

REPORT TO  
THE NATIONAL ARCHIVES OF AUSTRALIA

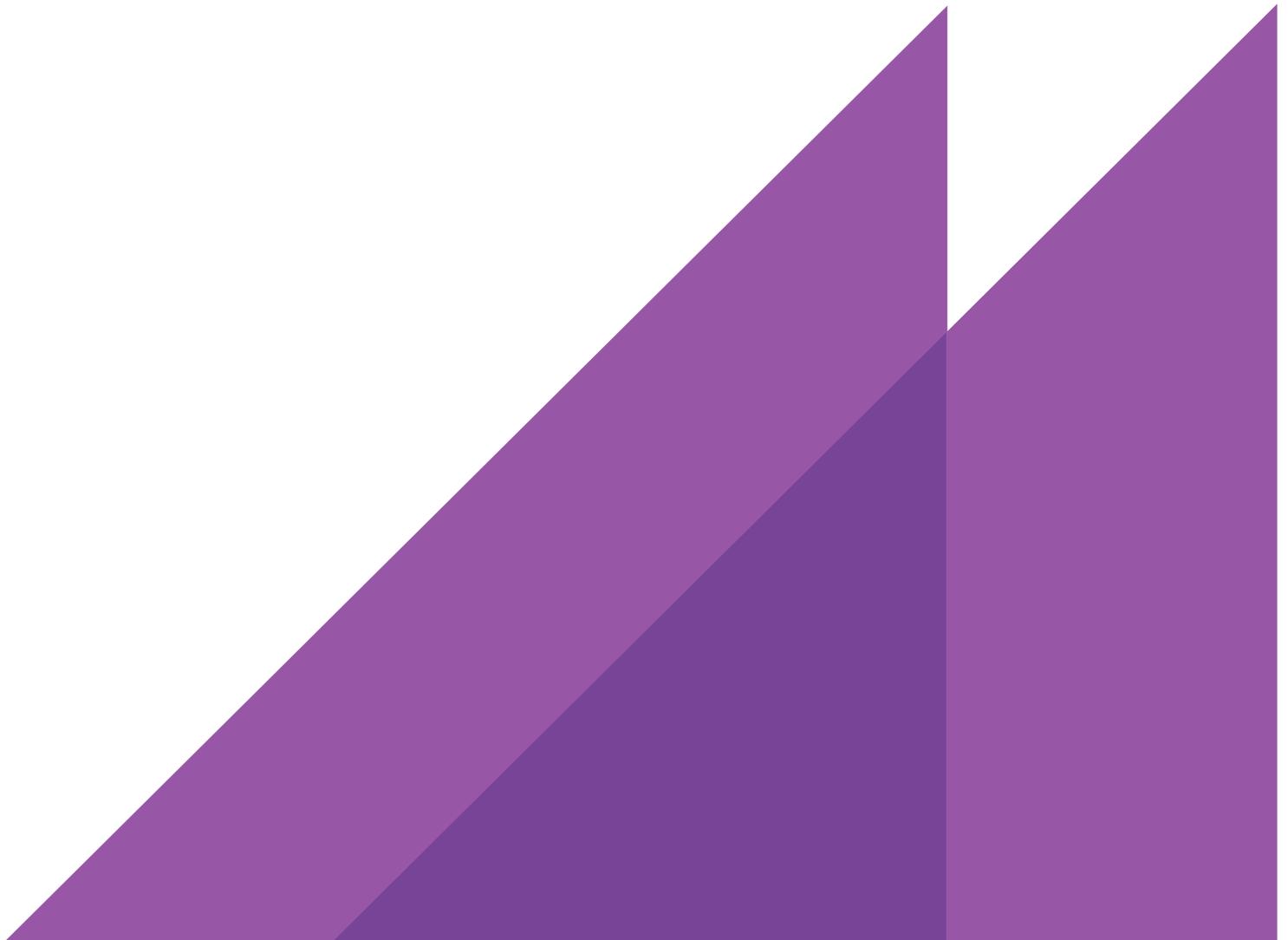
---

09 MAY 2016

# CHECK-UP DIGITAL



ANALYSIS OF 2015  
SURVEY DATA  
FINAL REPORT (ABRIDGED NOVEMBER 2016)





ACIL ALLEN CONSULTING PTY LTD  
ABN 68 102 652 148

161 WAKEFIELD STREET  
ADELAIDE SA 5000  
AUSTRALIA  
T +61 8 8122 4965

LEVEL FIFTEEN  
127 CREEK STREET  
BRISBANE QLD 4000  
AUSTRALIA  
T+61 7 3009 8700  
F+61 7 3009 8799

LEVEL TWO  
33 AINSLIE PLACE  
CANBERRA ACT 2600  
AUSTRALIA  
T+61 2 6103 8200  
F+61 2 6103 8233

LEVEL NINE  
60 COLLINS STREET  
MELBOURNE VIC 3000  
AUSTRALIA  
T+61 3 8650 6000  
F+61 3 9654 6363

LEVEL ONE  
50 PITT STREET  
SYDNEY NSW 2000  
AUSTRALIA  
T+61 2 8272 5100  
F+61 2 9247 2455

LEVEL TWELVE, BGC CENTRE  
28 THE ESPLANADE  
PERTH WA 6000  
AUSTRALIA  
T+61 8 9449 9600  
F+61 8 9322 3955

[ACILALLEN.COM.AU](http://ACILALLEN.COM.AU)

SUGGESTED CITATION FOR THIS REPORT

ACIL ALLEN CONSULTING (2016), ANALYSIS OF 2015 CHECK-UP DIGITAL DATA

# C O N T E N T S

EXECUTIVE SUMMARY	1
CROSS CAPABILITY ANALYSIS	6
DETAILED CAPABILITY ANALYSIS	10
CONCLUSIONS	29
APPENDIX 1	30



## EXECUTIVE SUMMARY

### About Check-up Digital

---

Check-up Digital is an online survey developed by the National Archives of Australia (Archives) and completed by Australian Government agencies as an annual self-assessment of their digital information capabilities. The Archives uses the findings of the self-assessments to gauge the maturity of digital information capability development within Australian Government agencies which, in turn, helps to inform policy development, improve accountability of agencies, and better target agency support services.

Check-up Digital commenced in 2014 and supports the Digital Continuity 2020 Policy, building on the achievements of the 2011 Digital Transition Policy and encouraging agencies to continue their progress towards improved digital information governance and management. The policy is based on three principles: information is valued; information is managed digitally; and information, systems and processes are interoperable. It sets a number of targets for agencies to achieve by 2020 in the course of their normal business review, and ICT investment and maintenance cycles.

### 2015 submissions

---

The 2015 Check-up Digital survey repeated the initial 2014 survey. The survey consisted of 18 capabilities across three sections, viz.:

- *Section 1. Optimising business outcomes* — five capabilities related to linking good digital information management with good business outcomes and strategies for improving digital information management
- *Section 2. Addressing risk* — eight capabilities related to managing risks through appropriate resourcing and information quality
- *Section 3. Managing business systems* — five capabilities related to assessment of key aspects of managing digital information in business systems.

Under these sections, agencies self-rated each capability on a five-point maturity scale: *initial* (1), *developing* (2), *defined* (3), *managed* (4), and *optimising* (5), and supported these ratings with open text comments and uploads of evidentiary documentation.

A total of 169 agencies (99%) provided submissions to the Archives. Four of these agencies are not included in this analysis because they did not complete the online survey, but provided statements on digital maturity or completed a manual submission.

## This study

The National Archives of Australia (Archives) commissioned ACIL Allen to analyse, validate and report on Check-up Digital for data gathered in 2014, 2015, and 2016. This is the second of three annual reports that:

- report on the consistency of agency responses;
- identify key findings from the data; and
- inform ministers, agencies, and the Archives, about the state of information management across whole of government.

## Key findings

Agencies have continued to develop their digital information management capabilities in 2015, but with more still to do. While the average rating has increased from 2.6 (out of five) in 2014 to 2.8 in 2015, 17.3 per cent of agency ratings remain at the *initial* level, and 12 per cent of agencies are at the *initial* level for more than half the capabilities in Check-up Digital.

There are several noteworthy achievements in 2015, including continued progress in senior management support, and protection and availability of data for use (capabilities 1.3 and 3.4), both with average ratings of 3.3 out of five. The largest improvement in 2015 was for *digital information in collaborative spaces and social media is managed* [capability 2.7], with a rating of 2.8, up from 2.4 in 2014.

There are also several areas that require ongoing attention, particularly capabilities related to the retention and migration of digital information (capabilities 3.3 and 1.4). Although these are the least mature capabilities overall, the priorities for each agency will depend on individual circumstances.

While more than half of the responses in consistency checks were highly consistent, there are still many agencies which may benefit from clarifying the evidence requirements for their ratings. Ratings comparisons have also identified agencies with substantially changed average ratings, and as such may require further attention or review.

## Overall maturity

Overall agency maturity increased in 2015 with an average rating of 2.8 (out of five), up from 2.6 in 2014.

Average ratings increased in each of the Check-up Digital sections, as shown in **Table ES 1**:

**TABLE ES 1 AVERAGE RATINGS BY CHECK-UP DIGITAL SECTION — 2014 AND 2015**

Section	2014 average rating	2015 average rating	Change
Optimising business outcomes	2.7	2.9	+0.2
Addressing risk	2.6	2.8	+0.2
Managing business systems	2.6	2.8	+0.2

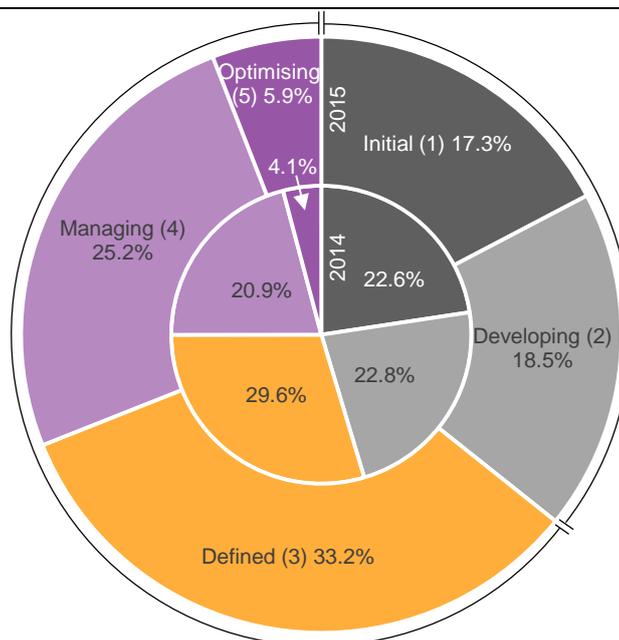
SOURCE: ACIL ALLEN CONSULTING ANALYSIS OF CHECK-UP DIGITAL DATA, 2014 AND 2015

The proportion of agency ratings at:

- *initial* (1) or *developing* (2) decreased from 45.4 per cent in 2014 to 35.8 per cent in 2015.
- *defined* (3) or *managing* (4) increased from 50.5 per cent in 2014 to 58.4 per cent in 2015.
- *optimising* (5) increased from 4.1 per cent in 2014 to 5.9 per cent in 2015.

Figure ES 1 summarises ratings across all agencies and capabilities for 2014 and 2015.

FIGURE ES 1 DISTRIBUTION OF CAPABILITY RATINGS ACROSS ALL AGENCIES FOR ALL CAPABILITIES — 2014 AND 2015



SOURCE: ACIL ALLEN CONSULTING ANALYSIS OF CHECK-UP DIGITAL DATA, 2014 AND 2015

Agencies across government continued to progress additional capabilities past the *initial* level. The proportion of agencies with at least one *initial* rating decreased from 63 per cent in 2014 to 53 per cent in 2015.

Despite this improvement there were still three agencies with *initial* ratings for all capabilities, and 20 agencies (12 per cent) with *initial* ratings for more than half the capabilities in Check-up Digital.

The number of agencies with strong digital information management maturity across the full Check-up Digital framework increased in 2015. This includes five agencies with more than half their capabilities at the *optimising* level (up from two agencies in 2014). Three of those five agencies have 15 or more capabilities at this level (up from one agency in 2014). The top five agencies are from different portfolios and have different functions. They also vary in size — three have between 11 and 100 employees, one has between 101 and 250, and another has more than 1000 employees.

