NAA

NATIONAL ARCHIVES OF AUSTRALIA

INFORMATION AND TECHNOLOGY

Strategic Direction

2019–22

A WORLD LEADING ARCHIVE

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Message from the Director-General

Welcome to the National Archives of Australia 2019-2022 Information and Technology Strategic Direction, which sets our transformation journey over the next four years.

The National Archives of Australia ('the Archives') vision is to be a world leading archive in the digital age. To do this, we need to reposition I&T as a business partner, leading innovation and creativity at the NAA through technology.

The I&T Strategy outlines a transformation and modernisation journey in alignment with this vision, introducing significant new capabilities and new ways of working. Our transformation is informed by the learnings and best practice initiatives undertaken by other archival and cultural intuitions around the world.

Throughout our transformation, we will ensure the essential records of government are secured and remain accessible and reusable into the future, unlocking Australia's history and supporting the digital economy.

By focussing on our core business and investing in ways to do this better, the Archives will be a place 'where Australia's records go to live'.

David Fricker
Director-General

Message from the CIO

Our mission is to 'connect Australians with their identity and history through our stewardship of Australian Government records'.

Our I&T Strategy

The role of I&T now and into the future remains critical as government creates more information in digital form and there is continued growth in demand for services through digital channels. We must ensure we align our business and technology strategies to accelerate delivery of our mission to 'connect Australians with their identity and history through our stewardship of Australian Government records'.

To enable our vision and mission, our I&T Strategy focuses on three key themes:

Preserve and secure the national archival collection	Information and technology that underpin a world leading digital archive	Modern and customer focused information and technology services

The I&T strategy, which sits alongside our Digital Archives Program, allows us to build new, secure, state-of-the-art digital preservation, archival management and access solutions, and enabling services to ensure that the Archives ingests, secures and protects the authenticity and integrity of digital government information.

As outlined in our four year strategy, my priorities as CIO and CISO are to ensure that:

- The Australian public are able to easily, securely and reliably engage with and access the information held within the archives through their channel of choice

- Our staff are provided the technology, tools and processes to support them as a professional workforce and be a world leading archive

- Records and information exchanged with Government departments, stakeholders, and the public are preserved and protected, providing safeguards for data privacy and security

- The Information and Technology Branch plays a pivotal role in leading creativity and innovation at the NAA

With innovation and creativity at the core of our I&T Strategy, we need to ensure that we continue to think laterally and consider the 'art of the possible' in delivering on our business mission. Through this, we will drive significant improvements in the way I&T partners with the business of the Archives while ensuring we deliver service excellence as we make our collection available to the public.

Yaso Arumugam
Chief Information Officer and Chief Information Security Officer

Executive Summary

Our I&T Strategy is aligned with our business vision, mission and strategies.

Our Vision

To be a world leading archive in the digital age

Enabling the vision, our I&T strategy is focused on **six business focus areas** *which are distilled into* **three themes**

Themes

Preserve and secure the national archival collection

Information and technology that underpin a world leading digital archive

Modern and customer focused information and technology services

Business Focus Areas

- **Delivery of modern archival services to our customers –** We will explore and adopt modern methods for the provision of services to collect, manage, preserve and provide access to records digitally whilst upholding the rules of evidence and maintaining the authenticity of information for long-term use to protect Australia's memory.

- **Digital will become our normal way of working consistent with Digital Continuity principles -** To be a world leading digital archive, the NAA needs to ensure that working digitally is business as usual, and that we are leading from the front when implementing Digital Continuity principles.

- **Agile and mobile workforce -** The NAA will create "One Archives" by connecting its people to information, Archival users and each other regardless of their geographic location.

- **A cyber resilient organisation -** The National Archives will enable, empower and embed a cyber security resilience culture throughout the agency to protect and safeguard the nation's memories.

- **Data and insights to support research and public engagement -** The NAA will be known as a place where records "go to live" leveraging technology to provide increased public access to data and an ability to draw insights from the vast quantities of information contained within the collection.

- **Adopt and deliver modern, contemporary and reliable I&T capabilities -** The achievement of key business outcomes across the NAA will be underpinned by the adoption of modern IT capabilities and IT-enabled business processes.

