ATTACHMENT A – SCHEDULE OF DOCUMENTS

Document no.	Date	Size	Description	Decision	Exemption
1.	31/01/2020	2 pages	Email - NAA - Tune Review – FINAL - R98692020 Attachment provided at document 2 (Tune Review).	Partial release	s 22(1)(a)(ii) – irrelevant /out of scope s 47F – personal privacy
2.	31/01/2020	109 pages	DOCUMENT TUNE REVIEW - R98702020 Available at: https://www.ag.gov.au/sites/default/files/2021-03/functional-efficiency-review-national-archives-of-australia.PDF	Full Release	
3.	31/01/2020	1 page	Email NAA to Tune Final Functional Efficiency Review Report - R101282020 Attachment provided at document 2 (Tune Review).	Partial release	s 22(1)(a)(ii) – irrelevant /out of scope s 47F – personal privacy
4.	05/02/2020	1 page	Email NAA to AGD MS20-000069 - Ministerial Submission on National Archives of Australia Function Efficiency Review by Mr David Tune - R113462020	Partial release	s 22(1)(a)(ii) – irrelevant /out of scope s 47E(d) – certain operations of agencies
4A	Various	3 pages	Attachment – MS20-000069 Attachment provided at document 2 (Tune Review).		s 22(1)(a)(ii) – irrelevant /out of scope s 47C – deliberative processes
5	5/02/2020	1 page	Email NAA to AGD: For Information: Tune Functional Efficiency Review of the National Archives of Australia R113862020	Partial release	s 22(1)(a)(ii) – irrelevant /out of scope

					s 47C – deliberative processes s 47F – personal privacy
6	21/12/2020	3 pages	DOCUMENT AC141 - Action Items Register AC140 - Approved DG - R1399702020	Partial release	s 22(1)(a)(ii) – irrelevant /out of scope s 47C – deliberative processes
7	1/02/2021	2 pages	DOCUMENT AC141 - Item 3 - Director-General's Report - Approved DG - R103832021	Partial exemption	s 22(1)(a)(ii) – irrelevant /out of scope s 47C – deliberative processes
8	18/02/2021	70 pages (only 16 pages within scope)	DOCUMENT AC141 combined papers - R158152021	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes
9	2/03/2021	2 pages	DOCUMENT AC Chair to Senator Stoker AC141 V2 - R198462021	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes
10	30/11/2020	177 pages (9 pages within scope)	DOCUMENT - AC140 combined papers - R1252302020	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes s 47F – personal privacy
11	6/01/2021	2 pages	DOCUMENT AC Chair to Attorney General AC140 Meeting Dec 2020 - R8082021	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes s 47F – personal privacy
12	1/03/2021	6 pages	DOCUMENT R192602021 AC141 - AC140 Advisory Council Meeting Minutes 4 December 2020 - Signed by Chair	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes s 47F – personal privacy
13	14/09/2020	2 pages	DOCUMENT Advisory Council Chair to Attorney General 17 Sep 2020 - AC139 Meeting-R995012020	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes

					s 47F – personal privacy
14	17/08/2020	2 pages	DOCUMENT AC139 - Item 4.0 - Tune Review - Approved DG - R868092020	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes
15	4/12/2020	7 pages	DOCUMENT AC139 - Signed minutes - R1266072020	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes s 47F – personal privacy
16	12/02/2020	2 pages	DOCUMENT AC138 - Item 3 - Director-General's Report - Approved DG - R136472020	Partial exemption	s 22 – irrelevant/ out of scope
17	9/02/2020	2 pages	DOCUMENT AC138 - Item 4.0 - Tune Review - approved DG - R122522020	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes
18	13/02/2020	9 pages	DOCUMENT AC138 - Item 1.4 - Minutes of AC137 of 29 Nov 2019 - Confirmed by DG and AC Chair - R13763202013/02/2020	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes
19	12/03/2021	12 pages	DOCUMENT Summary report of Functional and Efficiency Review of the National Archives of Australia - R240242021	Full release	
20	10/02/2020	7 pages	DOCUMENT BPB-NAA-01 - BACKPOCKET BRIEF - Tune Review of the National Archives of Australia – 032020 - R135152020	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes
21	10/02/2020	2 pages	DOCUMENT HT-NAA-01 HOT TOPIC BRIEF - Tune Review of the National Archives of Australia - 032020 - DG Cleared - R135162020	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes
22	14/02/2020	2 pages	Email RE: Tune Review - update and talking points - R981452020	Partial exemption	s 22 – irrelevant/ out of scope s 47E(d) – certain operations of agencies
23	03/09/2020	3 pages	DOCUMENT Senate Estimates - Hot Topic Brief - NAA - HTB01 - Tune Review - October 2020 - R943172020	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes

24	7/09/2020	8 pages	DOCUMENT R950192020 BPB-NAA-01 - BACKPOCKET BRIEF - Tune Review - October 2020 - R950192020	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes
25	11/09/2020	3 pages	DOCUMENT EB03 - Item 3.5 - Tune Review and Legislation - next steps - R1113462020	Partial exemption	s 22 – irrelevant/ out of scope s 47C – deliberative processes
26	4/11/2020	3 pages	DOCUMENT - EB05 - Item 3.2 Year to date Performance Measure Reports -R1169812021	Exempt in full	s 22 – irrelevant/ out of scope s 47C – deliberative processes
27	4/12/2020	9 pages	DOCUMENT - Summary of recommendations and implementation plan	Exempt in full	s 47C – deliberative processes

DOCUMENT RELEASED UNDER ADMINISTRATIVE ARRANGEMENTS

Date	Size	Description
20/03/2020	34 pages	Functional and Efficiency Review of the National Archives of Australia *Review Annexure*

From: s 47F
To: s 22
Subject: [EXT] Tune Review - FINAL
Date: Friday, January 31, 2020 11:39:59 AM
Attachments: image004.png
image001.png
TUNE REVIEW.docx
TUNE REVIEW.pdf

Hi s 22 ,

Please find the final version of the Tune Review in word format and PDF format.

Cheers,

s 47F

From: s 22
Sent: Friday, 31 January 2020 9:31 AM
To: s 47F
Subject: [EXT]FW: Tune Review for finalisation [SEC=OFFICIAL]

OFFICIAL

To your s 47F email.

OFFICIAL

From: s 22
Sent: Friday, January 31, 2020 9:28 AM
To: s 22
Subject: Tune Review for finalisation [SEC=OFFICIAL]

OFFICIAL

Hi s 22 ,

Please find attached Tune Review document for finalisation. Mr Tune advised last night he was happy with his report and we make final for submission to AGD.
Thanks

s 22

s 22

Queen Victoria Terrace, Parkes ACT 2600
PO Box 4924 Kingston ACT 2604 | naa.gov.au

We acknowledge and pay our respects to the traditional custodians of this land and celebrate their ongoing culture and contribution to society.

OFFICIAL

If you have received this transmission in error please notify us immediately by return e-mail and delete all copies.
If this e-mail or any attachments have been sent to you in error, that error does not constitute waiver of any confidentiality, privilege or copyright in respect of information in the e-mail or attachments.

This e-mail and any attachments to it are confidential. You must not use, disclose or act on the e-mail if you are not the intended recipient. If you have received this e-mail in error, please let us know by contacting the sender and deleting the original e-mail. Liability limited by a scheme approved under Professional Standards Legislation. s 22

From: s 22
To: s 47F
Subject: Final Functional Efficiency Review Report [SEC=OFFICIAL]
Date: Friday, January 31, 2020 2:57:00 PM
Attachments: FUNCTIONAL EFFICIENCY REVIEW -~NATIONAL ARCHIVES OF AUSTRALIA.pdf
image001.png

OFFICIAL

Hi David,

Please find attached Final Version of your Functional Efficiency Review Report.