## Maturity across agencies

Analysis of Check-up Digital data also considers the maturity of individual agencies to help monitor and manage digital capability development.

As in 2014, the 2015 data indicate several agencies needing attention, and several potential exemplar agencies. The average score by agency ranges from 1 (all *initial* ratings) to 4.9 (almost all *optimising* ratings).

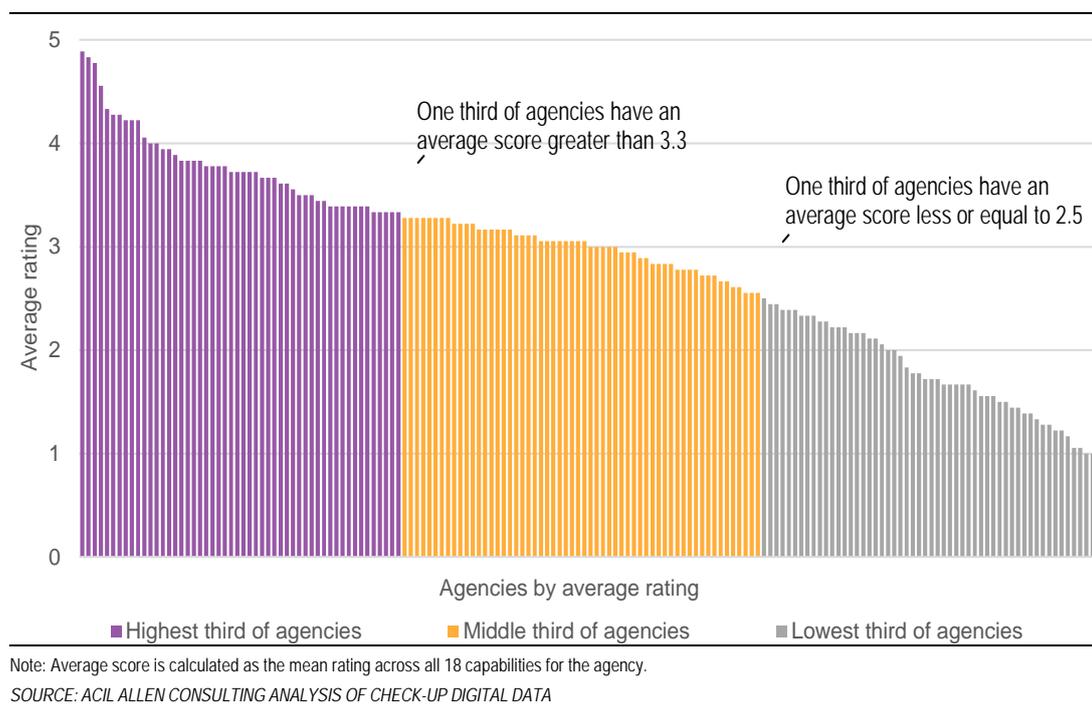
Agencies in the lowest third may be considered as only beginning their development of digital information management capabilities, with 79 per cent of ratings at the *initial* and *developing* levels, and average scores below or equal to 2.5. Three of these agencies view all their capabilities at the *initial* level, while another two are at *developing* for only one capability (and *initial* for the remainder).

Most of the agencies in the middle third have achieved several capabilities, with 76 per cent of ratings for this group at the *defined* or *managing* levels. While these agencies may be considered to have made good progress, they may still have significant scope to further improve their capabilities in 2016.

The highest third includes several agencies which are potential sources of exemplar practice for other agencies. The three highest performing agencies have average ratings between 4.8 and 4.9 and thirteen agencies (eight per cent) have an average score above 4.

Figure ES2 provides a graph of all agencies ranked by their average maturity rating. The list of agencies in each third is provided at Appendix 1.

Figure ES2: Distribution of agencies by average score, 2015



## Maturity of individual capabilities

### Strong achievements

Senior support of digital information management and broad digital system implementation remained the strongest achievements across the whole of government in 2015. This indicates continued strong momentum for digital maturity across many agencies, and is illustrated by the following three capabilities, with average scores above three:

- *Senior management supports digital information management as a priority* [capability 1.3] (average score = 3.3, up from 3.1 in 2014)
- *My agency's digital information is available for use and protected from unforeseen loss* [capability 3.4] (average score = 3.3, up from 3.1)
- *My agency works digitally by default* [capability 1.1] (average score = 3.1, up from 2.8)

The most improved capability in 2015 was *digital information in collaborative spaces and social media is managed* [capability 2.7] (2.8, up from 2.4 in 2014), indicating an increased awareness and management of the use of social media and collaborative spaces across agencies.

### Areas for attention

Across the whole of government, the primary areas for attention relate to retention and migration of digital information, and the consideration of digital information management costs and benefits in business decision making. The following capabilities had the lowest average ratings in 2015, viz.:

- *My agency is ready to migrate (transfer) 'Retain as National Archives' (RNA) digital information to the National Archives (the Archives)* [capability 3.3] (average score = 2.4)
- *My agency's business decisions are informed and influenced by digital information management costs and benefits* [capability 1.4] (average score = 2.6)
- *My agency manages the appropriate retention, migration or destruction of its digital information* [capability 2.4] (average score = 2.6).

These priorities differ across agencies by the overall level of agency maturity. The least mature capabilities for low maturity agencies (the lowest third) are different to the least mature capabilities for high maturity agencies (the highest third), so different agencies require different types of support. As a guide:

- Agencies with *low* levels of maturity should plan progression in all parts of Check-up Digital as maturity is generally low across all capabilities. The most mature capabilities are *senior management support for digital information management* [capability 1.3] and ensuring *digital information is available for use and protected from unforeseen loss* [capability 3.4]. As these capabilities may support other capability development, low maturity agencies should focus these areas if they have not already done so.
- Agencies with *moderate* levels of maturity should focus on developing capabilities related to retention and migration of digital information [capabilities 3.3 and 2.4] as these capabilities have the lowest maturity for those agencies. These agencies should also focus on capabilities that support these areas.
- Agencies with *high* levels of maturity have developed most capabilities, and should aim for continuous improvement of their capabilities across the Check-up Digital framework.

## Consistency and reliability

---

There is substantial evidence that Check-up Digital ratings in 2015 reflect actual agency maturity overall. However, consistency checks and comparisons of ratings across years have identified some areas that may benefit from further consultation and validation, as described below.

The consistency checks for 30 agencies' responses confirm a high level of response consistency. These checks considered a different sample of agencies and capabilities to 2014, yet as in 2014 more than 50 per cent of responses were found to be highly consistent, and another 30 per cent partially consistent. Some reasons for partial and low consistency are described in the body of the report

Comparisons of agency ratings also found some agency ratings which decreased from 2014 to 2015. Fourteen agencies reported lower maturity, including three agencies with decreases of more than one rating level on average across all capabilities.

Comparisons also identified 33 agencies with substantial increases in average ratings. Understanding of the factors that enabled such rapid improvements for these agencies may help to support other agencies to improve their digital maturity in 2016.

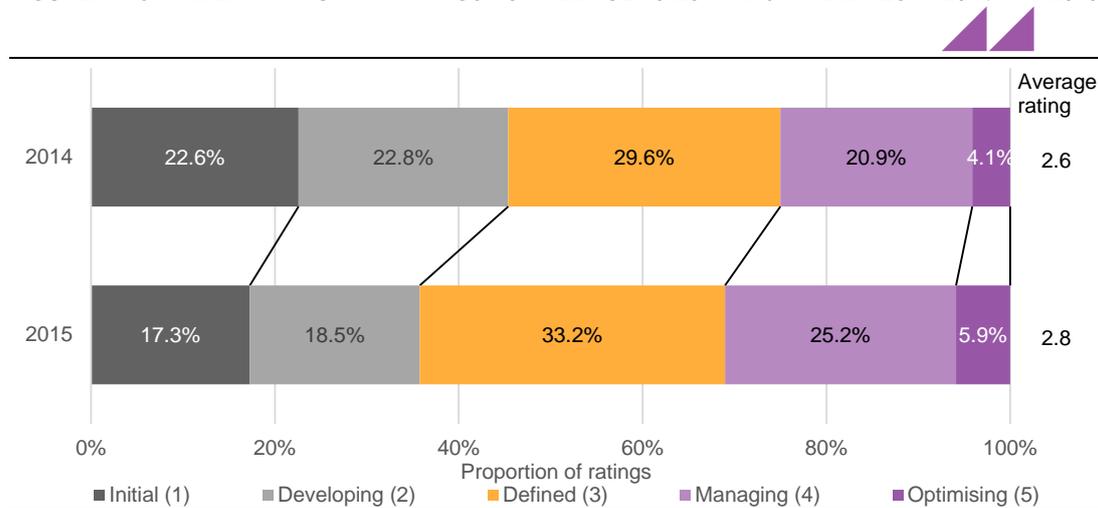


This chapter compares the reported process maturity for all agencies across all capabilities between 2014 and 2015.

## Agencies reported improvements in capability maturity overall from 2014 to 2015

FIGURE.1.1 below shows that agency maturity increased from 2014 to 2015, with fewer ratings at the *initial* and *developing* levels, and more ratings at the *defined*, *managing* and *optimising* levels.

FIGURE.1.1 CAPABILITY MATURITY RATINGS FOR ALL AGENCIES AND CAPABILITIES — 2014 AND 2015



SOURCE: ACIL ALLEN CONSULTING ANALYSIS OF CHECK-UP DIGITAL DATA

Despite these improvements, *initial* and *developing* ratings still account for over a third of ratings, and remain areas for attention.

The average rating for all capabilities across all agencies increased from 2.6 (out of five) in 2014 to 2.8 in 2015.

The proportion of agency ratings at:

- *initial* or *developing* level decreased from 45.4 per cent in 2014 to 35.8 per cent in 2015
- *defined* or *managing* increased from 50.5 per cent in 2014 to 58.4 per cent in 2015
- *optimising* increased from 4.1 per cent in 2014 to 5.9 per cent in 2015.

More agencies have commenced capability development across all Check-up Digital capabilities, as the number of agencies with any *initial* ratings decreased from 105 in 2014 (63 per cent) to 88 in 2015 (53 per cent). The number of agencies with *initial* ratings across all capabilities also decreased from five (three per cent) in 2014 to three (two per cent) in 2015.

The number of agencies with *optimising* ratings in any capability has slightly increased, from 49 agencies in 2014 (30 per cent) to 56 agencies in 2015 (34 per cent). There are also additional agencies with substantially higher maturity than other agencies in 2015. Five agencies reported *optimising* ratings for more than half the capabilities in 2015, up from two in 2014. Subject to validation, these agencies may be sources of exemplar practice for other agencies.

MATURITY IS SHOWN BY CHECK-UP DIGITAL SECTION IN

Figure .2.1, and by individual capability in Figure 3.1, below.

