



NATIONAL ARCHIVES OF AUSTRALIA



CORPORATE PLAN

2021–22

COVERING REPORTING PERIODS 2021–22 TO 2024–25

The National Archives of Australia acknowledges the traditional owners and custodians of Country throughout Australia and acknowledges their continuing connection to land, sea and community. We pay our respects to the people, their cultures and Elders past, present and emerging.

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FROM THE DIRECTOR-GENERAL



The decisions of the Australian Government affect the daily lives of millions of citizens, residents and visitors to our nation. It is critical that those decisions are recorded for effective decision-making in the future; to uphold the integrity of public administration; and to protect the rights and entitlements of individuals.

The National Archives continues to respond to evolving priorities in the information environment, including guiding Australian Government agencies towards comprehensive information management capability through our new whole-of-government policy *Building trust in the public record: managing information and data for government and community*.

Building our digital capability and delivering our transformational strategies are critical to the government's objectives of delivering improved digital services and securing public trust in our democracy and its institutions.

We have developed a new 10-year vision, *Strategy 2030*, for the National Archives. *Strategy 2030* has a digital first approach and key themes of transformation and trust in archival records.

We continue to build our capability to secure, preserve and make accessible the data and information that constitute the most important records of the Commonwealth Government. We foster effective relationships with government agencies to secure, retrieve, use and re-use this information.

Strong data management is fundamental for the provision of access to the national archival collection. Our innovative use of data has the potential to open myriad opportunities to explore the collection. In this context, the National Archives' data strategy builds on our ongoing commitment to the Australian Government's data framework and agenda.

Through our programs and services, we connect Australians with the national archival collection. This helps us as a society to recognise and understand past government laws, practices and policies that have deeply affected the lives of all Australians, including those that have impacted the lives of Aboriginal and Torres Strait Islander peoples.

The Government has announced additional funding over the next four years to enable the National Archives to address our most critical needs. In the coming year these funds will be applied to digitisation and preservation of at-risk records, accelerate declassification of Commonwealth records, improve digitise-on-demand services, invest in cyber security and progress the development of the Digital Archive.

The *Corporate Plan 2021–22* outlines how we will deliver against our strategic priorities over the next four years. The strategies align with our dual role as the Australian Government leader in information governance, and in securing, preserving and making publicly available the national archival collection. The performance measures articulated in this plan will be monitored across the year and reported against in our next annual report.

It is with pleasure that I, as the accountable authority of the National Archives, present the *Corporate Plan 2021–22*, which covers the period 2021–22 to 2024–25, as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013*.

A handwritten signature in black ink, appearing to read 'David Fricker', with a stylized flourish at the end.

David Fricker
Director-General
National Archives of Australia

FROM THE **ADVISORY COUNCIL CHAIR**

The National Archives of Australia is an institution with an important role: to impose information management obligations in respect of Commonwealth records and after the passage of time to facilitate their release to the public. This role is essential to support the integrity of decision-making and to uphold the accountability of public officials to government, the Parliament and the Australian community.

The National Archives Advisory Council's principal function is to advise the Minister and the Director-General on matters that relate to the functions of the agency. In recent times this has included advice on risks, culture and strategic priorities, policy framework, funding and legislation to ensure the National Archives delivers on its legislated mandate and enduring, fundamental and unique role for government. Also, the Advisory Council made a detailed submission to the Tune Review.

This *Corporate Plan 2021–22* outlines a clear set of strategies to further the National Archives' transformation agenda. The Government's recent announcement to provide additional funding of \$67.7 million will enable the agency to progress work on priority projects such as preserving at-risk collections, implementing corporate governance reforms and technological innovations, investing in digital and cyber security capability, and developing its workforce to ensure it is best positioned to deliver in the digital age.

The National Archives is trusted by the Australian people as a source of authentic government records about past decision-making; the memories of the nation. Investing in its future will ensure the national archival collection is identified, secured, protected and accessible for generations to come.