I have submitted this to AGD and member of the Steering Committee this afternoon.

Have a good weekend.

s 22

s 22
Queen Victoria Terrace, Parkes ACT 2600
PO Box 4924 Kingston ACT 2604 | **naa.gov.au**

We acknowledge and pay our respects to the traditional custodians of this land and celebrate their ongoing culture and contribution to society.

OFFICIAL

From: s 22
To: s 47E(d)
Cc: s 47E(d) s 22
Subject: MS20-000069 - Ministerial Submission on National Archives of Australia Function Efficiency Review by Mr David Tune [SEC=OFFICIAL]
Date: Wednesday, February 5, 2020 3:52:18 PM
Attachments: image001.png
MS20-000069 ~ of Australia Functional Efficiency Review by Mr David Tune (Cleared under R83842020).pdf

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OFFICIAL

Dar Team

Please find attached Ministerial Submission MS20-000069, National Archives of Australia Functional Efficiency Review by Mr David Tune.

Regards

s 22

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s 22
Kings Avenue, Parkes ACT 2600
PO Box 4924 Kingston ACT 2604 | **naa.gov.au**

We acknowledge and pay our respects to the traditional custodians of this land and celebrate their ongoing culture and contribution to society

OFFICIAL

NATIONAL ARCHIVES OF AUSTRALIA

ADVISORY COUNCIL

AC141
2020/21

ITEM 1.5 ACTION ITEMS REGISTER FROM AC140

Item No.	Agenda	Details	Person Responsible	Due Date	Action Taken
s 22					

ITEMS FINALISED AC140					
Item No.	Agenda	Details	Person Responsible	Due Date	Action Taken

S 22

s 22

6	AC138/1.5 AC137/4	s 47C prepared for the National Archives Tune Review submission to be provided to Council.	ADG Corporate Services	To be advised	The Chair advised that s 47C

s 22

NATIONAL ARCHIVES OF AUSTRALIA

OFFICIAL

AC141
2020/2021

ADVISORY COUNCIL

Director-General's Report

ITEM 3

Presenter/Director	David Fricker, Director-General	**Approved by:**	Director-General
Recommendation(s)	The Advisory Council notes significant activities of the National Archives during the period December 2020 to February 2021.		
Key Points	Key areas of activity for the National Archives during the reporting period are: s 22 • Implementation of Tune Review recommendations s 22		
Detail	s 22		

s 22

Tune Review

The National Archives has submitted the Tune Review to the Assistant Minister with s 47C

s 22

REPORT RATING	s 22
Dashboard	

NATIONAL ARCHIVES OF AUSTRALIA

ADVISORY COUNCIL

AC141
2020/21

ADVISORY COUNCIL MEETING (AC141)

MEETING DATE and TIME
Friday 26 February 2021: 9.00am – 4:00pm AEST

MEETING VENUE
National Archives, 16 Corporate Drive, Cannon Hill, QLD

No.	Agenda Item	
First Session – 9:00 to 10:15am AEST		

s 22

Minutes of the Advisory Council Meeting (AC140)

Meeting date and time: Friday 4 December 2020: 9 am – 4:30pm AEST
Meeting venues: Function Venue, East Block, Kings Avenue, Parkes, Canberra & Video-conference

Present
Council Members
Dr Denver Beanland (Chair)
The Hon Kevin Andrews MP
Ms Jade Balfour
Senator The Hon Kim Carr
Ms Suzanne Hampel OAM
Ms Anne Henderson AM
Dr Phil Robertson, FTSE
Professor (Emeritus) Sally Walker AM
Professor John Williams
Observer
Andrew Walter, First Assistant Secretary, Integrity and Security Division, Attorney-General's Department
National Archives Staff
Director-General, David Fricker

s 22

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s 22

The Chair met with Mr Chris Moraitis, Secretary of the Attorney-General's Department regarding progress of the Tune Review, s 22

s 22

s 22

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s 22

6 Tune Review

The Chair invited Attorney-General's Department Observer, Mr Andrew Walter, to speak about progress of the Department's brief to the Minister's Office in regard to the Tune Review Report within the Department and Minister's Office. s 47C

s 47C

Mr Walter addressed a number of reasons why the department advice took 10 months, including the complexity of some proposals, the impact of Covid-19 and ongoing consultation.

s 22

The Advisory Council noted:

1. The Functional and Efficiency Review of the National Archives of Australia (Tune Review) was completed by Mr David Tune AO PSM on 30 January 2020.

