

A large, stylized graphic of an eye in shades of grey and dark blue, serving as the background for the cover. The eye is looking towards the right. Overlaid on the lower part of the eye is the title text.

# **CORPORATE PLAN**

*2022-23 TO 2025-26*



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# INTRODUCTION

On behalf of the Board of the national film and sound archive of australia (NFSA) I am pleased to present the 2022-23 Corporate Plan covering the periods 2022-23 to 2025-26, 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*.

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**  
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'. By doing this, we ensure 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 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 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 are deeply committed to increasing the representation of Aboriginal and Torres Strait Islander people in our workforce. 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. 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 known as widely and as deeply as possible.**

Our key cooperative relationships are with our responsible minister, the Minister for the Arts, and with the Special Envoy for the Arts; and with the Office for the Arts within our portfolio department, the Department of Infrastructure, Transport, Regional Development, Communications and the Arts. 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.

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. A focus we have is on deepening our relationships with the content creators of our collection.



*A visitor engages with Spotlight, an interactive experience within the Australians & Hollywood exhibition. Photograph Sam Phelps.*

# 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 collection of analogue audiovisual culture, covering almost every format of audiovisual creation over the past hundred years. In planning for the future, the NFSA recognises several 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. Our responsible minister 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. Australians today are accustomed to receiving audiovisual content in digital format, instantly. The NFSA keeps pace with this desire by having an active communications program that includes social media and a striking online presence filled with regularly refreshed content from our collection. 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.

Digital Games are an increasingly important part of the NFSA's collection. As digital gaming culture evolves and its popularity develops, the NFSA must reflect the role that gaming culture has in our society and promote its capacity as a significant medium – not just for social interaction and leisure, but also for creative storytelling and artistic output. The Federal Government has recently announced a Digital Games Tax Offset, in which digital game producers subsidised by Government will need to provide the NFSA with a copy of the game produced. This is one of the ways in which the NFSA will keep a record of this evolving audiovisual medium.

In both exploring digital platforms and increasing social media activity, the NFSA must work within the Australian intellectual property framework. Copyright remains a key issue for the NFSA because in most of collection content, copyright 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 Government to provide an audiovisual archive and exhibiting institution's perspective to shape current and future reforms in this space.

## 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. We must also be responsive to new formats as they develop – collecting audiovisual material in the way in which it is being created.

The increase in both digital and digitised material in the collection creates a need for the NFSA to have significantly increased digital storage capacity and ICT infrastructure. Audiovisual files are much larger than images, such as digitised documents, and the digitisation of film creates extremely large files.





*Arc cinema screens a broad range of vintage, contemporary and cult cinema. Photograph Sam Dignand.*

### 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.

### AudioVisual Australia

In December 2021 the Federal Government announced extra funding of \$41.9m over four years for the NFSA to digitise at-risk audiovisual collection material. These funds will form an ongoing part of the NFSA's appropriation, but are committed in their entirety to the digitisation of at-risk collection items, both from the NFSA and those of other National Collecting Institutions (NCIs) including:

- > Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS)
- > Australian National Maritime Museum

- > Australian War Memorial
- > National Gallery of Australia
- > National Library of Australia
- > National Museum of Australia
- > Questacon

In 2020, the NFSA received \$5.5M federal funding, boosting a critical project to digitise audio and video magnetic tape. The project is known as Deadline 2025, referring to the year the magnetic tape in our collection will deteriorate beyond repair.

The Government's additional investment supports that work. This next stage of funding will allow the NFSA to increase its digitisation efforts across all equipment types (film, audio, video) and provide new opportunities for staff to build skills and collaborate across NCIs.

With the upscaling of the NFSA's digitisation program also comes a necessary expansion in digital storage and cyber security allowing the NFSA to significantly increase its on-site digital storage and invest in a second off-site data centre, increasing storage capacity as required over the next four years. The NFSA has named the digitisation program AudioVisual Australia (AVA).

### Resource constraints

Financial discipline, long-term planning and collaborative responses to the impact of efficiency dividends are essential elements of the NFSA's operations. The NFSA seeks to diversify our revenue streams to better support innovation, evolution and growth. Resources have been allocated in 2022-23 to explore NFSA's commercial and philanthropic opportunities, and design strategies to achieve them. Any return, however, will not be immediate. Meanwhile, the NFSA faces continuing financial challenges due to the impact of the efficiency dividend and the general increase in costs of maintaining the collection, as well as making it accessible. In the coming year, this means that some public programs, such as exhibitions, will be discontinued or substantially scaled back to remain within our budget envelope.

### COVID-19 Pandemic

The NFSA continues to be flexible and adjust to the ongoing impacts of the COVID-19 pandemic. While the dramatic effect of lockdowns may be over, the NFSA will continue to adapt our practices in response to the latest health guidelines.