## Capability maturity improved across all three sections of Check-up Digital in 2015.

FIGURE .2.1 AGENCY RATINGS BY CHECK-UP DIGITAL SECTION — 2014 AND 2015

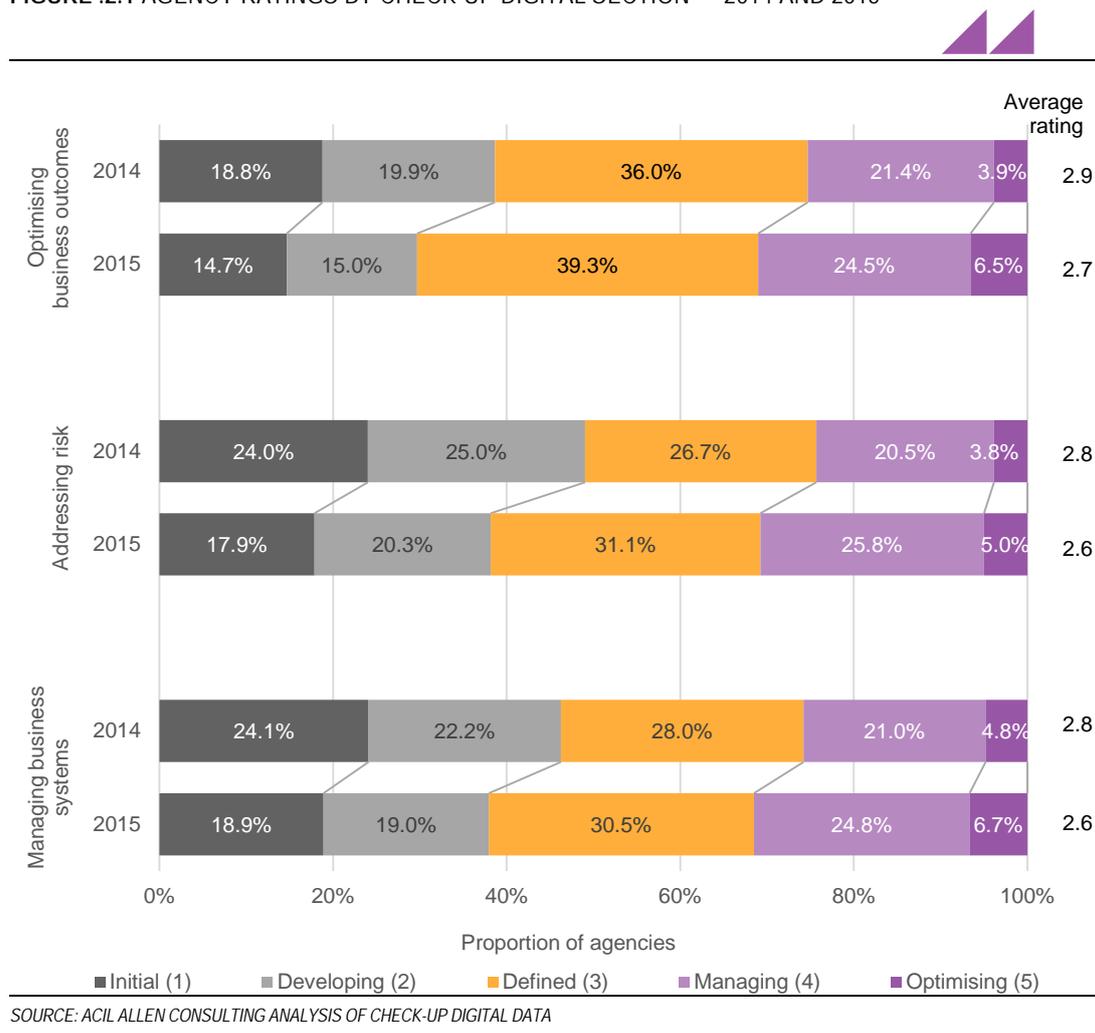


Figure .2.1 shows that agencies improved their digital maturity across all three sections of Check-up Digital in 2015. This indicates that agencies overall have made progress across multiple areas of digital information management, rather than in a single section of the digital capability framework.

Capabilities for *Optimising business outcomes* remain the most developed overall, with an average rating of 2.9. This indicates that many agencies have begun linking good digital information management with business outcomes. Capabilities for *Addressing risk* and for *Managing business systems* show similar maturity (both sections have an average rating of 2.8).

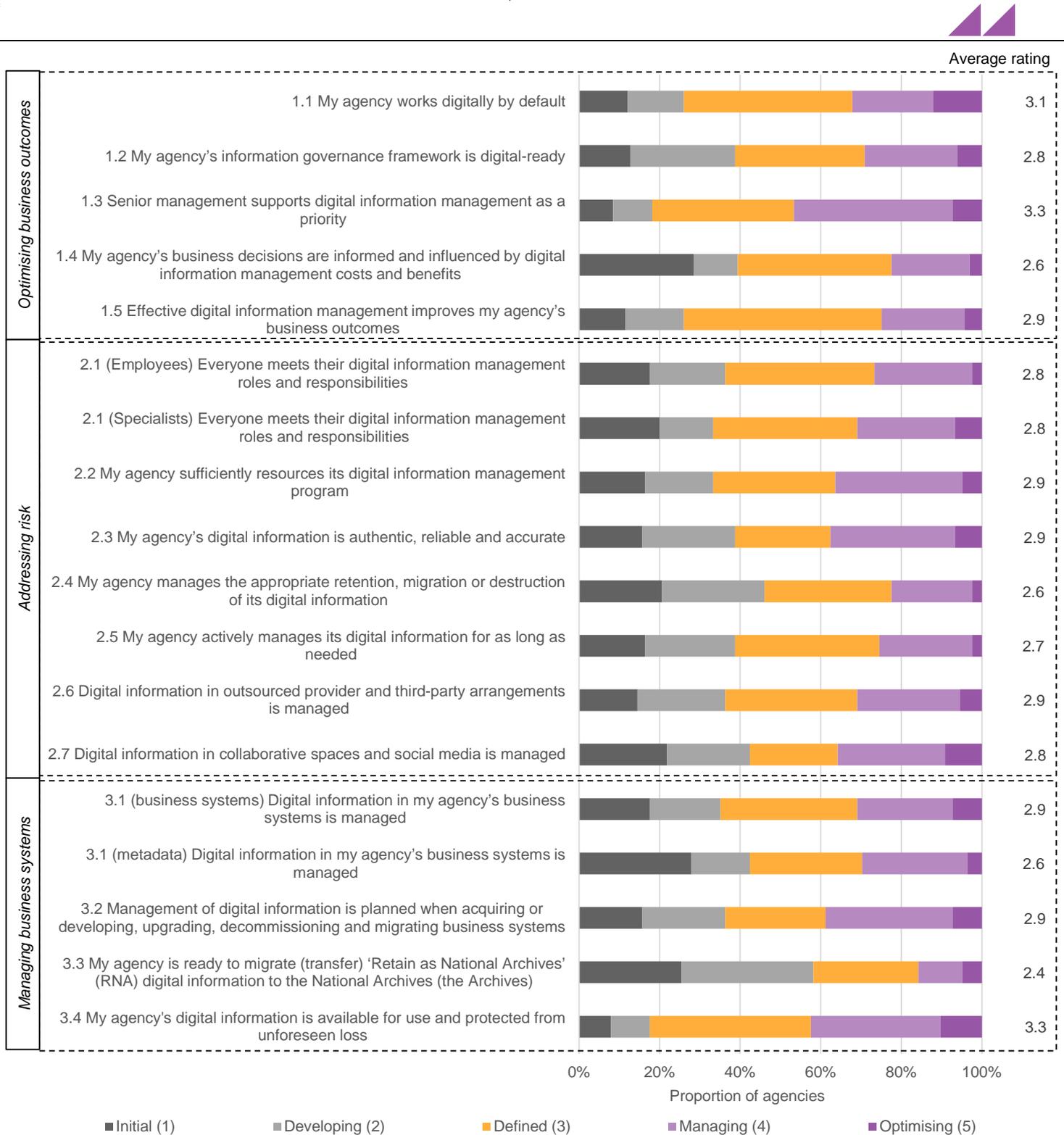
The proportion of agencies at both the *initial* and *developing* levels decreased across all Check-up Digital sections. In addition, the proportion of agencies at each of the *defined*, *managing*, and *optimising* levels increased from 2014. The largest increase was at the *managing* levels for capabilities related to *Addressing risk*, which accounted for 26 per cent of ratings, up from 20 per cent in 2014.

Capabilities related to *Addressing risk* and *Managing business systems* are rated at the *initial* or *developing* levels with similar frequency (38 per cent). This is in contrast to 2014, when ratings at *initial* and *developing* levels were more frequent among capabilities for *Addressing risk* (49 per cent) than for *Managing business systems* (46 per cent), and suggests that some agencies have focussed more on addressing risks than managing business systems in 2015 (although both of these facets of digital information management have been improved).

Analysis by capability shows some capabilities are substantially more developed than others.

Figure 3.1 shows agency ratings by capability. The least and most mature capabilities (by average ratings and proportions at the *initial/optimising* levels) are discussed in the Executive summary as strong achievements and areas for attention.

FIGURE 3.1 AGENCY RATINGS BY CHECK-UP DIGITAL CAPABILITY, 2015



SOURCE: ACIL ALLEN CONSULTING ANALYSIS OF CHECK-UP DIGITAL 2015 DATA



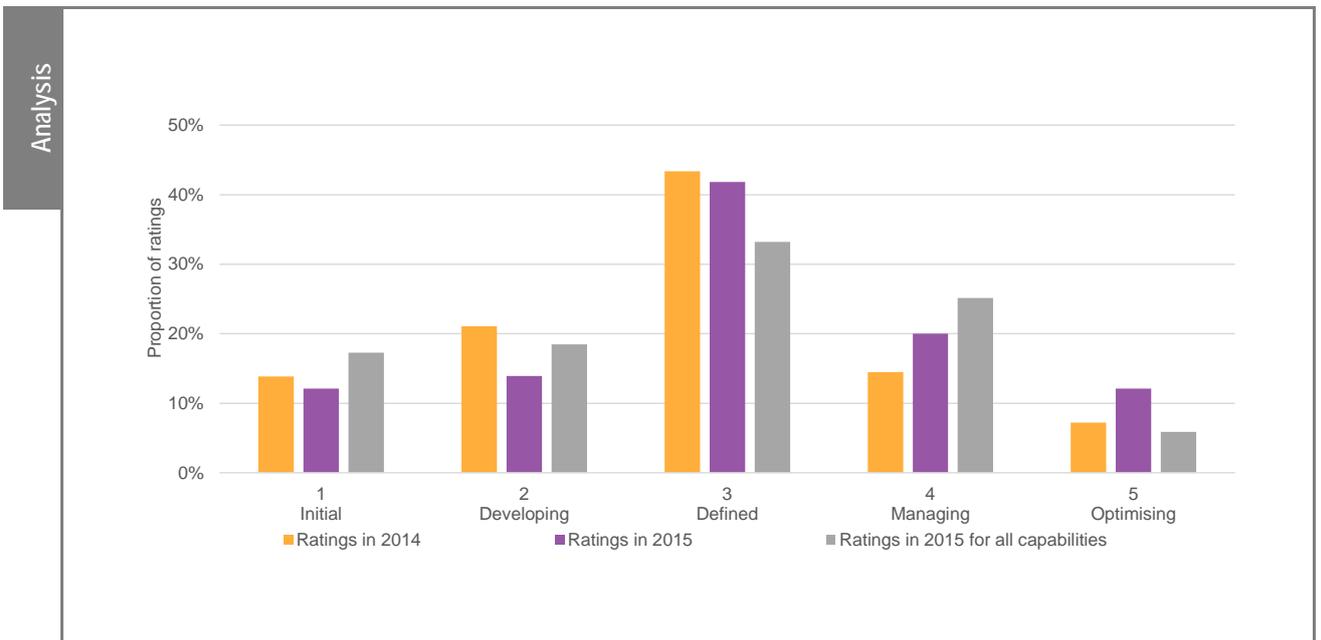
## DETAILED CAPABILITY ANALYSIS

This chapter contains analysis sheets which examine the maturity of each of the 18 capabilities and examines the changes in capability maturity across the whole of government.

