

# NAA

NATIONAL ARCHIVES OF AUSTRALIA

## ANNUAL REPORT

REPORTING PERIOD 2024–25





# NATIONAL ARCHIVES OF AUSTRALIA

## NATIONAL ARCHIVES OF AUSTRALIA ADVISORY COUNCIL

ANNUAL REPORT 2024–25

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The cover page features images from activities that took place at National Archives of Australia during the reporting period, along with images from the national archival collection.

# Letter of transmittal

Our reference: 2025/3017

The Hon Tony Burke MP  
Minister for the Arts  
PO Box 6022  
Parliament House  
CANBERRA ACT 2600

11 December 2025

Dear Minister

We present to you the annual report on the operations of National Archives of Australia (National Archives), including a report of the proceedings of National Archives of Australia Advisory Council, for the financial year 2024–25.

The report has been prepared for the purposes of section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and subsections 68(1) and 68(2) of the Archives Act 1983, which require National Archives and National Archives of Australia Advisory Council to prepare and provide annual reports to you for presentation to the parliament.

National Archives' annual performance statements have been prepared in accordance with paragraph 39(1)(a) of the PGPA Act and accurately present the entities' performance for the 2024–25 financial year in accordance with subsection 39(2) of the PGPA Act.

The report includes National Archives' audited financial statements as required by subsection 43(4) of the PGPA Act.

The Director-General, as accountable authority, certifies that National Archives has prepared fraud risk assessments and a fraud control plan in accordance with section 10 of the *Public Governance, Performance and Accountability Rule 2014*. National Archives has fraud and corruption prevention, detection, investigation and reporting mechanisms that meet our needs and has taken all reasonable measures to deal with fraud relating to National Archives.



Simon Froude  
Director-General



Amanda Heyworth  
Chair, Advisory Council

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National Archives  
is home to over  
**52 million  
items**



**Over 3.1  
million**

visits to our websites

**naa.gov.au**



**5.3 million** records were accessed via our  
online catalogue, RecordSearch



**61,000**



original records  
were viewed at our

**8**

research centres across  
our nation



\*Data collected from National Archives of Australia's Annual Report 2024/25 and end of financial year data reporting 2025.

# 238,148



people attended an exhibition, program or event

Length of service

47%

more than 5 years  
for ongoing employees only



Census engagement in 2025  
**75%**



We employed and celebrated the work of

# 428 people



Social media engagements reached

# 845,057



We responded to

# 30,755

reference enquiries





# **DIRECTOR- GENERAL'S REVIEW**



National Archives of Australia 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.

In an era in which mis- and disinformation are eroding trust in our public institutions, social cohesion and even democracy itself, it is more important than ever to ensure strong information governance across the Australian Government.

Our work strengthens trust in democracy and improves government transparency and accountability by connecting Australians to evidence of government decisions and activities.

A major priority over the last 12 months has been the development and implementation planning of *Strategy 2025–2030: Evolving National Archives (Evolving National Archives)*, our new strategy to realise our vision for an open, valued and trusted National Archives of Australia. The strategy balances our ambitions with real-world demands and constraints, focusing on working effectively and building capability while offering flexibility to respond to changes in our resourcing and operating context.

With this strong foundation in place, we are energised for the future and ready to build capability, adapt to emerging challenges and deliver on our vision with clarity and purpose.

## **Commitment to National Cultural Policy**

In 2023, National Archives welcomed the release of the Australian Government's National Cultural Policy, *Revive: a place for every story, a story for every place (Revive)*.

During 2024–25, National Archives continued to embed all 5 pillars of *Revive* across our operations. We particularly welcome the commitment to modernising the *Archives Act 1983* (Archives Act). A contemporary legislative framework will strengthen our ability to manage, preserve and provide access to government records in a way that reflects the digital age.

As we progress with the implementation of *Evolving National Archives*, the principles of *Revive* remain central to our planning and priorities.

## **Connections with First Nations people**

For First Nations communities, the national archival collection can hold vital information about family, Country and culture, with much of this information created during times of deep injustice. In line with *Revive*'s Pillar 1 – First Nations First, it is crucial that we provide culturally safe pathways to accessing records.

National Archives' Bringing Them Home name index remains a key resource for First Nations people to find information about themselves, their Country and their history. The index was created in response to the landmark *Bringing Them Home* report of the National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from Their Families. Throughout the year, National Archives staff engaged with communities across the country to support family history research and raise awareness of our services. This included supporting attendees in using the Bringing Them Home name index at a Reconciliation Week event at Tauondi Aboriginal College in Port Adelaide. National Archives also collaborated with the Australian National University to host a trauma-informed workshop with Aboriginal women undertaking an Indigenous Family History Research residency and hosted members of the Stolen Generations and Healing Foundation for sessions on reconnecting with family and community through records.

## Access to the collection

Comprising over 52 million items, the national archival collection is a vital public resource. By engaging with the collection, Australians can enrich their understanding of who they are today and into the future.

Ensuring the discoverability of records is an important step in providing meaningful access to the collection. In 2024–25, almost one million records were described and listed on our online search platform, RecordSearch. These included glass plate negatives of Papua New Guinea (1915–1923), employment records of Australian merchant seamen (1922–1990), maps and plans from the Postmaster-General's Department in Tasmania (1909) and hydraulic plans for Queensland water systems (1959–1988).

The National Reference Service continues to support Australians in accessing and searching the national archival collection, receiving over 36,000 enquiries in the last year. Members of the public can reach National Archives through a range of channels including phone, email, online and in person, ensuring access remains equitable. Over 80,000 records were retrieved while responding to reference enquiries, with over 61,000 physical records viewed in our research centres across Australia.

Public interest in the collection remains strong, with over 23,000 applications for access received during 2024–25. Decisions were made on over 19,000 records in response to access applications, including some that were received in previous financial years. Additionally, over 289,000 records were examined proactively to support open access, ranging from military-related records to magnetograms from scientific research stations and documents concerning the Snowy Mountains Scheme.

## Preservation of at-risk records

National Archives is dedicated to safeguarding and optimising our evolving collection. Documents, photographs, films, microforms, digital files and datasets are all represented in our collection, with each requiring tailored preservation approaches. The value of this unique collection can only be realised if it is effectively preserved and made accessible for generations to come.

We are building the critical foundations needed to sustain and transform our physical and digital archival collection, enabling us to operate in an increasingly complex and technological environment. This work is guided by *Evolving National Archives*, particularly under *Secure: managing an evolving collection*. In support of this strategic focus, National Archives prioritised the digitisation of at-risk and high-use physical records through programs such as Defend the Past, Protect the Future (DPPF). Under DPPF, 1.7 million items were described and digitised over the life of the 4-year program.

As most government agencies move towards a 'digital by default' approach to their operations, National Archives is working to address ongoing risks to our expanding digital collection. Many formats of digital records are at risk of inherent loss or obsolescence, requiring active management and action to ensure the archival resources of the Commonwealth survive in perpetuity. We are actively assessing digital formats and planning for long-term preservation. Of the 58.2 million digital records managed in our core collection systems, 96.8% are confirmed to be in low-risk, stable formats.

Through this work, we uphold our mandate to preserve the unique and irreplaceable national archival collection.

## Building trust in the public record

While National Archives plays a central role in guiding and supporting agencies to meet their recordkeeping obligations, maintaining sound information management practices is a whole-of-government responsibility.

This is even more important in an evolving information management landscape as government navigates external challenges such as rapid advances in technology and increased cyber security threats. Agencies continued to be supported through implementation of the *Building trust in the public record* policy, which identifies ways agencies can improve how they create, collect, manage and are able to use information assets.

The annual Check-up survey measures information management maturity across government and implementation of the *Building trust in the public record* policy by agencies. Data collected from the survey provides valuable insights and enables us to monitor, track and evaluate the performance of agencies. Each agency receives an individual report with its performance benchmarked against the whole-of-government report, giving them a clear picture of where they stand and areas for improvement.

National Archives continues to engage with agencies to support and improve their information management practices. Over 2024–25, National Archives engaged with 99 agencies out of 115 (86%) that have not transferred archival records to National Archives in 10 years or more, exceeding our target of 85%.

## **Digital First program**

Our Digital First program will uplift National Archives' ability to manage, preserve and provide meaningful access to an increasingly digital collection of records that hold national significance.

In 2024–25, the program progressed through planning and early delivery of projects focused on modernising our technology infrastructure through improved data storage, consolidation of metadata and enhanced digital experiences.

Work undertaken in the program has uplifted staff technological capability and established the groundwork for a modern and valued National Archives that is prepared to meet the needs of both government and the public, well into the future.

## **International engagement**

Over the last year, National Archives has significantly strengthened its international engagement capacity.

We have engaged with our international counterparts to host a variety of visits and respond to enquiries that share knowledge and support international archival development. National Archives has also collaborated with the Department of Foreign Affairs and Trade to deliver partnerships for Expo 2025 in Osaka and Papua New Guinea's 50th anniversary of independence. We also contributed research support and historic images to mark various diplomatic anniversaries. We look forward to helping to further deepen international relationships through celebrating shared history.

## The year ahead

In the year ahead, our focus is on the implementation of our new organisational strategy, *Evolving National Archives*. We will also continue embedding the 5 pillars of *Revive* and responding to the Minister's Statement of Expectations. Our key priorities include progressing digital transformation, strengthening our legislative foundations, managing our growing and evolving collection, expanding access to the national archival collection and continuing to lead best practice in information management across government.

PART 1

**ABOUT  
NATIONAL  
ARCHIVES**

# Purpose, role and functions

## Purpose

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.

Our work strengthens trust in democracy and improves government transparency and accountability by connecting Australians to government decisions and activities.

National Archives embodies the 5 pillars of the National Cultural Policy, *Revive: a place for every story, a story for every place*.

## Role and functions

National Archives is 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* (PS Act).

National Archives provides advice and assurance that the Australian Government has access to authentic, reliable and usable Commonwealth records to enable evidence-based decisions and support it in providing sound advice, developing good policy, delivering programs effectively and accessing the archival resources of the Commonwealth.

National Archives:

- sets information management requirements for Australian Government entities to ensure records of government actions and decisions are created and kept, demonstrating accountability and evidence of the integrity of the operations of the Australian Government
- selects and preserves the most significant records of the Australian Government and authorises disposal of records with no ongoing value to government or the community
- makes these records available to government and the public as a national resource, to enrich and inform how Australians live today and into the future.

# Guiding principles

## Our Values

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'Our Values' is a set of cultural principles and behaviours that support and underpin our vision. Together with the Australian Public Service (APS) Values and the APS Code of Conduct, 'Our Values' form the foundation for how we work and guide us in all that we do.

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**Inclusion:** We respect and value everyone's uniqueness. We believe everyone should have the opportunity to be heard and to take part. We actively listen to experiences and knowledge and use this to guide decision-making.

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**Collaboration:** We value collaboration and make decisions together. Regular and early consultation enables us to make informed decisions. We seek to develop our knowledge and establish connections across agencies, promoting collaboration and a deeper understanding of shared priorities.

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**Innovation:** We believe innovation can be incremental and is something we can all initiate and take part in. We are curious, explore new ideas and identify opportunities for positive change.

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# Outcome and program structure

The 2024–25 Portfolio Budget Statements set out National Archives' outcome and program structure, as follows:

**Outcome:** To promote the creation, management and preservation of authentic, reliable and useable Commonwealth records, and to facilitate Australians' access to the archival resources of the Commonwealth.

**Program:** National Archives provides stewardship of the records of the Australian Government to provide access to the evidence and memory of our nation, connecting Australians with their identity, history and place in the world.

## Key activities

The key activities for delivering this program are:<sup>1</sup>

- **Enable** best practice information management by Australian Government entities.
- **Secure** and preserve nationally significant Australian Government information.
- **Connect** Australians to the national archival collection.

## Our executive

### Accountable authority for 2024–25

National Archives' accountable authority for 2024–25 was Mr Simon Froude as Director-General.

Ms Brooke Anderson acted in the position of Director-General from 1 to 29 July 2024.

Ms Josephine Secis acted in the position of Director-General from 11 to 18 April 2025.

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<sup>1</sup> As per the 2024–25 Corporate Plan, key activities have been amended from the Portfolio Budget Statements (PBS) 2024–25, with one activity removed while remaining activities have been amended for clarity.

## Organisational structure

As at 30 June 2025, National Archives operated under the below structure. The primary function of each area is summarised as follows:

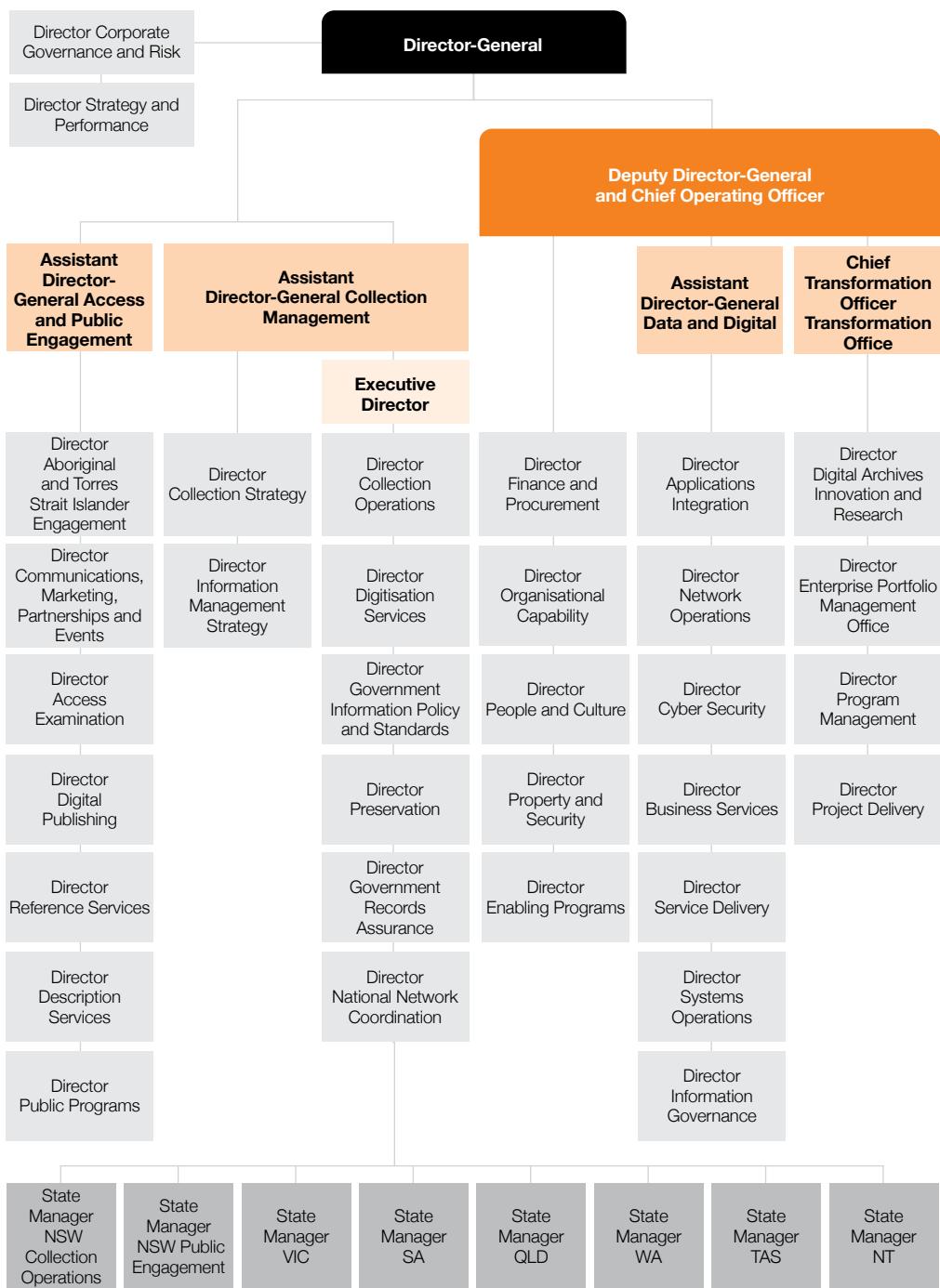
### Director-General's Group:

- **Office of the Director-General** ensures that National Archives meets its obligations as a non-corporate Commonwealth entity. This includes responsibility for corporate governance, risk, legal, integrity and executive support.
- **Access and Public Engagement branch** connects our audiences with the national archival collection via a variety of onsite and online initiatives. We welcome researchers to our nationwide research centres, undertake volunteer projects, see thousands of visitors explore our exhibitions and deliver engaging education and lifelong learning programs. The branch leads our Aboriginal and Torres Strait Islander engagement, and has responsibility for the National Archives of Australia member program, partnerships and international engagement. This work is supported and informed by evolving description practices, access examination work, and communications and media engagement functions.
- **Collection Management branch** identifies, preserves, manages and protects the most significant records of Australian Government by upholding archival management standards and practices. We work with agencies to provide disposal authorisation for Commonwealth records and to transfer archival records into our custody. The branch is responsible for the management of the archival collection including appropriate storage, preservation and digitisation. The branch is nationally focused, delivering services in all states and territories to the public and Commonwealth agencies. It also sets whole-of-government information management standards and provides advice and guidance to Australian Government agencies to build their information management capability and meet the requirements of the Archives Act.

### Deputy Director-General's Group:

- **Enabling Services** provides the enabling services of human resources, finance, procurement, and property and security management.
- **Data and Digital branch** delivers reliable and responsive ICT services such as management of enterprise systems, infrastructure, cyber security and end-user support and provides strategic advice on technology investments and capability. The branch also governs information and data assets to ensure integrity, accessibility and alignment with organisational and whole-of-government standards.
- **Transformation Office** oversees the development and execution of National Archives' transformation programs. It plays a key role in ensuring National Archives achieves its vision and objectives through effective reform, undertaking research and innovation in digital archival management and positioning the organisation to meet current and future demands.

**Figure 1: Organisational structure as at 30 June 2025**



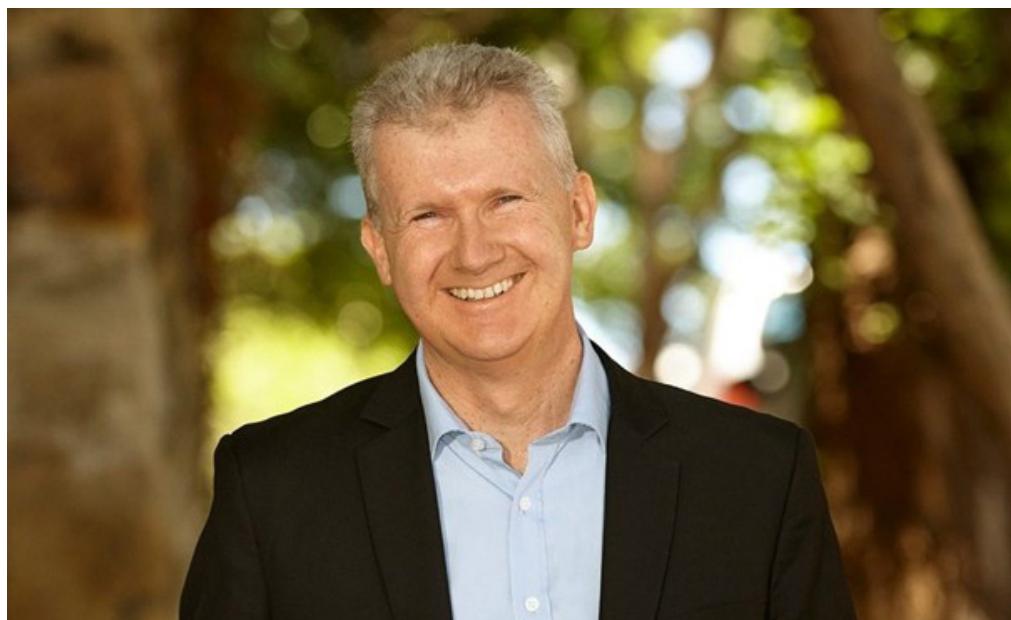
## National Archives senior executive

**Table 1: National Archives senior executive as at 30 June 2025**

<b>Position title</b>	<b>Name</b>
Director-General	Simon Froude
Deputy Director-General and Chief Operating Officer	Gillian Savage
Acting Assistant Director-General, Access and Public Engagement branch	Danniella McGowen
Assistant Director-General, Collection Management branch	Josephine Secis
Assistant Director-General, Data and Digital branch	Leigh Berrell
Chief Transformation Officer	Brooke Anderson

## Our Minister

The agency sits within the Arts portfolio and reports to the Minister for the Arts, the Hon Tony Burke MP.





PART 2

# REPORT ON PERFORMANCE

## Statement of preparation

I, Simon Froude, as the accountable authority of National Archives of Australia, present the annual performance statements of National Archives of Australia for the period from 1 July 2024 to 30 June 2025, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In my opinion, these annual performance statements are based on properly maintained records, accurately reflect the performance of the entity and comply with subsection 39(2) of the PGPA Act.



Simon Froude  
Director-General  
National Archives of Australia  
11 December 2025

## Annual performance statements

These annual performance statements provide a comprehensive overview of National Archives' performance in 2024–25 against the performance measures and targets published in the 2024–25 Portfolio Budget Statements and National Archives of Australia Corporate Plan 2024–25.

### Performance overview

The 2024–25 annual performance statements detail how National Archives has delivered against its purpose with the below table providing a summary of overall performance for 2024–25.

The term 'achieved' is used for performance measures and targets which have met 100% of their intended outcome.

The term 'partially achieved' is used for performance measure results where at least one but not all of the identified targets have been achieved within the reporting period. This term is also used for targets which, though not fully achieved, have been substantially achieved in intent. For statistical measures, we have considered this to be a result of 80–99% of the target having been met.

**Table 2: Summary of results against 2024–25 performance measures**

**Purpose** 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.

Our work strengthens trust in democracy and improves government transparency and accountability by connecting Australians to government decisions and activities.

National Archives embodies the 5 pillars of the National Cultural Policy, *Revive: a place for every story, a story for every place*.

