capacity	Two new partnerships per annum	•	•	•
Objective 4C Build our skills and capacity in relation to archiving multimedia and new media					
Objective 4D Establish the NFSA as an archive of multimedia and new media content, along with more traditional formats for audiovisual content	4D.1. Expand multimedia and new media acquisitions to include games produced by independent makers and pilot an ingest program	Develop a Multimedia and New Media Acquisition Protocol	•	•	•
	4D.2. Accession the collection in line with best practice to ensure the integrity of our data	100,000 items accessioned in the reporting period	•	•	•
	4D.3. Continue targeted collection development including analysis and deselection	60,000 acquisitions made in the reporting period	•	•	•



CASE STUDY 4: FEMINIST FILM CLASSICS DIGITALLY RESTORED

NFSA Restores, our digital restoration program to revive Australia's cinema icons, went from strength to strength in 2017-18.

Actors Deborra-lee Furness and her husband Hugh Jackman joined forces with us to celebrate the digital restoration of the ground-breaking 1988 film *Shame* at a sold-out screening on 13 August as part of the Melbourne International Film Festival 2017.

Furness said, 'I am thrilled that the NFSA is restoring films like *Shame*, so that beautifully crafted Australian classics will continue to have an audience.'

The couple's star power generated significant media coverage for the film restoration which was featured by *Ten News*, *Studio 10*, *ABC News Breakfast*, *Radio National* and *The Herald Sun*.

Director Steve Jodrell said he was also delighted by our work to restore *Shame*. 'It has an immaculate freshness and luminosity that reminds me of its initial screening almost 30 years ago. There's a powerful message in the film – sadly, one that is even more relevant today than when it was first released.'

NFSA Chief Curator Gayle Lake said, '*Shame* is an empowering film with an unforgettable performance by Deborra-lee. It deals with women's rights, gender roles and domestic violence – it is thought-provoking material.'

Another feminist classic, the 1979 film *My Brilliant Career*, was digitally restored and premiered to a sold-out audience on 13 June at the Sydney Film Festival 2018.

Producer Margaret Fink said, 'Thanks to the NFSA's digital restoration, *My Brilliant Career* can – today and into the future – be viewed by many young women who need to know they can have options.'

Director Gillian Armstrong added, 'I am thrilled that our beautiful new digital print premiered at my much loved Sydney Film Festival. It is still beautiful to look at; many thanks to the NFSA for their painstaking work and passion for preserving our heritage. Margaret Fink's film launched four little brilliant careers: Judy Davis, Sam Neill, cinematographer Don McAlpine, and my own. They and all the cast are wonderful, and Miles Franklin's message is still sadly just as pertinent today.'

PRIORITY 5: REDEFINE OUR PHYSICAL PRESENCE

As the NFSA transforms from an analogue archive into a digital archive, adapting to the changing nature of our creators and audiences, our physical presence must also change. The NFSA's current headquarters are no longer fit for purpose and we need to increase our national profile and connections with the creative industries and other national collecting institutions. We must also make sure that our physical presence in Sydney and Melbourne facilitates stakeholder and audience engagement; that it is targeted and future-proofed.

Outcome: By 2025 we will have a strong physical presence which is fit for purpose, targeted, future-proof and nationwide.

Objectives	Activities	Performance measure			
		2018-19	19-20	20-21	21-22
Objective 5A Pursue the construction of a new facility for the NFSA	5A.1. Develop detailed business case for new building	Completion of business case delivered on time and within budget			
Objective 5B Ensure that the NFSA has a visible presence in every capital city, with strong links to local audiovisual, film, broadcast, recorded sound and creative industry stakeholders	5B.1. Maintain a physical presence via office spaces and NFSA Access Centres in each state and territory	Physical presence maintained in all Australian capital cities through NFSA Access Centres	•	•	•
		Sydney and Melbourne Offices co-located with industry/cultural stakeholders	•	•	•
Objective 5C Maintain sustainable environmentally-controlled storage for the collection (analogue and digital) to ensure its long-term preservation and accessibility	5C.1. Preserve the collection through sustainable practices for storage and environmental conditions (passive preservation)	230 years average physical collection lifespan	•	•	•

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 across all five of our strategic priorities.

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>	We are committed to developing and future-proofing our digital capability by ensuring our staff have the right skills and resources.
		We will continue to develop our workforce capability through targeted staff training programs, including participation in the Graduate Certificate in Audiovisual Archiving, in partnership with Charles Sturt University.
		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.
		We will encourage and support our staff to be innovative and collaborative in approaching opportunities and challenges.
Our ICT	<p>The NFSA's information and communication technology 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 and disaster recovery is integral to the ICT capabilities required.</p>	We will implement our Digitisation Strategy to ensure the preservation and accessibility of the audiovisual collection.
		We will implement our ICT Strategy and Digital Strategy to leverage technology and best practice capability across the NFSA.
		We will enhance the NFSA collection management system to support digital collections and other identified development priorities, such as collection integration, metadata management and service workflows.
		We will focus on innovation to develop new concepts and technologies to increase our impact, efficiency and output.

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 which guides our approach to activities that enable us to collect, preserve and share Australia's national audiovisual collection, increase revenue generation and encourage ecologically sustainable operations.

We have no risk appetite for non-compliance with legal, professional and regulatory requirements, compromising staff safety and welfare or for 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. Our risk appetite is set out in full in the Risk Management Framework.