# OUR PERFORMANCE

**Our Corporate Plan is the NFSA's primary planning and reporting document. It reflects 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.**

We will report results against each of the Corporate Plan performance measures, and analysis of their contribution to the achievement of our purpose, in the annual performance statements of our 2022-23 Annual Report.

## Performance measures

We have included a 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. Most 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 continue to monitor two performance measures introduced in 21/22 that relate 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. 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 benefit from the experience, though we aren't able to quantify these benefits.



*Audiences enjoy the NFSA's Australians & Hollywood exhibition. Photograph Grace Costa.*

## 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	2022-23 target	23-24 target	24-25 target	25-26 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.	Collection development work is aligned with Collection Policy.  Collection Development Strategy and Plan published in December 2022.	Collection development work is aligned with published documents.	Collection development work is aligned with published documents.	Collection development work is aligned with published documents.	Material acquired and accessioned during 2022, 2023 and 2024 will be evaluated against published documents as part of an annual self-assessment and tracked in the Collection Development Plan.
	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.	Curators find efficiencies in their workload due to implementation of acquisition Portal.  External contributors can upload collection material through the portal on the NFSA website	Curators consistently find efficiencies in their workload due to implementation of acquisition portal.  Data from acquisition portal shows an efficiency in acquiring new content into the archive.	Curators consistently find efficiencies in their workload due to implementation of acquisition portal.  Data from acquisition portal shows an efficiency in acquiring new content into the archive.	A consistent and pre-determined selection of curatorial roles will be surveyed quarterly to assess the impact of the acquisition portal on their workload.  Analysis of internal data.
We will preserve our collection, both physical and digital, in line with international standards.	1.3 We will maintain optimum environmental conditions for the preservation of the physical collection in line with international standards.	Environmental conditions measured monthly are within the target range set by international standards.	Environmental conditions measured monthly are within the target range set by international standards.	Environmental conditions measured monthly are within the target range set by international standards.	Environmental conditions measured monthly are within the target range set by international standards.	NFSA's collection stores will be environmentally controlled to optimum temperature and relative humidity conditions, with consideration of the needs of individual formats.  Monitored using the temperature and relative humidity readings from BMS system and data loggers to confirm environmental conditions are within optimum range for a minimum 90% of the time. The remaining 10% would account for occurrences such as power outages, HVAC failures or extreme weather events.

Activity	Performance measure	2022-23 target	23-24 target	24-25 target	25-26 target	Data source and methodology
We will preserve our collection, both physical and digital, in line with international standards.	1.4 We will increase our digital storage capacity in line with business requirements without committing to storage not required.	Digital storage increased in line with business requirements.	Digital storage increased in line with business requirements.	Up to 110 petabytes of digital storage available to meet digital storage needs.	Digital storage increased in line with business requirements.	Analysis of data drawn from the archive management system for the LTO library.  Methodology may change as alternative digital storage options emerge.
At risk collection items at the NFSA and other NCI's are digitised to ensure their preservation. Digitisation of magnetic tape remains a priority.	1.5 We will increase our digitisation capacity and capability.	A maximum of 35,000 items to be digitised in this period.	A maximum of 35,000 items to be digitised in this period.	A maximum of 35,000 items to be digitised in this period.	A maximum of 35,000 items to be digitised in this period.	Analysis of data drawn from our digital asset management system.  As magnetic media ages and deteriorates it takes longer to digitise. Despite an increase in digitisation activity the target numbers will remain relatively stable due to an increase in magnetic media from other NCI's.  These targets represent the maximum number of items it is possible to digitise in the period.

## 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	2022-23 target	23-24 target	24-25 target	25-26 target	Data source and methodology
We will increase our national reach to showcase the collection.	2.1 We will generate increased coverage and reach of the national audiovisual collection via the media.	21 million views of NFSA stories via media coverage.	22 million views of NFSA stories via media coverage.	24 million views of NFSA stories via media coverage.	25 million views of 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.	Internal collection search platform in use by staff.  New external search collection 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.	Use of the search platform increased.  Feedback indicates user satisfaction.	Analysis of internal data and responses to user satisfaction surveys.