## Statement 1.1 My agency works digitally by default

This capability statement identifies whether the agency works in a predominantly digital environment. The statement intends to account for processes throughout the agency including managing incoming data rather than the conversion of existing data to digital form.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 1.1 My agency works digitally by default <b>Scope:</b> All agencies <b>Year:</b> 2014, 2015
---------	---	--



Key points

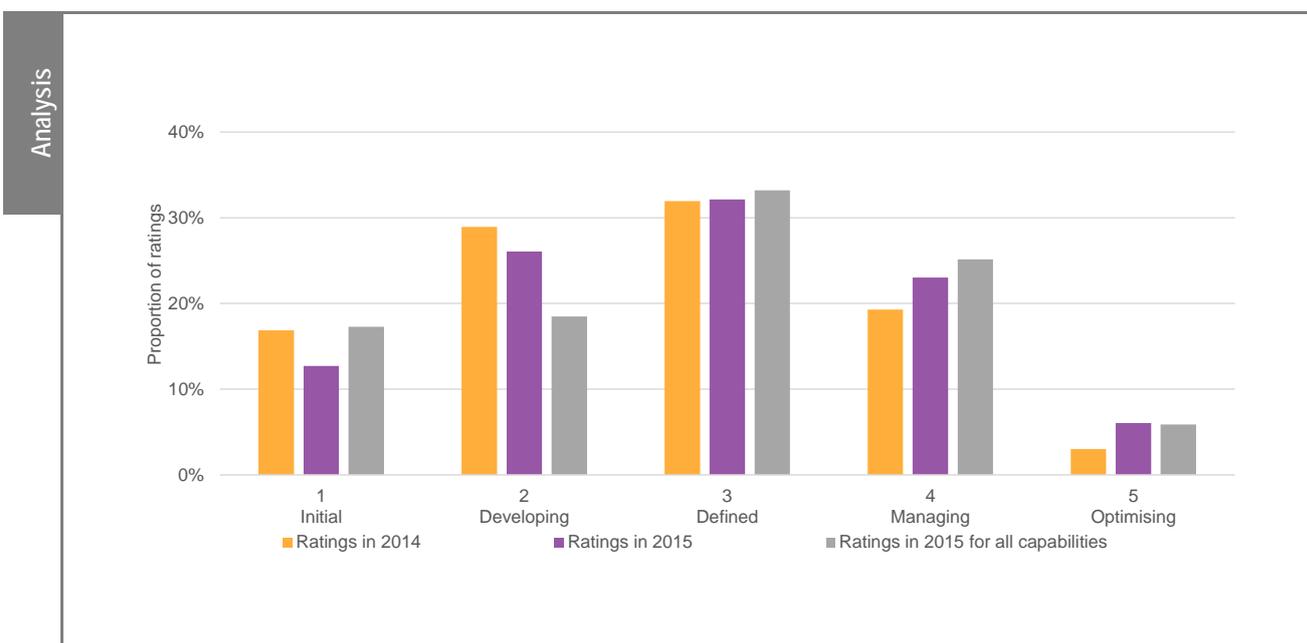
Key changes in the capability's maturity from 2014 to 2015.

Average score:	3.1	
<i>compared to 2014:</i>	+0.3	
<i>compared to all capabilities:</i>	+0.2	
Largest increase is in:	<i>managing</i>	+6%
Largest decrease is in:	<i>developing</i>	-7%
Ratings at <i>defined</i> and above	increased from	65% to 74%

## Statement 1.2 My agency's information governance framework is digital-ready

This capability statement identifies whether the agency has a governance framework that identifies digital information principles and requirements, is endorsed by senior management, and implemented successfully throughout the agency.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 1.2 My agency's information governance framework is digital-ready  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	---



Key points

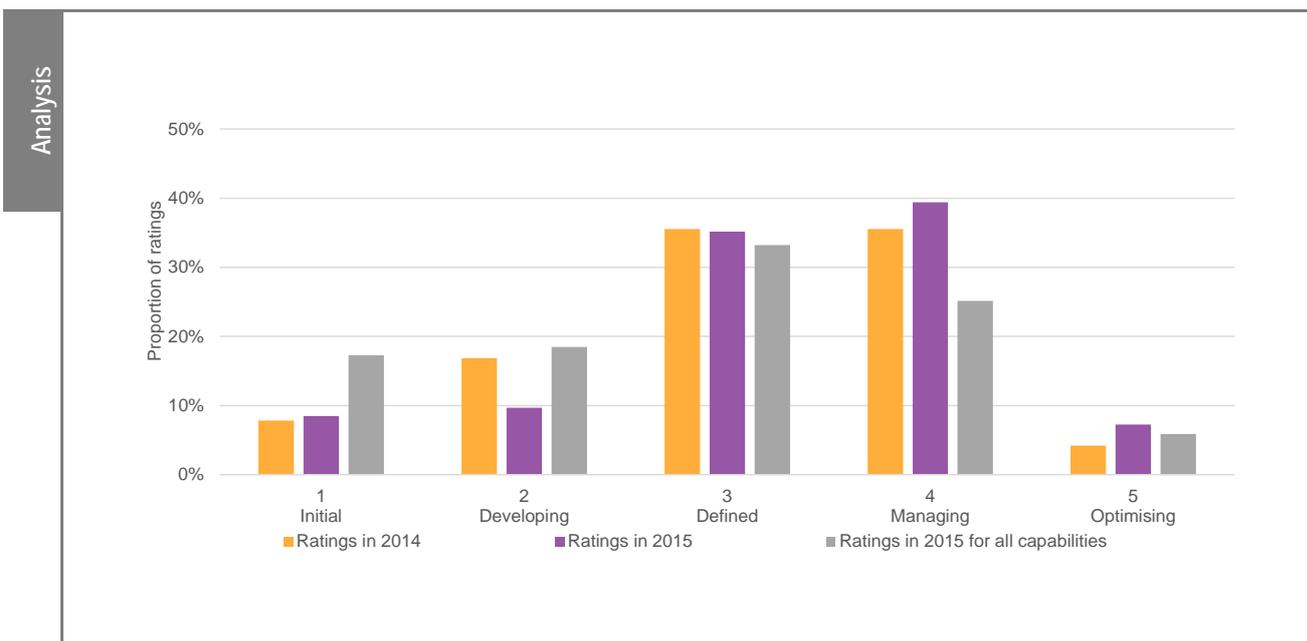
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.8
<i>compared to 2014:</i>	+0.2
<i>compared to all capabilities:</i>	-0
Largest increase is in:	<i>managing</i> +4%
Largest decrease is in:	<i>initial</i> -4%
Ratings at <i>defined</i> and above	increased from 54% to 61%

## Statement 1.3 Senior management supports digital information management as a priority

This statement identifies the extent to which senior management promotes and develops appropriate digital information management as a priority.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 1.3 Senior management supports digital information management as a priority  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	---



Key points

Key changes in the capability's maturity from 2014 to 2015.

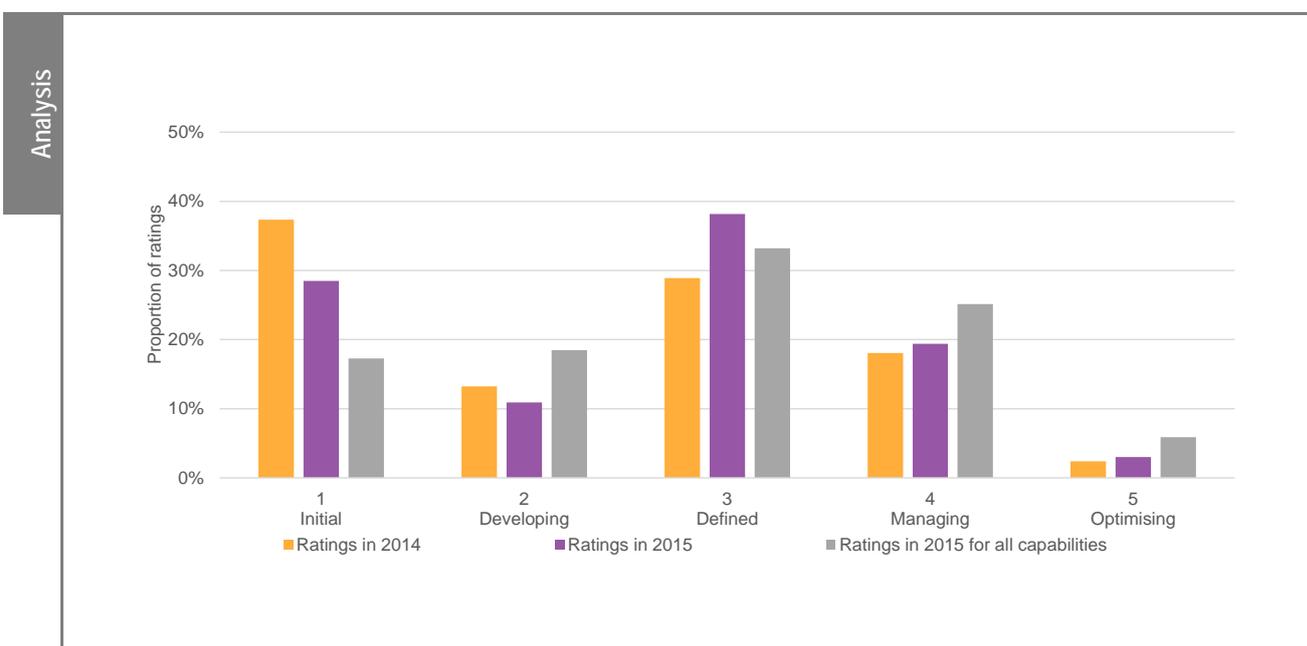
Average score:	3.3	
compared to 2014:	+0.2	
compared to all capabilities:	+0.4	
Largest increase is in:	managing	+4%
Largest decrease is in:	developing	-7%
Ratings at <i>defined</i> and above	increased from	75% to 82%

## Statement 1.4

### My agency's business decisions are informed and influenced by digital information management costs and benefits

This statement considers the extent to which information management costs and benefits are measured and identified, and used to inform business decisions.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 1.4 My agency's business decisions are informed and influenced by digital information management costs and benefits  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	---



Key points

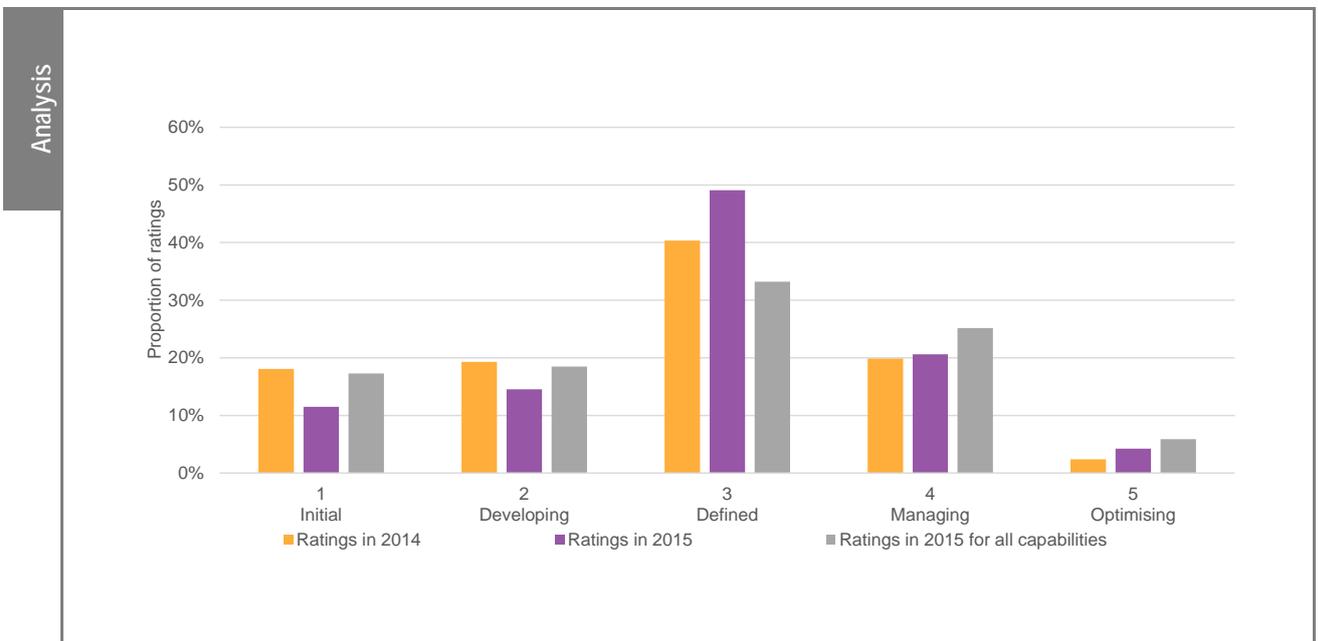
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.6
compared to 2014:	+0.2
compared to all capabilities:	-0.3
Largest increase is in:	defined <span style="color: green;">+9%</span>
Largest decrease is in:	initial <span style="color: red;">-9%</span>
Ratings at <i>defined</i> and above	increased from 49% to 61%