2. The National Archives submitted a Ministerial Submission to the Attorney-General's Office, providing a copy of the Tune Report, on Wednesday 5 February 2020.

3. The Director-General wrote to the Secretary of the Attorney-General's Department requesting that, at the earliest opportunity, the Tune Recommendations be tabled at the Secretaries' Board meeting and included in more general discussions regarding the Reform Agenda for the Australian Public Service. Further progress on this initiative is pending decisions on the Tune Report.

4. The National Archives continued discussions between September-November with the Attorney-General's Department on responses to the Tune Report, for a Ministerial Submission to the Attorney-General. The Department has committed to the submission being finalised and submitted to the Attorney-General prior to AC140.

s 22

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Dr Denver Beanland AM
Chair

date

NATIONAL ARCHIVES OF AUSTRALIA

s 22

s 22

ITEM 1.5 ACTION ITEMS REGISTER FROM AC140

Item No.	Agenda	Details	Person Responsible	Due Date	Action Taken

s 22

s 22

s 22

6	AC138/1.5 AC137/4	s 47C prepared for the National Archives Tune Review submission to be provided to Council.	ADG Corporate Services	To be advised	The Chair advised that s 47C

s 22

Director-General's Report

ITEM 3

Presenter/Director	David Fricker, Director-General	**Approved by:**	Director-General
Recommendation(s)	The Advisory Council notes significant activities of the National Archives during the period December 2020 to February 2021.		
Key Points	Key areas of activity for the National Archives during the reporting period are: s 22 • Implementation of Tune Review recommendations s 22		
Detail	s 22		

s 22

Tune Review

The National Archives has submitted the Tune Review to the Assistant Minister with s 47C

s 22

REPORT RATING

Dashboard

NATIONAL ARCHIVES OF AUSTRALIA

ADVISORY COUNCIL

Our Reference: 2020/4230

Senator the Hon. Amanda Stoker
Assistant Minister to the Attorney-General
PO Box 6100, Senate
Parliament House
CANBERRA ACT 2600

Dear Assistant Minister,

I write to bring to your attention important matters that arose from the deliberations of the Advisory Council at its most recent meeting, AC141 held in Brisbane on Friday 26 February 2021.

s 22

Tune Review

The Advisory Council looks forward to the imminent release of the Tune Report and a favourable response from Government. The Council notes the review has been finalised by Mr Tune and has now rested with the Attorney-General's Department for response since January 2020. The Council noted that the Review was announced in January 2019 with expected completion in July 2019, and is s 47C

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s 22

s 22

Yours sincerely,

Dr Denver Beanland AM
Chair
1 March 2021

NATIONAL ARCHIVES OF AUSTRALIA

ADVISORY COUNCIL

AC140
2020/21

ADVISORY COUNCIL MEETING (AC140)

MEETING DATE and TIME
Friday 4 December 2020: 9.00am – 4:30pm AEST

MEETING VENUE
National Archives Function Room, Ground Floor, Kings Ave, Parkes, ACT

No.	Agenda Item	Responsible
s 22		
5.	**Tune Review**	ADG CS
s 22		

Acronyms

DG – Director-General, David Fricker

s 22

Minutes of the Advisory Council Meeting (AC139)

