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From Strategic Plan to Risk Profile: Assessing Digital Preservation at the University of Melbourne

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Digital Preservation Coalition

Around the World – Risk Management

17 November 2026

Agenda

- About the Digital Preservation Program
- Background to the risk assessment
- Approach and consultation
- Stakeholder feedback and validation on risk treatment ownership
- Next steps

About our program

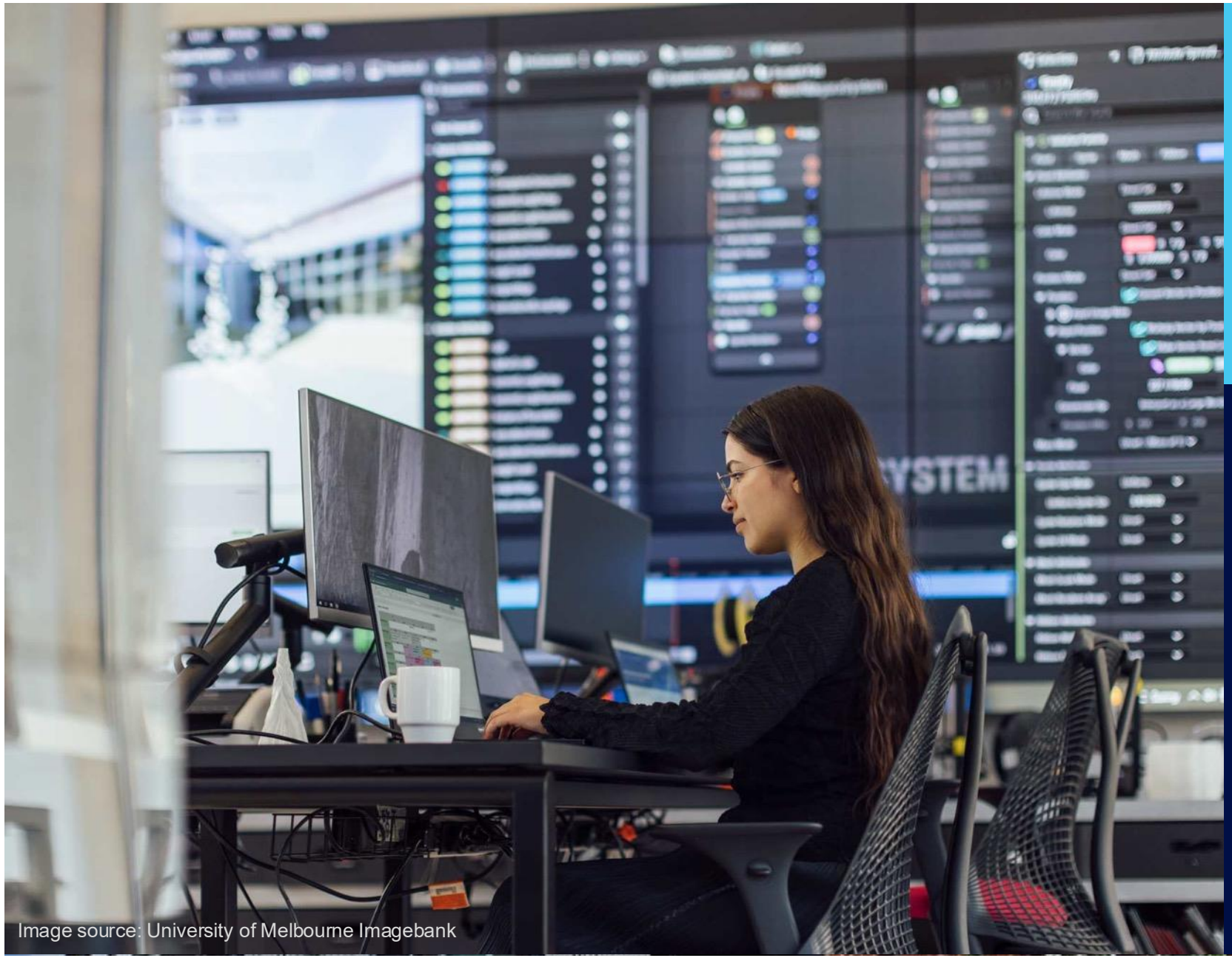
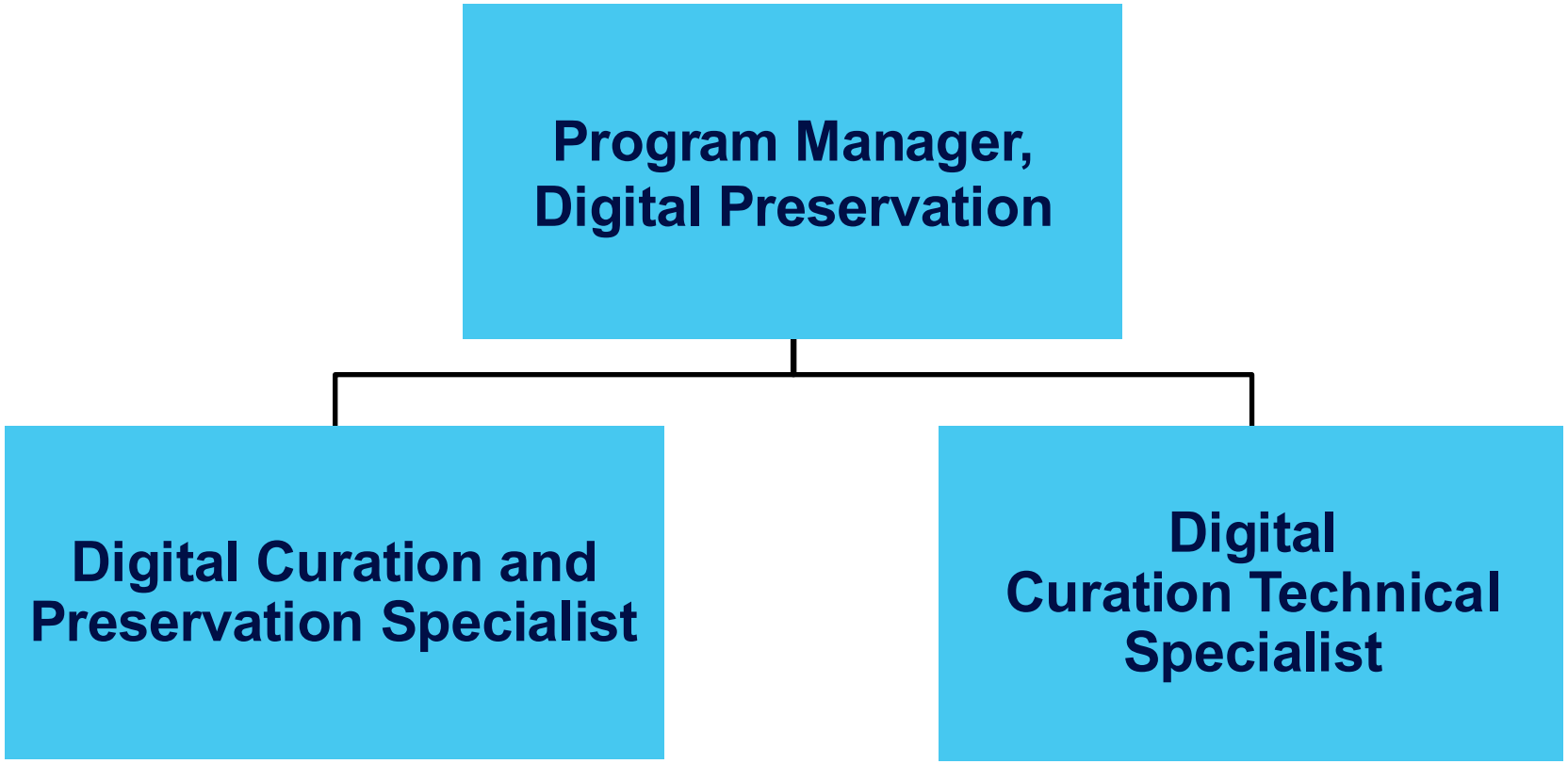