## Statement 1.5 Effective digital information management improves my agency's business outcomes

This statement determines the extent to which agencies quantify the impact of digital information management on business outcomes, and use this information to better both digital information management and business outcomes.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 1.5 Effective digital information management improves my agency's business outcomes  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	---



Key points

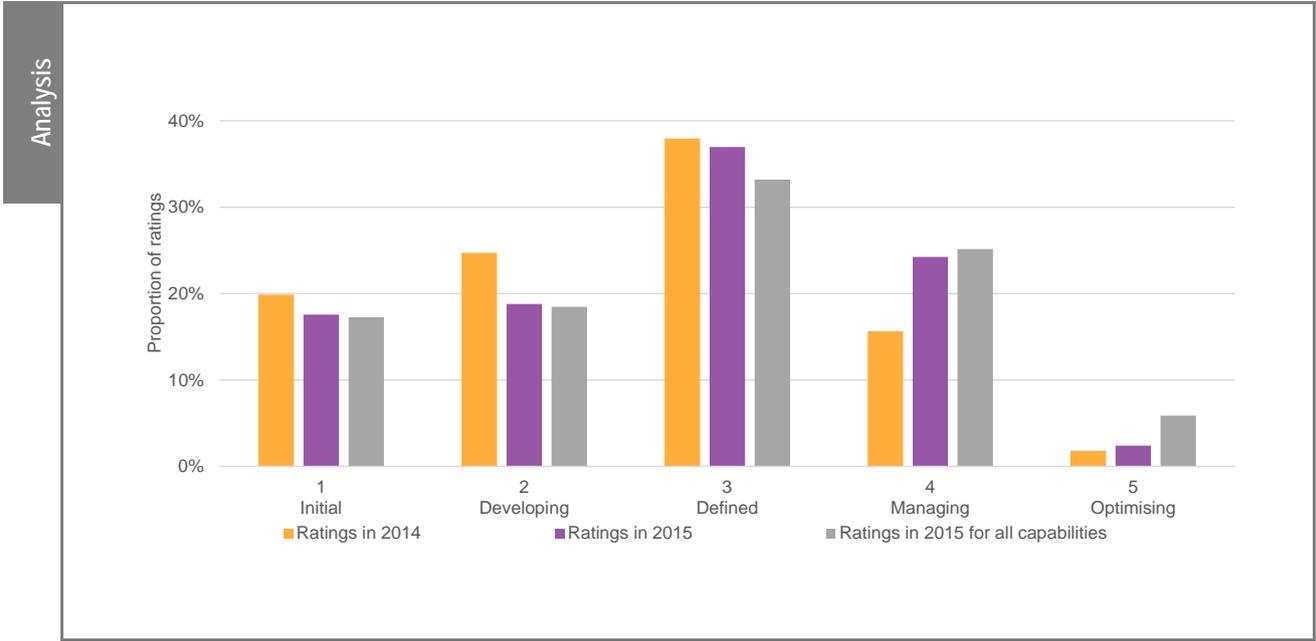
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.9
compared to 2014:	+0.2
compared to all capabilities:	+0.1
Largest increase is in:	defined +9%
Largest decrease is in:	initial -7%
Ratings at <i>defined</i> and above	increased from 63% to 74%

## Statement 2.1 Everyone meets their digital information management roles and responsibilities (Capability 1 – Employees)

This statement identifies the extent to which information management responsibilities are clearly defined, communicated, and upheld by employees.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 2.1 (Employees) Everyone meets their digital information management roles and responsibilities  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	--



Key points

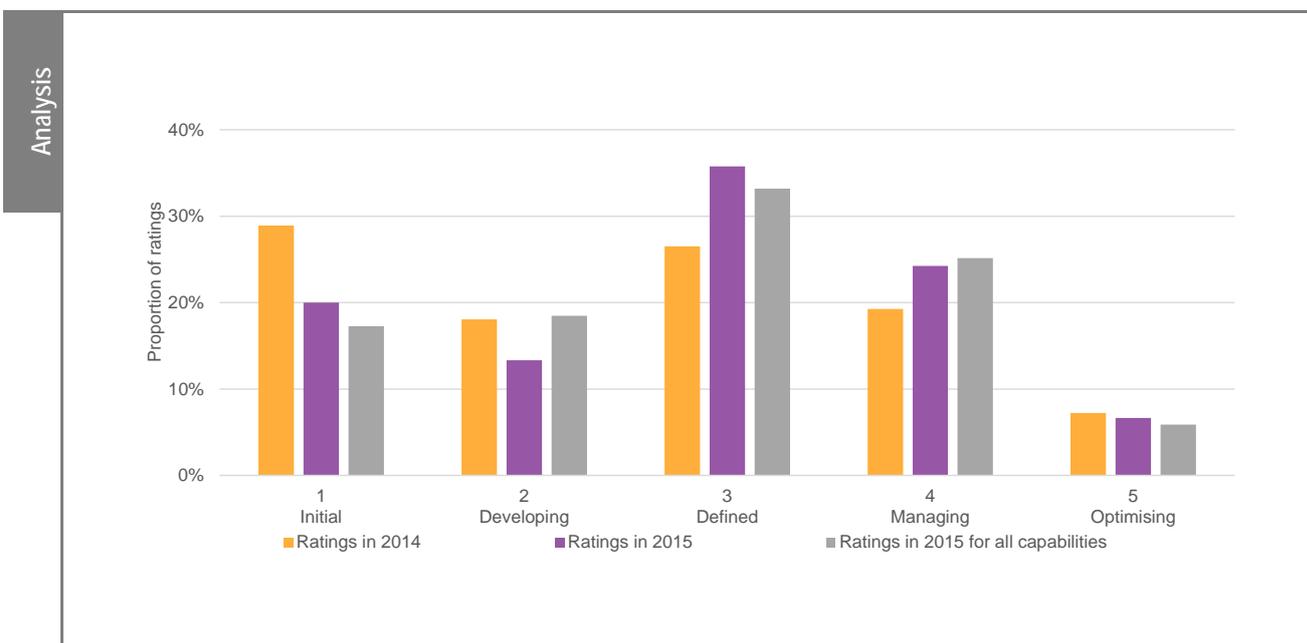
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.8
compared to 2014:	+0.2
compared to all capabilities:	-0.1
Largest increase is in:	managing +9%
Largest decrease is in:	developing -6%
Ratings at <i>defined</i> and above	increased from 55% to 64%

## Statement 2.1 Everyone meets their digital information management roles and responsibilities (Capability 2 – Specialists)

This statement identifies the extent to which information management responsibilities are clearly defined, communicated, and upheld by information management specialists.

Summary	<b>Analysis:</b> Rating summary	<b>Capability:</b> 2.1 (Specialists) Everyone meets their digital information management roles and responsibilities
	This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Scope:</b> All agencies
		<b>Year:</b> 2014, 2015



Key points

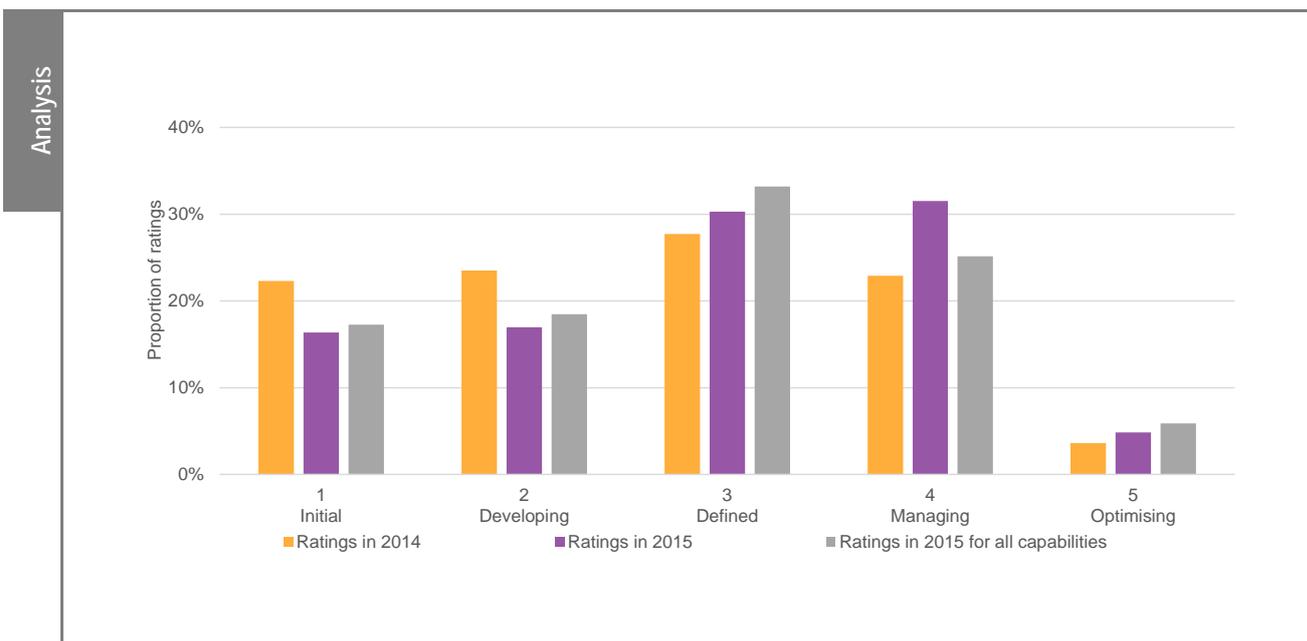
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.8
compared to 2014:	+0.3
compared to all capabilities:	+0
Largest increase is in:	defined +9%
Largest decrease is in:	initial -9%
Ratings at <i>defined</i> and above	increased from 53% to 67%

## Statement 2.2 My agency sufficiently resources its digital information management program

This statement identifies the extent to which ongoing digital information management programs are resourced in a routine manner.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 2.2 My agency sufficiently resources its digital information management program  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	---



Key points

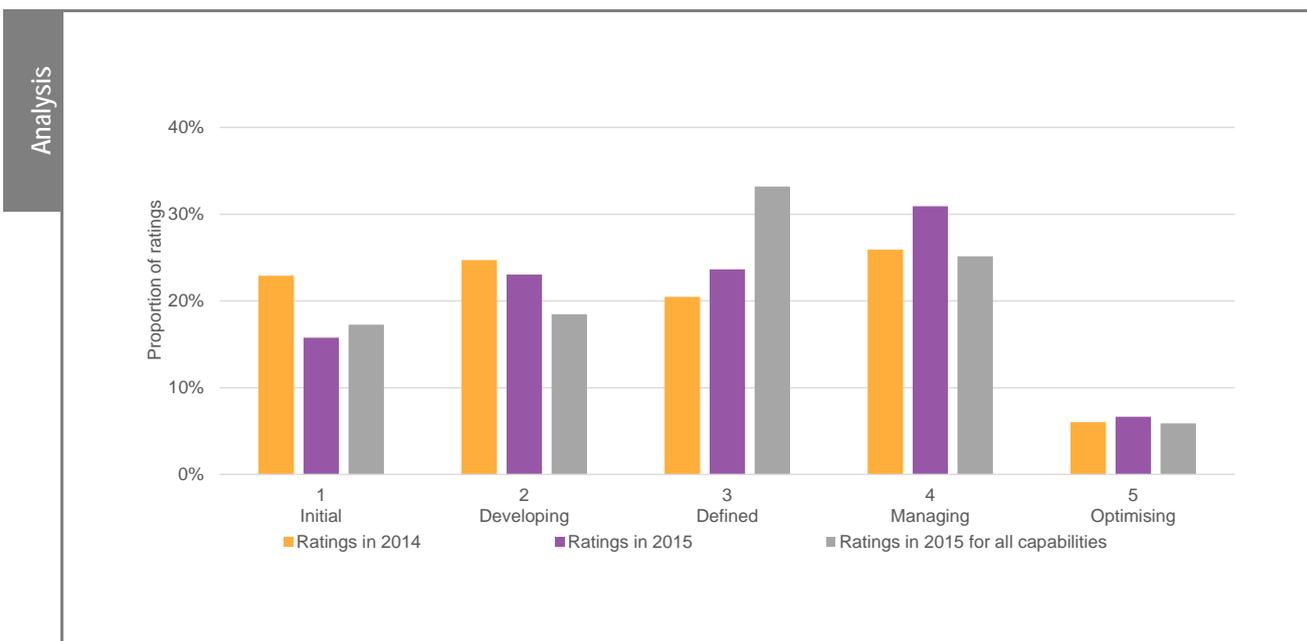
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.9	
compared to 2014:	+0.3	
compared to all capabilities:	+0.1	
Largest increase is in:	managing	+9%
Largest decrease is in:	developing	-7%
Ratings at defined and above	increased from	54% to 67%