Our vision will be achieved incrementally by piecing together key building blocks over **three horizons**

Horizon 1 *Build the foundation*	Horizon 2 *Accelerate digitisation*	Horizon 3 *Amplify Archive's impact*
- Uplift the reliability, sustainability, scalability and security of our people, processes and systems - Reposition I&T as a broker, integrator and orchestrator across the wider NAA Business	- Facilitate greater access through channel of choice for open collections - Modernise our discovery layer to support self-sufficient discovery - Synchronise the digital context with the physical object as we	- Deliver rich, digitally enabled customer experience through channel of choice - Create a platform for sharable knowledge, delivering personalisation and enabling sharing of self-curated content - Reposition I&T as an innovator, driving creativity and bringing insights

I&T Strategy
Vision

Our I&T Strategy identifies outcomes that will support the successful delivery of the National Archive's vision and mission

Our Vision
To be a world leading archive in the digital age

Our Mission
To connect Australians with their identity and history through our stewardship of Australian Government records

Our Goals

Goal 1: Enable
Establish frameworks for best practice management of Australian Government information and data by Australian Government agencies toward achievement of Digital Continuity 2020 Policy targets

Goal 2: Secure
Secure and preserve Australian Government data and information of enduring national significance for the national archival collection.

Goal 3: Connect
Connect researchers and the community to the national archival collection and enhance understanding of the role of the Archives.

Goal 4: Innovate
Develop our capacity to lead and innovate in the digital age

Who

We strive for excellent service as we make the collection available to **the public** while taking proper account of privacy, security, confidentiality and public interest

Our staff are equipped with the contemporary skills and competencies to work with digital tools and resources to deliver new services to the Australian Government and the general public

We will provide leadership in best-practice management of the official record of the **Australian Government** and ensure that information of enduring significance is secured, preserved and available

Our business focus areas are underpinned by our capacity to lead and innovate in the digital age

Delivery of modern archival services to our customers

Digital is our normal way of working consistent with Digital Continuity principles

Agile and mobile workforce

A cyber security resilient organisation

Data and insights to support research and public engagement

Adopt and deliver modern, contemporary and reliable I&T capabilities

Outcomes

Technology Goals

The **Australian public** are able to easily, securely and reliably engage with and access the information held within the archives through their channel of choice

Our **staff** are provided the technology, tools and processes to support them as a professional workforce and be a world leading archive

Records and information exchanged with **Government departments, stakeholders, and the public** will meet the ASD security requirements, providing safeguards for data privacy and security

We will lead and drive **creativity and innovation** through technology
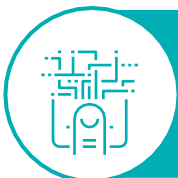
Our Strategy to Deliver

Preserve and secure the national archival collection

Reliable, secure and fit for purpose technology capabilities that enable business objectives

A mature risk management framework to protect the **long-term integrity and provenance of all records**

A **cyber resilient** organisation

Information and technology that underpin a world leading digital archive

Archive-as-a-Service creating digital platforms for Government agencies and members of the public to access archival services

An **exemplar agency** for DC2020 and beyond

Facilitate engagement with government agencies, customers and stakeholders in a **modern, convenient and secure manner**

Modern and customer focused information and technology services

Uplift work processes to gain efficiencies and accelerate digital archives objectives
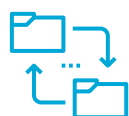
Modern platforms to facilitate innovation supported by appropriate levels of governance

Transform to a **digital workplace** and new ways of working through workforce collaboration and mobility solutions

Realising the Future State

WHAT WE WILL DO

In realising the future state vision we will focus our efforts on six core business focus areas

Delivery of modern archival services to our customers

Finding modern methods for the provision of services to collect, manage, preserve and provide access to records digitally whilst upholding the rules of evidence and maintaining the authenticity of information for long-term use to protect Australia's memory.

Digital is our normal way of working consistent with Digital Continuity principles

To be a world leading digital archive, the NAA needs to ensure that working digitally is business as usual, and that we are leading from the front when implementing Digital Continuity principles.

Agile and mobile workforce

The NAA aims to create "One Archives" by connecting its people to information, Archival users and each other regardless of their geographic location.

A cyber resilient organisation

The National Archives will enable, empower and embed a cyber security resilience culture throughout the agency to protect and safeguard the nation's memories.

Data and insights to support research and public engagement

The NAA will be known as a place where records "go to live" leveraging technology to provide greater public access to data and an ability to draw insights from the vast quantities of information contained within the collection.