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History

- **2014** – *Digital Preservation Strategy 2015-2025* endorsed by Academic Board
- **2016** – Full-time contractor position appointed to support DP strategy implementation
- **2019** – Full-time, ongoing Program Manager, Digital Preservation role established
- **2020** – Digital preservation repository implemented
- Digital Preservation Coalition office established at the University
- **2021** – Digital preservation working group (DAPPER) established
- Digital Preservation and Curation Specialist appointed to Program
- **2022** – Digital Curation Technical Specialist appointed to Program
- **2026** – *Digital Preservation Strategic Plan* implemented

Team


Program Manager, Digital Preservation
Digital Curation and Preservation Specialist
Digital Curation Technical Specialist

Services

Our services include:

- Providing information and advice
- Administering the digital preservation repository
- Facilitating ingest of digital materials
- Determining and overseeing preservation actions

Scope for preservation

Stream	Cultural collections	Research
Description	University digital GLAM collections — Library special collections, University of Melbourne Archives, museum, gallery and faculty collections	Digital materials generated during research undertaken by University researchers and research students
Examples	Digital corporate records, digital artworks, images, sound recordings, videos, 3D assets and immersive works	Digital records, data and outputs for select research projects with regulatory or community significance. All research theses and accompanying submission material

Scope for preservation

Included (Preservation Masters):

- Born-digital records, data and outputs classed as ‘Permanent’ in the University Records Retention and Disposal Authority
- Digital works acquired under a cultural collection or acquisition policy
- Digitised materials that are considered master copies due to the condition or availability of the physical original

Not included:

- Access copies of born-digital or digitised materials. These will continue to be managed by University collection custodians using their systems and processes