## Statement 2.3 My agency's digital information is authentic, reliable and accurate

This capability statement determines the extent to which digital information is monitored and found to be authentic, reliable and accurate.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 2.3 My agency's digital information is authentic, reliable and accurate  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	---



Key points

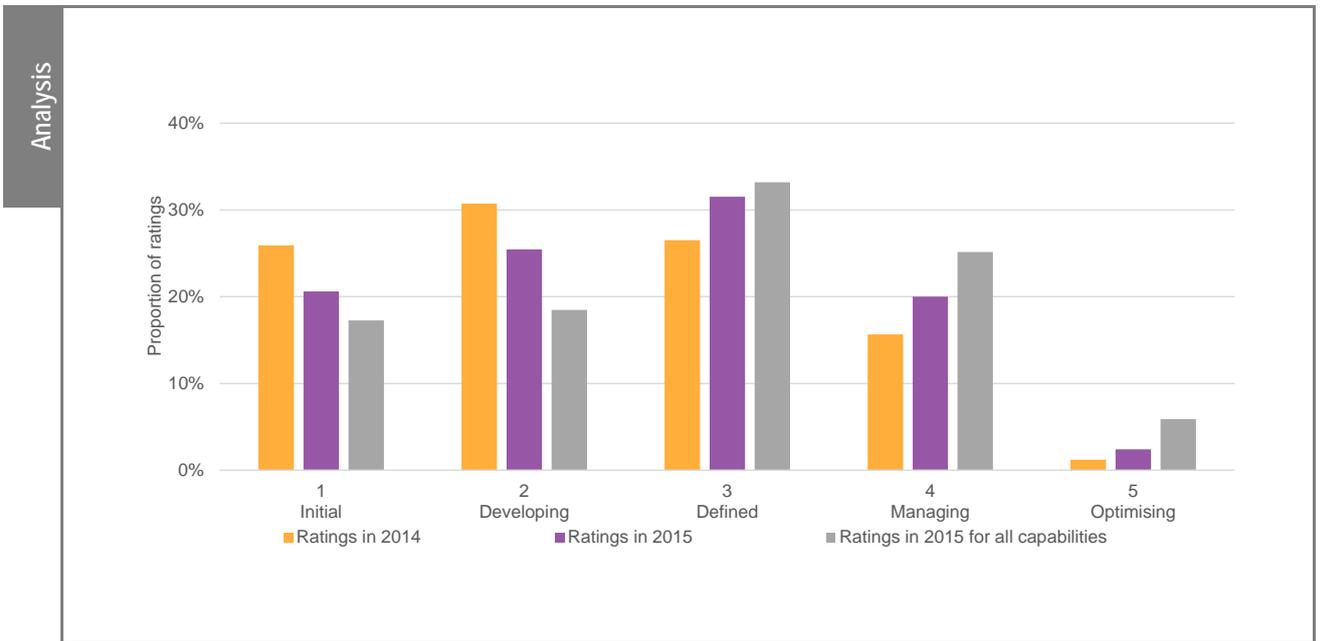
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.9
compared to 2014:	+0.2
compared to all capabilities:	+0.1
Largest increase is in:	<i>managing</i> +5%
Largest decrease is in:	<i>initial</i> -7%
Ratings at <i>defined</i> and above	increased from 52% to 61%

## Statement 2.4 My agency manages the appropriate retention, migration or destruction of its digital information

This statement determines the extent to which agencies have a program to assess digital information and make decisions about which data to keep, destroy or transfer using a risk-based approach.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 2.4 My agency manages the appropriate retention, migration or destruction of its digital information  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	--



Key points

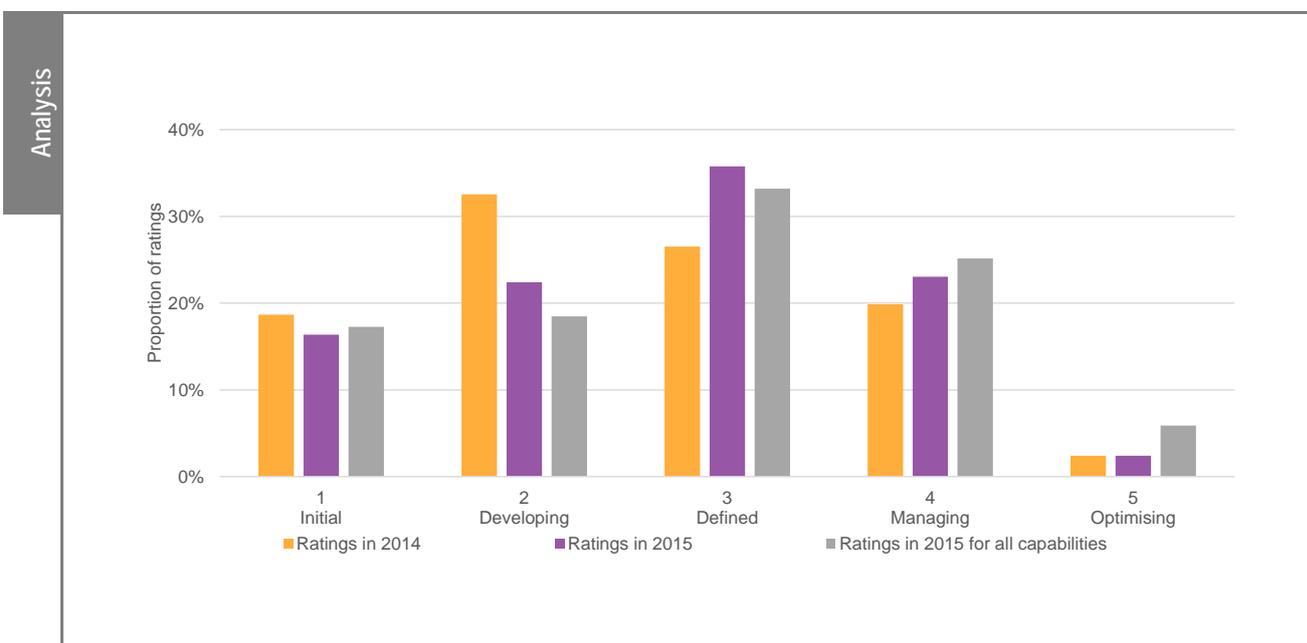
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.6
compared to 2014:	+0.2
compared to all capabilities:	-0.3
Largest increase is in:	defined +5%
Largest decrease is in:	initial -5%
Ratings at <i>defined</i> and above	increased from 43% to 54%

## Statement 2.5 My agency actively manages its digital information for as long as needed

This statement determines the steps to manage all their digital information for as long as it is needed including short term information that must be kept only for a prescribed period, long-term (i.e. to be kept for 15 years or more) and high-risk digital information to ensure it is complete, available and usable for as long as needed.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 2.5 My agency actively manages its digital information for as long as needed  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	--



Key points

Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.7
compared to 2014:	+0.2
compared to all capabilities:	-0.1
Largest increase is in:	defined +9%
Largest decrease is in:	developing -10%
Ratings at <i>defined</i> and above	increased from 49% to 61%

## Statement 2.6 Digital information in outsourced provider and third-party arrangements is managed

This capability determines the extent to which agencies routinely include their digital information requirements in contracts, agreements and arrangements with outsourced providers and third parties and routinely monitor compliance with these requirements, taking appropriate action when necessary.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 2.6 Digital information in outsourced provider and third-party arrangements is managed  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	--



Key points

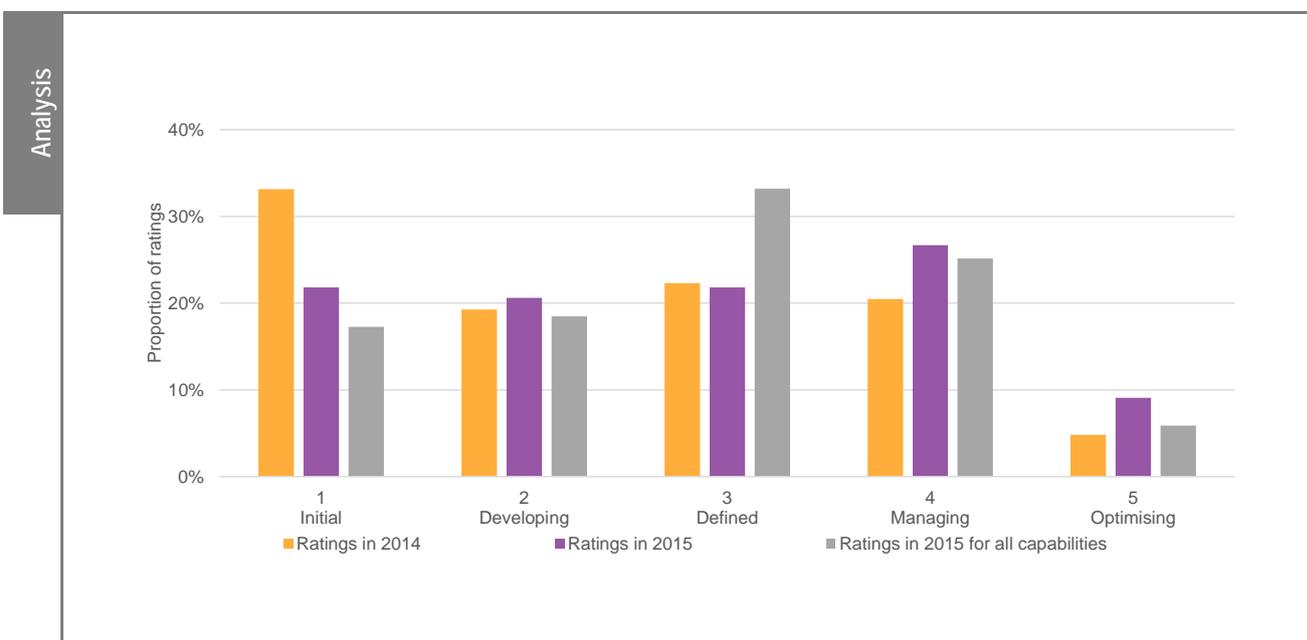
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.9
compared to 2014:	+0.2
compared to all capabilities:	+0
Largest increase is in:	defined <span style="float: right; color: green;">+7%</span>
Largest decrease is in:	initial <span style="float: right; color: red;">-6%</span>
Ratings at <i>defined</i> and above	increased from 53% to 64%

## Statement 2.7 Digital information in collaborative spaces and social media is managed

This capability determines the extent to which agencies have identified the collaborative spaces and social media in which they work and their management requirements for digital information. It also measures how well they systematically manage this digital information to ensure it is complete, available and usable for as long as needed.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 2.7 Digital information in collaborative spaces and social media is managed  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	---