<b>Key Activity</b>	<b>Performance measure</b>	<b>Result</b>
<b>Enable</b>	<b>E1</b> Australian Government agencies actively apply best practice in the creation, collection and use of Australian Government information assets	Partially achieved
<b>Secure</b>	<b>S1</b> Nationally significant archival records (meaning those identified as 'retain as national archives' (RNA)) are appropriately transferred to National Archives	Achieved
	<b>S2</b> Managing an evolving national archival collection	Achieved
	<b>S3</b> At-risk collections are preserved	Partially Achieved
<b>Connect</b>	<b>C1</b> The way audiences engage with and use the collection meets their expectations within a digital-first approach	Achieved
	<b>C2</b> National archival collection is discoverable and accessible	Achieved
	<b>C3</b> Commitments and values of the Aboriginal and Torres Strait Islander Engagement Strategy are recognised, enabled and realised	Achieved

# Performance results

## Performance measure E1

Australian Government agencies actively apply best practice in the creation, collection and use of Australian Government information assets

<b>Source:</b>	National Archives of Australia Corporate Plan 2024–25, page 19	
<b>Key activity:</b>	Enable best practice information management by Australian Government entities	
<b>Overall result:</b>	Partially achieved	
Planned performance result	Target	2024–25 result
E1.1 Percentage of agencies that have implemented the mandatory actions in the <i>Building trust in the public record</i> policy	Completion of 3 mandatory actions by agencies: Action 1: at least 97% Action 9: at least 95% Action 14: at least 20%	Partially achieved Action 1: 98% Action 9: 95% Action 14: 18%
E1.2 Annual Check-up survey national average index shows an improvement in Australian Government agencies' information management maturity	Annual Check-up survey national average index shows an improvement in Australian Government agencies' information management maturity	Achieved The national average index increased from 3.65 in 2023 to 3.7 in 2024

## Analysis of performance

National Archives developed the *Building trust in the public record* policy to help Australian Government agencies improve how they create, collect, manage and use information assets.

The policy outlines 17 actions that agencies should or can take to implement best practice information management and help reduce areas of information management inefficiency and risk.

National Archives uses the annual Check-up survey results to measure information management maturity across government and implementation of the *Building trust in the public record* policy by agencies. The data helps to monitor, track and evaluate the performance of agencies in their management of information assets over time and enables National Archives to determine the level of advice and assistance agencies require to meet information management standards. Each agency receives a report on its performance benchmarked against the whole-of-government report.

The survey identifies agency activity grouped under 6 indices:

- Governance and culture
- Creating information assets
- Describing information assets (metadata)
- Storing, preserving and managing information assets
- Appraising and disposing (destruction and transfer)
- Use, reuse and interoperability.

The questions for each index identify supporting actions that agencies should adhere to in order to meet best practice.

The Check-up survey uses the following ratings to score agency performance as follows:

1 = Ad hoc (lowest maturity rating), 2 = Initial, 3 = Formalising, 4 = Operational, and 5 = Embedded (highest maturity rating).

## **Australian Government agency implementation of Building trust in the public record policy**

In 2024–25, National Archives measured agency implementation of mandatory actions in the *Building trust in the public record* policy using results from the Check-up survey. In 2024–25, 98% of agencies completed the survey (Action 1), exceeding the target of 97%.

An agency will have completed an action from the policy if they responded in Check-up as performing the action always or almost always (score of 5) or usually or most of the time (score of 4.0–4.9).

The results of the second target, that agencies digitally manage all digital information assets created from 1 January 2016 (Action 9), show 95% of agencies perform this action at least most of the time. While the target has been met, further consultation is planned to determine approaches that can continue to improve the year-on-year performance, particularly with agencies who report challenges in meeting this policy objective.

The third target relates to the transfer of ‘retain as national archives’ information assets to National Archives within 15 years of creation (Action 14). Only 18% of agencies are performing this action at least most of the time (assessed as a rating of 4 or higher out of 5), which is lower than the target of 20%. This result indicates no improvement from 2023. Increasing progress against Action 14 remains challenging, with a lack of resources and capability or difficulty understanding or implementing transfer requirements being the reasons most often cited by agencies as limiting progress.

Less than 8.7% of agencies had fully implemented Action 14 (assessed as meaning the agency achieved a rating of 5 out of 5). This result suggests that agencies need more time and support to implement this action and identifies a risk that records may not be secured and preserved for future generations by being transferred to National Archives.

## **Australian Government agencies’ information management maturity**

The 2024 Check-up results have been analysed and compared against the benchmark established from the 2022 and 2023 results. The national average index increased to 3.70, from 3.65 in 2023 and 3.6 in 2022, continuing the trend of incremental improvements across government. All individual indices also showed an improved score in 2024. The areas of higher and lower information management maturity have remained constant across the 2023 and 2024 Check-up surveys.

Agencies showed higher levels of maturity in:

- creating information assets (4.33, up from 4.31 in 2023 and 4.28 in 2022)
- storing, preserving and managing information assets (4.13, up from 4.09 in 2023 and 4.02 in 2022)
- governance and culture (3.70, up from 3.62 in 2023 and 3.51 in 2022). Of the higher-level maturity indices, this index showed the greatest improvement in 2024).

Agencies showed lower levels of maturity in:

- describing information assets (metadata) (3.41, up from 3.33 in 2023 and 3.29 in 2022)
- use, reuse and interoperability (3.33, up from 3.26 in 2023 and 3.22 in 2022)
- appraising and disposing (3.30, up from 3.27 in 2023 and 3.29 in 2022).

**Table 3: Overall results (averaged) by individual information management maturity indices, 2022, 2023 and 2024**

<b>Individual information management maturity index</b>	<b>Overall results (averaged)</b>		
	<b>2022</b>	<b>2023</b>	<b>2024</b>
Governance and culture	3.51	3.62	3.70
Creating information assets	4.28	4.31	4.33
Describing information assets	3.29	3.33	3.41
Storing, preserving and managing information assets	4.02	4.09	4.13
Appraising and disposing (destruction and transfer)	3.29	3.27	3.30
Use, reuse and interoperability	3.22	3.26	3.33

## Performance measure S1

Nationally significant archival records (meaning those identified as ‘retain as national archives’ (RNA)) are appropriately transferred to National Archives

<b>Source:</b>	Portfolio Budget Statements 2024–25, page 308, and National Archives of Australia Corporate Plan 2024–25, page 21	
<b>Key activity:</b>	Secure and preserve nationally significant Australian Government information	
<b>Overall result:</b>	Achieved	
<b>Planned performance result</b>	<b>Target</b>	<b>2024–25 result</b>
S1.1 Engagement with at least 85% of agencies that have not transferred archival records identified as RNA to National Archives in 10 years or more	Engagements with at least 85% of agencies that have not transferred archival records identified as RNA to National Archives in 10 years or more	Achieved 86% of agencies

## Analysis of performance

The 2024–25 performance measure was achieved with continued focus on providing tailored support and advice to agencies that have not transferred records identified as RNA in 10 years or more. The targeted support helped agencies to plan and realise transfer outcomes.

In 2024–25, National Archives engaged with 86% of such agencies, 1% over our target of 85%. This equates to engagement with 99 out of 115 agencies who have not made transfers in 10 years or more.

Transfers were made by several agencies across the year, including the Australian Criminal Intelligence Commission, Defence Housing Australia, the Office of the Fair Work Ombudsman, the Australian National Maritime Museum, the Tertiary Education Quality and Standards Agency, Australia Post and the Department of Health and Aged Care.

## Performance measure S2

### Managing an evolving national archival collection

<b>Source:</b>	National Archives of Australia Corporate Plan 2024–25, page 22	
<b>Key activity:</b>	Secure and preserve nationally significant Australian Government information	
<b>Overall result:</b>	Achieved	
Planned performance result	Target	2024–25 result
S2.1 Collection strategy finalised	Collection strategy finalised	Achieved

## Analysis of performance

In 2024–25, development of the Collection Strategy was incorporated within the National Archives Strategy Suite project. The objective was to develop an integrated set of strategies that defined and addressed the agency's major challenges and opportunities, as well as assist in prioritising and planning future work. These 4 strategies were combined to form a single enterprise level strategy.

The Collection Strategy is now encompassed under the *Secure: managing an evolving collection* part of *Evolving National Archives*. This performance target has now been achieved.

The *Evolving National Archives* strategy was endorsed by the National Archives Executive Board on 2 December 2024 and was publicly released on 18 December 2024.

The Secure part of *Evolving National Archives* is aimed at safeguarding and optimising our evolving collection through enhanced knowledge and collaborative practice. There are 3 improvement themes for the collection:

- **Collection knowledge:** We will invest in building our knowledge of the collection by unifying our data to facilitate better reporting, extract collection insights and enhance decision-making.
- **Collection stewardship:** Through best archival practice we will sustain, strengthen and optimise the evolving and enduring archival resources of the Commonwealth.
- **Focused, holistic delivery:** We will work together and find new ways to improve and align our archival activities to empower our staff and create better outcomes for the collection.

## Performance measure S3

### At-risk collections are preserved

<b>Source:</b>	Portfolio Budget Statements 2024–25, page 308, and National Archives of Australia Corporate Plan 2024–25, page 23	
<b>Key activity:</b>	Secure and preserve nationally significant Australian Government information	
<b>Overall result:</b>	Partially achieved	
Planned performance result	Target	2024–25 result
S3.1 Digitisation targets are delivered	Digitisation targets are delivered	Partially achieved 99%, or 996,125 records across 2 programs (target: 1,005,000)
S3.2 Percentage of at-risk physical collection items are digitised	18% or more of at-risk physical collection items are digitised	Achieved 20%
S3.3 Percentage of at-risk digital collection items assessed for levels of risk of obsolescence or loss	90% or more of digital collection items confirmed to be in low-risk stable formats	Achieved 97%

## Analysis of performance

National Archives prioritises preserving as many at-risk records as possible for the benefit of future generations. Records that are 'at-risk' are those that are in danger of being lost, damaged or destroyed. There are an estimated 15.7 million at-risk items within the national archival collection. National Archives has several targets and activities which work to preserve these records, as outlined below.

### At-risk records digitised by major projects

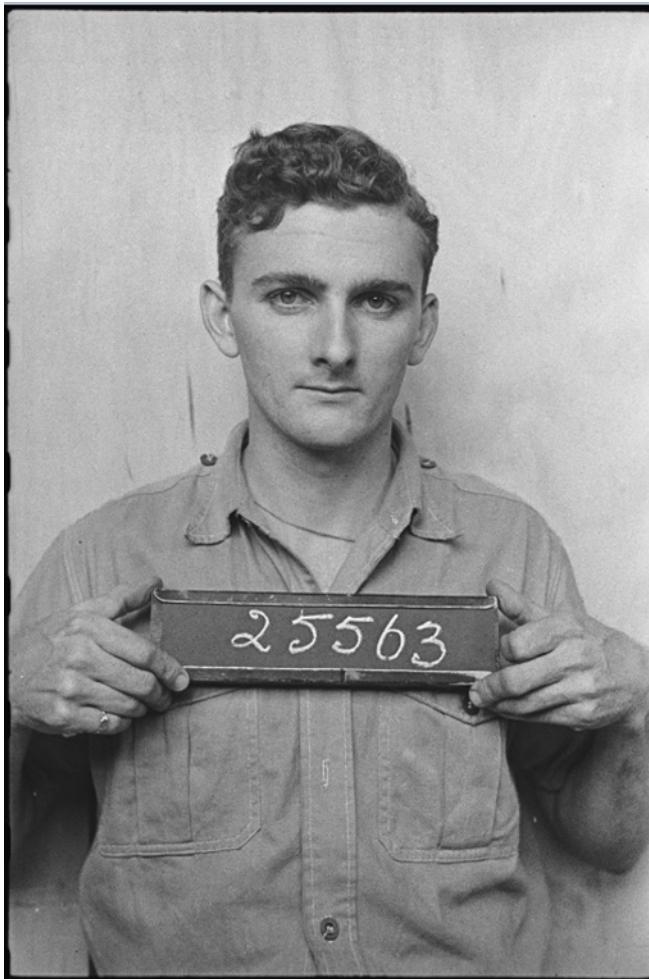
In 2024–25, National Archives undertook 2 major digitisation activities focused on preserving at-risk and high-use records:

- Defend the Past, Protect the Future Program (DPPF): This program targeted the digitisation of critically at-risk formats, including photographic materials, film and magnetic media. Digitisation of high-use records from State Office collections was also a focus, increasing online access to these significant records. This program concluded on 30 June 2025.
- Face to the Name (F2N): This project focused on digitising fragile photographic negatives from Second World War defence service files. The negatives contain portraits of service men and women, and their digitisation ensures long-term preservation and accessibility. This project complements and enhances the World War II Digitisation Project completed in June 2024, ensuring the families of service men and women and future generations of Australians will be able to put the face to the name of those who served.

Overall, this performance measure achieved 99% of its target. The F2N project exceeded its annual goal by 16%, while the DPPF program fell slightly short (by 4%) of its annual target.



The family of Margaret Williamson looking over her service record, which was the last one to be digitised as part of the World War II Digitisation Project.



Daniel William Smith was born in Queensland and enlisted at age 18 in the Royal Australian Air Force during the Second World War. The above enlistment portrait was located on Daniel's service file and digitised under the Face to the Name project.

NAA: A9301, 25563

### Defend the Past, Protect the Future Program (DPPF)

In 2024–25, 826,935 items were digitised under DPPF, representing 96% of the annual target. The shortfall was due to a reduction in the number of qualified digitisation vendors in the market. The remaining vendors who were engaged for the program worked at full capacity but could not deliver the projected quantities by the program's conclusion.

The program met its objectives by prioritising the digitisation of high-risk formats, including magnetic tape, film, photographs and paper records. Audiovisual materials on magnetic tape were a particular focus due to their vulnerability. By the end of the program, 80% of these tapes had been digitised. Digitisation was conducted at scale using a combination of in-house resources and external vendors.

These achievements represent a significant milestone in safeguarding and providing access to the national archival collection for current and future generations.

This work has provided access to many significant items in the national collection. Series A14532, one of the many photographic series digitised, contains over 117,000 spectacular images of the Antarctic taken in the early 20th century.



Keith York and Shorty Carroll making friends with a king penguin, Heard Island, 1949. NAA: A14532, 197

## Face to the Name (F2N)

In 2024–25, 169,190 F2N negatives featuring portraits of service men and women from the Second World War were digitised – 116% of the annual target. Digitisation of the remaining F2N negatives will continue into the 2025–26 financial year.

## **Analogue at-risk items digitally preserved**

The estimated 15.7 million at-risk items within the national archival collection include audiovisual records on magnetic media, motion picture films, photographic negatives and fragile paper documents.

To ensure their preservation, these items are progressively being digitised and ingested into National Archives' digital archive. This means the archival information will be preserved digitally in open, uncompressed digital formats. Digitisation has been undertaken by in-house specialist staff and external vendors. In particular, the DPPF program has enabled an acceleration of digitisation for at-risk formats over the past 4 years.

At the beginning of the reporting period (1 July 2024), National Archives had already digitised and ingested 16.61% of the at-risk collection into the digital repository.

The target for 2024–25 was 18% or more of at-risk physical collection items are digitised.

The annual result for this target was a total of 598,700 at-risk items digitised and ingested into the National Archives' digital archive during 2024–25.

This brings the total percentage of at-risk items digitally preserved to 20.42%.

This has resulted in a 3.8% increase since the start of the financial year and exceeds the annual target for this performance measure by 2.42%.

## **Collection items assessed for levels of risk of obsolescence or loss**

Digital records can also be fragile due to technological obsolescence. Using digital file formats which have a low risk of becoming obsolete preserves the authenticity and integrity of government records for future use and reuse.

Preserving digital records is a complex task and digital preservation planning relies on a risk-based approach that includes characterisation of the entire digital collection. Digital records in the collection are evaluated through both internal and external risk assessments using the Digital Format Risk Register. Records identified as high-risk file formats are then assigned a risk management methodology to ensure ongoing access.

Of the 58.2 million digital files managed in National Archives' digital archive in 2024–25, 56.3 million (96.8% of the digital collection) were classified as low-risk and stable formats. This result exceeds the annual target by 6.8%, reflecting strong progress in digital preservation efforts, including improving the collections systems that control digital records for ongoing accessibility of these digital records.

## Performance measure C1

The way audiences engage with and use the collection meets their expectations within a digital-first approach

<b>Source:</b>	Portfolio Budget Statement 2024–25, page 308, and Corporate Plan 2024–25, page 24	
<b>Key activity:</b>	Connect Australians to the national archival collection	
<b>Overall result:</b>	Achieved	
Planned performance result	Target	2024–25 result
C1.1 Percentage of audience engagements with online services	70% or more online visits/sessions are engaged	Achieved 75% of online visits/sessions were engaged <sup>2</sup>
C1.2 Stakeholder expectations of collection programs are met	Case studies of collection programs show that more than 80% of audience expectations were met	Achieved 99% of stakeholders indicated their expectations were met

## Analysis of performance

### Online engagement

In 2024–25, there were over 3.1 million visits to our websites. This compares to 3.3 million visits in 2023–24.

While website visitation was lower than last year, engagement was strong. We surpassed our engagement rate target of 70%, with an average 74.5%, compared to 72% in 2023–24.

[naa.gov.au](http://naa.gov.au) continues to be an important ‘front door’ to the national archival collection database, RecordSearch. Averaged across the year, 47.5% of engaged sessions converted (clicked through) to the RecordSearch database. This is a slight increase from 2023–24, which saw an average conversion rate of 45%.

<sup>2</sup> Engagement is determined by the assessment and analysis of online visitor data and engagement metrics such as but not limited to online interactions with National Archives websites.

Our most popular website content is related to service records, immigration and Prime Ministers. Consistent with previous years, we saw a significant spike in visits to the website around Anzac Day, demonstrating ongoing interest in service records held in the national archival collection, particularly on significant anniversaries.

## Social media

In 2024–25, we achieved 845,057 engagements on content published across Facebook, Instagram, Twitter and LinkedIn. This result represents a significant increase from the 567,461 engagements in 2023–24 and surpasses our target of 520,000 engagements. Our engagement rate per impression also rose to 6.3%, up from last year's 4.2%. These results support our strategic approach of prioritising the quality of content over quantity.

Our most engaging social media posts are those that evoke nostalgia and encourage our audience to share memories from the past. Notable high-performing content included posts featuring images from the Mildenhall photographic collection, Surfers Paradise in 1963 and the introduction of colour television in Australia in 1975. Additionally, our LinkedIn posts celebrating the opening of our new Northern Territory Office and showcasing our efforts to preserve the video of the 1974 Joint Sitting of Parliament were particularly popular.



National Archives of Australia's new Northern Territory Office at 24 Mitchell St, Darwin City.

## Onsite and offsite engagement

National Archives has continued to meet our visitation and engagement measures. In 2024–25, engagement with audiences and communities around the nation was made possible through a flourishing exhibition and public engagement program that included onsite offerings at our murrulangalang National Office in Canberra and offices in every state and territory. Our offsite offerings included touring exhibitions such as *Disrupt, persist, invent: Australians in an ever-changing world*, *Out of this world: Australia in the space age* and the ever-popular, *Reception this way: motels – a sentimental journey with Tim Ross* travelling the nation, taking arts, culture and stories of democracy to Australians in their hometowns.

More than safeguarding the national archival collection, we are identifying the rich and varied ways audiences can access and engage with our cultural memory and the stories that help us understand who we are. Key activities inviting conversations and enquiry are central to the public engagement program. Guided tours bringing together archival records and contemporary narratives are delivered in the ‘Skirt-suits and suffragettes’ walking tour, school students and their teachers view Australia’s original constitution surrounded by the voices and experiences of Australia’s First Nations people alongside stories of migration, all in our permanent exhibition galleries. We continue to elevate stories of and with First Nations people by highlighting their voice and featuring them in our exhibition and program activities.

In 2024–25, our audience engagement was strengthened through measuring the satisfaction of our audiences and stakeholders. We asked attendees to undertake voluntary surveys, which included rating the activity on a scale from very poor to excellent.

## Case studies

Program activities deemed suitable for case studies were identified at the beginning of the reporting period. They are chosen from our onsite, online and offsite activities based on their potential to reach a range of demographics with the aim of connecting audiences with the national archival collection.

The 2024–25 case studies were considered an appropriate method for measuring audience and stakeholder satisfaction with our activities. An almost perfect rating, 99% of audiences indicated our programs met their expectations. This result is 9% higher than last year’s very successful 90% achievement.

Through the year, our public engagement program was aimed at children and their families, adults, and specialist communities of interest from around Australia, coming together to experience what the national archival collection has to offer. Sharing sporting tales and triumphs our staff from state and territory offices delivered a webinar – *Sports mania: sport in the Archives*. Audiences in South Australia enjoyed the *Camel trains to steel wheels: life on the Trans-Australian Railway* temporary exhibition. In Albury, NSW, the touring exhibition *Reception this way: motels – a sentimental journey with Tim Ross* delighted audiences, with 100% reporting the experience met their expectations.

Our annual Constitution Day Forum, held on 9 July each year, brought an expert panel of speakers together. A conversation facilitated by award-winning Paul Barclay saw Australia's leading academics, including Professor Megan Davis and Associate Professors Harry Hobbs and Justine Bell-James, consider building a sustainable and environmentally positive future in the framework of Australia's Constitution. Unsurprisingly, this sold-out event met the expectations of all who attended, with 100% of attendees saying this event met their expectations.

## Performance measure C2

### National archival collection is discoverable and accessible

<b>Source:</b>	National Archives of Australia Corporate Plan 2024–25, page 25	
<b>Key activity:</b>	Connect Australians to the national archival collection	
<b>Overall result:</b>	Achieved	
Planned performance result	Target	2024–25 result
C2.1 Number of new items made discoverable	At least 800,000 new item descriptions added to RecordSearch online, making more of the collection discoverable to audiences	Achieved 989,619 new item descriptions
C2.2 Percentage of reference enquiries completed by National Archives within service standards	At least 85% of reference enquiries are actioned within service standards	Achieved 92% (30,755 completed overall and 28,271 completed within service standard turnaround time)
C2.3 Percentage of digitisation-on-demand requests actioned by National Archives within service standards	At least 90% of digitisation-on-demand requests are actioned within service standards	Achieved 98% of digitisation-on-demand requests actioned
C2.4 Percentage of access applications examined by National Archives within legislated timeframes	At least 80% of access applications examined within legislated timeframes	Achieved 80% of access applications examined within legislated timeframes

## Analysis of performance

A key mandate of National Archives is to make the national archival collection public and accessible. Central to providing access to the collection is making it discoverable to the public, as the collection is a national resource that enriches and informs Australia's history.