Meeting date and time: Friday 4 September 2020: 10.00am – 4:30pm AEST
Meeting venues: National Archives Qld Office, 16 Corporate Drive, Cannon Hill, Brisbane
Function Venue, East Block, Queen Victoria Terrace, Parkes, Canberra
Video-conference via GovTeams and Teleconference

Present

s 22

Council Members
Dr Denver Beanland (Chair)
The Hon Kevin Andrews MP
Ms Jade Balfour
Emeritus Professor Peter Boyce AO
Mr Adam Creighton
Senator The Hon Kim Carr
Ms Suzanne Hampel OAM
Ms Anne Henderson AM
Dr Rosemary Laing
Dr Phil Robertson, FTSE
Professor (Emeritus) Sally Walker AM
Professor John Williams

Observer
Andrew Walter, First Assistant Secretary, Integrity and Security Division,
Attorney-General's Department (Observer), Canberra

National Archives Staff in Attendance
Director-General David Fricker Canberra

s 22

s 22

1.5 Action Items

The Action Items Register addressing existing items and additional actions from this meeting is at **Attachment A**. The Chair advised that release of s 47C until the publication of the Tune Review Report s 47C .

2 Chair's Report

s 22

The Chair continues to raise the release of the Tune Review Report with the Minister and the Attorney-General's Department. The report is long overdue, and was due for finalisation in 2019. The Minister is waiting on a report from the Department even though they were represented on the review committee.

s 22

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4 Tune Review

The Assistant Director-General Corporate Services spoke to the report on the progress of the Tune Review. This information was shared with Council, noting that the Attorney-General invited Council involvement.

National Archives is working with the Attorney-General's Department on progressing work that will not require a new business case, s 47C

Internal business changes are being made without pre-empting the Minister's response. s 47C

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Council noted the report has been with the Minister's department since January 2020 s 47C Council also noted that the funding issue still carries a high risk of information loss.

The Council noted:

- The Functional and Efficiency Review of the National Archives of Australia (Tune Review) was completed by Mr David Tune AO PSM on 30 January 2020;
- The National Archives submitted a Ministerial Submission to the Attorney-General's Office on 5 February 2020;
- The Director-General wrote to the Secretary of the Attorney-General's Department requesting that the Tune Recommendations be tabled at the Secretaries' Board meeting and included in more general discussions regarding the Reform Agenda for the Australian Public Service; and

s 47C

s 22

ITEM 1.5 ACTION ITEMS REGISTER FROM AC139

Item No.	Agenda	Details	Person Responsible	Due Date	Action Taken
s 22					

Item No.	Agenda	Details	Person Responsible	Due Date	Action Taken
7	AC138/1.5 AC137/4	s 47C prepared for the National Archives Tune Review submission to be provided to Council.	ADG Corporate Services	To be advised	The Chair advised that s 47C

s 22

ITEMS FINALISED AC139

Item No.	Agenda	Details	Person Responsible	Due Date	Action Taken

s 22

4	AC138/4	Advise the Minister of Council's desire to publish the Tune report	Secretary / Chair	13 March 2020	Completed. Letter was sent to the Minister on 18 March 2020.

s 22

Tune Review

ITEM 5

Presenter/Director	s 22	**Approved by:**	s 22

Recommendation(s)

That the Advisory Council **note:**

1. The Functional and Efficiency Review of the National Archives of Australia (Tune Review) was completed by Mr David Tune AO PSM on 30 January 2020.
2. The National Archives submitted a Ministerial Submission to the Attorney-General's Office, providing a copy of the Tune Report, on Wednesday 5 February 2020.
3. The Director-General wrote to the Secretary of the Attorney-General's Department requesting that, at the earliest opportunity, the Tune Recommendations be tabled at the Secretaries' Board meeting and included in more general discussions regarding the Reform Agenda for the Australian Public Service. Further progress on this initiative is pending decisions on the Tune Report.

s 47C

Key Points

s 47C

Detail

s 47C

the Director-General wrote to the Secretary of the Attorney-General's Department and recommended that the Tune Review be included within the scope of the APS reform agenda being considered by the Secretaries Board.