Key points

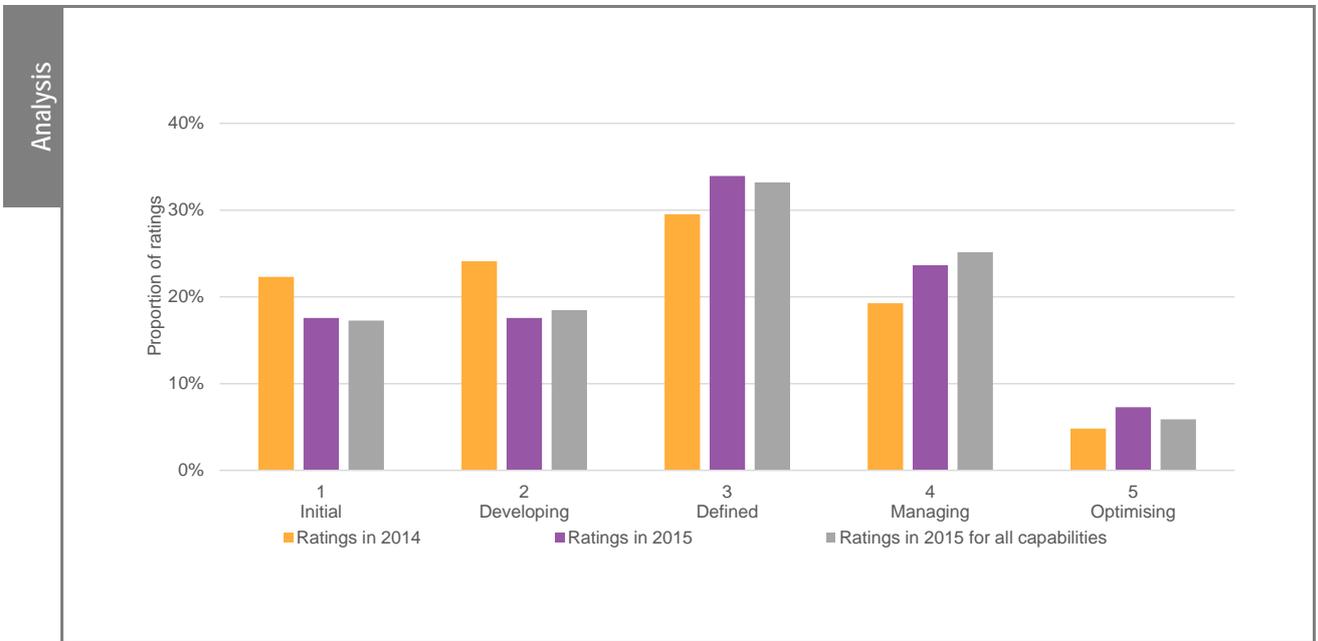
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.8
compared to 2014:	+0.4
compared to all capabilities:	-0
Largest increase is in:	managing +6%
Largest decrease is in:	initial -11%
Ratings at <i>defined</i> and above	increased from 48% to 58%

### Statement 3.1 Digital information in my agency's business systems is managed (Capability 1 – Business systems)

This capability determines the extent to which agencies identify, assess and document the digital information management capabilities of their business systems, and have identified and implemented strategies and enhancements to ensure appropriate digital information management in business systems.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 3.1 (business systems) Digital information in my agency's business systems is managed  <b>Scope:</b> All agencies  <b>Year:</b> 2014, 2015
---------	---	---



Key points

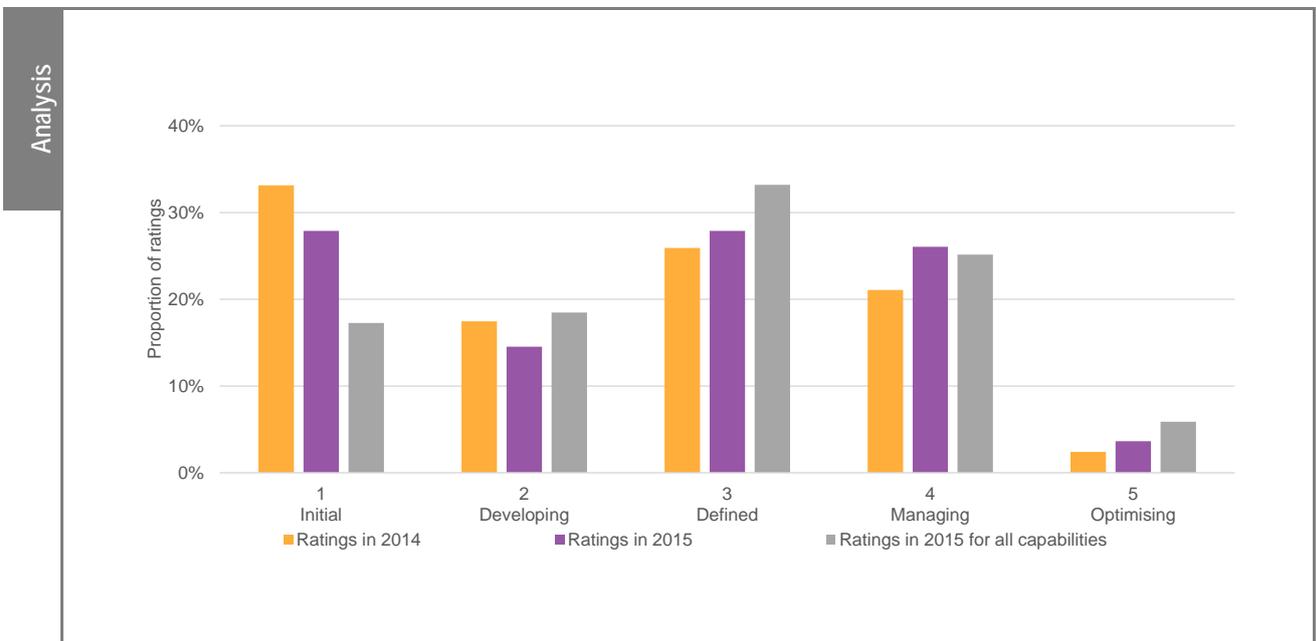
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.9
compared to 2014:	+0.3
compared to all capabilities:	+0
Largest increase is in:	defined +4%
Largest decrease is in:	developing -7%
Ratings at defined and above	increased from 54% to 65%

### Statement 3.1 Digital information in my agency's business systems is managed (Capability 2 – Metadata)

This capability determines the extent to which agencies identify, assess and document the digital information management capabilities of their business systems, and the metadata used to manage digital information.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 3.1 (metadata) Digital information in my agency's business systems is managed <b>Scope:</b> All agencies <b>Year:</b> 2014, 2015
---------	---	---



Key points

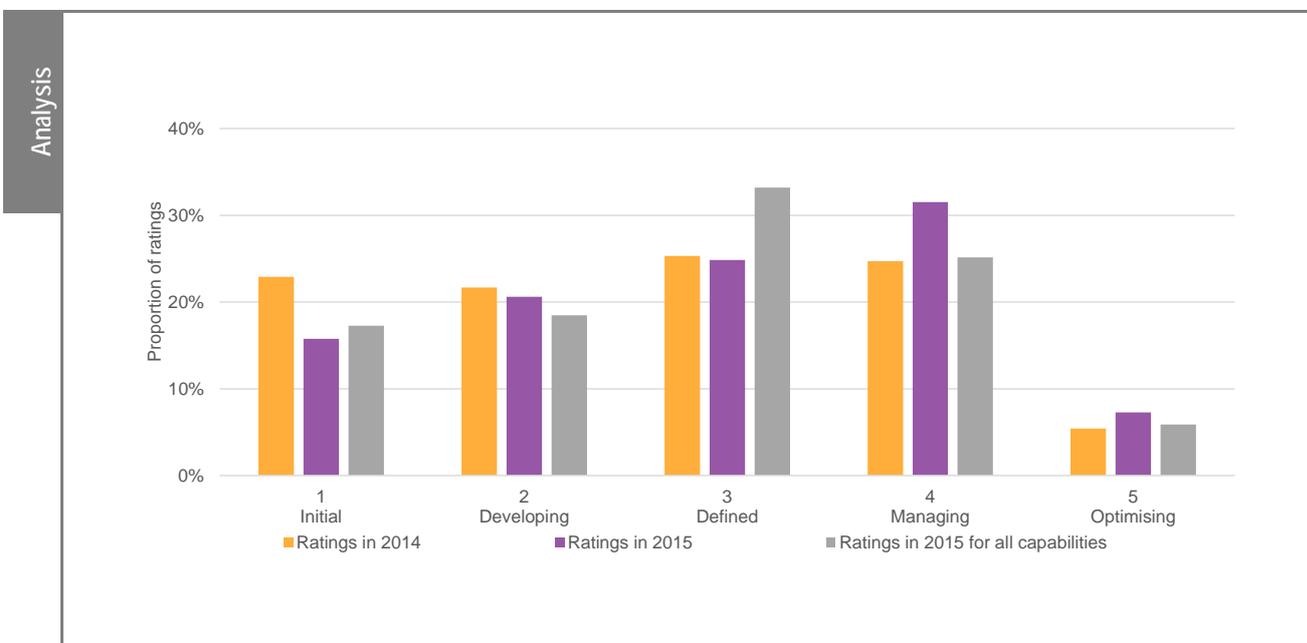
Key changes in the capability's maturity from 2014 to 2015.

Average score:	2.6
compared to 2014:	+0.2
compared to all capabilities:	-0.2
Largest increase is in:	managing +5%
Largest decrease is in:	initial -5%
Ratings at <i>defined</i> and above	increased from 49% to 58%

## Statement 3.2 Management of digital information is planned when acquiring or developing, upgrading, decommissioning and migrating business systems

This capability determines the extent to which agencies routinely ensure that digital information management requirements are planned for, considered and met when acquiring or developing, upgrading, decommissioning and migrating business systems.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 3.2 Management of digital information is planned when acquiring or developing, upgrading, decommissioning and migrating business systems  <b>Scope:</b> All agencies <b>Year:</b> 2014, 2015
---------	---	--



Key points

Key changes in the capability's maturity from 2014 to 2015.

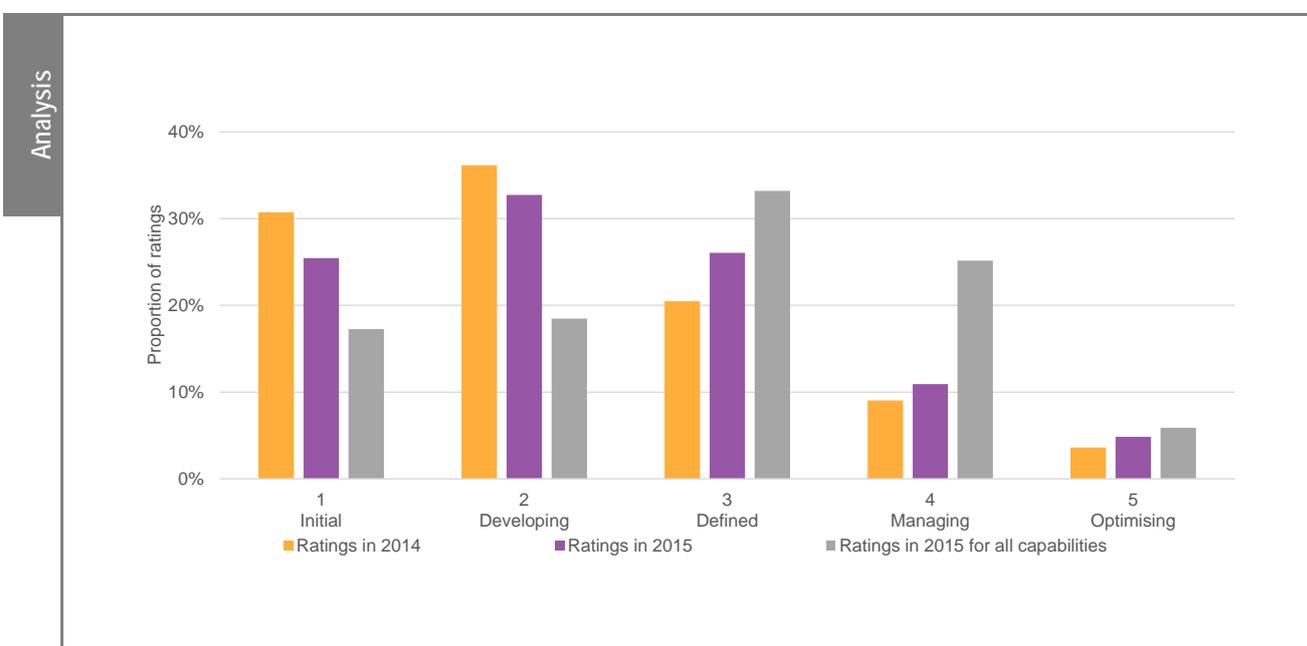
Average score:	2.9
compared to 2014:	+0.3
compared to all capabilities:	+0.1
Largest increase is in:	managing +7%
Largest decrease is in:	initial -7%
Ratings at <i>defined</i> and above	increased from 55% to 64%

### Statement 3.3

## My agency is ready to migrate (transfer) 'Retain as National Archives' (RNA) digital information to the National Archives (the Archives)

This capability determines the extent to which agencies have developed processes, systems and technologies to enable the regular migration (transfer) of archival digital information to the Archives and have prioritised legacy digital information for migration.