Adopt and deliver modern, contemporary and reliable I&T capabilities

The achievement of key business outcomes across the NAA will be underpinned by the adoption of modern IT capabilities and IT-enabled business processes.

HOW WE WILL DO IT

Our strategy to deliver on the vision is underpinned by seven strategic building blocks that will shape our transformation investments

Transform the role of I&T
Transform I&T's role into broker, integrator and orchestrator

Change the way we work
Adopt agile ways of working without comprising quality, resiliency and reliability

Modernise technology
Modernise technology platforms and services

Digitisation | Cloud | API | Block Chain | High capacity storage | AI & Robotics

Embed security
Embed security and preservation in everything we do

IAM Platform | Training and Awareness | Cloud Ready | Detection | Protection

Invest in capabilities
Acquire and integrate a contemporary archival management system

Ingest | Preservation | Storage | Access
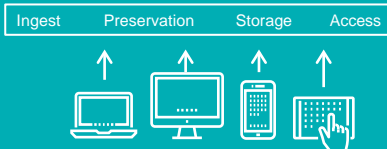
Use data to create insights
Create new knowledge and enhance the value of archive collection supported by data and insights

Analytics | Curation | AI | Discovery & metadata | Machine learning

Enhance customer experience
Amplify Archives' impact through rich, digitally enabled customer experience

Personalisation | Share | Mobile | Gamification

Preserve and secure the national archival collection

Information and technology that underpin a world leading digital archive

Modern and customer focused information and technology services

Our Plan to Deliver

We will evolve our future state over three horizons. Their characteristics are described below and will direct our focus over the transformation journey, leveraging the building blocks.

Maturity (vertical axis: Low to High)

Acquire and integrate a **contemporary archival management** system

Embed **security and preservation** in everything we do

Transform I&T's role towards broker, integrator and orchestrator

Modernise technology platforms and services

Adopt agile ways of working without comprising quality, resiliency and reliability
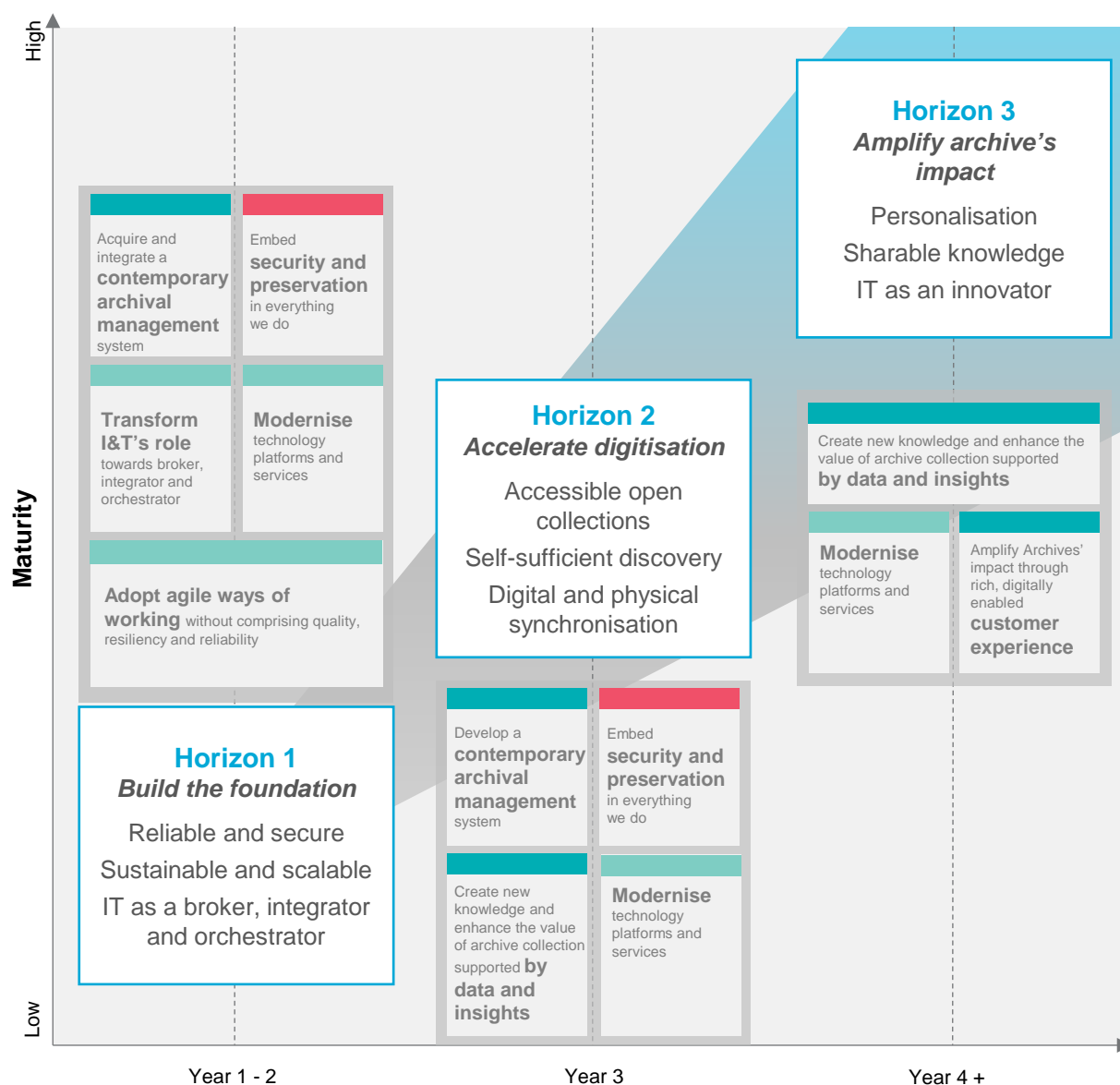
Horizon 3
Amplify archive's impact