Dr Denver Beanland AM
Chair
National Archives of Australia Advisory Council

ABOUT THE NATIONAL ARCHIVES OF AUSTRALIA

Purpose

The National Archives provides leadership in best practice management of the official record of the Commonwealth and ensures that Australian Government information of enduring significance is secured, preserved and available to government agencies, researchers and the community.

Vision

Australia's cultural identity and democracy is strengthened through connecting people with the evidence of the Australian Government activities and decisions.

Values

Service excellence

Deliver quality and responsive services that meet the needs and expectations of our clients and partners.

Leadership

Strive to be national and international leaders in information management policy, digital transformation, archival collection management and creative public engagement.

Innovation

Look for new and better ways to do business and deliver digital services that are user centred and embrace the future.

Responsibility

Take responsibility for delivering the goals and priorities comprising a transformational program of work.

Collaboration

Work with the public, private and civil society sectors to achieve shared goals and outcomes.

Role and functions

The National Archives was established under the *Archives Act 1983* (Archives Act). It is a non-corporate Commonwealth entity (a listed entity) under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and an Executive Agency under the *Public Service Act 1999*.

The National Archives provides advice and assurance that the Australian Government has access to authentic, reliable and usable Commonwealth records to enable evidence-based decisions, provide sound advice, develop good policy and deliver programs effectively, and to facilitate access to the archival resources of the Commonwealth of Australia.

The National Archives:

- sets information management requirements for Australian Government entities
- ensures the Australian Government creates and keeps records of its actions and decisions to demonstrate accountability to the community and as evidence of the integrity of the operations of the Australian Public Service
- authorises destruction of information assets with no ongoing value to government or the community
- selects and preserves the most significant records of the Australian Government, and makes these available to government and the public as a national resource to enrich and inform how Australians live today and into the future.

Corporate structure

The National Archives is a Commonwealth statutory agency with a presence in every state and territory. It is structured as follows:

- **Access and Public Engagement** branch ensures access to the collection through digital platforms, research centres, reference services, access examination, education and public programs, exhibitions, publishing, marketing, media engagement and corporate events.
- **Collection Management** branch protects records of archival value by transferring them into custody; manages the collection to ensure its authenticity, integrity, preservation, usability and availability, and; sets whole-of-government information management standards.
- **Corporate Services** branch provides the enabling services of governance, human resources, finance, procurement and property and security management, undertakes research and innovation in digital archival management, special corporate projects and capability development.
- **Data and Digital** branch works towards the National Archives' transformation to a state-of-the-art digital archive, supports the achievement of strategic goals through services, technology, infrastructure, software, governance of information assets; and agency engagement to guide and manage the disposal and retention arrangement for Australian Government records.

Strategies

The National Archives has four delivery strategies to achieve its purpose and vision.

Strategy 1: Enable

Enable best practice information and data management by Australian Government entities.

- Provide leadership and advice for the National Archives' whole of government information and data management policy, *Building trust in the public record* and undertake supporting engagement.
- Progress information and data management maturity and provide advice to the Minister on support provided and additional support required by the National Archives to further drive improvement.
- Survey agencies to target support, and implement measures to progress towards information and data management maturity.
- Establish an information management Centre of Excellence that will assist and support Australian Government agencies to adopt sound information and data management practices, by developing standards, policies, guidance, information and services that can be accessed through the Centre of Excellence.
- Reform the Archives Act to ensure consistency with the National Archives' vision and strategic direction.

Strategy 2: Secure

Secure and preserve nationally significant Australian Government information and data.

- Effectively and efficiently manage the physical and digital storage of the national archival collection in accordance with the National Storage Strategy.
- Digitise the collection prioritising at-risk and high-demand items in accordance with the National Digitisation Strategy and Plan.
- Preserve and protect records in accordance with the National Preservation Strategy and Plan.
- Plan and manage the efficient transfer and ingest of archival-value records, information and data from Australian Government agencies.
- Work with agencies to identify and authorise categories of information and data to be retained, destroyed or transferred to the National Archives.

Strategy 3: Connect

Connect Australians to the national archival collection.