The impact of COVID-19 on the Attorney-General's Departmental priorities, has delayed its response to the Tune Report. s 47C

s 47C

Background	On 11 January 2019 the Attorney-General wrote to the Chair of the National Archives Advisory Council acknowledging there was a range of issues relating to the functions, powers and resourcing of the National Archives which could benefit from examination. The Attorney-General asked his department and the National Archives to initiate an independent review. Mr David Tune AO PSM, former Department of Finance Secretary, was engaged to lead this review, which commenced on 2 April 2019. Mr David Tune AO PSM completed his Functional and Efficiency Review of the National Archives of Australia (Tune Review) on 30 January 2020. The Final Report was provided to the Review Steering Committee on Friday 31 January 2020. The National Archives submitted a Ministerial Submission, with the Tune Review Report attached, to the Attorney-General's Office on Wednesday 5 February 2020, noting: 1. The Tune Review report considered a new integrated, whole of government model for information management and record keeping and for the storage, digitisation and preservation of government records across government. The model seeks to generate efficiencies across government sufficient to support the necessary investment in digital capability within the National Archives and other identified priorities. 2. s 47C 3. A request to refer the implementation of the Tune Review recommendations to the Australian Public Service Secretaries Board, as an integral component of the Government's APS reform agenda.
Timeframe	Nil
REPORT RATING	s 22
Dashboard	

Attachments: Nil

NATIONAL ARCHIVES OF AUSTRALIA

ADVISORY COUNCIL

Our Reference: 2020/3327

The Hon Christian Porter MP
Attorney-General, Minister for Industrial Relations, Leader of the House
Suite MG 51
Parliament House
CANBERRA ACT 2600

Cc: Senator the Hon Amanda Stoker
Assistant Minister to the Attorney-General
PO Box 6100, Senate
Parliament House
CANBERRA ACT 2600

Dear Attorney-General,

I write to bring to your attention important matters that arose from the deliberations of the Advisory Council at its most recent meeting, AC140 held in Canberra on Friday 4 December 2020.

s 22

Tune Review

On behalf of the Advisory Council, I wish to acknowledge your initiative in establishing the Tune Review. The Advisory Council looks forward to the imminent release of the Tune Report and a favourable response from Government. The Council notes the review has been finalised by Mr Tune and has now rested with your Department for response since January 2020. The Council noted that the Review was announced in January 2019 with expected completion in July 2019, and s 47C

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s 22

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Yours sincerely,

s 47F

Dr Denver Beanland AM
Chair
6 January 2021

FOI 143 - Document 12

Minutes of the Advisory Council Meeting (AC140)

Meeting date and time: Friday 4 December 2020: 9 am – 4:30pm AEST
Meeting venues: Function Venue, East Block, Kings Avenue, Parkes, Canberra & Video-conference

Present
Council Members
Dr Denver Beanland (Chair)
The Hon Kevin Andrews MP
Ms Jade Balfour
Senator The Hon Kim Carr
Ms Suzanne Hampel OAM
Ms Anne Henderson AM
Dr Phil Robertson, FTSE
Professor (Emeritus) Sally Walker AM
Professor John Williams
Observer
Andrew Walter, First Assistant Secretary, Integrity and Security Division, Attorney-General's Department
National Archives Staff
Director-General. David Fricker

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1.5 Action Items

The Action Items Register addressing existing items and additional actions from this meeting is at **Attachment A**. The Chair clarified that the s 47C the Tune Report, which has not yet been released s 22

2 Chair's Report

s 22

The Chair met with Mr Chris Moraitis, Secretary of the Attorney-General's Department regarding progress of the Tune Review, s 22

s 22

s 22

s 22

6 Tune Review

The Chair invited Attorney-General's Department Observer, Mr Andrew Walter, to speak about progress of the Department's brief to the Minister's Office in regard to the Tune Review Report within the Department and Minister's Office. s 47C

s 47C

Mr Walter addressed a number of reasons why the department advice took 10 months, including the complexity of some proposals, the impact of Covid-19 and ongoing consultation.