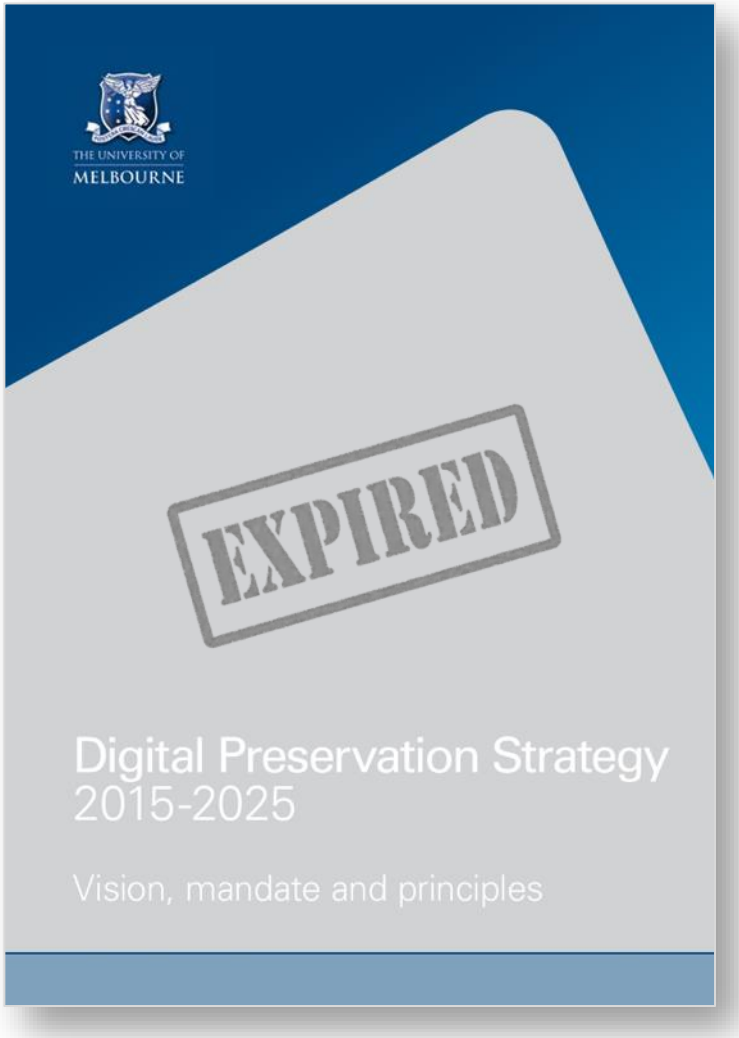
Background



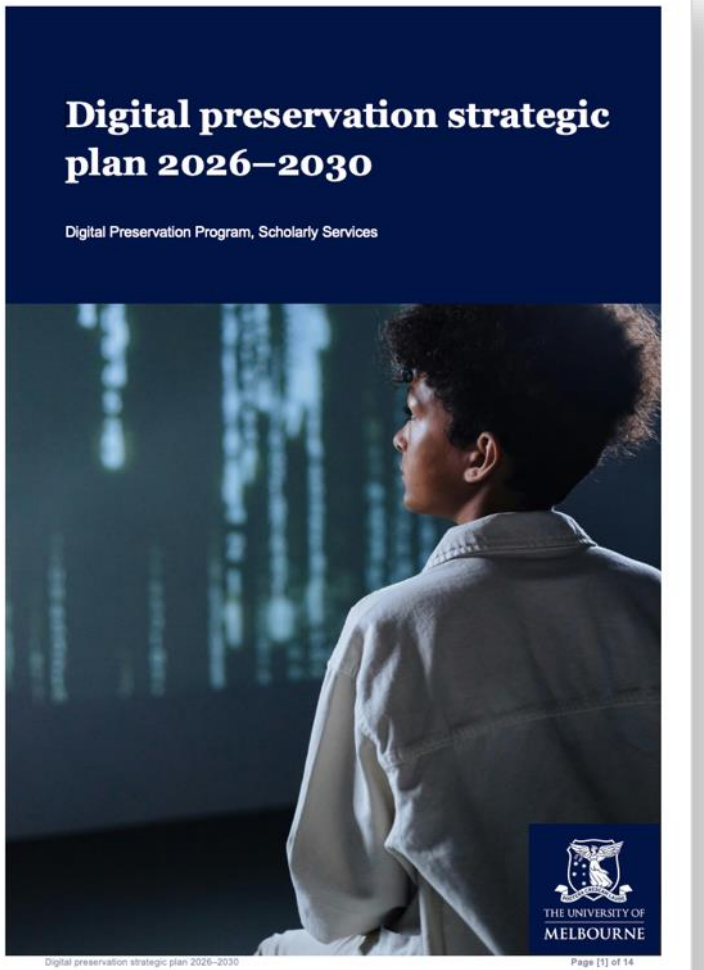
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Background

- In 2025 the 10-year digital preservation strategy expired
- We formally closed the strategy and completed a review project
- We interviewed senior staff about the strategy's performance
- We engaged the Digital Preservation Coalition (DPC) to provide advice and feedback for this project as part of our membership with them
- The project revealed gaps but did not place emphasis on risks