- Progress development of a Digital Publishing Strategy
- Implement the Aboriginal and Torres Strait Islander Strategy and Tandanya – Adelaide Declaration commitments through respectful engagement with community, and deliver priorities of the Aboriginal and Torres Strait Islander Strategy and Implementation Plan.
- Deliver and promote strategic and innovative public programs and services through education and community outreach, exhibitions, publications, marketing, partnerships, Members Program and digital platforms.
- Implement the National Reference and Description Strategies with a digital delivery focus and describe the collection to facilitate access.
- Assess the most valuable data and information assets for public release in accordance with the Archives Act.

Strategy 4: Innovate

Innovate to lead archival practice in the digital age.

- To deliver the Next Generation Digital Archive, modernise web platforms to improve access and address cyber security vulnerabilities and implement an Integrated Archival Management System.
- Explore innovative solutions to automate performance of the National Archives' core functions, such as disposal authorisation and sentencing, description and use of the collection.
- Improve connectivity between National Archives offices and Enterprise Grade Storage uplift for computer and storage corporate information assets.
- Improve National Archives' digital archiving capability through innovation and research that includes digital archiving processes and techniques for digital archival management and related skills development.

OPERATIONAL ENVIRONMENT

The National Archives is embarking on a period of necessary change. It must transform at all levels if it is to meet the requirements of government and the expectations of the Australian public.

To this end, transformation and innovation are infused throughout its operations. From leading whole-of-government information management to self-service digitisation of records, public access to the collection via an interactive digital wall, new governance and a highly agile workforce, transformation underpins all that the National Archives does to successfully deliver on its strategic and business priorities.

Working with government

Well managed information and data is foundational to the Australian Government's digital transformation and innovation agenda. The National Archives is responsible for leading best practice management of the official record of the Australian Government, and the development of standards and frameworks for information management.

The National Archives' whole-of-government information management policy *Building trust in the public record: managing information and data for government and community* took effect on 1 January 2021. The purpose of this policy is to improve how Australian Government agencies create, collect, manage and are able to use information assets. Effective information management facilitates delivery of government objectives to better support, protect and serve the Australian community, now and into the future. Well-managed information also increases community trust in the public record of government.

The policy articulates how agencies are to meet their obligations under the Archives Act, and facilitates their improvement of contemporary information management. It also addresses identified weaknesses in government information management capability including information governance, interoperability of data between systems and identifying when information can be accountably destroyed.

The National Archives' policy, standards and guidelines are crucial in supporting the Australian Government's wider agenda to provide responsive and efficient delivery of services through digital transformation. Information management capability is a common challenge across all Australian Government agencies. The National Archives is committed to working collaboratively to ensure a more integrated approach to building capability in a complex information-and-data environment that extends across multiple agencies.

Functional and Efficiency Review and legislative reform

The Tune Review assessed the efficiency and effectiveness of the National Archives' operations, programs, administration, governance and authorising environment. The review was completed in February 2020 and released on 12 March 2021. The National Archives is working with the Attorney-General's Department to inform the Australian Government's response.

The Tune Review found that resource challenges are impacting the National Archives' ability to:

- deliver on its legislated mandate
- invest in contemporary technologies that will meet the volume of digital transfer, preservation, storage, declassification and public access
- implement its strategic priorities to meet the needs and requirements of government and future expectations of the Australian people.

The Government recently committed additional funding of \$67.7 million over four years to:

- digitise and preserve at-risk collections
- accelerate processing and access applications for Commonwealth records
- provide improved Digitisation on Demand services
- invest in cybersecurity
- progress the development of the Next Generation Digital Archive.

The additional resources for these priority projects have been factored in to the National Archives' forward plan.

The National Archives is already implementing recommendations that can be undertaken within existing funding, including governance, policy, representation and legislative matters. Actions already underway include:

- providing advice on legislative reform
- development of a National Archives Service Catalogue
- seeking greater participation in Government information management policy and standards.

Deeper connection with Aboriginal and Torres Strait Islander peoples

The National Archives' Aboriginal and Torres Strait Islander Strategy reflects our commitment to broaden and strengthen our connection to and respect for Australia's First Peoples.