Personalisation

Sharable knowledge

IT as an innovator

Create new knowledge and enhance the value of archive collection supported **by data and insights**

Modernise technology platforms and services

Amplify Archives' impact through rich, digitally enabled **customer experience**

Horizon 2
Accelerate digitisation

Accessible open collections

Self-sufficient discovery

Digital and physical synchronisation

Horizon 1
Build the foundation

Reliable and secure

Sustainable and scalable

IT as a broker, integrator and orchestrator

Develop a **contemporary archival management** system

Embed **security and preservation** in everything we do

Create new knowledge and enhance the value of archive collection supported **by data and insights**

Modernise technology platforms and services

Year 1 - 2   Year 3   Year 4 +

Focus on NAA Goals

NAA Goal 1: Enable
Establish frameworks for best practice management of Australian Government information and data by Australian Government agencies toward achievement of Digital Continuity 2020 Policy targets

NAA Goal 2: Secure
Secure and preserve Australian Government information and data of enduring national significance for the national archival collection.

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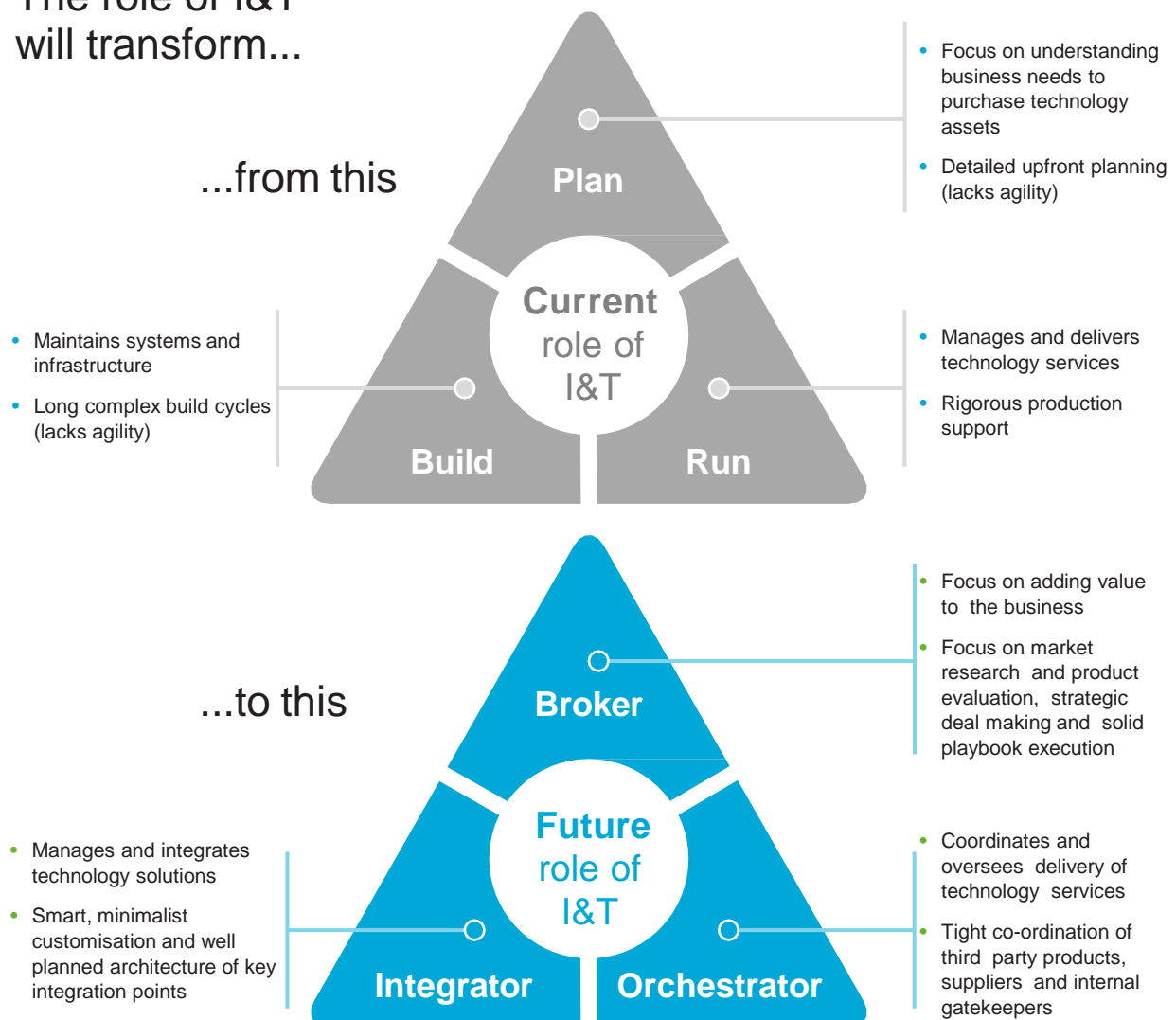
NAA Goal 4: Innovate
Develop our capacity to lead and innovate in the digital age.

The Role of I&T

As we move towards the future state, the role of I&T will shift from being a business enabler, to partnering with the business to deliver services that provide maximum value

The current role of Information and Technology is to maintain systems and infrastructure and act as an internal service provider. The future role of NAA's I&T function will be to act as a service integrator, support the business in sourcing and managing the best solutions available, and advising the business on all information and technology matters.

The role of I&T will transform...

...from this

Plan
- Focus on understanding business needs to purchase technology assets
- Detailed upfront planning (lacks agility)

Current role of I&T

Build
- Maintains systems and infrastructure
- Long complex build cycles (lacks agility)

Run