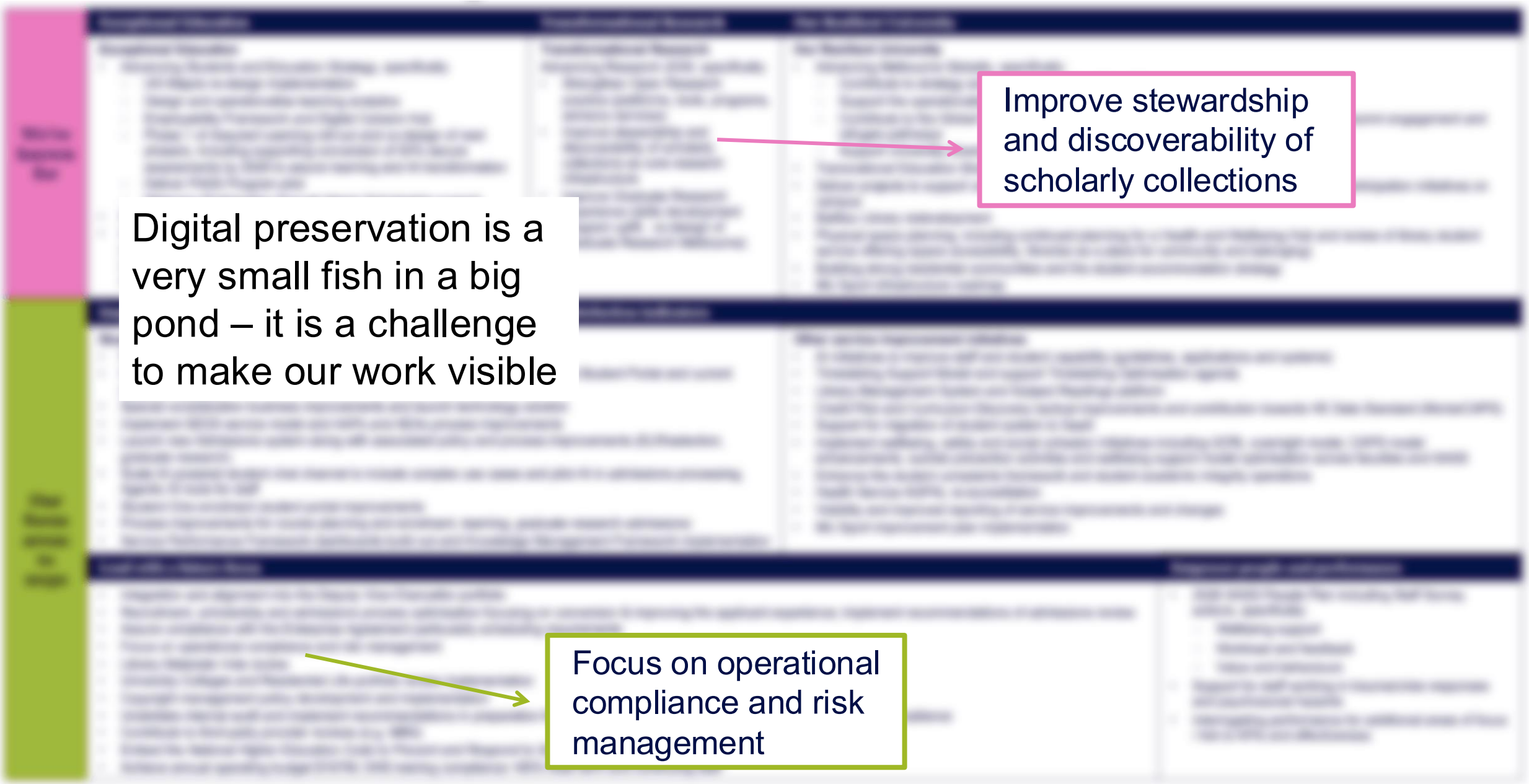


Strategic plan



- Content in the new strategic plan aligns with the wider University strategy, Strategy 2030
- It outlines four strategic goals and associated seven initiatives and tasks to be implemented and matured between 2026 and 2030
- This document will be used alongside the risk assessment

Wider department plan on a page



Digital preservation is a very small fish in a big pond – it is a challenge to make our work visible