The National Archives is continuing to install bilingual signage in its offices across the country, in consultation with local language groups, to assist in keeping Aboriginal and Torres Strait Islander languages alive. The National Office in Canberra already has bilingual signage on its facade and in public and office areas, including for the Members Lounge / Gooroo Mudyigali and the permanent exhibitions *Connections / Mura gadi* and *Voices / Dhuniai*.

The National Archives is a signatory to the Tandanya – Adelaide Declaration (2019), which calls for the jurisdictional archives of the world to:

- embrace Indigenous methods of creating, sharing and preserving valued knowledge
- open the meaning of public archives to Indigenous interpretations
- support fair and healing remembrance of colonial encounters.

The National Archives has developed protocols (to be released in August 2021) and is developing a plan for associated onsite, offsite and online engagement that addresses the themes of the Tandanya – Adelaide Declaration. The National Archives also contributes to the International Council on Archives Indigenous Matters Expert Group and the Council of Australasian Archives and Records Authorities First Nations Working Group, setting and guiding best practice principles for Indigenous-related archives.

The National Archives continues its own reconciliation journey, concluding an initial five-year 'Reflect' Reconciliation Action Plan (RAP) and preparing to implement a new 'Innovate' RAP in late 2021, signalling its ongoing commitment towards its vision for reconciliation.

Reimagining access to the collection

As a national cultural and research institution, the National Archives delivers an innovative range of services and programs that support public engagement with, and understanding of, the national archival collection. It leverages an integrated delivery approach to providing access to the collection: online, onsite and offsite.

The National Archives continues to develop its digital platforms and other online resources to support delivery of education programs for schools and curated content and digital services for the broader community. A new digital publishing strategy will drive and enhance user-centred digital service delivery to all Australians.

The National Archives has two permanent exhibitions at its National Office in Canberra: *Connections: archives, people, place / Mura gadi* (pathways for searching) and *Voices: Federation, democracy and the Constitution / Dhunai* (to talk). These exhibitions provide visitors with the opportunity to engage with the collection and gain an insight into their connections with government and the memory of Australia. One of the largest interactive digital walls in Australia can be found in *Connections*, enabling unprecedented access to the collection in one location. Innovative public events and school learning programs are regularly held.

Around Australia, National Archives' offices provide opportunities for public engagement with the national archival collection through displays, events and the NAA Members program.

The National Archives will continue its national touring exhibition program, which reaches many people throughout regional and rural Australia. Current touring exhibitions include *Spy: espionage in Australia* and *Out of This World: Australia in the space age*.

A workforce embracing change

A vital part of the National Archives' transformation is an aligned development of staff capability. The Strategic Workforce Plan 2021–25 identifies the workforce capability required by the National Archives to meet its objectives now and into the future. The plan recognises the rapid technological advancement and changing nature of work that will drive how we operate across each area of our business and how we ensure we have the right capabilities to take us into the future.

The National Archives will continue to develop capability in concert with its transformational business needs. The recently updated Capability Framework will be used to address capability and to support skills development across the organisation.

Leadership development will remain a core focus of the National Archives, with an emphasis of developing leadership capability across all levels of the organisation.

Consistent with trends across the Australian Public Service, the National Archives will see a proportion of experienced staff retire within the next few years. Capability will be built to reduce the resulting skill and knowledge gap with a focus on:

- an engaged, diverse and sustainable workforce
- building capability across all levels through digital literacy and by developing leaders
- working through disruption and embracing change
- an increase in internal capability and capacity through procurement of new equipment.

CAPABILITY

Building digital capability will continue to be a key priority for the National Archives, as digital capability underpins the effective delivery of its strategies.

Digital Archives Innovation and Research

The Digital Archives Innovation and Research program was established in 2020 to assist the National Archives build digital capability. It maintains awareness of emerging developments in digital archival practice, engages with the national and international digital archiving community and researches policies, techniques and practices to support long-term preservation of and access to digital material.