Roles and responsibilities

Risk management at the NFSA is everyone's responsibility – the Board, Senior Executive, NFSA Audit Committee, Leadership Team, section 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 Program

The NFSA's Risk Management Policy and Framework are regularly reviewed and comply with international risk management standard ISO 31000:2009, the PGPA Act, the *Workplace Health and Safety Act* and Protective Security Policy Framework.

Risks are identified and managed through the NFSA Strategic Risk Profile, Financial and Operational Risk Registers and policies and procedures specific to significant business risks:

The NFSA Executive assess and manage risk at the strategic level and have a risk-based approach when making key decisions, in particular regarding business planning, procurements and the implementation of programs and projects. The NFSA's **Strategic Risk Profile** is represented in figure 1 below and shows the strategic risks considered and managed in the achievement of our strategic priorities.

Risk management is integrated into everyday business activities. We have in place **Operational and Financial Risk Registers** which are monitored and reviewed regularly. Risk ownership is clearly defined in the registers and aligns to duty statements of the relevant staff members.

Policies and procedures are in place for all significant business risks and include the Business Continuity Plan, Disaster Recovery Plan, Emergency Management Plan, Collection Emergency Management Plan, Protective Security Plan, Workplace Health and Safety Arrangements, Procurement Manual, Fraud Control Plan, Rights Management and Project Management Methodology.

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 risks.

FIGURE 1: NFSA STRATEGIC RISK PROFILE 2018-19 TO 2020-21

Strategic Priorities	Identified Risks	Key mitigation activities
1. Digitise the national audiovisual collection	Failure to achieve large scale digitisation of the collection	<ul style="list-style-type: none"> Digitisation Strategy reflects curatorial driven preservation activity and identifies technical, business, succession management, training and capital requirements continued monitoring of the capital/asset management plan
	Failure to preserve the collection in time due to degradation of material	<ul style="list-style-type: none"> prioritisation of collection items for digitisation to maximise available resources focus on addressing high-risk degradation items to mitigate the consequence
	Lack of access to sufficient funding for major initiatives, like Deadline 2025	<ul style="list-style-type: none"> Senior Executive focus on funding for priority initiatives including Deadline 2025 and digitisation priority initiatives identified in NFSA Corporate Plan with assigned ownership and performance measures
	Loss of skills required to preserve obsolete collection formats	<ul style="list-style-type: none"> multi-skilling existing staff to build in contingencies and minimise disruption due to staff absence or departure identifying potential future skills shortages and new skills sets
	Obsolescence of equipment required to preserve obsolete collection formats	<ul style="list-style-type: none"> buying of spares to maintain a finite collection (estimated to last until 2027) active monitoring of market to identify spare infrastructure as it becomes available
	Limited and shrinking market to source specialist supplies and/or services eg digitisation	<ul style="list-style-type: none"> utilising alternative supplies as current suppliers become unavailable identifying which supplies are most at risk of becoming unavailable or at risk of possible increasing cost constraints

Continues »

Strategic Priorities	Identified Risks	Key mitigation activities
2. Establish the National Centre for Excellence in Audiovisual Heritage	Inability to keep pace with sector technology and industry trends	<ul style="list-style-type: none"> • allocated CIO position to maintain strategic awareness of technology market • ICT education and awareness
	Failure to achieve NFSA Indigenous Connections outcomes	<ul style="list-style-type: none"> • Corporate Plan central theme to embed Indigenous Connections in all strategic priorities • regular reporting to Senior Executive and Indigenous Connections Committee
	Fiscal constraints	<ul style="list-style-type: none"> • engagement of Board to advocate to Government • establish a targeted fundraising and sponsorship program
	Unsuccessful in generating adequate own-source revenue streams	<ul style="list-style-type: none"> • Board engagement in stakeholder management • active promotion and marketing with stakeholders • development of Marketing and Communications strategy
	Inability to respond effectively to a change in resource level	<ul style="list-style-type: none"> • continuous monitoring of the situation of appropriation • keeping staffing flexible • willingness to address a reduction in appropriation early
	Operational practices not aligned to NFSA strategic priorities	<ul style="list-style-type: none"> • allocation of resources to staff learning and development • review of critical roles (often technical rather than managerial) and development succession plans
	Failure to live the NFSA values	<ul style="list-style-type: none"> • Performance Management and Development Plan review process • ongoing education and reminders through all-staff meetings and news articles
3. Build our national profile	Relationships with stakeholders not managed effectively	<ul style="list-style-type: none"> • maintenance of stakeholder relationship database • dedicated Marketing and Communications resources
	Failure to provide the digital access expected by users of the collection	<ul style="list-style-type: none"> • overarching Digital Collection Strategy developed to upgrade infrastructure and ensure digital collection migration • training provided to relevant staff
	Inability to maintain relevance and cultural significance	<ul style="list-style-type: none"> • regular review of Strategic Vision • continuous monitoring of reach and feedback and responding accordingly
4. Collect, preserve and share multimedia and new media	Failure to effectively collect relevant material	<ul style="list-style-type: none"> • update our Collection Policy to include multimedia and new media • periodic review of ongoing process for collection profile and prioritisation
5. Redefine our physical presence	NFSA property and facilities not suitable for the long term	<ul style="list-style-type: none"> • development of Property Strategy with input from key stakeholders to feasibly address inadequacies around collection storage, visitation and public spaces and specialist work areas

**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

Level 1, 45 Murray Street, Pyrmont NSW 2009
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