### RecordSearch

We describe records not only to make them discoverable and searchable but also so they can be better understood by audiences. Record descriptions document when, how, why and by whom the record was created, accumulated and managed over time. The record description and context help researchers use and reuse records for a range of purposes. Described records are made discoverable by being added to RecordSearch, our online collection database.

In 2024–25, we described 989,619 records and added them to RecordSearch, exceeding our target. Alongside the extensive arrangement and description work done by staff to prepare records for public access, National Archives also has an online transcription portal, archIVE (or HIVE, as it is commonly known). HIVE enables public volunteers to transcribe the titles of records online from digitised item or consignment lists. The transcribed titles are checked by staff and added to RecordSearch, increasing the discoverability of records in the national archival collection. The number of new items described and added to RecordSearch during the period exceeded the target due to the efforts of our online volunteers transcribing records via the archIVE transcription platform, and large description projects focused on employment records of Merchant Seaman and on audio-visual material digitised as part of the Defend the Past Protect the Future (DPPF) program.

### Reference enquiries

National Archives undertakes basic reference work free of charge, and we aim to respond to requests within 30 business days. The range of people who make reference enquiries is wide, and includes professional and community researchers, historians and academic scholars, undergraduate and postgraduate students and the general public. This service helps to connect more Australians to the national archival collection.

We respond to requests through our national enquiry service online, by phone and in person at our research centres in every state and territory. The annual target for reference enquiries is 85% or more enquiries completed within the service standard turnaround time of 30 business days. In 2024–25 we met our target, with 92% of enquiries completed within standards.

## Digitisation on demand

Our digitisation-on-demand service responds to orders for digital copies of paper records listed on RecordSearch that are A3 or smaller and have been examined for public access. Our service standard for digitisation on demand is to fill orders within 30 business days of receipt. The annual target of 90% or more of digitisation-on-demand requests actioned within service standards was met in 2024–25, with 98% of requests actioned within standards.

Most requests not completed within the service standard during 2024–25 resulted from:

- limited access to records during periods of building maintenance
- preservation action being required on the records prior to digitisation
- resourcing pressures.

## Access examination

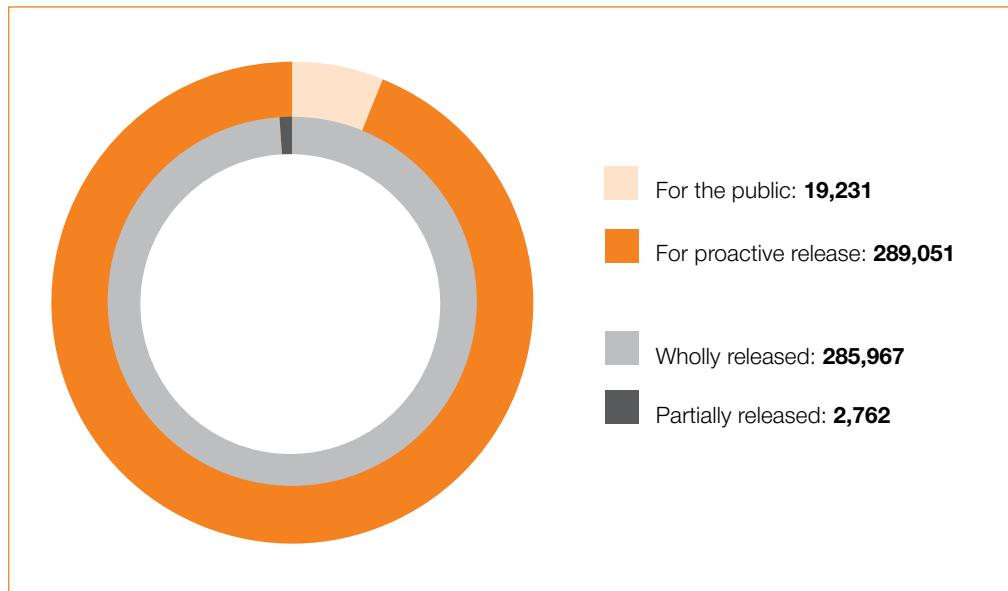
In 2024–25, 14,859 applications for access to records required an access decision. Of these, 11,880 (approximately 80%) were completed within the legislated timeframes. In most cases, National Archives has 90 business days to make an access decision on a record in response to an application, unless the application cap has been applied. The application cap extends the consideration period where an applicant submits more than 25 applications for access, allowing National Archives additional time to examine those records for public access.

In 2024–25, decisions were made on a total of 19,231 records in response to access applications, including some that were received in previous financial years. In addition, 289,051 records were examined proactively to support public engagement activities and to help ensure records of value to the community can be openly accessed by the public. Proactive release of records plays an important role in building trust in government through transparent access to government decisions and information.

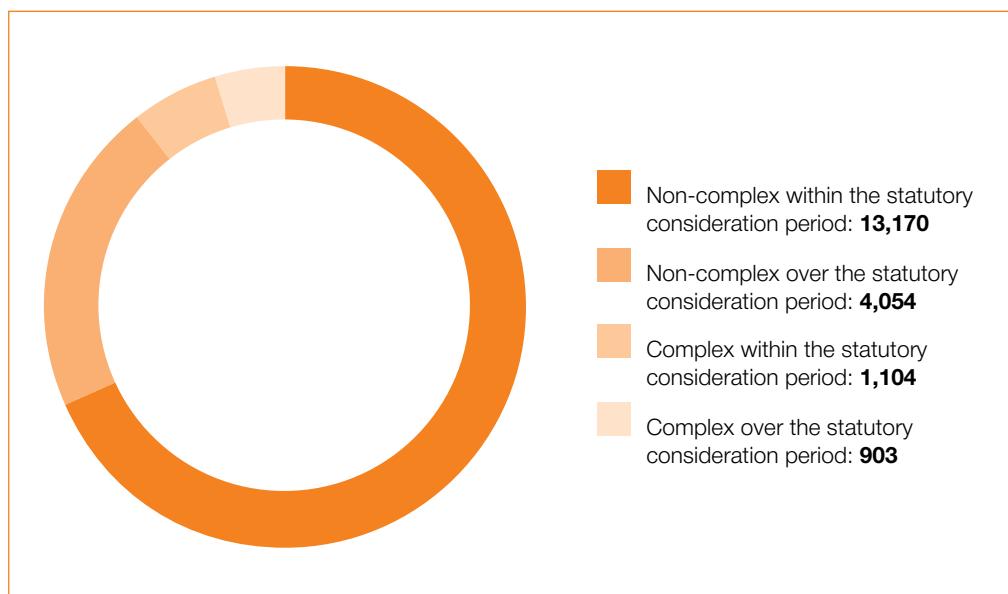
Examples of records proactively released this year include key 2004 Cabinet records, Australian Government Photographic Service (AUSPIC) negatives, glass plate negatives of Papua New Guinea from 1915 to 1923, negatives of Army and RAAF personnel, Australian Merchant Seaman employment records for 1922–1990, HMAS ships' ledgers, magnetograms produced by the geophysical observatories at Toolangi, Melbourne, Mawson and Heard Island and documents relating to the history of the Snowy Mountains Scheme. See Figure 2 for the number of access decisions and Figure 3 for the time taken for access examinations.

National Archives also continues to manage a significant backlog of access requests from prior years. This is reflective of both resourcing and the complexity of access examination work. National Archives is required to seek advice from government agencies on sensitivities within records and is therefore reliant upon constrained internal and external resources.

**Figure 2: Number of records access examined and decisions on access, 2024–25**



**Figure 3: Time taken for complex and non-complex access examinations, 2024–25**



## Performance measure C3

**Commitments and values of the Aboriginal and Torres Strait Islander Engagement Strategy are recognised, enabled and realised**

**Source:** National Archives of Australia Corporate Plan 2024–25, page 26

**Key activity:** Connect Australians to the national archival collection

**Overall result:** Achieved

Planned performance result	Target	2024–25 result
C3.1 Commitments and values of the Aboriginal and Torres Strait Islander Engagement Strategy are embedded	Case study demonstrates that a selected action of the Aboriginal and Torres Strait Islander Strategy and Implementation Plan has been successfully implemented	Achieved

## Analysis of performance

National Archives' Aboriginal and Torres Strait Islander Strategy 2022–2025 demonstrates our commitment to broadening and strengthening connections to First Nations peoples. We actively seek to develop relationships and assist First Nations peoples to access collections, services and resources in culturally appropriate ways. *Our way: Aboriginal and Torres Strait Islander protocols* is our guiding document for this and our key initiative to implement and embed the Tandanya Declaration in our work.

The Indigenous Family History Research Visit focuses on Action 4 of the Aboriginal and Torres Strait Islander Strategy Implementation Plan 2024–2025 – ‘Strengthen and develop partnerships with external stakeholders and relationships with Indigenous communities’. The project helped 16 Aboriginal women connect with archival records in our collection about family, community and heritage, assisted by the Bringing Them Home name index search results.

## Bringing Them Home name index

The Bringing Them Home name index is a searchable list of names and places which National Archives created from files on First Nations peoples. The index contains only names; no further information is stored on the list, but further details can be sourced from the individual files.

In 2024–25, National Archives received 1029 requests to search the Bringing Them Home name index. 7737 names were searched, and 28,885 names were found from the names searched. There were 152 enquiries under one of the various Memoranda of Understanding in place, which are designed to improve access to records for members and families of the Stolen Generations.

Compared to 2023–24, Bringing Them Home name index search requests have increased by 13%, name searches have increased by 52% and names found increased by 38%. This is a considerable increase in use of the index and is attributable to research connecting families and assisting with redress and reparation requests.

National Archives continued to develop relationships directly with First Nations peoples and communities, with 1050 individual and 129 organisational engagements throughout the year.

Online and in-person training for National Archives staff and external organisations to support the use of the Bringing Them Home name index continued in 2024–25.

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## Case study: Indigenous Family History Research Visit

In 2024–25, National Archives hosted a 3-hour onsite interactive workshop for 16 Aboriginal women from nations across Australia at murrulangalang, Parkes.

This workshop was a collaboration with the Australian National University Indigenous Family History Research residency. The women were introduced to National Archives and our services, collections, programs and resources, including access to archival records. This access included searching RecordSearch and the Bringing Them Home name index to find records about the women and their families. Cultural safety and awareness were important considerations when preparing for the workshop. The main presentation was delivered in a ‘yarning circle’ to enable communication and group interaction and included cultural objects for connection. The informal style of delivery provided opportunities to connect and sit and yarn about family research approaches and considerations. National Archives staff gained insights and learning about First Nations-led engagement.

The women explored [naa.gov.au](https://www.naa.gov.au) for information about themselves, their Country and history. A selection of First Nations related records were made available for the women to browse, including information about the Aboriginal Tent Embassy, the 1967 Referendum, Harold Thomas, the Aboriginal flag, First World War service and the Larrakia land rights petition. All participants received a National Archives Tracking Families folder with factsheets and other information on how to connect with our services and collection. Several women ordered records which they returned to read the following week. The women continue to engage with and be supported by National Archives on their family history journeys.

# Financial performance

National Archives receives ongoing funding from the Australian Government to secure, preserve and make available Australian Government information of enduring significance.

The national archival collection under its management incurs a substantial depreciation and amortisation expense, which is not funded. The depreciation and amortisation has contributed to National Archives reporting an operating loss of \$25.3 million for the 2024–25 financial year. Excluding depreciation and amortisation, National Archives would have reported an operating surplus of \$19.1 million. The budgeted operating deficit was \$8.7 million.

In accordance with policy, National Archives revalues the collection once every 3 years, the last revaluation being undertaken in 2023–24.

## Statement of comprehensive income

### Income

Total income for 2024–25 was \$97.67 million, \$1.69 million under budget (\$99.36 million) and an increase of \$1.02 million over 2023–24. The increase in income was primarily due to higher than budgeted donations offset by a lower than budgeted intake of records.

### Expenditure

Total operating expenditure was \$122.98 million, \$14.91 million over budget (\$108.07 million) and \$3.94 million less than 2023–24. The increase in expenses compared to budget is primarily driven by higher than budgeted supplier expenses of \$3.90 million and employee benefits of \$1.72 million, coupled with non-cash expenses related to depreciation and amortisation of \$11.67 million.

## Balance sheet

### Assets

Total assets as at 30 June 2025 were \$2.13 billion, a decrease of \$27.95 million from 2023–24. The collection is the largest asset held by National Archives and makes up \$1.66 billion of the total asset figure.

National Archives' cash balance of \$12.49 million is an increase of \$8.55 million over 2023–24 (\$3.94 million). Trade receivables decreased by \$9.29 million, from \$13.75 million in 2023–24 to \$4.46 million in 2024–25, and represents a reduction in GST receivable. Total financial assets provide sufficient liquidity to cover the reported payables and provisions.

## **Liabilities**

Total liabilities were \$498.36 million as at 30 June 2025, a decrease of \$21.19 million over 2023–24. The decrease is driven by a reduction in lease liabilities of \$20.36 million.

A comparison of total liabilities to total assets shows a positive net asset position of \$1.63 billion with the collection providing the buffer between them.

## **Equity**

Total equity at 30 June 2025 was \$1.63 billion, a decrease of \$6.76 million from 2023–24. The net decrease was driven by an increase in the contributed equity of \$18.55 million related to uplift funding offset by the \$25.31 million deficit.



PART 3

# **MANAGEMENT AND ACCOUNTABILITY**

# Corporate governance

The Director-General is responsible for both delivering the functions set out in the *Archives Act 1983* (Archives Act) and ensuring National Archives operates within and meets the requirements of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and as an Executive Agency under the *Public Service Act 1999* (PS Act).

Our corporate governance framework guides good public sector governance by setting the standard for accountability and sound business practices across all areas of National Archives. It outlines the principles, elements and mechanisms we use for effective governance.

A strong governance system supports us to achieve our overall organisational objectives. Our governance framework is based on principles of public sector governance and guides our behaviours. Principles include:

- minimum effective regulation
- engaging effectively with risk
- clear, open and effective management
- planned business capability
- valuing people
- partnering with our stakeholders.

## Committees

National Archives has 8 governance committees that support the Director-General and Executive Board to fulfil their corporate governance responsibilities by providing advice, assurance and recommendations that enable risk-based decision making consistent with the strategic direction of National Archives.

**Table 4: Governance committees and their purpose**

Committee	Purpose
<b>Executive Board</b>	<p>The Executive Board is National Archives' principal governance and decision-making body. It provides overall corporate governance and ensures the activities of National Archives are aligned with its strategic goals.</p> <p>In 2024–25 it comprised the Director-General (Chair), Deputy Director-General and Chief Operating Officer and Senior Executive (4 Assistant Directors-General). The Executive Board met 11 times in 2024–25. In addition, the Executive Board held 5 strategic discussion meetings in 2024–25.</p>
<b>Audit and Risk Committee</b>	<p>The Audit and Risk Committee provides independent advice to the accountable authority, the Director-General, and assists them to meet their duties and obligations. It provides advice on financial reporting, performance reporting, systems of risk oversight and management and systems of internal control.</p> <p>In 2024–25 it comprised 3 external appointments, Geoff Knuckey (Chair), Dr Wendy Southern and Janine McMinn. The Audit and Risk Committee met 5 times in 2024–25. See Table 5 for further details.</p>
<b>Project Assurance Committee</b>	<p>The Project Assurance Committee provides assurance to the Executive Board and Director-General about the management of significant or complex projects being undertaken by National Archives.</p> <p>In 2024–25 it comprised 2 external appointments, Clive Lines (Chair) and Rochelle Fittler. The Project Assurance Committee met 6 times in 2024–25.</p>
<b>Security Committee</b>	<p>The Security Committee ensures National Archives is implementing effective security strategies, programs and measures to protect National Archives on security matters relating to physical, personnel, information and governance.</p> <p>In 2024–25 it comprised the Chief Security Officer (Chair), and 3 internal members. The Security Committee met twice in 2024–25.</p>

Committee	Purpose
<b>Information and Data Governance Committee</b>	<p>The Information and Data Governance Committee provides oversight, assurance and direction for National Archives' response to meeting whole-of-government policies and standards for information and data governance.</p> <p>In 2024–25 it comprised the Assistant Director-General, Data and Digital (Chair) and 5 internal members. The Information and Data Governance Committee met 4 times in 2024–25.</p>
<b>Business Continuity Committee</b>	<p>The Business Continuity Committee oversees National Archives' business continuity management program. It provides subject matter input to the ongoing management of the business continuity program, including reviewing the business continuity framework and building a culture of resilience through planning, engagement and training.</p> <p>In 2024–25 it comprised the Director, Property and Security (Chair) and 4 internal members. The Business Continuity Committee met 4 times in 2024–25.</p>
<b>Workplace Relations Committee</b>	<p>The Workplace Relations Committee is a consultative forum to seek views from employees on employment-related matters. It supports open communication and consultation between management and employees on developing and reviewing employment-related policies and matters that have significant impact across National Archives.</p> <p>In 2024–25 it comprised the Deputy Director-General and Chief Operating Officer (ex officio Chair) and 7 internal members (up to 3 management representatives, up to 4 employee representatives and a Community and Public Sector Union (CPSU) representative). The Workplace Relations Committee met 4 times in 2024–25.</p>
<b>Health and Safety Committee</b>	<p>The Health and Safety Committee is a consultative forum to support the management of work health and safety issues and ensure National Archives fulfils its obligations under work health and safety legislation.</p> <p>In 2024–25 it comprised the Director, People and Culture (ex officio Chair) and 5 internal members (including management and health and safety representatives). The Health and Safety Committee met 4 times in 2024–25.</p>

## **Audit and Risk Committee**

The Audit and Risk Committee charter sets out the committee's role, authority, responsibilities, composition and tenure, and reporting and administrative arrangements. The charter can be found on our website at: [naa.gov.au/about-us/who-we-are/accountability-and-reporting/audit-and-risk-committee-charter](http://naa.gov.au/about-us/who-we-are/accountability-and-reporting/audit-and-risk-committee-charter).

Table 5: Audit and Risk Committee members, 2024–25 provides details on Audit and Risk Committee membership and number of committee meetings held for the period 1 July 2024 to 30 June 2025.

**Table 5: Audit and Risk Committee members, 2024–25**

Member name	Qualifications, knowledge, skills or experience								
<b>Geoff Knuckey</b>	<p>Geoff Knuckey has extensive experience as an audit committee member and chair in the public and private sectors. In 2009, after a 32-year career with Ernst &amp; Young, he became a full-time company director and member of audit committees. He has a Bachelor in Economics degree and is a Fellow of the Institute of Chartered Accountants Australia and a Graduate of the Australian Institute of Company Directors.</p>								
	<table border="1"> <thead> <tr> <th data-bbox="465 990 596 1088">Number of meetings attended</th><th data-bbox="653 963 784 1088">Total number of meetings held</th><th data-bbox="817 990 979 1088">Total annual remuneration (GST inc)</th><th data-bbox="1012 1024 1153 1088">Additional information</th></tr> </thead> <tbody> <tr> <td data-bbox="525 1126 538 1143">5</td><td data-bbox="706 1126 719 1143">5</td><td data-bbox="848 1126 938 1143">\$13,662</td><td data-bbox="1049 1126 1109 1143">Chair</td></tr> </tbody> </table>	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc)	Additional information	5	5	\$13,662	Chair
Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc)	Additional information						
5	5	\$13,662	Chair						
<b>Dr Wendy Southern</b>	<p>Dr Wendy Southern is a retired senior public servant. She has been a member of the Audit and Risk Committee since February 2021. She previously held the roles of Deputy Director-General at the Australian Security Intelligence Organisation and Deputy Secretary at both the Department of Health and the Department of Immigration and Border Protection. Her responsibilities ranged across strategic policy, program management, organisational reform, and governance and corporate management.</p>								
	<table border="1"> <thead> <tr> <th data-bbox="465 1510 596 1619">Number of meetings attended</th><th data-bbox="653 1483 784 1619">Total number of meetings held</th><th data-bbox="817 1510 979 1619">Total annual remuneration (GST inc)</th><th data-bbox="1012 1544 1153 1619">Additional information</th></tr> </thead> <tbody> <tr> <td data-bbox="525 1649 538 1666">5</td><td data-bbox="706 1649 719 1666">5</td><td data-bbox="848 1649 938 1666">\$15,600</td><td data-bbox="1049 1649 1109 1666">Member</td></tr> </tbody> </table>	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc)	Additional information	5	5	\$15,600	Member
Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc)	Additional information						
5	5	\$15,600	Member						

Member name	Qualifications, knowledge, skills or experience		
<b>Janine McMinn</b>	<p>Janine McMinn is an independent director and executive adviser with over 35 years' experience in internal audit, cybersecurity and information technology. She has a Bachelor of Arts in Computing and Statistics from the Australian National University (ANU) and is a Fellow of the Australian Institute of Company Directors, a Certified Information Systems Auditor and a Certified Information Security Manager.</p> <p>She was a former Partner with Oakton's ICT Assurance and Security business and advised many organisations in the management of risk and cyber security. She has experience conducting assurance and cyber security reviews in public and private organisations.</p> <p>She is an Australian War Memorial Voluntary Guide and provides mentoring and coaching support to senior executives, and Computing Masters students at the Australian National University. She is currently serving on 4 government audit and risk committees.</p>		
Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc)	Additional information
5	5	\$16,500	Member

## Risk management

Risk management is integrated into all our activities at National Archives. Our risk management framework and policy outline the requirements for and approach to effective risk management. At National Archives, we view risk management as effective if it leads to better decisions, actions taken to mitigate risk or improved awareness of risk. Risks are considered and managed at different levels. Enterprise and high-level program risks are reviewed regularly by the executive and monitored by the Audit and Risk Committee.

In 2024–25, we strengthened our approach to risk management through a revision of the risk management framework and policy, which:

- sets minimum requirements for what good risk management looks like for National Archives
- aims to embed risk management in all aspects of the business of National Archives
- clearly defines roles and responsibilities for risk management
- helps ensure our risk management practices meet legal obligations, accountability requirements and business needs.

A 2-year action plan to uplift risk management capability aims to move the agency to most risk management embedded in existing processes and decision-making.