The program's priorities include:

- research and innovation – to ensure the National Archives continues to innovate in response to the ever-changing challenges of digital archiving by implementing its Digital Archives Strategic Research Priorities Framework and Plan and through collaboration across the National Archives to drive improvements in digital archiving
- digital archiving capability – to support and develop staff digital archiving capability by developing and delivering in-house programs and facilitating access to external opportunities.

Integrated Archival Management System

One of the National Archives' highest priorities is to embed a digital end-to-end archival management capability across the agency. This requires secure modern digital archiving capabilities that can seamlessly preserve, manage and provide access to the national archival collection.

The National Archives is implementing new digital policies and processes, and acquiring technology to ensure that the collection is identified, secured, protected and accessible for future generations. It will continue to develop and deploy agile and iterative approaches that support an end-to-end Integrated Archival Management System and the engagement of staff with the system.

As part of the Integrated Archival Management System, Preservica – a specialist digital preservation system – has been implemented to provide secure access to digital records and update files to future-friendly formats. This will:

- enable the establishment of best-practice digital transfer and preservation processes
- secure and preserve the national archival collection
- make digital information accessible for current and future generations
- ensure that information is authentic, reliable and available for re-use.

Saving the collection

The National Archives has a mandate to preserve the national archival collection. While paper records can be reliably stored in a stable condition for many decades, magnetic tape and photographic records are far less stable, and will deteriorate beyond use with the passage of time. The National Archives provides specialised storage environments and facilities to extend the life of these records. However, digitising these records is key to their preservation.

The National Archives applies a hybrid approach to digitisation. Specialist facilities and equipment in its Canberra, Sydney and Melbourne offices enable the National Archives to digitise fragile or sensitive records on site. The National Archives has also established panels of commercial providers to undertake bulk digitisation of paper and audiovisual records. The National Archives will implement a service panel for outsourced digitisation of photographic, aerial film and microform records.

Deadline 2025 is an international call to action to save content on magnetic media at risk due to technological obsolescence or degradation. There are nearly 158,000 audiovisual items on magnetic media in the national archival collection that are at critical risk of being lost forever. To protect this vital cultural heritage from permanent loss, the National Archives has:

- digitised more than 24,600 hours (77,000 items) to date of at-risk magnetic tape content
- increased internal capacity and capability through procurement of new equipment and implementation of new ways to archive bulk digital records returned from vendors.

The National Archives will continue to prioritise the most at-risk records in its collection, within its available resources.

The National Archives holds the records of those who have served in the Australian defence forces since Federation. This includes more than a million records of service personnel from World War II. The four-year project to digitise the World War II service records and make them available online will continue in 2021–22.

Infrastructure, technology and cyber security

The National Archives continues to manage its national building infrastructure around the country. This includes exploring options to consolidate storage capacity in its repositories and addressing the growth in whole-of-government storage requirements. It also includes harnessing the benefits of an enhanced capability to digitise government records.

The national archival collection contains information critical to Australia and Australians. Digital information assets face preservation challenges relating to technological obsolescence, the availability of systems that retain data, data integrity, loss and degradation. Additional funding in the coming four years will facilitate active and on-going management and technological uplift.

Development and implementation of an end-to-end Next Generation Digital Archive for Australian Government information is a key priority for the National Archives. This significant investment will ensure secure preservation of and access to government information, and will strengthen digital and cyber-resilience capability. It will also build technological capability and processes, and develop staff skills.

The National Archives is committed to addressing its information and communication technology and cyber-resilience capability as per the Australian National Audit Office's Cyber Resilience Report 53 (2018).

RISK MANAGEMENT

The National Archives recognises there is potential for risk in most aspects of its operations. Effective management of risk enables the agency to work in a complex and challenging environment to ensure continued delivery of strategic goals and business priorities.

The Risk Management Framework forms part of the broader Corporate Governance Framework and supports consistent and systematic management of risk. The Risk Management Framework aligns with business processes such as corporate planning, management and decision-making; governance and assurance arrangements; change and business improvement programs; and project and operational planning, management and reporting requirements.