- Manages and delivers technology services
- Rigorous production support

...to this

Broker
- Focus on adding value to the business
- Focus on market research and product evaluation, strategic deal making and solid playbook execution

Future role of I&T

Integrator
- Manages and integrates technology solutions
- Smart, minimalist customisation and well planned architecture of key integration points

Orchestrator
- Coordinates and oversees delivery of technology services
- Tight co-ordination of third party products, suppliers and internal gatekeepers

Our contribution to the Sustainable Development Goals (SDGs)

The Archives supports the United Nations SDGs to mobilise global efforts and achieve better outcomes for the world, by ensuring information management:

1. Makes information and data available for use and reuse;

2. Protects rights and entitlements; and

3. Ensures accountability of government.

The I&T Strategy will support and contribute to the achievement of the following SDGs through specific initiatives:

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

By investing in ways to extract value and insights from our data to inform curriculum development for our educational institutes and delivering rich, digitally enabled access through channels of choice.

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

By uplifting the reliability, sustainability and scalability of our platforms, and repositioning I&T as an innovator, driving creativity and delivering insights.

Make cities and human settlements inclusive, safe, resilient and sustainable

By providing modern platforms that preserve and provide access to our national identity, supporting inclusive, safe, resilient communities.

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

By ensuring the highest levels of security and transparency of Government data, supporting accountability of Government Institutions.

Strengthen the means of implementation and revitalise the global partnership for sustainable development

By developing modern platforms for sharing knowledge, enhancing evidence based policy making and facilitating re-use.

For further information

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