Activity	Performance measure	2022-23 target	23-24 target	24-25 target	25-26 target	Data source and methodology
We will facilitate access, use and reuse of the collection.	2.3 We will provide collection footage for creative reuse, viewing and display.	14,000 collection items provided in this period.	14,800 collection items provided in this period.	15,500 collection items provided in this period.	17,000 collection items provided in this period.	Analysis of internal data.
We will collaborate with Aboriginal and Torres Strait Islander communities.	2.4 We will use our Community Engagement Guidelines to inform projects delivered in partnership with Aboriginal and Torres Strait Islander communities, organisations and creatives.	2 projects enabled through community engagement.	2 projects enabled through community engagement.	2 projects enabled through community engagement.	2 projects enabled through community engagement.	Analysis of internal data.
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.	92,990 in-person visitors.	123,685 in-person visitors.	113,420 in-person visitors.	136,730 in-person visitors.	Analysis of internal data.  This measure will capture visitors to all exhibitions, public and educational programs and events, both onsite and offsite, including national audiences for Black Screen and screenings of films loaned by the NFSA.  This measure considers a two-year exhibition schedule.
	2.6 We will provide high-quality experiences for visitors.	85% 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 a variety of visitor surveys.
We will engage audiences online.	2.7 We will attract online audiences to experience Australian audiovisual culture and history.	1.5 million visits to NFSA websites.	1.6 million visits to NFSA websites.	1.7 million visits to NFSA websites.	1.8 million visits to NFSA websites.	Analysis of web analytics data.
	2.8 We will share collection material through YouTube.	4 million views across the NFSA's YouTube channels.	4.2 million views across the NFSA's YouTube channels.	4.4 million views across the NFSA's YouTube channels.	4.6 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).	12 million users reached by the NFSA's social media channels.	13 million users reached by the NFSA's social media channels.	14 million users reached by the NFSA's social media channels.	15 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	2022-23 target	23-24 target	24-25 target	25-26 target	Data source and methodology
We will contribute to the development of media literacy education in Australia and generate positive social impact through sharing the collection.	3.1 We will partner with relevant organisations to develop media literacy resources.	Use the NFSA collection and expertise to further media literacy in Australia.  Media literacy education and teacher training plan developed and piloted.  Dementia screenings project pilot delivered.	Media literacy education and teacher training plan implemented. Digital delivery implemented.	Media literacy education and teacher training plan ongoing.  Digital delivery ongoing.  Community learning programs implemented.	Media literacy education and teacher training plan ongoing.  Digital delivery ongoing.  Community learning programs ongoing.	Publicly available information and internal documentation – building on the NFSA's relationship with the Australian Media Literacy Alliance.  A case study for media literacy programs will be developed for 2024-25 reporting.  Analysis of internal data.

## 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	2022-23 target	23-24 target	24-25 target	25-26 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.  Pacific Partnership Program delivered.	Expertise shared at 3 conferences or forums per annum.	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 educational and cultural institutions working with audiovisual media.	4.2 We will build and maintain strong relationships with peers in the galleries, libraries, archives, museums and education sectors.	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.

## 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 are deeply committed to increasing the representation of Aboriginal and Torres Strait Islander people in our workforce. We aspire to be a user-centric, future-forward workplace of choice.

Activity	Performance measure	2022-23 target	23-24 target	24-25 target	25-26 target	Data source and methodology
We will promote a positive workplace culture at the NFSA.	5.1 We will consistently improve our employee engagement score in the APS Employee Census.	Exceed 21/22 employee engagement score in the APS Employee Census.	Exceed 22/23 employee engagement score in the APS Employee Census.	Exceed 23/24 employee engagement score in the APS Employee Census.	Exceed 24/25 employee engagement score in the APS Employee Census.	Analysis of APS Employee Census data.
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.	One senior level Aboriginal and Torres Strait Islander employee and two supported trainees commence at NFSA.	Maintain representation of the NFSA workforce who identify as Aboriginal and Torres Strait Islander.	Three staff who identify as Aboriginal and Torres Strait Islander employed, and additional trainees/interns supported.	Maintain representation of the NFSA workforce who identify as Aboriginal and Torres Strait Islander.	Analysis of human resources data.
We will make time for 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.	Reporting RAP submitted to Reconciliation Australia. Positive engagement with the RAP evidenced through staff survey responses.	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.	Reporting RAP submitted to 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 are working with specialist organisations to support entry and graduate level roles for Aboriginal and Torres Strait Islander people in the NFSA workforce.</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, as well as 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>
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>There remains a need for modernisation of the heritage building at Acton to safely accommodate digitisation and engagement requirements.</p>	<p>We will continue to invest in building asset replacement, safety enhancements, and upgrades that deliver energy and operational efficiencies. 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>The NFSA is actively exploring ways to safely remain onsite in the heritage building at Acton and leverage the appeal of this building for engagement opportunities.</p>



# 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. We apply lessons learned from audit and assurance activities and from the delivery of business projects 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 exploring options for remaining in place through the strategic repurposing of current infrastructure.

Strategic Priorities	Identified Risks	Key Mitigation Strategies
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.
	On-site and online public engagement activities do not meet user expectations or visitation targets	Increase forward planning horizon for digital programming on diverse channels.
Engage and celebrate	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. Create a safe space for robust discussions that interrogate our impact on society.
	Failure to provide content to education stakeholders in a way that is meaningful	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.
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	Resource the Education team to support the development of the media literacy program at the NFSA. 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. Work with specialist organisations to support Aboriginal and Torres Strait Islander employment at the NFSA.
	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	
	Insufficient staff capacity or capability to meet business needs	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.

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