The Risk Management Framework:

- supports risk control and management
- maintains a line of sight from high-level enterprise and strategic risks through to their mitigation in the implementation of business-as-usual processes
- informs staff of roles, responsibilities and accountabilities for managing risk in their work areas
- informs staff of the approach to be followed in managing risks, and when to undertake risk assessment
- establishes expectations and guidance on how risk should be identified, assessed, documented and managed
- allows innovation through balanced risk management.

The National Archives has identified 6 interrelated strategic risks and has control strategies in place.

Risk	Current risk control strategies
Information and data policy	<ul style="list-style-type: none"> • Promote the <i>Building trust in the public record</i> policy through communication including Government Agencies Information Network (GAIN) forums, website, events and publications. • Actively engage and collaborate with other information policy agencies, including Office of National Data Commissioner, Digital Transformation Agency, Office of Australian Information Commissioner. • Develop monitoring framework to measure effectiveness of the Building Trust policy, including Check-up survey and analysis. • Engage with agencies to prioritise development of relevant support products for Building Trust policy (Policy products release schedule). • Provide ongoing support to agencies through the Agency Service Centre and other channels (GAIN Forum and bulletin). • Continuously improve engagement with agencies to develop effective ways to identify Commonwealth archival resources and authorise destruction of temporary records. • Ongoing support of Royal Commissions and government inquiries through timely issue of disposal freezes as required. • Collaborating with Information and Technology Branch on innovative approaches to appraisal of government records.
Secure and preserve	<ul style="list-style-type: none"> • Continue development and investment in business systems. • Undertake preservation projects targeting at-risk collections. • Digitise the collection with particular emphasis on at-risk and high-demand information. • Ensure the Archives remains at the forefront of archival practices through research and innovation. • Ensure the Archives maintains and develops professional and technical staff. • Investment in up-to-date technical capabilities. • Provide modern secure storage capability for collections. • Set digitisation standards for the Archives and government agencies. • Continue to ensure archival control of the collection is developed and enhanced. • Ensure records are targeted and transferred to the Archives in a timely and efficient manner. • Improve engagement with agencies to develop effective ways to identify archival resources of the Commonwealth and authorise destruction of temporary records.

Risk	Current risk control strategies
<p>Breach of trust</p> <p>The trust in the National Archives is diminished through breach of confidence, failure of governance or poor administration of resources provided to protect information, assets and people.</p>	<ul style="list-style-type: none"> • Comply with new corporate governance frameworks (including Performance Reporting, Fraud and Corruption Control, Risk Management) is not adhered to. • Update and modernise work health and safety practices. • Update Privacy Policy. • Oversight from Cyber Security Governance Committee. • Securing information and event management capability in place to detect possible incidents. • Cyber Security Improvement Roadmap. • Cyber Resilience Framework. • Information and technology plans and requirements.
<p>Connecting with audiences</p> <p>Australians lose connection with authentic and reliable evidence that:</p> <ul style="list-style-type: none"> • supports individual rights and entitlements • fosters cultural identity, and knowledge of Australia's history and place in the world • enhances an understanding of the decisions and actions of government • facilitates finding and linking to family and community history and heritage. 	<ul style="list-style-type: none"> • Strategic direction of engagement with audiences is well considered and endorsed by the Executive Board, regularly reported against and evaluated. • Continue developing and investing in business systems and websites to support connection with audiences. • Adequate resources, including digitally capable and professionally developed staff, to support provision of user-centred services and programs. • Continue reviewing targeted content, programs and services against known audience requirements. • Improve and centralise feedback (including complaints handling). • Seek strategic partnerships to enhance connections with audiences. • Evaluate online, offsite and onsite programs and services to ensure they meet the needs of audiences. • Maintain relationships with key stakeholders.