The Chair sought Mr Walter's advice on the possibility of legislation being brought before Parliament in February 2021, which is considered unlikely.

s 22

The Advisory Council noted:

1. The Functional and Efficiency Review of the National Archives of Australia (Tune Review) was completed by Mr David Tune AO PSM on 30 January 2020.

2. The National Archives submitted a Ministerial Submission to the Attorney-General's Office, providing a copy of the Tune Report, on Wednesday 5 February 2020.

3. The Director-General wrote to the Secretary of the Attorney-General's Department requesting that, at the earliest opportunity, the Tune Recommendations be tabled at the Secretaries' Board meeting and included in more general discussions regarding the Reform Agenda for the Australian Public Service. Further progress on this initiative is pending decisions on the Tune Report.

4. The National Archives continued discussions between September-November with the Attorney-General's Department on responses to the Tune Report, for a Ministerial Submission to the Attorney-General. The Department has committed to the submission being finalised and submitted to the Attorney-General prior to AC140.

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s 22

s 22

Signed:

s 47F

Dr Denver Beanland AM
Chair

date 26 February 2021.

NATIONAL ARCHIVES OF AUSTRALIA

ADVISORY COUNCIL

Our Reference: 2020/898

The Hon Christian Porter MP
Attorney-General, Minister for Industrial Relations, Leader of the House
Suite MG 51
Parliament House
CANBERRA ACT 2600

Dear Attorney-General,

I write to bring to your attention important matters that arose from the deliberations of the Advisory Council at its most recent meeting, AC139 held in Canberra, Brisbane and via video-conference on Friday 4 September 2020

s 22

s 22

Tune Review

On behalf of the Advisory Council, I wish to acknowledge your initiative in establishing the Tune Review. The Advisory Council looks forward to the imminent release of the Tune Report and a favourable response from Government. The Council notes the review has been finalised by Mr Tune and has now rested with your Department for response with expected completion in July 2019, and s 47C

s 22

18 King George Terrace, Parkes ACT 2600
PO Box 4924 Kingston ACT 2604
t +61 2 6212 3990
s 22

s 22

Yours sincerely,

s 47F

Dr Denver Beanland AM
Chair
17 September 2020

ITEM 4.0 – Tune Review

Recommendation

That the Council notes:

1. The Functional and Efficiency Review of the National Archives of Australia (Tune Review) was completed by Mr David Tune AO PSM on 30 January 2020.
2. The National Archives submitted a Ministerial Submission to the Attorney-General's Office, providing a copy of the Tune Report, on Wednesday 5 February 2020.
3. The Director-General wrote to the Secretary of the Attorney-General's Department requesting that, at the earliest opportunity, the Tune Recommendations be tabled at the Secretaries' Board meeting and included in more general discussions regarding the Reform Agenda for the Australian Public Service. Further progress on this initiative is pending decisions on the Tune Report.

s 47C

Summary

s 47C

Detail

On 11 January 2019 the Attorney-General wrote to the Chair of the National Archives Advisory Council acknowledging there was a range of issues relating to the functions, powers and resourcing of the National Archives which could benefit from examination. The Attorney-General asked his department and the National Archives to initiate an independent review.

Mr David Tune AO PSM, former Department of Finance Secretary, was engaged to lead this review, which commenced on 2 April 2019.

Mr David Tune AO PSM completed his Functional and Efficiency Review of the National Archives of Australia (Tune Review) on 30 January 2020.

The Final Report was provided to the Review Steering Committee on Friday 31 January 2020.