## **Internal audit**

The internal audit program is delivered by independent, contracted professional auditors and improves National Archives' operations, performance and management of risks. Audit topics are based on strategic priorities, risk management and governance controls. In 2024–25, National Archives undertook internal audits on the Digital First program, a final review of the Defend the Past, Protect the Future Program, and IT General Controls. National Archives also commenced an Applications for Access Process Review. The Audit and Risk Committee monitors the progress of the internal audit program during the year, including monitoring the implementation and closure of agreed recommendations from completed audits, both internal and external.

## **Fraud control**

National Archives' Fraud and Corruption Control Framework, revised in 2024–25, outlines the strategies, governance and procedures in place to protect against fraud and corruption-related risks to staff, information and assets. Staff are required to undertake fraud awareness training via e-learning.

## **Ethical standards**

Staff are required to uphold the APS values, employment principles and code of conduct, as well as our values. National Archives operates a program of mandatory e-learning for staff to understand ethical standards and behaviour expectations. The program includes courses such as security awareness and Commonwealth resource management. New employees also participate in an induction program that includes training on ethical standards.

## **Freedom of information**

In 2024–25, National Archives received 14 valid requests for access to documents under the *Freedom of Information Act 1982* (FOI Act).

## **Information Publication Scheme**

Under Part II, section 8 of the FOI Act, we are required to publish information as part of the Information Publication Scheme (IPS). Our website, [naa.gov.au](http://naa.gov.au), includes National Archives' IPS Plan, which outlines the information National Archives publishes in accordance with the IPS requirements, and a freedom of information (FOI) disclosure log, which provides a list of information released in response to an FOI request.

# Information governance

National Archives aims to be forward-looking and innovative, employing best practice approaches for the management of information and data assets. This includes being an exemplar agency when implementing our *Building trust in the public record* policy and the Information Management Standard for Australian Government, as well as meeting other whole-of-government information management requirements.

Our Information and Data Governance Framework 2025–27:

- identifies the standards, whole-of-government policy and legislative environment that drive our governance targets
- affirms our commitment to effective governance and management for all information and data assets
- clearly defines the roles and responsibilities for all staff in managing information and data
- ensures that our information and data management practices meet legal obligations, accountability requirements, business needs and stakeholder expectations.

In 2024–25, we continued to strengthen our information governance framework, policies and processes. Progress was made on meeting the targets identified in the *Building trust in the public record* policy and the Foundational Four requirements of the Office of the National Data Commissioner, with planned targets met.

Targets under National Archives' Data strategy 2023–25 are on track to be met. Analysis of our Digital Asset Register has enabled us to target uplift in asset risk assessments, privacy impact assessments, and providing data custodians with guidelines for the recovery processes that apply to their data. Each identified asset has an identified custodian and is covered by an information and data management plan that includes recommended actions to improve governance. Each plan is reviewed on a 2-yearly cycle.

# National Archives of Australia Advisory Council

## Establishment and functions

The National Archives of Australia Advisory Council (Advisory Council) is established under subsection 10(1) of the Archives Act. The main purpose of the Advisory Council is to provide advice to the Minister responsible for National Archives and the Director-General on matters that relate to National Archives.

Under section 11 of the Archives Act, the Advisory Council is an advisory body with the following functions:

1. The Advisory Council shall furnish advice to the Minister and the Director-General with respect to matters to which the functions of the Archives relate.
2. The Minister or the Director-General may refer any matter of the kind referred to in subsection (1) (above) to the Council for advice and the Council may, if it thinks fit, consider and advise the Minister or the Director-General on a matter of that kind of its own motion.

## Advisory Council membership

The Archives Act provides for an advisory council consisting of:

- one senator chosen by the Senate
- one member of the House of Representatives chosen by the House
- 11 other members appointed by the Minister.

Members serve for terms not exceeding 3 years and may serve additional terms.

**Table 6: Advisory Council meeting attendance, 2024–25**

Member	AC155 20 September 2024	AC156 29 November 2024	AC157 21 February 2025	AC158 16 May 2025	Appointments
Dr Denver Beanland AM (Chair)	Y	N/A	N/A	N/A	<i>Appointment ceased on 30 September 2024.</i>
Dr Paul Grimes PSM (Chair)	Y	Y	Y	N/A	<i>Appointed as Deputy Chair on 19 September 2024.</i>  <i>Appointed as Chair on 30 September 2024.</i>  <i>Resigned as Chair effective from 4 March 2025.</i>
Amanda Heyworth (Deputy Chair)	N/A	Y	Y	Y	<i>Appointed as a member on 20 September 2024 to 20 September 2027.</i>  <i>Appointed as Deputy Chair effective from 13 December 2024.</i>  <i>Appointed as acting Chair from 6 March 2025 for a 3-month period.</i>
Professor Frank Bongiorno AM	Y	Y	Y	Y	<i>Appointed as a member on 25 June 2024 to 25 June 2027.</i>
Troy Bramston	Y	N	Y	Y	<i>Appointed as a member on 25 June 2024 to 25 June 2027.</i>
Rachel Connors	Y	Y	Y	Y	<i>Reappointed as a member on 5 May 2025 to 5 May 2028.</i>

Member	AC155 20 September 2024	AC156 29 November 2024	AC157 21 February 2025	AC158 16 May 2025	Appointments
Dr Anthony Dillon	Y	Y	Y	N/A	<i>Appointment ceased on 10 March 2025</i>
Suzanne Hampel OAM	N	Y	Y	Y	<i>Reappointed as a member on 8 April 2025 to 8 April 2028.</i>
Nicola Laurent	Y	AL	AL	AL	<i>Appointed as a member on 12 September 2023 to 12 September 2026.</i>
Joseph Roach	N/A	N/A	Y	Y	<i>Appointed as a member on 12 December 2024 to 12 December 2027.</i>
David Smith MP*	Y	N	N	N	<i>Appointed as a member on 28 July 2022 to 28 July 2025.</i>
Senator Dean Smith*	Y	N	N	Y	<i>Appointed as a member on 28 July 2022 to 28 July 2025.</i>
Dr Wendy Southern	N/A	N/A	N/A	Y	<i>Appointed as a member on 28 March 2025 to 28 March 2028.</i>
Alice Spalding	Y	N	Y	N/A	<i>Appointment ceased on 10 March 2025.</i>
Dr Kirsten Thorpe	Y	Y	Y	Y	<i>Appointed as a member on 12 September 2023 to 12 September 2026.</i>

\* Parliamentary representative, not paid remuneration

**Key:** Y = attended meeting, N = did not attend meeting, N/A = was not an Advisory Council member at the time, AL = approved leave.

Advisory Council members are paid renumeration and allowances as determined by the Remuneration Tribunal.

Conflict of interests are managed in line with PGPA Act requirements and the Advisory Council Operations Manual.

## **Summary of activities**

The Advisory Council experienced a year of significant change. We farewelled Dr Denver Beanland after 10 years of distinguished service as Chair, acknowledging his contribution as a passionate advocate for National Archives. Dr Paul Grimes assumed his position as Chair in September 2024 before resigning following his appointment as Chief Executive Officer of Austrade. Amanda Heyworth was announced as Acting Chair in March 2025 and subsequently confirmed as Chair post year end.

The Advisory Council farewelled members Dr Anthony Dillon and Alice Spalding and thanks them for their contribution. We welcomed Joseph Roach and Dr Wendy Southern to the Council this year.

The Advisory Council believes that National Archives plays a central role in strengthening democracy and social cohesion. By facilitating access to evidence of government decision-making that affects citizens' lives, National Archives helps counteract the growing threat of misinformation and builds trust in public institutions.

Throughout the year, the Advisory Council provided advice on strategic and operational matters, undertook site visits and participated in numerous stakeholder events and exhibitions. The Advisory Council held planning sessions to discuss how best to improve operations and identified 4 priority areas that will guide its advice going forward: reforming the legislative framework, modernising National Archives, maturing government information management and improving public access to the collection.

## **Reforming the legislative framework**

The Advisory Council continues to press for the modernisation of the Archives Act, which is outdated and no longer fit for purpose. This priority is also identified in the Australian Government's National Cultural Policy *Revive: a place for every story, a story for every place*. Legislative reform is required to reflect the realities of the digital age, resolve ambiguities and strengthen the effectiveness of the Archives Act. Modernisation will enable National Archives to better secure, preserve and provide access to the national archival collection.

## **Modernising National Archives**

The Advisory Council contributed to National Archives' *Strategy 2025–2030: Evolving National Archives*, which sets out a 5-year roadmap to modernise National Archives.

Progress has been achieved in digitising records, most notably under the Defend the Past, Protect the Future program, which digitised more than 1.5 million items by its conclusion on 30 June 2025. However, much more is needed to reshape National Archives' ability to preserve and provide access to national records in a world where 98% of government records are born digital, data is often stored outside traditional IT systems, and emerging technologies and cyber threats are reshaping best practice in information management.

The Advisory Council has also championed a customer focus, with stakeholder research currently in progress to help ensure that modernisation meets the evolving needs of both the government agencies creating records and the users consulting them. This stakeholder work will inform critical decisions on prioritisation, resourcing and capabilities as the modernisation strategy unfolds.

## **Maturing government information management**

The Advisory Council views information management as a cornerstone of good government: preserving the reasons for decisions, providing insights, improving efficiency and effectiveness and safeguarding the nation's memory for the future.

Government agencies conduct an annual self-assessment of their information management practices through National Archives' Check-up survey. The 2024 results showed improvement across most areas, although agencies have some way to go before fully adopting a comprehensive, 'cradle-to-grave' approach to governance, capture, storage and disposal of records. The Advisory Council considers the continued maturation of these processes to be essential as new technologies reshape government decision-making, data security and engagement with citizens.

## **Improving public access to the collection**

The Advisory Council continues to advise on improving public access to the collection. National Archives is managing a significant backlog of access requests from prior years due to resourcing challenges and the complexity of access examination process. In the coming year, the Advisory Council will work with National Archives to identify strategies and actions to reduce this backlog.

The Advisory Council also provided input into a comprehensive review of the Annual Cabinet Release Initiative. This flagship release on 1 January each year provides the public with valuable insight into historical events, the operation of government and the functioning of democracy. The Advisory Council supports National Archives' steps to streamline processes and broaden public engagement with future Cabinet releases.

## **Looking ahead**

The Advisory Council thanks the Minister for entrusting it with the responsibility of supporting National Archives at a critical juncture when custodianship and access to paper and digital records have never been more important. The Advisory Council looks forward to working with the Minister, the Director-General and his team in their ambition to modernise, broaden and deepen the impact of National Archives.

## **Statements required under the Archives Act**

### **Record disposal practices**

Section 25 of the Archives Act requires the Director-General to provide the Advisory Council with a statement setting out practices relating to the disposal of Commonwealth records.

At each Advisory Council meeting, National Archives also provides information on records authorities and other disposal authorisations issued to Australian Government agencies.

In 2024–25, National Archives issued 19 instruments under the Archives Act. These were all records authorities developed in consultation with government entities.

### **Special access to official records**

Subsection 56(2) of the Archives Act provides that an individual may be granted access to Commonwealth records not available for public access. This includes records not yet in the open-access period and records assessed as being exempt from public access.

Applications to access closed-period or exempt records are made directly to the Australian Government agencies responsible for controlling them. Decisions on whether to grant access are the responsibility of those agencies.

Special access arrangements have been in place since 1988 to help agencies make decisions about records that are subject to an application for special access.

In accordance with the requirements of subsection 56(5) of the Archives Act, at each Advisory Council meeting National Archives tables a statement detailing requests for, and decisions relating to, access under subsection 56(2).

In 2024–25, the Advisory Council was notified of 4 new applications for special access to records under subsection 56(2).

# External scrutiny

## Judicial and administrative decisions

National Archives makes decisions on access to Australian Government records under the Archives Act. Individuals can appeal an access decision, in certain circumstances, and seek a review from the Administrative Review Tribunal (ART). In 2024–25, 50 appeals were carried over from the 2023–24 financial year.

As at 30 June 2025, a total of 54 appeals remained before the ART.

No reports were produced by the Commonwealth Ombudsman. National Archives was not party to any judicial decisions or decisions of administrative tribunals or any other external body in 2024–25 that had, or may have had, a significant effect on its operations.

## Office of the Australian Information Commissioner

No reports were produced by the Information Commissioner concerning actions taken by, or practices of, National Archives. As at 30 June 2025, National Archives has 4 ongoing matters that are with the Information Commissioner for consideration.

## Australian National Audit Office

National Archives was not subject to any Australian National Audit Office performance audits during the period.

## Parliamentary scrutiny

During 2024–25, National Archives contributed to the following parliamentary committees of inquiry:

- Submission to the Joint Standing Committee of Public Accounts and Audit: Inquiry into use and governance of Artificial Intelligence systems by public sector entities.
- Attended the Joint Committee of Public Accounts and Audit public hearing for the Artificial Intelligence Inquiry.
- Submission to the Joint Committee of Public Accounts and Audit Inquiry into Commonwealth Financial Statements 2022–23.

National Archives did not appear before the Environment and Communications Legislation Committee in 2024–25. National Archives' responses to written questions on notice are available on the Parliament of Australia website at [aph.gov.au](http://aph.gov.au).

## Agency capability reviews

There were no National Archives capability reviews released during 2024–25.

National Archives chose to self-initiate a capability review during 2023. The review was undertaken by independent reviewers as part of the Australian Public Service Commission's Capability Review Program.

The review was designed as a high-level view of National Archives' strategic operations and was undertaken through consultation with staff at all levels and with consideration of the Functional and Efficiency Review of National Archives. The intent of the review was to ensure that National Archives continues to uphold our role in strengthening trust in democracy and improving government transparency by making evidence of government activity and decisions readily accessible to the Australian people.

The review received input from staff, stakeholders across government and industry and the public. The findings of the capability review have enabled us to identify our key challenges, allowing us to establish a set of practical actions which contribute to existing efforts to improve our capability.

Since the review was initiated, we have worked hard to improve what we do, how we do it and to develop the capability we need for the future. Our governance is firmly supported by evidence-based decision-making, our internal and external collaboration has been further enhanced, and our finance and ICT management have been reshaped.

We have engaged across the organisation to develop detailed actions addressing the findings of the Capability Review. The actions we've identified in response to the Capability Review focus on 2 themes: what we achieve and how we operate.

### What we achieve:

- Bringing value to the government and the community
- Meeting the needs of First Nations peoples
- Leading digital archiving

## How we operate:

- Living by the APS values
- Enhancing our governance and decision-making
- Delivering with the user in mind
- Driving innovation

Key initiatives implemented include:

- Developing strategic leadership in agency information management and to uplift engagement with Australian Government agencies to improve information management maturity, through the annual Check-up survey and guidance material *Six actions to manage information with integrity*, published in 2023.
- Creating culturally safe and sensitive spaces for viewing records in the Northern Territory and Victoria offices.
- Building and supporting national and international relationships on digital preservation matters through communities of practices, pilot projects and collaborating with Charles Sturt University to develop a graduate certificate focused on digital archiving.
- Appointing values champions and encouraging employees to be curious and flexible, explore new ideas and identify opportunities for positive change and to use experimentation and failure as an opportunity to learn and try again.
- Ensuring programs and projects are prioritised and aligned to support strategic objectives and supported by informed decision making through a holistic and focused delivery approach.
- Continued exploration of inclusive, accessible and collaborative connections to create opportunities to embed audience-led decisions to foster access and engagement.
- Enhancing our ability to manage, preserve and provide meaningful access to an increasingly digital collection by building the technology foundations through the Digital First program.

The capability review findings have supported the development of *Evolving National Archives*, which was released to help realise our vision for an open, valued and trusted National Archives. The strategy has been developed with 4 interconnected parts:

- **Evolve:** working better together – focuses on improving our capabilities as an organisation and enhancing value and stakeholder outcomes
- **Enable:** strategic leadership in agency information management – seeks to uplift engagement with other Australian Government agencies to improve information management maturity.

- **Secure:** managing an evolving collection – focuses on safeguarding and optimising our evolving collection through enhancing knowledge and collaborative practice.
- **Connect:** fostering access and engagement – aims to improve our access practices through insight and understanding to deliver appropriate and meaningful access and engagement experiences for audiences.

As we move into the new financial year, National Archives will continue to prioritise actions through the implementation of *Evolving National Archives*.

## External engagement

### Multicultural access and equity

National Archives is committed to representing and celebrating the diverse histories that have shaped the nation, through cultural events, programs and rich storytelling. During the year, National Archives worked to improve access and inclusion for multicultural groups by removing barriers and creating more ways for people to engage with the national archival collection – through exhibitions, events, partnerships, education and staff training.

These following examples have helped connect culturally diverse communities access the collection.

### Exhibitions, education and visitor programs

Stories of Australia's multicultural migration, contribution to society and national infrastructure are told in the temporary exhibition *Camel trains to steel wheels: life on the Trans-Australian Railway*, displayed in Adelaide, South Australia, and at our National Office in Canberra during the reporting period.

The *Dutch-Australian shared histories* exhibit developed for display in our Central Hall in the National Office, ACT, was designed in collaboration with diaspora communities of interest and affirms the value of cultural networks and relationships, showcasing the ongoing importance of social cohesion in modern Australia.

National Archives' curatorial staff travelled to Papua New Guinea to undertake important consultation with stakeholders as work continues to co-design with the PNG National Museum and Art Gallery, the PNG Office of Library and Archives, and the PNG High Commission an exhibition drawing on photographs from the national archival collection to commemorate the 50th anniversary of Papua New Guinea's independence from

Australia. Work continued in the year to develop a suite of interpretive activities marking this defining moment in our shared histories. These activities include an exhibit for display in the Central Hall, a new story uploaded to the Digital Wall in the Connections gallery, visitor programs and community-led conversations, and a Community Open Day.

*Then and now, Australia at Expo 2025* is an exhibit on display in the Central Hall at our National Office, Canberra. National Archives is proud to be an Official Provider of the Australian Pavilion in Osaka, Japan, a worldwide event that will strengthen networks, build understanding and lay an effective foundation for international community interests and shaping global perceptions of Australia and National Archives.

Education programs aimed at Australian school students and their teachers encourage learners to engage with stories of migration and identity, using archival material and records, curriculum aligned programs and resources are available onsite or online.

## Events and activities

- *La dolce vita? Italian migration to South Australia*
- *Exploring South Australian German histories* conference presentation
- *Exodus from Vienna* presentation and immigration masterclass talks
- *Familienforschung: Queensland's German connections*, in collaboration with the German Australian Community Centre Queensland and the Brisbane Honorary Consul of the Federal Republic of Germany
- *Diaspora: the Greek migrant experience* public seminar
- *Trials and tribulations: Queensland's early Chinese migrants*, seminar by author and historian Elizabeth Nunn
- *Migrant pathways: records, resources and the Coriglianos* seminar in collaboration with State Records of South Australia and State Library of South Australia
- *Working on the railway: the migrant experience* seminar presented by historian Karen Agutter
- Viva Italia group visitor programs outreach program
- published website stories featuring migrant journeys and experiences
- attended the Holland Festival and promoted Dutch-Australian shared histories project

## **International engagement**

- hosted visits with government officials from Papua New Guinea, Singapore, Cuba, Czech Republic, Canada, the United Kingdom, New Zealand and Tonga
- assisted in the celebration of various anniversaries of diplomatic relations with Australia through collaborations and the provision of images and research support
- collaborated with international archives online and in person to share knowledge and build capacity in international archival practice
- participated in international archival and preservation organisations including the International Council on Archives and a joint conference with the Australian Society of Archivists, Archives & Records Association of NZ Te Huinga Mahara and the Pacific Regional Branch of the International Council on Archives

## **Partnerships and collaborations**

- continued to contribute to the joint initiative Australia–France Roadmap Shared Histories Program d'Entrecasteaux Records Collection
- completed stage 4 of the Dutch-Australian shared histories project in partnership with the Embassy of the Kingdom of the Netherlands, the Netherlands Nationaal Archief and the Huygens Institute for Netherlands History
- Maltese Volunteer Project focused on description of records relating to Maltese migration

## **Access**

- actively identified opportunities to rewrite website content in plain English for maximum accessibility regardless of background
- continued to provide translated reference services via telephone.

# Recognising and respecting First Nations heritage

## Reconciliation Action Plan

The Reconciliation Action Plan Working Group (RAPWG) consists of 17 active members including 4 co-chairs, across all offices and branches of National Archives. The RAPWG met monthly in 2024–25 with a focus on creating and implementing the National Archives Reflect RAP, promoting reconciliation internally and staff consultation. Key deliverables of the RAPWG included:

- Consulting with staff and the senior management team to collect input for the new Reflect RAP.
- Submitting the draft Reflect RAP to Reconciliation Australia for consultation.
- Coordination of internal newsletter articles, promoting days of significance and increasing reconciliation awareness among staff.
- National Reconciliation Week activities including *Gather, Watch, Yarn* – an interactive media session for staff to view footage of the Corroboree 2000 bridgewalk and discuss experiences from that time.
- Celebrating NAIDOC Week with book swaps in most states, 2 internal newsletter articles celebrating National Archives First Nations-related achievements over the last 12 months and sharing local events through internal communication channels.
- Responding to the Reconciliation Australia RAP Barometer Report.

## Engagement with First Nations peoples

In 2024–25, National Archives continued its initiatives and onsite, offsite and online engagement with First Nations peoples, groups, communities and organisations.

National Archives engaged with various organisations, groups and communities in metropolitan and regional places across Australia, including in Adelaide, Alice Springs, Broome, Canberra, Darwin and Melbourne, providing training and information about services, programs and resources.

The Bringing Them Home name index is used to assist First Nations people to find information about themselves, their Country and their history. Enquiries were received from individuals and several organisations including Link-Up organisations nationally, the Family History Unit, Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS), Aboriginal Family History Department of Local Government and Sport (Western Australia) and Victorian Aboriginal Community Controlled Health Organisations. National Archives also responded to enquiries associated with the Territories Stolen Generations Redress Scheme, the National Redress Scheme and the Stolen Generations Reparations Package (Victoria).

Online training sessions on how to use the Bringing Them Home name index were provided to staff of the AIATSIS (Alice Springs and Canberra).

National Archives provided introductory sessions and information on collections, services, family history resources and how to navigate National Archives RecordSearch database and ordering and perusing archival collections to the Australian National University's Indigenous Family Research residency and Victorian Aboriginal Community Controlled Health Organisations (Social and Emotional Well-being Workers).

