

SENATE STANDING COMMITTEE ON LEGAL AND CONSTITUTIONAL AFFAIRS
ATTORNEY-GENERAL'S DEPARTMENT

Group: Written

Program: 2.1

Question: BE14/075

Senator Singh asked the following question at the hearing on 26-29 May 2014:

1. What business review has been undertaken by the Archive prior to the recent restructure?
2. Will this review be published?
3. What consultations have taken place with staff and stakeholders about the restructure?
4. What services and programs have been reduced or ceased as a result of the restructure?
5. What is the justification for the closure of the Arc Cinema?
6. How many staff have been declared excess as a result of the restructure?
7. What new services or programs have begun or are planned as a result of the restructure?
8. What are the Archive's plans for the digitisation of its collection? How will this be funded?

The answer to the honourable senator's question is as follows:

1. The NFSA carried out a business review between September 2013 and March 2014 with the aim of improving operations and programs while increasing savings and revenue.

The review areas included:

- Review of business functions;
- Detailed review of resourcing levels;
- Review of fees; and
- Review and assessing potential improvements to fundraising capabilities.

2. The Business Review informed the NFSA Draft Strategic Plan 2014-15 to 2016-17 which was published on our website on 19 June 2014.

3. The following consultations have taken place with staff and stakeholders about the restructure:

Consultation	Date
Detailed Business Review consultation with section managers	September/October 2013
Board endorsement of overarching roadmap, particularly review points, processes, strategies and timeline	October 2013
Detailed consultation with the Workplace Consultative Committee and Unions	November 2013 – June 2014
Approximately 70 meetings between the Business Review Team and more than 110 staff (individual and group consultation)	November 2013 – March 2014
Ongoing consultation with all NFSA staff via intranet and email to provide feedback, timelines and updates	November 2013 – June 2014
NFSA Chair and Board considered and endorsed strategic recommendations	17 March 2014
Minister's Office advised of the Board-endorsed strategic recommendations	March 2014
Consultation with staff directly affected by changes	8 April – 30 June 2014
All Staff Meetings including Q&A sessions	11 and 17 April, 17 June
Key stakeholders directly contacted	April 2014
DRAFT Strategic Plan 2014-15 to 2016-17 released to staff and stakeholders	19 June 2014
Stakeholder feedback sessions aimed at audiovisual professionals and the general public held in capital cities around Australia	July 2014

4. The following services and programs have been reduced or ceased as a result of the restructure:

Service/Program	Status
Big Screen	Will cease after November 2014
School Screen	Ceased after 30 June 2014
NFSA Library	Open by appointment only after 30 June 2014
NFSA Shop	Physical shop ceased after 30 June 2014. Shop will continue online
Arc cinema program	Regular program will reduce after 31 August 2014
Exhibitions	Will cease after 31 December 2014
Scholars and Artists in Residence	Will cease after 31 December 2014
Screening Loans (including the NTLC)	Existing screening loan commitments and new bookings under current system will continue unchanged until June 2015 by which stage the new integrated system will be in place

5. The Arc Cinema is not closing.

6. Thirty staff have been declared excess as a result of the restructure.

7. The following new services or programs have begun or are planned as a result of the restructure:

- Implementing a set of *Key Principles of Engagement 2014/17* to establish a clear set of criteria and values for our engagement with industry and community;
- Implementing a centralised strategy, planning and stakeholder engagement section, to establish and manage organisational and private-sector partnerships (including fundraising);
- Investment in additional capabilities and capacity in the Collection Branch (Curatorial, Collection Stewardship, Preservation) to drive the transition to an increasingly digital archive;
- Investment in consolidating the dispersed collection databases ('One NFSA - one Collection') and implementing business support systems to improve collection discoverability;
- A fully integrated NFSA Access to Collections model;
- Re-casting of NFSA's audience engagement programs under a consolidated and centralised NFSA Programs section through which we will establish a range of new programs in capital cities, regional centres and remote communities, through partnerships with public and private sector entities;
- Strategic investment in, and consolidation of, NFSA on-line platforms with a clear commitment to sharing a critical mass of collections online;
- Consolidating all existing commercial functions (footage licensing, sales, loans, shop) in a centralised Business Affairs section;
- A re-invigorated focus on sustainable resource management, including strategic workforce planning and a re-casting of NFSA's budget processes;
- Striving for digital excellence in a highly competitive and fast paced environment; and
- A review of the NFSA's property and accommodation footprint, and development of a strategic site plan.

8. The key areas of digitisation which the NFSA will focus on are:

- motion picture film digitisation;
- collection systems (including Media Asset Management development); and
- systems development for making collections discoverable and re-usable.

At the current pace of in-house digitisation (as of June 2013), and based on the collection size of 2,064,000 items established in the revaluation in 2012-13, the timeframes for comprehensive digitisation range from 67 years (for audio) to 93 years (moving image) to more than 260 years (documents and artefacts). However many of those analogue formats are likely to have deteriorated beyond usability within these timeframes. Consequently, the majority of the national audiovisual collection will be rendered inaccessible in a digital environment if large scale digitisation is not addressed.

The digitisation of the collection will be funded from the internal budget but we will be pursuing the development of private-public partnerships for mass digitisation.