Improve stewardship and discoverability of scholarly collections

Focus on operational compliance and risk management

Approach

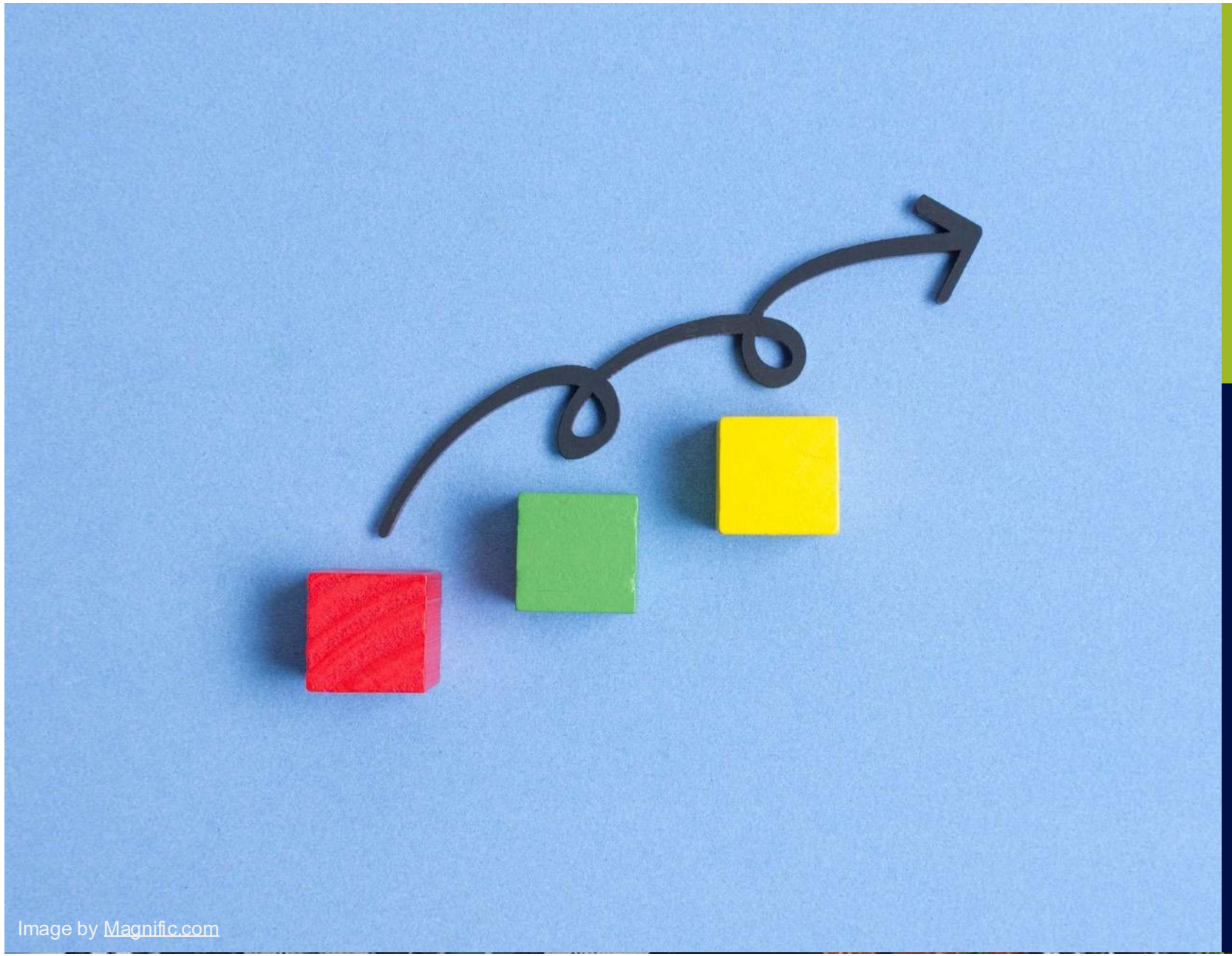


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Process

1. Meet with risk team manager over coffee for high level advice
2. Meet with wider risk team to develop a suitable approach and template
3. Draft the risk assessment using provided template
4. Get feedback from the risk team on draft
5. Validate risks with stakeholders and adjust, as needed
6. Submit final risk assessment to senior management

Risk matrix

	Insignificant	Minor	Moderate	Major	Severe
Very Likely (greater than 90% chance of occurrence)	Medium	Medium	High	Very High	Very High
Likely (between 66% to 90% chance of occurrence)	Medium	Medium	High	Very High	Very High
Possible (between 36% to 65% chance of occurrence)	Low	Medium	Medium	High	Very High
Unlikely (between 10% to 35% chance of occurrence)	Low	Low	Medium	High	High
Very Unlikely (less than 10% chance of occurrence)	Low	Low	Low	Medium	High

University risk matrix

Template

Risk assessment template

#	Theme and risk description	Relevant strategic plan goal	Causes	Consequences	Inherent rating	Existing controls	Residual rating	Risk treatments
	THEME Risk	Outline all relevant goals from the digital preservation strategic plan	Outline causes	Outline consequences	Low/Med/ High/Very High	Outline existing controls	Low/Med/ High/Very High	Outline treatments (T1, T2, …), including any relevant strategic plan task numbers (1.1.1, etc.), date due (YYYY) and risk treatment owner role

Summary of residual risks

Risk	Theme	Overall residual rating	Goal 1	Goal 2	Goal 3	Goal 4
Enter risk	Enter theme	Low/Med/ High/Very High	Tick or NA	Tick or NA	Tick or NA	Tick or NA

Summary of risk treatments

Treatment	DP risk #	DP strategic plan tasks	Due	Treatment owner
Enter treatment	Enter risk number	Enter tasks	Enter year due	Enter role(s) that own the treatment

Summary of risk assessment

10 risks identified under the following themes:

- LEGAL, REGULATORY & ETHICAL
- FINANCE & SUSTAINABILITY
- GOVERNANCE & STRATEGY
- TECHNOLOGY & INFRASTRUCTURE
- PEOPLE & CAPABILITY
- PROCESSES & OPERATIONS

Residual ratings for the risks were either **High or Medium** across the assessment

23 risk treatments

Feedback and validation



Image source: University of Melbourne Imagebank

Feedback

Emailed all key stakeholders listed as risk treatment owners asking for their feedback and validation

Held meetings and adjusted treatments and/or due dates, as needed

Next steps



Image source: University of Melbourne Imagebank

Next steps



Validate all risk treatments with stakeholders



Send to manager and director for general feedback



Submit to executive staff



Share with digital preservation working group

Thank you. Questions?

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https://library.unimelb.edu.au/digital-stewardship/digital-preservation/

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