In addition, presentations were made to national Link-Up conferences in Alice Springs and Broome, focusing on family history resources, services and collections, access to the Bringing Them Home name index, Memorandum of Understanding access arrangements, and sharing information on how to navigate RecordSearch to locate collections useful for redress and reparations, Aboriginal missions, child endowment and stolen wages.

National Archives continued to engage with and support the Healing Foundation, Historical Records Task Force and its principles for access to Stolen Generations records.

Engagement was undertaken in New South Wales, Northern Territory and Western Australia to identify peoples in photographs and determine any cultural sensitivities with individuals, groups and organisations. This engagement was vital in seeking endorsement for National Archives to include these images in exhibitions in Canberra and Perth. Positive and supportive responses were received for all photographs, and names of peoples within those photographs have been included in the RecordSearch database, further enabling discoverability.

In August 2024, the planned move of the National Archives' office and collections from the Northern Territory Archives Centre to a new office in Darwin provided the opportunity to show respect for First Nations knowledge and culture and engagement with collections. A traditional cultural ceremony led by the Larrakia Gulumoerrgin people was held for the relocation of collections very significant to the people and to acknowledge the long relationship between National Archives and the people and its role caring for and safeguarding archival collections. The ceremony was held on and between the 2 sites and included traditional dancing and music, smoking of Larrakia Gulumoerrgin people and National Archives staff and records and other cultural ceremony activities.

The Northern Territory Aboriginal Advisory Group met once in 2024–25 online in December 2024. National Archives reported on the use of the Bringing Them Home name index including requests and Memorandum of Understanding applications, about support for Territories Stolen Generations Redress Scheme, National Redress Scheme and Stolen Generations Reparations Package (Victoria), about records transfers from the Attorney-General's Department of records relating to Native Title applications, and about updates to the Description Provenance Records fields to record cultural access restrictions, content warnings and Indigenous cultural intellectual property.

National Archives, as part of the Council of Australasian Archives and Records Authorities (CAARA), had an exhibitor booth at the AIATSIS Summit 2025 in June in Garramilla, Darwin. This was an important opportunity for National Archives and CAARA organisations to promote and showcase their services, collections and products and engage first-hand with First Nations people in a large forum. Several thousand delegates attended the Summit and the booth attracted more visitors than anticipated, and the range of people was significantly more than experienced with usual or ad hoc visits and contacts with the National Archives and CAARA organisations.

## Our people

### Managing and developing people

Our values of Inclusion, Collaboration and Innovation were launched on 5 July 2023. These values are a set of behaviours that reflect our ideal culture and support the vision of our agency. During 2024–25, the values were embedded into everything we do including individual workplans, policies and the National Archives Awards.

With a centralised budget, National Archives supports employees to pursue learning and development opportunities to meet the professional needs of both National Archives and the employee. Our learning is informed by the APS Continuous Learning Model. The model recognises the broad range of learning approaches that can be used to continuously build capability, including learning through work, people, resources and courses. The focus in 2024–25 was on capabilities such as leadership and management, communication, collaboration, working in the APS, innovation, project management and user-centred design.



Innovation Award winner Kayla Paterson with Leigh Berrell, Assistant Director-General of the Data and Digital branch.

Key achievements during 2024–25 include:

- over 360 participants attended courses, seminars, workshops and in-house programs delivered in partnership with external providers and the Australian Public Service Commission
- more than 4500 e-learning courses were completed, the most popular of which related to working with recordkeeping, digital preservation, cultural awareness, neurodiversity awareness, artificial intelligence awareness and APS fundamentals
- 11 people accessed the Study Assistance Program for financial assistance, study leave or both, in areas of study including digital archiving, information technology, data science, information management and law
- 83 people attended manager and leadership programs designed to prepare future managers, develop existing managers and strengthen our leadership capabilities.

## Workforce profile

We continued to implement actions identified in the Workforce Plan 2022–27. The plan sets an organisation-wide approach to strengthen workforce capability and achieve outcomes outlined in *Evolving National Archives*.

The 4 key priorities of the workforce plan include uplifting recruitment and attraction strategies, strengthening retention, enhancing professional management capabilities, and amplifying digital skills.

Workforce demographics as at 30 June 2025 are provided in Appendix B.

## Inclusion and diversity

National Archives values and supports a diverse and inclusive workplace. We are committed to fostering a culture of belonging and empowerment where all employees can contribute to the best of their ability. Consistent with the Minister's Statement of Expectations, National Archives has policies and procedures in place to promote diversity, sustainability, reconciliation and inclusion. National Archives has commenced work on a Disability Inclusion Action Plan to support people with disability to participate fully in cultural and creative life.

Australia's Disability Strategy 2021–2031 is the Australian Government's overarching framework for inclusive policies, programs and infrastructure that will support people with disability to participate in all areas of Australian life. It sets out where practical changes will be made to improve the lives of people with disability across the country. The strategy acts to ensure that the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, their families and carers.

Disability reporting is included in the APS Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available at [apsc.gov.au](https://apsc.gov.au).

Our Diversity Plan has a specific focus on increasing the representation of young people (aged under 25 years), people with disability and First Nations peoples.

Key achievements in 2024–25 include:

- participating in the 2024 APS Graduate Development Program to recruit graduates with diverse skills and develop their technical skill through archival expertise
- continuing the Graduate Cadet Program to develop digital archiving and data skills
- delivering inclusive recruitment training to members of recruitment panels to increase awareness of diversity issues and promote inclusive recruitment practices
- participating in the 2024 Indigenous Apprenticeships Program to provide a pathway for First Nations peoples to their careers in the APS
- providing neurodiversity awareness training to strengthen our understanding and support of our people
- launching our First Nations Employee Network, established to provide a culturally safe and supportive environment for our First Nations peoples.

**Table 7: National Archives workforce representation as at 30 June 2025**

Diversity group	30 June 2024	30 June 2025
Women	61.7%	59.9%
Mature age (>50)	40.9%	37.3%
Cultural and linguistically diverse	16.7%	18.4%
LGBTIQA+ (from employee census)	12%	4.4%
Disability	5.3%	7.5%
Young people (<25)	6.3%	5.1%
First Nations people	1.9%	2.1%

# Workplace conditions

## Workplace agreements

*The National Archives of Australia Enterprise Agreement 2024–2027 remained in place for 2024–25 and the second pay increase came into effect from 13 March 2025.*

The enterprise agreement, in conjunction with internal policies and Commonwealth legislation, defines the terms and conditions of employment for non-SES employees. At times, individual flexibility arrangements are made with non-SES employees where they meet the genuine needs of National Archives and the employee.

Employment conditions for substantive SES employees are provided by individual determinations made under section 24(1) of the PS Act, relevant policies and Commonwealth legislation. Mandatory tables relating to PS Act employment arrangements are provided in Appendix B.

## Remuneration (including Senior Executive remuneration)

Remuneration for SES employees is governed by the APS Executive Remuneration Management Policy and National Archives' SES remuneration policy.

The Director-General and individual SES employees enter into an agreement under subsection 24(1) of the PS Act consistent with National Archives' SES remuneration policy. Each SES employee developed an individual work plan with the Director-General, which is assessed against a 3-point scale rating system as per SES Performance Leadership Framework.

A range of non-salary benefits are available to SES employees, including the provision of a laptop, a tablet, a mobile device and car parking. No bonuses are payable to SES employees. Mandatory tables relating to executive remuneration are provided in Appendix C.

## Health and wellbeing

National Archives remains committed to providing and maintaining a safe and healthy working environment for all employees through workplace audits, support for injured and ill workers, and initiatives under the Health and Wellbeing Program.

The Health and Safety Committee continues to facilitate cooperation between employees and management on work health and safety matters through quarterly meetings. We provide an annual program of health and wellbeing activities to engage staff in healthier work practices. Activities during 2024–25 included influenza vaccinations and wellbeing sessions.

**Table 8: Work health and safety performance, 2022–23 to 2024–25**

Action	2022–23	2023–24	2024–25
Investigations conducted that relate to businesses or undertakings by National Archives, including any notices received under Part 10 of the <i>Work Health and Safety Act 2011</i> (WHS Act)	0	0	0
Incidents reported to Comcare under Part 3, section 35 of the WHS Act	2	2	2
Investigations carried out, or notices given, under Part 10 of the WHS Act	0	0	0
Work-related incidents notifiable as per National Archives' work health and safety incident reporting policy	8	7	12
Number of staff who received the influenza vaccination	220	195	248
Number of accepted compensation claims	2	2	4

## Environmental performance

National Archives aims to reduce the environmental impact associated with business operations while complying with the *Environment Protection and Biodiversity Conservation Act 1999*. We are committed to ecologically sustainable development and to improving environmental performance in the areas of energy usage, waste and water management.

The following initiatives demonstrate our ongoing commitment to environmental sustainability:

- temperature-controlled storage conditions in line with conservation and preservation standards for collection material and heritage artefacts on exhibition and in repositories
- working closely with landlords to maximise the efficiency of base building plant and control systems, including the replacement of ageing plant and equipment with updated technologies
- continual focus on enhanced digital platforms to support flexible and work-from-home arrangements
- minimising paper use by setting double-sided printing as a default on all printers
- implementing energy-efficient equipment such as smart lighting systems
- maintaining a segregated waste management system to handle paper, cardboard, mixed recyclables, toners and chemicals, and waste to landfill
- using environmentally friendly cleaning products.

## National Australian Built Environment Rating System energy rating

The National Australian Built Environment Rating System (NABERS) measures the environmental performance of buildings, tenancies and homes. It measures the energy efficiency, water usage, waste management and indoor environment quality and its impact on the environment. The Peter Durack Building (National Archives Preservation Facility) achieved a 6-star NABERS energy rating.

## APS Net Zero 2030

Greenhouse gas emissions reporting has been developed with a methodology that is consistent with the whole-of-government approach as part of the APS Net Zero 2030 policy.

National Archives of Australia is reporting solid waste emissions for the first time in 2024–25 as the quality and completeness of this data has improved.

Reporting on refrigerants is optional for 2024–25 and will be phased in over time as emissions reporting matures.

Accommodation data was unable to be sourced and has not been included.

**Table 9: Greenhouse gas emissions inventory, 2024–25**

Emission source	Scope 1 t CO <sub>2</sub> -e	Scope 2 t CO <sub>2</sub> -e	Scope 3 t CO <sub>2</sub> -e	Total t CO <sub>2</sub> -e
Electricity (location-based approach)	N/A	4,219.61	316.11	4,535.72
Natural gas	351.51	N/A	74.21	425.72
Solid waste	-	N/A	30.03	30.03
Refrigerants	-	N/A	N/A	-
Fleet and other vehicles	4.77	N/A	1.19	5.96
Domestic commercial flights	N/A	N/A	139.95	139.95
Domestic hire car	N/A	N/A	1.05	1.05
Domestic travel accommodation	N/A	N/A	-	-
Other energy	-	N/A	-	-
<b>Total t CO<sub>2</sub>-e</b>	<b>356.27</b>	<b>4,219.61</b>	<b>562.54</b>	<b>5,138.43</b>

Note: the table above presents emissions related to electricity usage using the location-based accounting method. CO<sub>2</sub>-e = carbon dioxide equivalent.

**Table 10: Greenhouse gas emissions, 2024–25**

Emission source	Scope 2 t CO2-e	Scope 3 t CO2-e	Total t CO2-e	Electricity kWh
Electricity (location-based approach)	4,219.61	316.11	4,535.72	6,347,744.84
Market-based electricity emissions	2,433.51	330.48	2,763.99	3,004,337.37
<b>Total renewable electricity consumed</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>4,161,587.47</b>
<i>Renewable power percentage<sup>1</sup></i>	n/a	n/a	n/a	1,154,972.17
<i>Jurisdictional renewable power percentage<sup>2,3</sup></i>	n/a	n/a	n/a	2,188,435.30
<i>GreenPower<sup>2</sup></i>	n/a	n/a	n/a	-
<i>Large-scale generation certificates<sup>2</sup></i>	n/a	n/a	n/a	-
<i>Behind the meter solar<sup>4</sup></i>	n/a	n/a	n/a	818,180.00
<b>Total renewable electricity produced</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>818,180.00</b>
<i>Large-scale generation certificates<sup>2</sup></i>	n/a	n/a	n/a	-
<i>Behind the meter solar<sup>4</sup></i>	n/a	n/a	n/a	818,180.00

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO<sub>2</sub>-e = carbon dioxide equivalent. Electricity usage is measured in kilowatt-hours (kWh).

1 Listed as Mandatory renewables in 2023–24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

2 Listed as Voluntary renewables in 2023–24 Annual Reports.

3 The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

4 Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

# Asset management, purchasing and grants

## Asset management

National Archives manages diverse and complex assets, including:

- the national archival collection
- building plant supporting critical infrastructure, such as low-temperature storage vaults
- intangible assets, such as digital copies of collection items
- fit out of office, storage, preservation and exhibition spaces
- preservation equipment
- high-quality digital imaging equipment and cameras
- exhibition infrastructure
- information technology infrastructure supporting corporate and archival systems.

## Asset management policy

We apply best practice asset management principles to our facilities and associated assets and continue to progressively review and refine our asset management policies and practices.

## Heritage assets

The heritage and cultural assets held by National Archives form part of the national archival collection. This irreplaceable collection is valued at more than \$1.6 billion.

We are responsible for caring for the most significant records of the Australian Government. Most of these records are created, received or held by Australian Government agencies.

The national archival collection consists of tens of millions of items and includes records about First Nations peoples, immigration, military service, transport, science and the environment.

Curatorial and preservation policies for heritage and cultural assets can be accessed via National Archives' website at [naa.gov.au](http://naa.gov.au)

## Capital works

No significant capital works projects were completed during 2024–25.

# Purchasing

## Procurement

National Archives' approach to the procurement of goods and services, including consultancies, is consistent with the requirements of the Commonwealth Procurement Rules. The rules are applied to procurement activities through accountable authority instructions and supporting guidelines and templates.

In 2024–25, National Archives sourced goods and services through mandated Australian Government panels and cooperative procurement arrangements, such as panels established by Australian Government agencies deemed appropriate to meet National Archives' requirements. Open approaches to market included procurements of:

- a video digitisation system,
- provision of emergency management, training, reporting and documentation services
- exhibition joinery fabrication for the *In Real Life* exhibition.

## Procurement initiatives to support small business

National Archives supports small business participation in the Australian Government procurement market by:

- using the Commonwealth Contracting Suite for low-risk procurements
- communicating clearly in accessible formats
- using electronic payment systems to expedite payments.

National Archives recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury website at [treasury.gov.au](https://treasury.gov.au).

Small and medium-sized enterprises and small enterprise participation statistics are available on the Department of Finance website at [finance.gov.au](https://finance.gov.au).

# Contracts

## Consultancy contracts

Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website at [tenders.gov.au](https://tenders.gov.au).

In 2024–25, National Archives entered into 11 new reportable consultancy contracts, involving total actual expenditure of \$1,129,705.09.

In addition, 14 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$1,214,660.54.

Decisions to engage consultants were made in accordance with the PGPA Act and related regulations, including the Commonwealth Procurement Rules and relevant internal policies. National Archives selects consultants via panel arrangements or by making an open approach to market.

Typical reasons for engaging consultancy services included risk management, strategic planning and organisational structure consultation.

**Table 11: Expenditure on reportable consultancy contracts, 2024–25**

	<b>Number</b>	<b>Expenditure (GST inc)</b>
New contracts entered into during the reporting period	11	\$1,129,705.09
Ongoing contracts entered into during a previous reporting period	14	\$1,214,660.54
<b>Total</b>	<b>25</b>	<b>\$2,344,365.63</b>

**Table 12: Organisations receiving a share of reportable consultancy contract expenditure, 2024–25**

Name of organisation	ABN	Expenditure (GST inc)	Proportion of 2024–25 total spend (%)
Ernst & Young	75 288 172 749	\$640,570.98	27.32
Neoteric Consulting Pty Ltd	44 671 094 769	\$573,845.54	24.48
Hide and Seek Group	77 076 347 914	\$440,000.00	18.77
Orima Research	34 824 776 937	\$117,862.00	5.03
McGrathNicol Advisory Partnership	75 288 172 749	\$115,828.67	4.94
<b>Total of the largest shares</b>		<b>\$1,888,107.19</b>	<b>80.54</b>

### Non-consultancy contracts

In 2024–25, National Archives entered into 86 new reportable non-consultancy contracts, involving total actual expenditure of \$6,913,775.98.

In addition, 184 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of \$60,418,000.53.

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website at [tenders.gov.au](https://tenders.gov.au).

**Table 13: Expenditure on reportable non-consultancy contracts, 2024–25**

	Number	Expenditure (GST inc)
New contracts entered into during the reporting period	86	\$6,913,775.98
Ongoing contracts entered into during a previous reporting period	184	\$60,418,000.53
<b>Total</b>	<b>270</b>	<b>\$67,331,776.51</b>

**Table 14: Organisations receiving a share of reportable non-consultancy contract expenditure, 2024–25**

Name of organisation	ABN	Expenditure (GST inc)	Proportion of 2024–25 total spend (%)
Colliers International (ACT) Pty Ltd	90 008 480 475	\$11,024,458.28	16.37

### Australian National Audit Office access clauses

No contract of \$100,000 or more (including GST) was let during 2024–25 that did not provide for the Auditor-General to have access to the contractor's premises.

### Exempt contracts

In 2024–25, National Archives had no exempt contracts.

### Advertising and market research

During 2024–25 National Archives did not conduct any market research or campaign advertising. The below table provides a summary of amounts paid by National Archives for non-campaign advertising of its public events and exhibitions program above the reporting threshold of more than \$16,900 (inclusive of GST) for non-recruitment and non-tender services.

**Table 15: Organisations paid to deliver non-campaign advertising, 2024–25**

Type	Organisation	Description	Expenditure (\$)
Non-campaign advertising	Meta	Digital advertising to promote events and exhibitions	\$18,392.13
	Rural Press	Print advertising to promote exhibitions	\$22,000
	Newstime Media	Print advertising to promote exhibitions	\$28,430

## Grant programs

Information on grants awarded by National Archives during 2024–25 is available at [naa.gov.au](http://naa.gov.au).

## Strategic Commissioning Framework

In 2024–25 National Archives took steps to bring core work in-house in line with the APS Strategic Commissioning Framework. Our targets for 2024–25 aimed to bring \$829,050 (GST excl) of core work in-house in the Information and Knowledge Management job family. This target was achieved, with an actual reduction of \$1,163,987.84 (GST excl) in relevant supplier expenditure in 2024–25.

## Legal services and expenditure

The Legal Services Directions 2017, issued by the Attorney-General under the *Judiciary Act 1903*, require Australian Government agencies to ensure that legal services expenditure is appropriately recorded and monitored. National Archives' total expenditure on external legal services for 2024–25 was \$1,151,014.70.

## Significant non-compliance with finance law

No significant instances of non-compliance with finance law were recorded in 2024–25 that required reporting to the responsible Minister in accordance with the PGPA Act.

PART 4

# FINANCIAL STATEMENTS



## INDEPENDENT AUDITOR'S REPORT

To the Minister for the Arts

### Opinion

In my opinion, the financial statements of the National Archives of Australia (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Director-General and Chief Operating Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising material accounting policy information and other explanatory information.

### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Director-General is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Director-General is also responsible for such internal control as the Director-General determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Director-General is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Director-General is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

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38 Sydney Avenue, Forrest ACT 2603  
Phone (02) 6203 7300

### **Auditor's responsibilities for the audit of the financial statements**

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Shane Svoboda  
Audit Principal

Delegate of the Auditor-General  
Canberra  
26 November 2025

**National Archives of Australia**

**STATEMENT BY THE DIRECTOR-GENERAL AND CHIEF OPERATING OFFICER**

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the National Archives of Australia will be able to pay its debts as and when they fall due.



Simon Froude  
Director- General  
25 November 2025



Gillian Savage  
Chief Operating Officer  
25 November 2025

**National Archives of Australia**  
**Statement of Comprehensive Income**  
*for the period ended 30 June 2025*

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Employee benefits	1.1A	<b>44,122</b>	40,748	42,400
Suppliers <sup>1</sup>	1.1B	<b>25,826</b>	20,126	21,926
Depreciation and amortisation <sup>1</sup>	2.2	<b>44,460</b>	46,176	32,786
Finance costs <sup>1</sup>	1.1C	<b>8,559</b>	8,314	10,956
Write-down and impairment of assets	1.1D	<b>15</b>	11,558	-
<b>Total expenses</b>		<b>122,982</b>	126,922	108,068
<b>OWN-SOURCE INCOME</b>				
<b>Own-source revenue</b>				
Revenue from contracts with customers	1.2A	<b>1,613</b>	1,413	1,860
Rental income	1.2B	<b>642</b>	371	344
Other revenue	1.2C	<b>5,020</b>	80	75
<b>Total own-source revenue</b>		<b>7,275</b>	1,864	2,279
<b>Gains</b>				
Intake of records from other agencies	2.2	<b>3,021</b>	8,600	10,000
Gains from asset sales		<b>7</b>	-	-
Other gains <sup>1</sup>		<b>289</b>	91	-
<b>Total gains</b>		<b>3,317</b>	8,691	10,000
<b>Total own-source income</b>		<b>10,592</b>	10,555	12,279
<b>Net (cost of)/contribution by services</b>		<b>(112,390)</b>	(116,367)	(95,789)
Revenue from Government	3.1A	<b>87,080</b>	86,093	87,080
<b>Surplus/(Deficit)</b>		<b>(25,310)</b>	(30,274)	(8,709)
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation reserve		<b>-</b>	66,188	-
<b>Total other comprehensive income/(loss)</b>		<b>-</b>	<b>66,188</b>	-
<b>Total comprehensive income/(loss)</b>		<b>(25,310)</b>	<b>35,914</b>	<b>(8,709)</b>

The above statement should be read in conjunction with the accompanying notes.