Risk	Current risk control strategies
<p>Innovation</p> <p>Failure to harness the resources, technology and partnerships required to be a world-leading archive and change leader in this digital age.</p>	<ul style="list-style-type: none"> • Support Tune Review foundational recommendations and implement Government funded measures over the next four years. • Implement phases of the Integrated Archival Management System. • Be active in international professional networks (International Council on Archives, PERSIST, PARBICA, Digital Preservation Coalition). • Implement Enterprise Grade storage project. • Oversight from Cyber Security Governance Committee. • Regularly review activities and compliance. • I&T Strategy 2019–22, and 2021–25, and implement the Digital Archiving Capability Strategy and Digital Research and Innovation initiatives.
<p>Workforce capability</p> <p>Failure to build and maintain a culture and resources to attract, retain and develop skilled staff in this digital age</p>	<ul style="list-style-type: none"> • Implement new Strategic Workforce Plan and Capability Framework to target skills growth, attraction and retention in key areas. • Audit digital skills and gaps. • Support staff mobility opportunities. • Support internal and external training opportunities. • Learning and development program. • Leadership development framework with associated leadership program and mentoring program. • Capability, expertise and digital frameworks. • Reprioritise available resources (to digital). • Deliver archival learning modules, accelerate the development of digital skills and processes, and upgrade preservation technologies.

COOPERATION

The National Archives develops and maintains strategic relationships within the national and international archival, information and data management sectors, as well as with key policy Australian Government agencies to enable the successful implementation of its information management policies and objectives across the Australian Government.

The National Archives works closely with regional, national and international archival communities to address common archival issues and to evolve the role and capability of archives. In collaboration with Standards Australia, the National Archives contributes to the development of information management standards.

Other bodies with which the National Archives cooperates include the Australian Society of Archivists, the Records and Information Management Professionals Australasia (RIMPA) and the Australian Digital Recordkeeping Initiative. The National Archives also works with professional organisations, including by contributing to the planning and delivery of Information Awareness Month in May each year.

As a member of the Council for Australasian Archives and Records Authorities (the peak body of government archives and records authorities in Australia and New Zealand), the National Archives promotes understanding and consistency in the management of information and the preservation, development and use of archival heritage material.

The National Archives supports and participates in conferences, information sharing, skills development and collaborative projects as a member of the International Council on Archives, of which the Director-General is the president. The National Archives also works with the international community a member of the Digital Preservation Coalition.

PERFORMANCE MEASURES

These performance measures articulate the National Archives' expected progress towards its outcome to promote the creation, management and preservation of authentic, reliable and useable Australian Government records, and to facilitate Australians' access to the archival resources of the Australian Government.

Enable

Performance criteria	Measure	Target		
		2021–22	2022–23	2023–24 to 2024–25
The National Archives of Australia leads Australian Government entities in achieving digital continuity and effective management of Australian Government Information assets (information and data) through whole-of-government information policy, standards and advice.	Delivery of timely and fit-for-purpose guidance to support implementation of the <i>Building trust in the public record</i> policy by Government entities.	Timely and fit-for-purpose guidance delivered.	Timely and fit-for-purpose guidance delivered.	Timely and fit-for-purpose guidance delivered.
	With policy stakeholders, undertake a review of the delivery of the <i>Building trust in the public record</i> policy and its implementation by Government entities.	Implementation review and assessment conducted.	N/A	Evaluation of delivery and implementation of policy conducted.

Performance criteria	Measure	Target		
		2021–22	2022–23	2023–24 to 2024–25
Australian Government entities are surveyed against the National Archives information management requirements, including <i>Building trust in the public record</i> policy and outcomes reported to the Minister.	A new survey of Australian Government entities, to support the <i>Building trust in the public record</i> policy, is designed and launched.	Survey designed and launched.	100% of government entities in scope engaged to complete survey. Results and progress report published.	100% of government entities in scope engaged to complete survey. Results and progress report published.
	Outcomes of the Digital Continuity 2020 policy (2015–20) reported to the Minister.	Outcome of the Digital Continuity 2020 policy reported to the Minister. Information Management report, post Digital Continuity 2020 policy, published.	Outcome reported to the Minister.	Outcome reported to the Minister.
	Engage with entities reporting low-maturity to provide advice and support to improve their information and data management practices.	Provide advice and support to improve information and data management practices to entities.	Engage with entities reporting low-maturity to provide advice.	Provide advice and support to entities.
	Qualitative and quantitative evaluation of progress of the <i>Building trust in the public record</i> policy measures of success, using survey responses and case studies.	Qualitative and quantitative evaluation.		