Summary	<b>Analysis:</b> Rating summary This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Capability:</b> 3.3 My agency is ready to migrate (transfer) 'Retain as National Archives' (RNA) digital information to the National Archives (the Archives)
		<b>Scope:</b> All agencies <b>Year:</b> 2014, 2015



Key points

Key changes in the capability's maturity from 2014 to 2015.

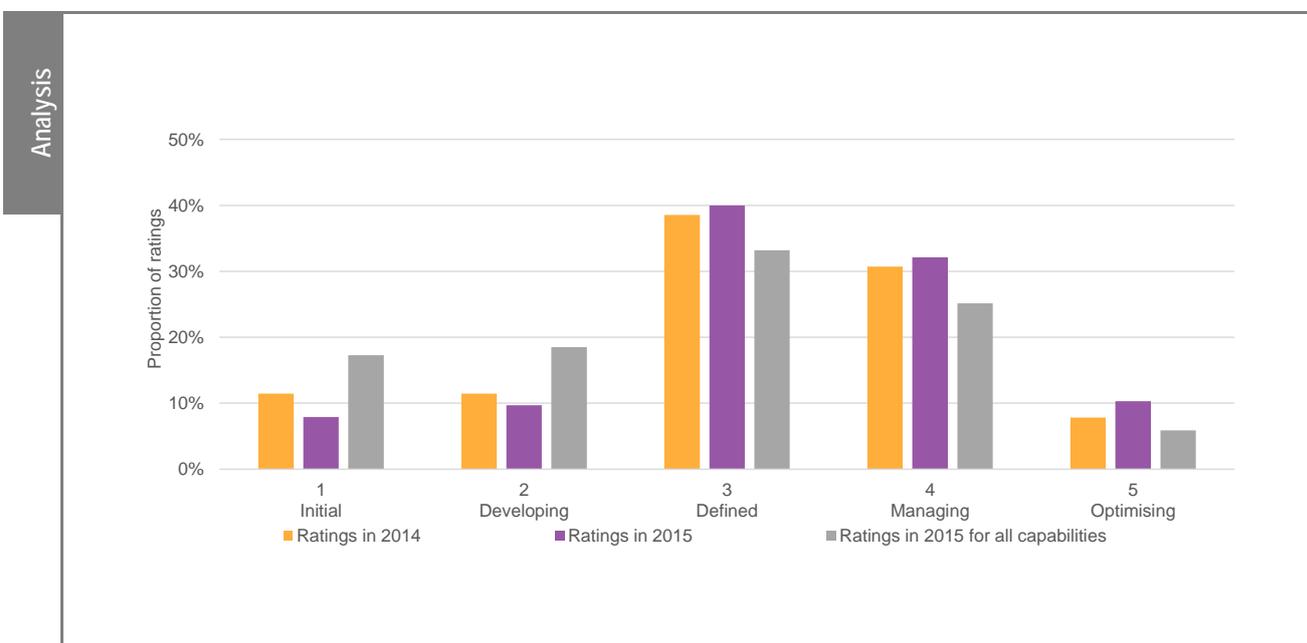
Average score:	2.4
compared to 2014:	+0.2
compared to all capabilities:	-0.5
Largest increase is in:	defined +6%
Largest decrease is in:	initial -5%
Ratings at defined and above	increased from 33% to 42%

### Statement 3.4

## My agency's digital information is available for use and protected from unforeseen loss

This capability determines the extent to which agencies have developed processes, systems and technologies to ensure that all of its digital information is available and protected from unforeseen loss.

Summary	<b>Analysis:</b> Rating summary	<b>Capability:</b> 3.4 My agency's digital information is available for use and protected from unforeseen loss
	This analysis summarises and compares ratings in 2015 with 2014 to examine improvement over time, and across all capabilities in 2015, to indicate relative capability maturity.	<b>Scope:</b> All agencies
		<b>Year:</b> 2014, 2015



Key points

Key changes in the capability's maturity from 2014 to 2015.

Average score:	3.3
compared to 2014:	+0.2
compared to all capabilities:	+0.4
Largest increase is in:	optimising +2%
Largest decrease is in:	initial -4%
Ratings at <i>defined</i> and above	increased from 77% to 82%



## CONCLUSIONS

This report presents the analysis of Check-up Digital data. This analysis of 2015 data confirms the trends in relative capability maturity identified in 2014, and also reports an increase in digital process maturity across government. Highlights from the analysis are summarised below:

Agencies have made progress towards digital maturity with an average rating of 2.8 (out of five) in 2015, up from 2.6 in 2014. However, significant progress is still possible with 36 per cent of capability ratings at the *initial* or *developing* levels in 2015.

Every capability has improved from 2014, but the largest improvement was for *digital information in collaborative spaces and social media is managed* [capability 2.7] (average = 2.8, up from 2.4 in 2014).

The most mature capabilities in 2015 are

- *Senior management supports digital information management as a priority* [capability 1.3] (average score = 3.3, up from 3.1 in 2014)
- *My agency's digital information is available for use and protected from unforeseen loss* [capability 3.4] (average score = 3.3, up from 3.1).
- *My agency works digitally by default* [capability 1.1] (average score = 3.1, up from 2.8).

There were also several areas that may require additional attention in the final year of Check-up.

Overall, the least mature capabilities are:

- *My agency is ready to migrate (transfer) 'Retain as National Archives' (RNA) digital information to the National Archives (the Archives)* [capability 3.3] (average score = 2.4)
- *My agency's business decisions are informed and influenced by digital information management costs and benefits* [capability 1.4] (average score = 2.6)
- *My agency manages the appropriate retention, migration or destruction of its digital information* [capability 2.4] (average score = 2.6).

## APPENDIX 1

The below table lists the agencies included in Figure ES2 (p.4) of the report based on their average rating across all capabilities as reported in Check-up Digital 2015. Agencies are grouped alphabetically within thirds – those with a high level of digital capability maturity, those with developing levels of maturity and those who are just beginning the transition to digital information management (initial).

Distribution of agencies by average rating across all capabilities
<b>High</b>
ASC Pty Ltd
Attorney-General's Department
Australia Council
Australian Bureau of Statistics
Australian Commission on Safety and Quality in Health Care
Australian Communications and Media Authority
Australian Competition and Consumer Commission
Australian Curriculum, Assessment and Reporting Authority
Australian Financial Security Authority
Australian Government Solicitor
Australian Hearing Services (Australian Hearing)
Australian Institute of Aboriginal and Torres Strait Islander Studies
Australian Institute of Marine Science
Australian Law Reform Commission
Australian National Audit Office
Australian Nuclear Science & Technology Organisation

## Distribution of agencies by average rating across all capabilities

Australian Securities and Investment Commission

Australian Skills Quality Authority (National Vocational Education and Training Regulator)

Australian Sports Anti-Doping Authority

Bundanon Trust

Civil Aviation Safety Authority

Clean Energy Finance Corporation

Clean Energy Regulator

Comcare

Defence Housing Australia

Department of Agriculture and Water Resources

Department of Education

Department of Employment

Department of Foreign Affairs and Trade

Department of Human Services

Department of the House of Representatives

Fair Work Building and Construction

Fisheries Research and Development Corporation

Food Standards Australia New Zealand

Independent Hospital Pricing Authority

IP Australia

Management Authority

National Archives of Australia

National Blood Authority

National Mental Health Commission

National Museum of Australia

National Offshore Petroleum Safety and Environmental

NBN Co Limited

Office of National Assessment

Office of the Australian Information Commissioner

**Distribution of agencies by average rating across all capabilities**

Parliamentary Budget Office

Professional Services Review

Repatriation Medical Authority

Reserve Bank of Australia

Safe Work Australia

Screen Australia

Tourism Australia

Workplace Gender Equality Agency

***Developing***

Administrative Appeals Tribunal

Airservices Australia

Army and Air Force Canteen Service (Frontline Defence Services)

Asbestos Safety and Eradication Agency

Australian Broadcasting Corporation

Australian Centre for International Agricultural Research

Australian Commission for Law Enforcement Integrity

Australian Crime Commission

Australian Film, Television and Radio School

Australian Institute for Teaching and School Leadership Ltd

Australian Institute of Family Studies

Australian National University

Australian Office of Financial Management

Australian Pesticides and Veterinary Medicines Authority

Australian Prudential Regulation Authority

Australian Public Service Commission

Australian Radiation Protection and Nuclear Safety Agency

Australian Reinsurance Pool Corporation

Australian Security Intelligence Organisation

Australian Sports Commission

Australian Strategic Policy Institute Limited

Australian Taxation Office

Australian Transaction Reports and Analysis Centre

Australian Transport Safety Bureau

## Distribution of agencies by average rating across all capabilities

Australian War Memorial

Bureau of Meteorology

Cancer Australia

Climate Change Authority

Commonwealth Grants Commission

Commonwealth Scientific and Industrial Research Organisation

Cotton Research and Development Corporation

CrimTrac Agency

Department of Communications and the Arts

Department of Defence

Department of Infrastructure and Regional Development

Department of Social Services

Department of the Environment

Department of the Treasury

Department of Veterans' Affairs

Export Finance and Insurance Corporation

Fair Work Commission

Federal Court of Australia

Great Barrier Reef Marine Park Authority

Murray-Darling Basin Authority

National Australia Day Council Limited

National Capital Authority

National Health Funding Body

National Health Performance Authority

National Library of Australia

National Portrait Gallery of Australia

National Transport Commission

Office of Parliamentary Counsel

Office of the Commonwealth Ombudsman

Productivity Commission

Royal Australian Air Force Welfare Trust Fund

Rural Industries Research and Development Corporation

## Distribution of agencies by average rating across all capabilities

Sydney Harbour Federation Trust

Torres Strait Regional Authority

### *Initial*

Aboriginal Hostels Limited

Anindilyakwa Land Council

Australian Aged Care Quality Agency

Australian Electoral Commission

Australian Federal Police

Australian Fisheries Management Authority

Australian Grape and Wine Authority

Australian Human Rights Commission

Australian Institute of Criminology

Australian Institute of Health and Welfare

Australian Maritime Safety Authority

Australian National Maritime Museum

Australian Postal Corporation (Australia Post)

Australian Rail Track Corporation Limited

Australian Research Council

Australian Trade Commission

Central Land Council

Child Sexual Abuse

Coal Mining Industry (Long Service Leave Funding) Corporation

Commonwealth Superannuation Corporation

Creative Partnerships Australia (Australia Business Arts Foundation Ltd)

Department of Finance

Department of Health

Department of Immigration and Border Protection

Department of Industry, Innovation and Science

Department of Parliamentary Services

Department of the Prime Minister and Cabinet

Family Court and Federal Circuit Court

Future Fund Management Agency

## Distribution of agencies by average rating across all capabilities

Geoscience Australia

Grains Research and Development Corporation

Indigenous Business Australia

Indigenous Land Corporation

Moorebank Intermodal Company Limited

National Disability Insurance Agency

National Film and Sound Archive

National Gallery of Australia

National Health and Medical Research Council

Northern Land Council

Office of the Auditing and Assurance Standards Board

Office of the Australian Accounting Standards Board

Office of the Commonwealth Director of Public Prosecutions

Office of the Fair Work Ombudsman

Office of the Official Secretary to the Governor-General

Old Parliament House (Museum of Australian Democracy)

Organ and Tissue Authority

Outback Stores Pty Ltd

Royal Australian Mint

Royal Australian Navy Central Canteens Board

Royal Australian Navy Relief Trust Fund

Royal Commission into Institutional Responses to

Special Broadcasting Service Corporation

Superannuation Complaints Tribunal

Tertiary Education Quality and Standards Agency

Tiwi Land Council

Wreck Bay Aboriginal Community Council