1. Prior period balances have been restated (refer Note 5.2).

**National Archives of Australia**  
**Statement of Financial Position**  
*as at 30 June 2025*

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
<b>ASSETS</b>				
<b>Financial assets</b>				
Cash and cash equivalents		<b>12,487</b>	3,936	2,295
Trade and other receivables	2.1	<b>4,464</b>	<b>13,751</b>	<b>19,674</b>
<b>Total financial assets</b>		<b>16,951</b>	<b>17,687</b>	<b>21,969</b>
<b>Non-financial assets</b>				
Buildings <sup>1,2</sup>	2.2	<b>424,501</b>	453,665	372,921
Plant and equipment <sup>1,2</sup>	2.2	<b>22,102</b>	26,624	30,558
Heritage and cultural	2.2	<b>1,595,798</b>	1,600,022	1,568,609
Heritage and cultural digital	2.2	<b>66,228</b>	56,234	54,923
Software	2.2	<b>2,250</b>	2,442	4,449
Inventories		<b>57</b>	-	140
Prepayments <sup>1</sup>		<b>1,232</b>	394	2,352
<b>Total non-financial assets</b>		<b>2,112,168</b>	<b>2,139,381</b>	<b>2,033,952</b>
<b>Total assets</b>		<b>2,129,119</b>	<b>2,157,068</b>	<b>2,055,921</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers <sup>1</sup>		<b>1,534</b>	2,133	4,164
Other payables	2.3	<b>1,729</b>	<b>1,803</b>	<b>1,476</b>
<b>Total payables</b>		<b>3,263</b>	<b>3,936</b>	<b>5,640</b>
<b>Interest bearing liabilities</b>				
Leases <sup>1</sup>	2.4	<b>483,569</b>	503,931	423,691
<b>Total interest bearing liabilities</b>		<b>483,569</b>	<b>503,931</b>	<b>423,691</b>
<b>Provisions</b>				
Employee provisions	4.1	<b>11,478</b>	11,443	11,396
Other provisions	2.5	<b>48</b>	240	2,166
<b>Total provisions</b>		<b>11,526</b>	<b>11,683</b>	<b>13,562</b>
<b>Total liabilities</b>		<b>498,358</b>	<b>519,550</b>	<b>442,893</b>
<b>Net assets</b>		<b>1,630,761</b>	<b>1,637,518</b>	<b>1,613,028</b>
<b>EQUITY</b>				
Contributed equity		<b>132,963</b>	114,410	137,533
Reserves		<b>496,114</b>	496,114	431,892
Retained surplus <sup>1</sup>		<b>1,001,684</b>	<b>1,026,994</b>	<b>1,043,603</b>
<b>Total equity</b>		<b>1,630,761</b>	<b>1,637,518</b>	<b>1,613,028</b>

The above statement should be read in conjunction with the accompanying notes.

- Prior period balances have been restated (refer Note 5.2).
- Right-of-use assets are included in the following line items: Buildings, Plant and Equipment.

**National Archives of Australia**  
**Statement of Changes in Equity**  
*for the period ended 30 June 2025*

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
<b>CONTRIBUTED EQUITY</b>				
<b>Opening balance</b>				
Balance carried forward from previous period		<b>114,410</b>	100,866	118,980
<b>Transactions with owners</b>				
Equity injection - Appropriations		<b>12,075</b>	7,300	8,575
Departmental capital budget	3.1A	<b>6,478</b>	6,244	9,978
<b>Closing balance as at 30 June</b>		<b>132,963</b>	<b>114,410</b>	<b>137,533</b>
<b>RETAINED EARNINGS</b>				
<b>Opening balance</b>				
Balance carried forward from previous period		<b>1,026,994</b>	1,057,256	1,052,312
Adjustment for errors <sup>1</sup>		-	12	-
<b>Adjusted opening balance</b>		<b>1,026,994</b>	<b>1,057,268</b>	<b>1,052,312</b>
<b>Comprehensive income</b>				
Surplus / (Deficit) for the period <sup>1</sup>		<b>(25,310)</b>	<b>(30,274)</b>	<b>(8,709)</b>
<b>Closing balance as at 30 June</b>		<b>1,001,684</b>	<b>1,026,994</b>	<b>1,043,603</b>
<b>ASSET REVALUATION RESERVE</b>				
<b>Opening balance</b>				
Balance carried forward from previous period		<b>496,114</b>	429,926	431,892
<b>Transactions with owners</b>				
Revaluation	2.2	-	64,291	-
Re-measurement of provision	2.5	-	1,897	-
<b>Closing balance as at 30 June</b>		<b>496,114</b>	<b>496,114</b>	<b>431,892</b>
<b>TOTAL EQUITY</b>				
<b>Closing balance as at 30 June</b>		<b>1,630,761</b>	<b>1,637,518</b>	<b>1,613,028</b>

The above statement should be read in conjunction with the accompanying notes.

1. Prior period balances have been restated (refer Note 5.2).

**National Archives of Australia**  
**Cash Flow Statement**  
*for the period ended 30 June 2025*

	2025 \$'000	2024 \$'000	Original Budget \$'000
<b>OPERATING ACTIVITIES</b>			
<b>Cash received</b>			
Appropriations	89,887	89,725	88,493
Sale of goods and rendering of services	2,363	1,240	2,204
Net GST received	6,411	-	3,265
Other <sup>1</sup>	6,194	740	-
<b>Total cash received</b>	<b>104,855</b>	<b>91,705</b>	<b>93,962</b>
<b>Cash used</b>			
Employees	43,854	39,920	42,400
Suppliers <sup>1</sup>	21,370	20,305	21,851
Interest payments lease liabilities <sup>1</sup>	8,559	8,171	10,941
Net GST paid	6,346	6,295	3,265
Section 74 receipts transferred to OPA	2,807	-	-
<b>Total cash used</b>	<b>82,936</b>	<b>74,691</b>	<b>78,457</b>
<b>Net cash from operating activities</b>	<b>21,919</b>	<b>17,014</b>	<b>15,505</b>
<b>INVESTING ACTIVITIES</b>			
<b>Cash received</b>			
Proceeds from sales of non-financial assets	7	-	-
<b>Net cash received</b>	<b>7</b>	<b>-</b>	<b>-</b>
<b>Cash used</b>			
Purchase of non-financial assets	12,898	18,121	18,553
<b>Net cash used</b>	<b>12,898</b>	<b>18,121</b>	<b>18,553</b>
<b>Net cash used by investing activities</b>	<b>(12,891)</b>	<b>(18,121)</b>	<b>(18,553)</b>
<b>FINANCING ACTIVITIES</b>			
<b>Cash received</b>			
Contributed equity	20,318	26,091	18,553
<b>Total cash received</b>	<b>20,318</b>	<b>26,091</b>	<b>18,553</b>
<b>Cash used</b>			
Principal payments of lease liabilities <sup>1</sup>	20,795	23,225	15,505
<b>Net cash used</b>	<b>20,795</b>	<b>23,225</b>	<b>15,505</b>
<b>Net cash from/(to) financing activities</b>	<b>(477)</b>	<b>2,866</b>	<b>3,048</b>
<b>Net increase/(decrease) in cash held</b>	<b>8,551</b>	<b>1,759</b>	<b>-</b>
Cash at the beginning of the reporting period	3,936	2,177	2,295
<b>Cash at the end of the reporting period</b>	<b>12,487</b>	<b>3,936</b>	<b>2,295</b>

The above statement should be read in conjunction with the accompanying notes.

1. Prior period balances have been restated (refer Note 5.2).

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

**Budget Variances Commentary**  
**For the period ended 30 June 2025**

The following table provides high-level commentary on major variances between the budgeted information for the National Archives as published in the 2024–25 Portfolio Budget Statements, and the final financial outcome as presented in accordance with Australian accounting standards.

Major variances are those relevant to an analysis of the performance of the National Archives and not focused merely on numerical differences between budget numbers and actual outcomes.

Explanations of major variances	Variance to budget \$'000	%	Affected line items
<b><i>Statement of comprehensive Income</i></b>			
Due to the increase in digitisation under the Defend the Past, Protect the Future program being undertaken by specialist staff and external vendors this placed increased pressures on supplier expenses.	3,900	18%	Supplier expense
Due to incorrect calculations, the budgeted depreciation expense was understated for ROU buildings and Property, plant and equipment. This is also impacted by the ROU and lease liabilities restatement.	11,674	36%	Depreciation and amortisation
Related to the ROU and lease liabilities restatement.	(2,397)	-22%	Finance Costs
A new sub-lease rental agreement was entered into during the financial year.	298	87%	Rental income
A donation of \$4.8 million and a grant of \$126k was received which were not known revenue at the time of budget.	4,945	6,593%	Other revenue
Intake of records from other agencies was less than the average planned intake of \$10 million. This is partly due to fewer analogue records being supplied by other agencies for ingest, and partly due to the FY24 valuation which significantly reduced the fair value of digital archival material.	(6,979)	-70%	Intake of records from other agencies
<b><i>Statement of Financial Position</i></b>			
Cash and cash equivalents has increased due to the lodgement of historical BAS statements with cash received in June.	10,192	444%	Cash and cash equivalents

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

The significant reduction in trade and other receivables is driven by the reduction in GST receivable from the ATO with the lodgement of historical BAS statements, the drawdown of prior year appropriation receivables, and the recovery of prior year trade and other receivables.	(15,210)	-77%	Trade and other receivables
Related to the ROU and lease liabilities restatement.	51,580	14%	Buildings
Delays in program spend saw less than expected capital purchases.	(8,456)	-28%	Plant and equipment
Digitisation of analogue archival material has increased the heritage and cultural digital collection.	11,305	21%	Heritage and cultural digital
Delays in program spend saw less than expected capital purchases.	(2,199)	-49%	Software
Related to the ROU and lease liabilities restatement.	(1,120)	-48%	Prepayments
There is a decrease in the amount of year-end accrued supplier expenses than prior year averages.	(2,630)	-63%	Suppliers payable
Two properties had changes to the makegood provision which was not budgeted. The makegood provision for one property was revalued in the prior year which was then removed this year as the condition expired. The other property had the makegood provision revalued in the prior year.	(2,118)	-98%	Other provisions
The tri-annual valuation of the archival collection was undertaken by an independent, qualified valuer in 2023-24. The review results are reflected in the increase in the fair value of the collection and the asset revaluation reserve.	64,222	15%	Reserves
An additional increase in the asset revaluation reserve was due to a reversal of a prior year reduction associated with makegood assets.			
<b>Cash Flow Statement</b>			
The variance relates primarily to donations and grants received which are not budgeted for as they are one-off and not predictable.	6,194	N/A	Operating cash received - other
Delays in program spend saw less than expected capital purchases.	(5,655)	-30%	Purchase of non-financial assets

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

## Overview

### Objectives of the National Archives of Australia

The National Archives of Australia (the National Archives) is an Australian Government controlled not-for-profit entity. The National Archives' role is to preserve Australia's most valuable government records, encourage their use by the public and promote good records management by Australian Government agencies.

The National Archives is structured to meet the single outcome: To promote the creation, management and preservation of authentic, reliable and useable Commonwealth records and to facilitate Australians' access to the archival resources of the Commonwealth.

The continued existence of the entity in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the entity's administration and programs.

### The Basis of Preparation

The financial statements are required by section 42 of the *Public Governance, Performance, and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- b) Australian Accounting Standards and Interpretations - including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

### New Accounting Standards

New, revised and amending standards and interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on the National Archives' financial statements.

### Taxation

The National Archives is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

### Events After the Reporting Period

There were no events that occurred after the balance date that would affect the balances in the Financial Statements.

### Breach of Section 83 of the Constitution

There have been no known breaches of Section 83 of the Constitution for the reporting period.

### Disclosure of prior period error

An accounting error was identified relating to the reporting of right-of-use assets and lease liabilities. These right-of-use assets and associated lease liabilities had errors in the lease schedules from initial recognition of AASB16 since 30 June 2019. This error did not impact the business operations of the National Archives and had a minor impact on the comprehensive loss for 2024. A restatement of the comparative information for the primary financial statements is presented in Note 5.2, and the related notes. In addition, comparative information has also been restated for Net Cash Appropriation Arrangements (Note 3.2) and Current/non-current distinction for assets and liabilities (Note 5.1).

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

## 1. Financial Performance

This section analyses the financial performance of the National Archives for the year ended 30 June 2025

### 1.1: Expenses

	2025 \$'000	2024 \$'000
<b>1.1A: Employee benefits</b>		
Wages and salaries	31,279	28,485
Superannuation		
Defined contribution plans	4,331	3,471
Defined benefit plans	2,191	2,377
Leave and other entitlements	5,949	6,127
Other	372	288
<b>Total employee benefits</b>	<b>44,122</b>	<b>40,748</b>

#### Accounting Policy

Accounting policies for employee related expenses are contained in the People and Relationships section.

### 1.1B: Suppliers

#### Goods and services supplied or rendered

Office equipment and supplies	4,469	4,285
Communications	988	1,091
Professional services	11,255	5,818
Travel	717	1,073
Managed Services	1,274	1,822
Exhibitions and advertising	330	327
Employee related expenses	2,023	1,680
Utilities	1,132	912
Other property operating expenses	2,842	2,544
Audit Fees	90	80
Other	243	287
<b>Total goods and services supplied or rendered</b>	<b>25,363</b>	<b>19,919</b>

#### Other suppliers

Workers' compensation expenses	163	102
Short-term leases <sup>1</sup>	300	105
<b>Total other suppliers</b>	<b>463</b>	<b>207</b>
<b>Total suppliers</b>	<b>25,826</b>	<b>20,126</b>

1. Prior period balances have been restated (refer Note 5.2).

#### Accounting Policy

##### Short-term Leases and Leases of Low-value Assets

The National Archives has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The National Archives recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

### 1.1C: Finance costs

Interest on lease liabilities <sup>1</sup>	8,559	8,314
<b>Total finance costs</b>	<b>8,559</b>	<b>8,314</b>

1. Prior period balances have been restated (refer Note 5.2).

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.2B, 2.2, and 2.4.

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

<b>1.1 Expenses</b>	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b>1.1D: Write-down and impairment of assets</b>		
Write-down of heritage and cultural digital assets	-	10,827
Write-down of property, plant and equipment	-	564
Write-down and impairment of other assets	<u>15</u>	167
<b>Total write-down and impairment of assets</b>	<b><u>15</u></b>	<b>11,558</b>
<b>1.2: Own Source Revenue</b>		
<b>1.2A: Revenue from contracts with customers</b>		
Sale of goods	<u>669</u>	471
Rendering of services	<u>944</u>	942
<b>Total revenue from contracts with customers</b>	<b><u>1,613</u></b>	<b>1,413</b>
<b>Disaggregation of revenue from contracts with customers</b>		
Goods and services transferred at a point in time		
Provision of digital records	<u>762</u>	585
Shop sales	<u>48</u>	27
Other contracts	<u>199</u>	257
	<u>1,009</u>	869
Goods and services transferred over time		
Sponsorships	<u>153</u>	345
Temporary storage	<u>430</u>	121
Exhibition hire	<u>21</u>	78
	<u>604</u>	544

**Accounting Policy**

Revenue from the sale of goods and services is recognised when control has been transferred to the buyer.

**Description of principal revenue-raising activities**

The primary source of revenue from contracts with customers for the National Archives is from the provision of digitised records when requested by private or government entities. The fee is set by legislation and is on a cost recovery basis. A small amount of revenue is received from sales by the shop, venue hire and running of exhibition tours.

Revenue is also received from sponsorships. Sponsorship agreements are legally enforceable. Where the sponsorship agreement contains sufficiently identifiable performance obligations, funds received from such agreement is classified as revenue from contracts with customers, which is deferred until it is earned. Sponsorship agreements that do not contain sufficiently identifiable obligations are not contracts with customers. Funds received from these agreements are classified as 'Other Revenue' (see note 1.2C).

The National Archives receives revenue from other agencies for temporary storage of their records until they are ready to transfer the records to permanent custody of the National Archives. Such revenue is recognised over the term of the storage, which is usually annually by financial year.

Occasionally, third parties hire exhibitions created by the National Archives; this revenue is recognised over the term of the hire.

The transaction price is the total amount of consideration to which the National Archives expects to be entitled in exchange for transferring the goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both. Receivables for goods and services, which have 20 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

**1.2: Own Source Revenue**

	2025 \$'000	2024 \$'000
<b>1.2B: Rental income</b>		
Operating lease income	642	371
<b>Total rental income</b>	<b>642</b>	<b>371</b>

**Operating leases**

The National Archives in its capacity as lessor has sub-lease agreements for rental properties for fixed terms expiring in 2026 and 2027. Premises at Sandford Street in Mitchell, ACT, are sub-leased to two government agencies for various terms.

**Maturity analysis for future operating lease income receivables**

Within one year	504	369
One to two years	159	232
Two to three years	-	-
Three to four years	-	-
Four to five years	-	-
<b>Total undiscounted future operating lease income receivables</b>	<b>663</b>	<b>601</b>

**1.2C: Other revenue**

Resources received free of charge		
Remuneration of auditors	90	80
Other		
Donations	4,804	-
Other	126	-
<b>Total other revenue</b>	<b>5,020</b>	<b>80</b>

**Accounting Policy**

*Resources Received Free of Charge*

Resources received free of charge are recognised as revenue when, and only when, a fair value can be reliably determined and the services would have been purchased if they had not been donated. Use of those resources is recognised as an expense. Resources received free of charge are recorded as either revenue or gains depending on their nature.

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

## 2. Financial Position

This section analyses the National Archives' assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and Relationships section.

### 2.1: Financial Assets

	2025 \$'000	2024 \$'000
<b><u>2.1: Trade and other receivables</u></b>		
Appropriations receivable	2,825	4,590
Trade receivables	372	1,240
GST receivable from the ATO	772	7,183
Other	495	738
<b>Total trade and other receivables</b>	<b>4,464</b>	<b>13,751</b>

Credit terms for goods and services were within 20 days (2024: 20 days).

### Accounting Policy

#### *Financial Assets*

Trade receivables, loans and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

**2.2: Non-Financial Assets**

**2.2: Reconciliation of the Opening and Closing Balances of Heritage and Cultural, Buildings, Plant and Equipment and Software**

	Buildings <sup>1</sup> \$'000	Plant and equipment <sup>1</sup> \$'000	Heritage and cultural \$'000	Software \$'000	Total \$'000
<b>As at 1 July 2024</b>					
Gross book value	586,273	38,340	1,600,611	56,234	16,903
Accumulated depreciation and impairment	(132,608)	(11,716)	(589)	-	(14,461)
<b>Total as at 1 July 2024</b>	<b>453,665</b>	<b>26,624</b>	<b>1,600,022</b>	<b>56,234</b>	<b>2,442</b>
<b>Additions</b>					
Purchase	-	2,684	-	9,941	286
Right-of-use assets	234	21	-	-	255
Intake of records from other agencies	-	-	2,968	53	-
Depreciation and amortisation	-	(7,149)	(7,192)	-	(478)
Depreciation on right-of-use assets	(29,601)	(40)	-	-	(29,641)
Transfers right-of-use assets	28	(28)	-	-	-
Other movements	-	(13)	-	-	(13)
Other movements right-of-use assets	175	3	-	-	178
<b>Total as at 30 June 2025</b>	<b>424,501</b>	<b>22,102</b>	<b>1,595,798</b>	<b>66,228</b>	<b>2,250</b>
<b>Total as at 30 June 2025 represented by</b>					
Gross book value	586,730	40,787	1,603,579	66,228	17,189
Accumulated depreciation and impairment	(162,229)	(18,685)	(7,781)	-	(14,939)
<b>Total as at 30 June 2025</b>	<b>424,501</b>	<b>22,102</b>	<b>1,595,798</b>	<b>66,228</b>	<b>2,250</b>
<b>Carrying amount of right-of-use assets included above</b>	<b>424,501</b>	<b>44</b>	<b>-</b>	<b>-</b>	<b>424,545</b>

1. Prior period balances have been restated (refer Note 5.2).

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

**2.2: Non-Financial Assets**

**Revaluations of non-financial assets**

Revaluations were conducted in accordance with the Revaluation policy shown in the Accounting Policy notes. In May 2024, the heritage and cultural collection was assessed for fair value by an independent qualified valuer specialised in cultural and art collections. The National Archives has performed an assessment as at 30 June 2025 for all non-financial assets and determined that the asset carrying amounts do not materially differ from their fair value.

**Contractual commitments for the acquisition of property, plant, equipment, software and other intangible assets**

As at 30 June 2025, the National Archives has contractual commitments for acquisition of assets, comprising:

	2025
	\$'000
Property, plant, equipment	5,368
Software	4,447
	<hr/>
	9,815

**Accounting Policy**

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

**Asset Recognition Threshold**

Asset purchases are recognised initially at cost in the statement of financial position, except for purchases costing less than \$2,000 (excl GST). Where the cost is below the recognition threshold, the amount is expensed in the year of acquisition. Where individual items of value below the recognition threshold form part of a group of similar items which are significant in total, the group of items will be recognised as a single asset.

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in property leases taken up by the National Archives where there exists an obligation to restore the premises to its original condition. These costs are included in the value of the National Archives' buildings with a corresponding provision for the 'make good' recognised. (Refer to the provision for restoration obligations in note 2.5.)

**Lease Right-of-Use (ROU) Assets**

Leased ROU assets are capitalised at the commencement date of the lease and comprise the initial lease liability amount, initial direct costs incurred when entering into the lease, less any lease incentives received. These assets are accounted for by the National Archives as separate asset classes to the corresponding assets owned outright, but are included in the same column in the reconciliation table as where the corresponding underlying assets would be presented if they were owned.

An impairment review is undertaken for any right-of-use asset that shows indicators of impairment and an impairment loss is recognised against any right-of-use asset which is impaired.

Leased ROU assets continue to be recognised at cost after initial recognition in National Archives, General Government Sector and Whole of Government financial statements.

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
for the period ended 30 June 2025

**2.2: Non-Financial Assets**

**Accounting Policy**

*Revaluation*

Following initial recognition at cost, heritage and cultural, heritage and cultural digital, and plant and equipment assets (excluding right-of-use assets) are carried at fair value (or an amount not materially different from fair value) less accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depends upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reverses a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reverse a previous increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset is restated to the revalued amount.

*Depreciation and Amortisation*

Depreciable buildings, property, plant and equipment, and heritage and cultural assets are written-off to their estimated residual values over their estimated useful lives to the National Archives using, in all cases, the straight-line method of depreciation.

Heritage and cultural digital assets are not amortised as their useful lives have been determined as indefinite. The useful lives of these assets are reviewed annually to determine whether events and circumstances continue to support an indefinite useful life assessment.