Secure

Performance criteria	Measure	Target		
		2021–22	2022–23	2023–24 to 2024–25
Information and data of enduring national significance is identified and preserved in the national archival collection.	Improve progress towards sustained comprehensive agency retention and disposal coverage across Australian Government by issuing disposal and retention instruments.	20 disposal and retention instruments issued.	20 disposal and retention instruments issued.	20 disposal and retention instruments issued.
	Qualitative and quantitative evaluation of the programs to preserve at-risk records in the national archival collection.	Evaluation of preservation and digitisation programs, including case studies.	Evaluation of preservation and digitisation programs, including case studies.	Evaluation of preservation and digitisation programs, including case studies.
	Migrate and ingest 700 terabytes of data from fragile platforms to secure platforms by 30 June 2022.	700 terabytes of data migrated.	N/A	N/A
	Digital records are ingested into the Integrated Archival Management System from 2 government agencies.	Digital records ingested from 2 government agencies.*Digital transfers are included in annual forecasting.	Digital records ingested from 2 government agencies.*Digital transfers are included in annual forecasting.	Digital records ingested from 2 government agencies.*Digital transfers are included in annual forecasting.
	Qualitative and quantitative evaluation of the progress towards ingesting the digital records from 2 agencies, using case studies.	Annual case study developed to evaluate process and overall progress.	Annual case study developed to evaluate process and overall progress.	Annual case study developed to evaluate process and overall progress.

Connect

Performance criteria	Measure	Target		
		2021–22	2022–23	2023–24 to 2024–25
The national archival collection is accessible and promoted, made available through multiple channels regardless of original format.	Quantitative evaluation of engagement by measuring 4% annual growth:			
	Onsite visitors	104,000	108,160	112,486
	Offsite visitors	115,000	119,000	123,760
	Online visitors to our website	4,160,000	4,326,400	4,499,456
	Social media engagements	520,000	540,000	561,600
	Potential media audience	12,480,000	12,979,200	13,498,368
	Online interactions with RecordSearch	3,016,000	3,136,640	3,262,105
	Digitised images made available online to public	2,600,000	2,704,000	2,812,160
	Digitised items made available to public	104,000	108,160	112,486
	Qualitative evaluation of accessibility and engagement with the national archival collection, the channels used and cooperation with the other stakeholders.	Case studies demonstrating the channels used and cooperation with stakeholders.	Case studies demonstrating the channels used and cooperation with stakeholders.	Case studies demonstrating the channels used and cooperation with stakeholders.

Innovate

Performance criteria	Measure	Target		
		2021–22	2022–23	2023–24 to 2024–25
Exploit new and emerging technology, with contemporary approaches to governance, to modernise operation of the National Archives of Australia.	Qualitative evaluation of the effectiveness and refinement of changes to the technologies and governance framework using case studies.	Case studies evaluating the effectiveness and refinement of changes.	Case studies evaluating the effectiveness and refinement of changes.	Case studies evaluating the effectiveness and refinement of changes.
	Application and implementation of amendments to <i>Archives Act 1983</i> to modernise its operations, subject to Government agreement.	N/A	Application and implementation of amendments to the Archives Act.	Application and implementation of amendments to the Archives Act.
Implement and maintain an integrated end-to-end digital archival solution.	Deliver the implementation of Integrated Archival Management System preservation platform, and search and discovery phases by 30 June 2022.	Implement staff search and discovery phase. Explore options for a contemporary Archival Control Model.	Implement public search and discovery phase.	
	Qualitative evaluation of integrations and implementation of phases of the Integrated Archival Management System, using case studies.	Case studies evaluating integrations and implementation of phases.	Case studies evaluating integrations and implementation of phases.	



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