Depreciation and amortisation rates applying to each class of depreciable asset are based on the following useful lives (no change from the prior period):

<b>Assets Class</b>	<b>Useful Life</b>
Buildings (all right-of-use assets)	Lease Term
Plant and equipment (including right-of-use assets)	2-30 years or Lease Term
Heritage and cultural	29-349 years
Heritage and cultural digital	Indefinite
Software	3-20 years

Depreciation and amortisation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods. The depreciation rates for right-of-use assets are based on the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

*Impairment*

All classes of assets are assessed for impairment annually. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment loss recognised if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the National Archives were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
for the period ended 30 June 2025

**2.2: Non-Financial Assets**

**Accounting Policy**

*Derecognition*

Non-financial assets are derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

*Heritage and Cultural Assets*

The national archival collection includes records in a wide variety of media including files and card records, account books and ledgers, architectural models, photographs, films and video tapes, optical disks and computer tapes. High value records are stored in specially designed temperature and humidity-controlled environments. Curatorial and preservation policies for heritage and cultural assets can be accessed at the National Archives website at naa.gov.au.

*Heritage and Cultural Digital Assets*

The heritage and cultural digital asset class is made up of born-digital assets (received in a digital format) and digitised assets. Heritage and cultural digital assets are stated at fair value and are subject to the same curatorial and preservation policies as the rest of the collection.

*Significant accounting estimates and judgements*

The fair value of plant and equipment is taken to be the depreciated replacement cost or market value of similar assets. An assessment is conducted by an independent valuer every three years.

The fair value of archival collection assets is based on market observations as assessed by an independent valuer every three years. The archival collection is diverse with many objects being iconic with limited markets for comparison. A sampling methodology is adopted for some categories and an average value applied to the entire collection category. Some collection categories use value per shelf metre. Values for the sample are determined by reference to the archival materials markets. The National Archives has made significant estimates of the impact of provenance to the value of collection objects.

The valuation of the collection is subject to a high level of estimation uncertainty. This is due to: the unique nature of many of the collection items; very few comparable transactions; the limited (if any) active market for most of the items in the collection; there is no sale activity to validate market testing; and the significant scale and diversity of the collection relies on sampling with its inherent risks.

*Change in accounting policy*

The National Archives acknowledges the future composition of the collection will change with the rise in digital assets. Given the scale of the analogue collection, there will be a generational shift towards a dominance in digital assets. The National Archives will continue to assess the appropriateness of its accounting policy on valuing its collection as the proportion of the digital assets continue to increase.

**National Archives of Australia**  
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*for the period ended 30 June 2025*

**2.3: Payables**

	2025 \$'000	2024 \$'000
<b>2.3: Other payables</b>		
Salary and wages	1,186	975
Superannuation	209	172
Contract liabilities <sup>1</sup>	334	656
<b>Total other payables</b>	<b>1,729</b>	<b>1,803</b>

1. Contract liabilities are funds received in advance from contracts with customers where the National Archives has an obligation to transfer goods or services to the customers, these relate to sponsorships. This note should be read in conjunction with notes 1.2A and 1.2C.

**2.4: Interest Bearing Liabilities**

	2025 \$'000	2024 \$'000
<b>2.4: Interest bearing liabilities</b>		
Lease liabilities <sup>1</sup>	483,569	503,931
<b>Total leases</b>	<b>483,569</b>	<b>503,931</b>
<b>Maturity analysis - contractual undiscounted cash flows</b>		
Within one year	30,373	29,477
Between one to five years	119,510	121,622
More than 5 years	431,055	458,682
<b>Total leases</b>	<b>580,938</b>	<b>609,781</b>

1. Prior period balances have been restated (refer Note 5.2).

The cash outflow for leases for the year ended 30 June 2025 was \$29.8m (2024: \$28.9m).

The National Archives has a number of long term property leases for storage facilities and office space in locations around Australia, for terms ranging from 2 to 30 years, some with up to two options of 1 to 5 years. These leases contain a wide range of terms and conditions. There are also a small number of leased vehicles with fixed terms of 3 years.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.1C, 1.2B and 2.2.

**Accounting Policy**

For all new contracts entered into, the National Archives considers whether the contract is or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the National Archives' incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

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**2.5: Other Provisions**

**2.5: Other provisions**

	Provision for restoration \$'000
<b>As at 1 July 2024</b>	240
Reduction of makegood provisions	(192)
<b>Total as at 30 June 2025</b>	<b>48</b>

The National Archives currently has 1 (2024: 2) agreements for the leasing of premises which have provisions requiring restoration of the premises to their original condition at the conclusion of the lease. The National Archives has made a provision to reflect the present value of this obligation.

**National Archives of Australia**  
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*for the period ended 30 June 2025*

### 3. Funding

This section identifies the National Archives' funding structure.

#### 3.1: Appropriations

	2025 \$'000	2024 \$'000
<b>3.1A: Annual appropriations ('Recoverable GST exclusive')</b>		
<b>Departmental</b>		
Ordinary annual services	<b>87,080</b>	86,093
Capital Budget <sup>1</sup>	6,478	6,244
Equity Injection	12,075	7,300
Annual Appropriation	<b>105,633</b>	99,637
PGPA Act Section 74 receipts (ordinary annual services)	7,193	1,784
Total Appropriation	<b>112,826</b>	101,421
<b>Appropriation Applied</b>		
Ordinary annual services	78,529	87,965
Capital Budget	6,478	13,664
Equity Injection	13,840	12,427
PGPA Act Section 74 receipts (ordinary annual services)	7,193	1,784
Total Appropriation Applied	<b>106,040</b>	115,840
<b>Variance</b>	<b>6,786</b>	(14,419)

1. Departmental Capital Budgets are appropriated through Appropriation Act (No. 1). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.

#### 3.1B: Unspent annual appropriations ('Recoverable GST exclusive')

<b>Departmental</b>		
Appropriation Act (No. 2) 2024-25 - Equity Injection	2,825	-
Appropriation Act (No. 2) 2023-24 - Equity Injection	-	4,590
Cash	<b>12,487</b>	3,936
<b>Total</b>	<b>15,312</b>	8,526

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

<b>3.2: Net Cash Appropriation Arrangements</b>	<b>2025</b>	<b>2024</b>
	<b>\$'000</b>	<b>\$'000</b>
<b><u>3.2: Net cash appropriation arrangements</u></b>		
<b>Total comprehensive income/(loss) - as per the Statement of Comprehensive Income</b>	<b>(25,310)</b>	<b>35,914</b>
<b>Plus:</b> depreciation/amortisation of assets funded through appropriations (departmental capital budget funding and/or equity injections) <sup>1,3</sup>	<b>14,819</b>	<b>16,857</b>
<b>Plus:</b> depreciation of right-of-use assets <sup>2</sup>	<b>29,641</b>	<b>29,462</b>
<b>Less:</b> lease principal repayments <sup>2</sup>	<b>(20,795)</b>	<b>(20,607)</b>
	<b>(1,645)</b>	<b>61,626</b>
Changes in asset revaluation reserve	-	(66,188)
<b>Net Cash Operating Surplus/(Deficit)</b>	<b>(1,645)</b>	<b>(4,562)</b>

1. From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate capital budget provided through equity injections. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required. Depreciation expenses relating to heritage and cultural assets have been excluded from this calculation as they are not funded through appropriations.
2. The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the impact of AASB 16 Leases, which does not directly reflect a change in appropriation arrangements.
3. The depreciation/amortisation of assets funded through appropriations for the prior year has been corrected due to the incorrect exclusion of Heritage and Cultural depreciation. The comparative has been restated to include the correct depreciation.

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

## 4. People and relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

### 4.1: Employee Provisions

	2025 \$'000	2024 \$'000
<b><u>Note 4.1: Employee provisions</u></b>		
Annual leave	4,183	4,142
Long service leave	7,295	7,301
<b>Total employee provisions</b>	<b>11,478</b>	<b>11,443</b>

#### Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

#### Leave

The liability for employee benefits includes provision for annual leave and long service leave. The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the employer superannuation contribution rates pertinent to the National Archives, to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined using the long service leave shorthand model issued by the Department of Finance. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

#### Superannuation

The National Archives' staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The National Archives makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The National Archives accounts for the contributions as if they were contributions to defined contribution plans. The liability for superannuation recognised as at 30 June 2025 represents outstanding contributions and is recognised in other payables.

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
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**4.2: Key Management Personnel Remuneration**

	2025 \$'000	2024 \$'000
<b>Note 4.2: Key management personnel remuneration</b>		
Short-term employee benefits	1,658	1,625
Post-employment benefits	230	280
Long-term employee benefits	31	42
Termination benefits	-	177
<b>Total key management personnel remuneration expenses</b>	<b>1,919</b>	<b>2,124</b>

The total number of key management personnel that are included in the above table is 7 (2024: 9) during the reporting period.

**Key Management Personnel**

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the National Archives directly or indirectly. The National Archives has determined the key management personnel to be the Executive Leadership Team and Portfolio Minister.

The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the National Archives.

**4.3: Related Party Disclosures**

**Related party relationships:**

The National Archives of Australia is an Australian Government controlled entity. Related parties to the National Archives are Key Management Personnel including the Portfolio Minister, the Chief Executive Officer, and other Australian Government entities.

**Transactions with related parties:**

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. Such transactions include exhibition entry fees, archival record services and donations. These transactions have not been separately disclosed in this note.

Significant transactions with related parties can include:

- the payments of grants or loans;
- purchases of goods and services;
- asset purchases, sales transfers or leases;
- debts forgiven; and
- guarantees.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the National Archives, it has been determined that there are no related party transactions to be separately disclosed.

**National Archives of Australia**  
**Notes to and forming part of the financial statements**  
*for the period ended 30 June 2025*

## 5. Other information

### 5.1: Current/non-current distinction for assets and liabilities

	2025 \$'000	2024 \$'000
<b>5.1: Current/non-current distinction for assets and liabilities</b>		
<b>Assets expected to be recovered in:</b>		
<b>No more than 12 months</b>		
Cash	12,487	3,936
Trade and other receivables	4,464	13,751
Inventories	57	-
Prepayments	1,016	394
<b>Total no more than 12 months</b>	<b>18,024</b>	<b>18,081</b>
<b>More than 12 months</b>		
Buildings	424,501	453,665
Plant and equipment	22,102	26,624
Heritage and cultural	1,595,798	1,600,022
Heritage and cultural digital	66,228	56,234
Software	2,250	2,442
Prepayments	216	-
<b>Total more than 12 months</b>	<b>2,111,095</b>	<b>2,138,987</b>
<b>Total Assets</b>	<b>2,129,119</b>	<b>2,157,068</b>
<b>Liabilities expected to be settled in:</b>		
<b>No more than 12 months</b>		
Suppliers	1,534	2,133
Other payables	1,729	1,803
Leases	19,697	18,303
Employee provisions	4,043	4,937
<b>Total no more than 12 months</b>	<b>27,003</b>	<b>27,176</b>
<b>More than 12 months</b>		
Leases	463,872	485,628
Employee provisions	7,435	6,506
Other provisions	48	240
<b>Total more than 12 months</b>	<b>471,355</b>	<b>492,374</b>
<b>Total liabilities</b>	<b>498,358</b>	<b>519,550</b>

**National Archives of Australia**  
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**5.2: Restatement of prior period balances**

During 2025, the National Archives identified an error in the reporting of right-of-use assets and lease liabilities in the Departmental balances reported at 30 June 2024 which has resulted in the restatement of comparatives. These right-of-use assets and associated lease liabilities had errors in the lease schedules from initial recognition of AASB16 since 30 June 2019.

	2024 Original Balance \$'000	Increase/ (decrease) due to error \$'000	2024 Restated Balance \$'000
<b>STATEMENT OF COMPREHENSIVE INCOME</b>			
<b>NET COST OF SERVICES</b>			
<b>Expenses</b>			
Suppliers	20,105	21	20,126
Depreciation and amortisation	40,691	5,485	46,176
Finance costs	11,588	(3,274)	8,314
<b>Total expenses</b>	<b>124,690</b>	<b>2,232</b>	<b>126,922</b>
<b>OWN-SOURCE INCOME</b>			
<b>Gains</b>			
Other gains	89	2	91
<b>Total gains</b>	<b>8,689</b>	<b>2</b>	<b>8,691</b>
<b>Total own-source income</b>	<b>10,553</b>	<b>2</b>	<b>10,555</b>
<b>Net (cost of)/contribution by services</b>	<b>(114,137)</b>	<b>(2,230)</b>	<b>(116,367)</b>
<b>Surplus/(Deficit)</b>	<b>(28,044)</b>	<b>(2,230)</b>	<b>(30,274)</b>
<b>Total comprehensive income/(loss)</b>	<b>38,144</b>	<b>(2,230)</b>	<b>35,914</b>
<b>STATEMENT OF FINANCIAL POSITION</b>			
<b>ASSETS</b>			
<b>Non-financial assets</b>			
Buildings	415,167	38,498	453,665
Plant and equipment	26,627	(3)	26,624
<b>Total non-financial assets</b>	<b>2,100,887</b>	<b>38,494</b>	<b>2,139,381</b>
<b>LIABILITIES</b>			
<b>Payables</b>			
Suppliers	1,868	265	2,133
<b>Total payables</b>	<b>3,671</b>	<b>265</b>	<b>3,936</b>
<b>Interest bearing liabilities</b>			
Leases	457,280	46,651	503,931
<b>Total interest bearing liabilities</b>	<b>457,280</b>	<b>46,651</b>	<b>503,931</b>
<b>Total liabilities</b>	<b>472,634</b>	<b>46,916</b>	<b>519,550</b>
<b>Net assets</b>	<b>1,645,938</b>	<b>(8,420)</b>	<b>1,637,518</b>
<b>EQUITY</b>			
Retained surplus	1,035,414	(8,420)	1,026,994
<b>Total equity</b>	<b>1,645,938</b>	<b>(8,420)</b>	<b>1,637,518</b>

**National Archives of Australia**  
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	2024 Original Balance \$'000	Increase/ (decrease) due to error \$'000	2024 Restated Balance \$'000
<b>STATEMENT OF CHANGES IN EQUITY</b>			
<b>RETAINED EARNINGS</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	1,063,458	(6,202)	1,057,256
Adjustment for errors	-	12	12
<b>Adjusted opening balance</b>	<u>1,063,458</u>	<u>(6,190)</u>	<u>1,057,268</u>
<b>Comprehensive income</b>			
Surplus / (Deficit) for the period	(28,044)	(2,230)	(30,274)
<b>Closing balance as at 30 June</b>	<u>1,035,414</u>	<u>(8,420)</u>	<u>1,026,994</u>
<b>TOTAL EQUITY</b>			
<b>Closing balance as at 30 June</b>	<u>1,645,938</u>	<u>(8,420)</u>	<u>1,637,518</u>
<b>CASH FLOW STATEMENT</b>			
<b>OPERATING ACTIVITIES</b>			
<b>Cash received</b>			
Other	738	2	740
<b>Total cash received</b>	<u>91,703</u>	<u>2</u>	<u>91,705</u>
<b>Cash used</b>			
Suppliers	20,677	(372)	20,305
Interest payments lease liabilities	11,445	(3,274)	8,171
<b>Total cash used</b>	<u>78,337</u>	<u>(3,646)</u>	<u>74,691</u>
<b>Net cash from operating activities</b>	<u>13,366</u>	<u>3,648</u>	<u>17,014</u>
<b>FINANCING ACTIVITIES</b>			
<b>Cash used</b>			
Principal payments of lease liabilities	19,577	3,648	23,225
<b>Total cash used</b>	<u>19,577</u>	<u>3,648</u>	<u>23,225</u>
<b>Net cash from/(to) financing activities</b>	<u>6,514</u>	<u>(3,648)</u>	<u>2,866</u>
<b>Net increase/(decrease) in cash held</b>	1,759	-	1,759
Cash at the beginning of the reporting period	2,177	-	2,177
<b>Cash at the end of the reporting period</b>	<u>3,936</u>	<u>-</u>	<u>3,936</u>

# PART 5

# APPENDICES

## Appendix A: Entity resource statements

**Table 16: Resources allocated – aggregate figures, 2024–25**

	Actual available appropriation for 2024–25 (\$'000)	Payments made 2024–25 (\$'000)	Balance remaining (\$'000)
	(a)	(b)	(a) – (b)
<b>Ordinary annual services</b>			
Balance brought forward <sup>1</sup>	0	0	0
Departmental appropriation <sup>2</sup>	94,273	85,722	8,551
Total ordinary annual services	94,273	85,722	8,551

Notes:

1. Prior year departmental appropriations
2. Includes Appropriation Act no 1

**Table 17: Resources allocated to Outcome 1, 2024–25**

	Budget 2024–25 (\$'000)	Actual expenses 2024–25 (\$'000)	Variation (\$'000)
	(a)	(b)	(a) – (b)
<b>Outcome 1: To promote the creation, management and preservation of authentic, reliable and usable Commonwealth records, and to facilitate Australians' access to the archival resources of the Commonwealth.</b>			
<b>Program 1.1: National Archives of Australia</b>			
Departmental expenses			
Ordinary annual services	87,080	87,080	0
Revenue from independent sources	2,279	7,193	–4,914
Expenses not requiring appropriation in the budget	18,709	23,665	–4,956
<b>Total for program 1.1</b>	<b>108,068</b>	<b>117,938</b>	<b>–9,870</b>
<b>Total expenses for outcome 1</b>	<b>108,068</b>	<b>117,938</b>	<b>–9,870</b>
Average staffing level (number)	376	387.6	–11.6

## Appendix B: Human resources statistics

Table 18: All ongoing employees, current reporting period, 2024–25

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	22	2	24	19	5	24	0	0	0	0	0	0	0	0	0	<b>48</b>
Qld	3	1	4	9	4	13	0	0	0	0	0	0	0	0	0	<b>17</b>
SA	2	1	3	2	2	4	0	0	0	0	0	0	0	0	0	<b>7</b>
Tas	3	0	3	1	0	1	0	0	0	0	0	0	0	0	0	<b>4</b>
Vic	12	0	12	22	1	23	0	0	0	0	0	0	0	0	0	<b>35</b>
WA	0	0	0	5	2	7	0	0	0	0	0	0	0	0	0	<b>7</b>
ACT	82	8	90	114	22	136	2	0	2	0	0	0	0	0	0	<b>228</b>
NT	1	0	1	4	0	4	0	0	0	0	0	0	0	0	0	<b>5</b>
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>125</b>	<b>12</b>	<b>137</b>	<b>176</b>	<b>36</b>	<b>212</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>351</b>

**Table 19: All non-ongoing employees, current reporting period, 2024–25**

	Man/Male	Woman/Female			Non-binary			Prefers not to answer			Uses a different term		
		Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total
NSW	12	0	12	3	5	8	0	0	0	0	0	0	0
Qld	0	0	3	0	3	0	0	0	0	0	0	0	0
SA	1	0	1	0	1	1	0	0	0	0	0	0	3
Tas	0	2	2	0	0	0	0	0	0	0	0	0	2
Vic	2	0	2	3	3	6	0	0	0	0	0	0	8
WA	0	0	1	0	1	0	0	0	0	0	0	0	1
ACT	12	2	14	17	8	25	2	0	2	0	0	0	41
NT	0	0	0	1	0	1	0	0	0	0	0	0	1
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>27</b>	<b>4</b>	<b>31</b>	<b>28</b>	<b>17</b>	<b>45</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>78</b>

**Table 20: All ongoing employees, previous reporting period, 2023–24**

	Man/Male		Woman/Female		Non-binary		Prefers not to answer		Uses a different term	
	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time
NSW	23	3	26	19	4	23	0	0	0	0
Qld	0	0	0	6	3	9	0	0	0	0
SA	1	1	2	1	1	2	0	0	0	0
Tas	2	0	2	1	0	1	0	0	0	0
Vic	9	0	9	17	1	18	0	0	0	0
WA	0	0	5	1	6	0	0	0	0	0
ACT	85	8	93	118	24	142	2	0	0	0
NT	0	0	0	3	0	3	0	0	0	0
External territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>120</b>	<b>12</b>	<b>132</b>	<b>170</b>	<b>34</b>	<b>204</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>
										<b>338</b>

**Table 21: All non-ongoing employees, previous reporting period, 2023–24**

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term		
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total
NSW	4	0	4	5	2	7	0	0	0	0	0	0	0	0	0
Qld	0	0	0	1	2	3	0	0	0	0	0	0	0	0	0
SA	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0
Tas	0	2	2	0	0	0	0	0	0	0	0	0	0	0	0
Vic	1	0	1	2	3	5	0	0	0	0	0	0	0	0	0
WA	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0
ACT	8	7	15	20	9	29	1	0	1	0	0	0	0	0	0
NT	0	0	0	1	1	2	0	0	0	0	0	0	0	0	0
External territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>13</b>	<b>9</b>	<b>22</b>	<b>32</b>	<b>18</b>	<b>50</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>73</b>

**Table 22: Australian Public Service Act ongoing employees, current reporting period, 2024–25**

	Man/Male		Woman/Female			Non-binary			Prefers not to answer			Uses a different term		
	Full time	Part time	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total
SES 3	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES 1	0	0	3	0	3	0	0	0	0	0	0	0	0	3
EL 2	15	0	15	20	2	22	0	0	0	0	0	0	0	37
EL 1	23	3	26	46	7	53	0	0	0	0	0	0	0	79
APS 6	31	2	33	47	10	57	0	0	0	0	0	0	0	90
APS 5	27	1	28	28	7	35	0	0	0	0	0	0	0	63
APS 4	16	2	18	22	8	30	2	0	2	0	0	0	0	50
APS 3	8	4	12	4	1	5	0	0	0	0	0	0	0	17
APS 2	4	0	4	5	1	6	0	0	0	0	0	0	0	10
APS 1	0	0	0	1	0	1	0	0	0	0	0	0	0	1
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>124</b>	<b>12</b>	<b>136</b>	<b>176</b>	<b>36</b>	<b>212</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>350</b>

**Table 23: Australian Public Service Act non-ongoing employees, current reporting period, 2024–25**

**Table 24: Australian Public Service Act ongoing employees, previous reporting period, 2023–24**

	Man/Male		Woman/Female		Non-binary		Prefers not to answer		Uses a different term	
	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time	Full time	Part time
SES 3	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0	0
SES 1	2	0	3	0	0	0	0	0	0	5
EL 2	11	0	20	1	21	0	0	0	0	0
EL 1	27	2	39	8	47	0	0	0	0	76
APS 6	31	4	45	10	55	0	0	0	0	90
APS 5	21	2	33	6	39	0	0	0	0	62
APS 4	16	1	22	5	27	2	0	0	0	46
APS 3	6	3	9	2	5	0	0	0	0	14
APS 2	5	0	5	1	6	0	0	0	0	11
APS 1	0	0	1	0	1	0	0	0	0	1
Other	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>119</b>	<b>12</b>	<b>131</b>	<b>170</b>	<b>34</b>	<b>204</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>337</b>

**Table 25: Australian Public Service Act non-ongoing employees, previous reporting period, 2023–24**

	Man/Male	Woman/Female	Non-binary	Prefers not to answer			Uses a different term		
				Full time	Part time	Total	Full time	Part time	Total
SES 3	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0
SES 1	1	0	1	0	1	0	0	0	0
EL 2	0	0	0	0	0	0	0	0	0
EL 1	0	0	1	0	1	0	0	0	0
APS 6	3	0	3	4	1	5	0	0	0
APS 5	2	0	2	9	1	10	0	0	0
APS 4	1	3	4	9	7	16	0	0	0
APS 3	1	2	3	5	8	0	0	0	0
APS 2	2	0	2	3	0	3	0	0	0
APS 1	3	4	7	1	4	5	1	0	0
Other	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>13</b>	<b>9</b>	<b>22</b>	<b>31</b>	<b>18</b>	<b>49</b>	<b>1</b>	<b>0</b>	<b>72</b>

**Table 26: Australian Public Service Act employees, by full-time and part-time status, current reporting period, 2024–25**

	Ongoing			Non-Ongoing			
	Full time	Part time	Total ongoing	Full time	Part time	Total non-ongoing	Total
SES 3	0	0	0	0	0	0	<b>0</b>
SES 2	0	0	0	1	0	1	<b>1</b>
SES 1	3	0	3	1	0	1	<b>4</b>
EL 2	35	2	37	1	0	1	<b>38</b>
EL 1	69	10	79	3	0	3	<b>82</b>
APS 6	78	12	90	8	1	9	<b>99</b>
APS 5	55	8	63	8	1	9	<b>72</b>
APS 4	40	10	50	17	11	28	<b>78</b>
APS 3	12	5	17	8	4	12	<b>29</b>
APS 2	9	1	10	10	1	11	<b>21</b>
APS 1	1	0	1	0	3	3	<b>4</b>
Other	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>302</b>	<b>48</b>	<b>350</b>	<b>57</b>	<b>21</b>	<b>78</b>	<b>428</b>

**Table 27: Australian Public Service Act employees, by full-time and part-time status, previous reporting period, 2023–24**

	Ongoing			Non-Ongoing			Total
	Full time	Part time	Total ongoing	Full time	Part time	Total non-ongoing	
SES 3	0	0	0	0	0	0	<b>0</b>
SES 2	0	0	0	0	0	0	<b>0</b>
SES 1	5	0	5	2	0	2	<b>7</b>
EL 2	31	1	32	0	0	0	<b>32</b>
EL 1	66	10	76	1	0	1	<b>77</b>
APS 6	76	14	90	7	1	8	<b>98</b>
APS 5	54	8	62	11	1	12	<b>74</b>
APS 4	40	6	46	10	10	20	<b>66</b>
APS 3	8	6	14	4	7	11	<b>25</b>
APS 2	10	1	11	5	0	5	<b>16</b>
APS 1	1	0	1	5	8	13	<b>14</b>
Other	0	0	0	0	0	0	<b>0</b>
<b>Total</b>	<b>291</b>	<b>46</b>	<b>337</b>	<b>45</b>	<b>27</b>	<b>72</b>	<b>409</b>

**Table 28: Australian Public Service Act employment type, by location, current reporting period, 2024–25**

	Ongoing	Non-Ongoing	Total
NSW	48	20	<b>68</b>
Qld	17	3	<b>20</b>
SA	7	2	<b>9</b>
Tas	4	2	<b>6</b>
Vic	35	8	<b>43</b>
WA	7	1	<b>8</b>
ACT	228	41	<b>269</b>
NT	5	1	<b>6</b>
External territories	0	0	<b>0</b>
Overseas	0	0	<b>0</b>
<b>Total</b>	<b>351</b>	<b>78</b>	<b>429</b>

**Table 29: Australian Public Service Act employment type, by location, previous reporting period, 2023–24**

	Ongoing	Non-Ongoing	Total
NSW	49	11	<b>60</b>
Qld	9	3	<b>12</b>
SA	4	2	<b>6</b>
Tas	3	2	<b>5</b>
Vic	27	6	<b>33</b>
WA	6	2	<b>8</b>
ACT	237	45	<b>282</b>
NT	3	2	<b>5</b>
External territories	0	0	<b>0</b>
Overseas	0	0	<b>0</b>
<b>Total</b>	<b>338</b>	<b>73</b>	<b>411</b>

**Table 30: Australian Public Service Act Indigenous employment, current reporting period, 2024–25**

Ongoing	Non-Ongoing	Total
8	1	<b>9</b>

**Table 31: Australian Public Service Act Indigenous employment, previous reporting period, 2023–24**

Ongoing	Non-Ongoing	Total
7	1	<b>8</b>

## Workplace agreements

**Table 32: Australian Public Service Act employment arrangements, current reporting period, 2024–25**

	<b>SES</b>	<b>Non-SES</b>	<b>Total</b>
National Archives of Australia Enterprise Agreement 2024–2027	0	415	<b>415</b>
Individual determinations	6	7	<b>13</b>
<b>Total</b>	<b>6</b>	<b>422</b>	<b>428</b>

**Table 33: Australian Public Service Act employment salary ranges, by classification level (minimum/maximum), current reporting period, 2024–25**

	<b>Minimum salary</b>	<b>Maximum salary</b>
SES 3	-	-
SES 2	\$330,000.00	\$330,000.00
SES 1	\$226,576.00	\$303,850.00
EL 2	\$143,026.00	\$200,000.00
EL 1	\$119,189.00	\$138,178.56
APS 6	\$96,344.00	\$109,518.00
APS 5	\$85,418.00	\$91,809.00
APS 4	\$77,474.00	\$83,483.00
APS 3	\$69,530.00	\$75,339.00
APS 2	\$61,880.00	\$67,500.00
APS 1	\$54,516.00	\$59,559.00
Other	-	-
<b>Minimum/Maximum range</b>	<b>\$54,516.00</b>	<b>\$330,000.00</b>

## Appendix C: Executive remuneration statistics

Table 34: Information about remuneration for key management personnel, 2024–25

Name	Position title	Short-term benefits		Post-employment benefits		Other long-term benefits		Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits		
Anderson, Brooke	Chief Transformation Officer	\$269,071.69	\$0.00	\$0.00	\$39,358.28	\$2,919.00	\$0.00	\$0.00	\$311,348.97
Berrell, Leigh	Assistant Director-General Data & Digital	\$314,528.40	\$0.00	\$0.00	\$46,822.88	\$0.00	\$0.00	\$0.00	\$361,351.28
Fraser, David	Assistant Director-General Corporate Services	\$182,023.62	\$0.00	\$0.00	\$28,158.46	\$4,421.00	\$0.00	\$0.00	\$214,603.08
Froude, Simon	Director-General	\$374,140.26	\$0.00	\$0.00	\$39,547.67	\$7,487.00	\$0.00	\$0.00	\$421,174.93
McGowen, Daniella	Assistant Director-General Access & Public Engagement	\$207,978.01	\$0.00	\$0.00	\$31,220.85	\$7,815.00	\$0.00	\$0.00	\$247,013.86
Savage, Gillian	Deputy Director-General	\$68,111.53	\$0.00	\$0.00	\$9,741.85	\$728.00	\$0.00	\$0.00	\$78,581.38
Secis, Josephine	Assistant Director-General Collection Management	\$241,818.87	\$0.00	\$0.00	\$35,210.59	\$7,739.00	\$0.00	\$0.00	\$284,768.46

**Table 35: Information about remuneration for senior executives, 2024–25**

Total remuneration bands	Short-term benefits			Post-employment benefits		Other long-term benefits		Termination benefits	Total remuneration
	Number of senior executives*	Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits		
\$0–\$220,000	2	\$10,519.74	\$0.00	\$0.00	\$5,864.03	\$0.00	\$0.00	\$96,313.26	\$112,697.03
\$220,001–\$245,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$245,001–\$270,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$270,001–\$295,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$295,001–\$320,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$320,001–\$345,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$345,001–\$370,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$370,001–\$395,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$395,001–\$420,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$420,001–\$445,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$445,001–\$470,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$470,001–\$495,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$495,001–…	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

\*National Archives has no other highly paid staff.

## Appendix D: Correction of material errors in previous annual report

This appendix provides correction of material errors in the previous annual report which have proved to be wrong, in accordance with paragraph 17AH(1)(e) of the *Public Governance, Performance and Accountability Rule 2014*.

The following are corrections to reporting errors made in the *National Archives of Australia Annual Report 2023–24*.

On page 125 in Appendix C, the information provided in table 34 ‘Information about remuneration for senior executives’ is a duplicate of table 33 ‘Information about remuneration for key management personnel’ and should not have been included as all senior executive staff in the 2023-24 financial year were key management personnel. The corrected table is provided on page 124.

**Table 34: Information about remuneration for senior executives (correction to 2023-24)**

Total remuneration bands	Number of senior executives	Short-term benefits			Post-employment benefits		Other long-term benefits		Termination benefits	Total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits		
\$0-\$220,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$220,001-\$245,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$245,001-\$270,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$270,001-\$295,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$295,001-\$320,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$320,001-\$345,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$345,001-\$370,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$370,001-\$395,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$395,001-\$420,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$420,001-\$445,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$445,001-\$470,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$470,001-\$495,000	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
\$495,001-...	0	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

PART 6

# **GLOSSARY AND INDEXES**

# Glossary

Access	The right, opportunity or means of finding, using or retrieving information, usually subject to rules and conditions.
Access examination	The process of examining records to identify any information that falls within the definition of 'exempt' as prescribed by the Archives Act.
Application	A request for access to a record under the Archives Act.
Born digital	Items that originate in a digital format.
Building trust in the public record	A whole-of-government approach to information governance, developed by National Archives, identifying key requirements for managing Australian Government information assets (records, information and data).
Check-up survey	National Archives' information management survey to collect data from Australian Government entities to measure their information management maturity.
Custody	The responsibility for the care of records and archives, usually based on their physical possession. It does not necessarily include legal ownership.
Exempt	As defined in the Archives Act, <a href="https://legislation.gov.au/C2004A02796/latest/text">legislation.gov.au/C2004A02796/latest/text</a>
Item	The smallest intellectually indivisible archival unit. For example, a letter, memorandum, report, photograph or sound recording.
Open-access period	The time when Commonwealth records are eligible for release under the Archives Act. The public has a general right of access to Commonwealth records in the open-access period, subject to certain exemptions.
Preservation	The processes and operations involved in ensuring the technical and intellectual survival of authentic records through time. Encompasses environmental control, security, creation, storage, handling and disaster planning for records in all formats – maintaining accessibility and usability.
Record	Any information created, sent or received while carrying out the business of an agency. Records have many formats, including paper documents, photographs, audiovisual items and born-digital material, including data.
Records authority	The legal instrument issued by National Archives that defines the permissible disposal of records. Records authorities define how long records are to be kept and identify those records that must be transferred to National Archives for permanent retention.
RecordSearch	National Archives' online database of records in its collection.

## Abbreviations and acronyms

AASB	Australian Accounting Standards Board
ABN	Australian Business Number
ACT	Australian Capital Territory
Advisory Council	National Archives of Australia Advisory Council
AIATSIS	Australian Institute of Aboriginal and Torres Strait Islander Studies
AM	Member of the Order of Australia
ANU	Australian National University
APS	Australian Public Service
Archives Act	<i>Archives Act 1983</i>
ART	Administrative Review Tribunal
AUSPIC	Australian Government Photographic Service
CAARA	Council of Australasian Archives and Records Authorities
CO <sub>2</sub> -e	carbon dioxide
CSS	Commonwealth Superannuation Scheme
DPPF	Defend the Past, Protect the Future program
EL	Executive Level
<i>Evolving National Archives</i>	<i>Strategy 2025–30: Evolving National Archives</i>
F2N	Face to the Name project
FBT	Fringe Benefits Tax
FOI	freedom of information
FOI Act	Freedom of Information Act 1982
FRR	<i>Public Governance, Performance and Accountability (Financial Reporting) Rule 2015</i>
GST	goods and services tax
Hon	Honourable
ICT	Information and communication technologies
IPS	Information Publication Scheme
LGBTIQA+	lesbian, gay, bisexual, transgender/transsexual, intersex, queer/questioning, asexual and many other terms (such as non-binary and pansexual)
MP	Member of Parliament
N/A	Not applicable

NAA	National Archives of Australia
National Archives	National Archives of Australia
NABERS	National Australian Built Environment Rating System
NSW	New South Wales
NT	Northern Territory
OAM	Medal of the Order of Australia
OPA	Official Public Account
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	<i>Public Governance, Performance and Accountability Rule 2014</i>
PS Act	<i>Public Service Act 1999</i>
Qld	Queensland
Revive	<i>Revive: a place for every story, a story for every place</i>
RAPWG	Reconciliation Action Plan Working Group
RNA	Retain as national archives
SA	South Australia
SES	Senior Executive Service
Tas	Tasmania
Vic	Victoria
WA	Western Australia
WHS Act	<i>Work Health and Safety Act 2011</i>

# List of requirements

PGPA Rule reference	Part of report	Description	Requirement	Page no
<b>17AD(g) Letter of transmittal</b>				
17AI	Letter of transmittal	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory	v
<b>17AD(h) Aids to access</b>				
17AJ(a)	Contents	Table of contents.	Mandatory	vi
17AJ(b)	Index	Alphabetical index.	Mandatory	143
17AJ(c)	Glossary Abbreviations and acronyms	Glossary of abbreviations and acronyms.	Mandatory	126
17AJ(d)	List of requirements	List of requirements.	Mandatory	129
17AJ(e)	Contact	Details of contact officer.	Mandatory	iv
17AJ(f)	Contact	Entity's website address.	Mandatory	iv
17AJ(g)	Contact	Electronic address of report.	Mandatory	iv
<b>17AD(a) Review by accountable authority</b>				
17AD(a)	Director-General's review	A review by the accountable authority of the entity.	Mandatory	1
<b>17AD(b) Overview of the entity</b>				
17AE(1)(a)(i)	Purpose, role and functions	A description of the role and functions of the entity.	Mandatory	8

PGPA Rule reference	Part of report	Description	Requirement	Page no
17AE(1)(a)(ii)	Organisational structure	A description of the organisational structure of the entity.	Mandatory	11
17AE(1)(a)(iii)	Outcome and program structure	A description of the outcomes and programmes administered by the entity.	Mandatory	10
17AE(1)(a)(iv)	Purpose, role and function	A description of the purposes of the entity as included in corporate plan.	Mandatory	8
17AE(1)(aa)(i)	Accountable authority for 2024–25	Name of the accountable authority or each member of the accountable authority.	Mandatory	10
17AE(1)(aa)(ii)	Accountable authority for 2024–25	Position title of the accountable authority or each member of the accountable authority.	Mandatory	10
17AE(1)(aa)(iii)	Accountable authority for 2024–25	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory	10
17AE(1)(b)	N/A	An outline of the structure of the portfolio of the entity.	Portfolio departments – mandatory	N/A
17AE(2)	N/A	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory	N/A
<b>17AD(c)</b>	<b>Report on the performance of the entity</b>			
	<b>Annual performance statements</b>			
17AD(c)(i); 16F	Annual performance statements	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory	16

PGPA Rule reference	Part of report	Description	Requirement	Page no
<b>17AD(c)(ii) Report on Financial Performance</b>				
17AF(1)(a)	Financial performance	A discussion and analysis of the entity's financial performance.	Mandatory	38
17AF(1)(b)	Appendix A: Entity resource statements	A table summarising the total resources and total payments of the entity.	Mandatory	106
17AF(2)	N/A	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, mandatory.	N/A
<b>17AD(d) Management and accountability</b>				
<b>Corporate governance</b>				
17AG(2)(a)	Fraud control	Information on compliance with section 10 (fraud and corruption systems).	Mandatory	47
17AG(2)(b)(i)	Letter of transmittal	A certification by accountable authority that fraud and corruption risk assessments and fraud and corruption control plans have been prepared.	Mandatory	v
17AG(2)(b)(ii)	Letter of transmittal	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud and corruption that meet the specific needs of the entity are in place.	Mandatory	v

PGPA Rule reference	Part of report	Description	Requirement	Page no
17AG(2)(b)(iii)	Letter of transmittal	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud and corruption relating to the entity.	Mandatory	v
17AG(2)(c)	Corporate Governance	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory	42
17AG(2)(d) – (e)	Significant non-compliance with finance law	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	If applicable, mandatory	76
<b>Audit Committee</b>				
17AG(2A)(a)	Audit and Risk Committee	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	45
17AG(2A)(b)	Audit and Risk Committee	The name of each member of the entity's audit committee.	Mandatory	45
17AG(2A)(c)	Audit and Risk Committee	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	45
17AG(2A)(d)	Audit and Risk Committee	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory	45
17AG(2A)(e)	Audit and Risk Committee	The remuneration of each member of the entity's audit committee.	Mandatory	45

PGPA Rule reference	Part of report	Description	Requirement	Page no
<b>External scrutiny</b>				
17AG(3)	External scrutiny	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	55
17AG(3)(a)	External scrutiny	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, mandatory	55
17AG(3)(b)	External scrutiny	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, mandatory	55
17AG(3)(c)	External scrutiny	Information on any capability reviews on the entity that were released during the period.	If applicable, mandatory	N/A
<b>Management of human resources</b>				
17AG(4)(a)	Our people	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory	63
17AG(4)(aa)	Appendix B: Human resources statistics	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: <ul style="list-style-type: none"> <li>(a) statistics on full-time employees;</li> <li>(b) statistics on part-time employees;</li> <li>(c) statistics on gender;</li> <li>(d) statistics on staff location.</li> </ul>	Mandatory	108

PGPA Rule reference	Part of report	Description	Requirement	Page no
17AG(4)(b)	Appendix B: Human resources statistics	<p>Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following:</p> <ul style="list-style-type: none"> <li>Statistics on staffing classification level;</li> <li>Statistics on full-time employees;</li> <li>Statistics on part-time employees;</li> <li>Statistics on gender;</li> <li>Statistics on staff location;</li> <li>Statistics on employees who identify as Indigenous.</li> </ul>	Mandatory	112
17AG(4)(c)	Workplace agreements	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory	66
17AG(4)(c)(i)	Appendix B: Human resources statistics	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory	120
17AG(4)(c)(ii)	Appendix B: Human resources statistics	The salary ranges available for APS employees by classification level.	Mandatory	120
17AG(4)(c)(iii)	Senior Executive Service remuneration	A description of non-salary benefits provided to employees.	Mandatory	66
17AG(4)(d)(i)	N/A	Information on the number of employees at each classification level who received performance pay.	If applicable, mandatory	N/A

<b>PGPA Rule reference</b>	<b>Part of report</b>	<b>Description</b>	<b>Requirement</b>	<b>Page no</b>
17AG(4)(d)(ii)	N/A	Information on aggregate amounts of performance pay at each classification level.	If applicable, mandatory	N/A
17AG(4)(d)(iii)	N/A	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, mandatory	N/A
17AG(4)(d)(iv)	N/A	Information on aggregate amount of performance payments.	If applicable, mandatory	N/A
<b>Assets management</b>				
17AG(5)	Assets management	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory	71
<b>Purchasing</b>				
17AG(6)	Purchasing	An assessment of entity performance against the Commonwealth Procurement Rules.	Mandatory	72
<b>Reportable consultancy contracts</b>				
17AG(7)(a)	Contracts	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	73

<b>PGPA Rule reference</b>	<b>Part of report</b>	<b>Description</b>	<b>Requirement</b>	<b>Page no</b>
17AG(7)(b)	Contracts	A statement that 'During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]'.	Mandatory	73
17AG(7)(c)	Contracts	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory	73
17AG(7)(d)	Contracts	A statement that 'Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website'.	Mandatory	72
<b>Reportable non-consultancy contracts</b>				
17AG(7A)(a)	Contracts	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory	74

PGPA Rule reference	Part of report	Description	Requirement	Page no
17AG(7A)(b)	Contracts	A statement that 'Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website'.	Mandatory	74
<b>17AD(daa)</b>	<b>Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts</b>			
17AGA	Contracts	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory	75
<b>Australian National Audit Office Access Clauses</b>				
17AG(8)	Contracts	If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, mandatory	75

PGPA Rule reference	Part of report	Description	Requirement	Page no
<b>Exempt contracts</b>				
17AG(9)	Exempt contracts	If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, mandatory	75
<b>Small business</b>				
17AG(10)(a)	Procurement initiatives to support small business	A statement that '[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website'.	Mandatory	72
17AG(10)(b)	Procurement initiatives to support small business	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	72
17AG(10)(c)	Procurement initiatives to support small business	If the entity is considered by the Department administered by the Finance Minister as material in nature – a statement that '[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website'.	If applicable, mandatory	72

PGPA Rule reference	Part of report	Description	Requirement	Page no
<b>Financial statements</b>				
17AD(e)	Financial statements	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory	78
<b>Executive remuneration</b>				
17AD(da)	Appendix C: Executive remuneration statistics	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2–3 of the Rule.	Mandatory	121
<b>17AD(f) Other mandatory information</b>				
17AH(1)(a)(i)	Advertising and market research	If the entity conducted advertising campaigns, a statement that 'During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website'.	If applicable, mandatory	N/A
17AH(1)(a)(ii)	Advertising and market research	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, mandatory	75
17AH(1)(b)	Grants programs	A statement that 'Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]'.	If applicable, mandatory	76

<b>PGPA Rule reference</b>	<b>Part of report</b>	<b>Description</b>	<b>Requirement</b>	<b>Page no</b>
17AH(1)(c)	Inclusion and diversity	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	64
17AH(1)(d)	Freedom of information	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory	47
17AH(1)(e)	N/A	Correction of material errors in previous annual report.	If applicable, mandatory	123
17AH(2)	Advisory Council	Information required by other legislation.	Mandatory	49
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