The National Archives submitted a Ministerial Submission, with the Tune Review Report attached, to the Attorney-General's Office on Wednesday 5 February 2020, noting:

1. The Tune Review report considered a new integrated, whole of government model for information management and record keeping and for the storage, digitisation and preservation of government records across government. The model seeks to generate efficiencies across government sufficient to support the necessary investment in digital capability within the National Archives and other identified priorities.
2. s 47C
3. A request to refer the implementation of the Tune Review recommendations to the Australian Public Service Secretaries Board, as an integral component of the Government's APS reform agenda.

s 47C

the Director-General wrote to the Secretary of the Attorney-General's Department and recommended that the Tune Review be included within the scope of the APS reform agenda being considered by the Secretaries Board.

The impact of COVID-19 on the Attorney-General's Departmental priorities, has delayed its response to the Tune Report. s 47C

Author:

ADG: s 22

FOI 143 - Document 15

Minutes of the Advisory Council Meeting (AC139)

Meeting date and time: Friday 4 September 2020: 10.00am – 4:30pm AEST
Meeting venues: National Archives Qld Office, 16 Corporate Drive, Cannon Hill, Brisbane
Function Venue, East Block, Queen Victoria Terrace, Parkes, Canberra
Video-conference via GovTeams and Teleconference

Present

Council Members s 22
Dr Denver Beanland (Chair)
The Hon Kevin Andrews MP
Ms Jade Balfour
Emeritus Professor Peter Boyce AO
Mr Adam Creighton
Senator The Hon Kim Carr
Ms Suzanne Hampel OAM
Ms Anne Henderson AM
Dr Rosemary Laing
Dr Phil Robertson, FTSE
Professor (Emeritus) Sally Walker AM
Professor John Williams

Observer
Andrew Walter, First Assistant Secretary, Integrity and Security Division,
Attorney-General's Department (Observer), Canberra

National Archives Staff in Attendance
Director-General. David Fricker Canberra
s 22

s 22

s 22

The Chair continues to raise the release of the Tune Review Report with the Minister and the Attorney-General's Department. The report is long overdue, and was due for finalisation in 2019. The Minister is waiting on a report from the Department even though they were represented on the review committee.

s 22

4 Tune Review

The Assistant Director-General Corporate Services spoke to the report on the progress of the Tune Review. This information was shared with Council, noting that the Attorney-General invited Council involvement.

National Archives is working with the Attorney-General's Department on progressing work that will not require a new business case, s 47C

Internal business changes are being made without pre-empting the Minister's response. This includes legislative review and work to strengthen governance arrangements.

Council noted the report has been with the Minister's department since January 2020 s 47C
Council also noted that the funding issue still carries a high risk of information loss.

The Council noted:

- The Functional and Efficiency Review of the National Archives of Australia (Tune Review) was completed by Mr David Tune AO PSM on 30 January 2020;
- The National Archives submitted a Ministerial Submission to the Attorney-General's Office on 5 February 2020;
- The Director-General wrote to the Secretary of the Attorney-General's Department requesting that the Tune Recommendations be tabled at the Secretaries' Board meeting and included in more general discussions regarding the Reform Agenda for the Australian Public Service; and

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Signed:

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Dr Denver Beanland
Chair

date 4 December 2020.

FOI 143 - Document 16

ITEM 3 – *Director-General's Report*

Recommendation:

That the Council notes the key activities of the Director-General and the National Archives during the period December 2019 to February 2020.

A major focus of the Director-General's attention over the reporting period has been on the completion of the Tune Review; this is covered under AC138 Agenda Item 4.

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Author: David Fricker, Director-General

NATIONAL ARCHIVES OF AUSTRALIA

ADVISORY COUNCIL

AC138
2019/4525

ITEM *4:0 – Tune Review*

Recommendation:

That the Council notes the:

1. The Functional and Efficiency Review of the National Archives of Australia (Tune Review) was completed by Mr David Tune AO PSM on 30 January 2020
2. The National Archives submitted a Ministerial Submission to the Attorney-General's Office on Wednesday 5 February 2020

s 47C

4. The Director-General has written to the Secretary of the Attorney-General's Department requesting that, at the earliest opportunity, the Tune Recommendations be tabled at the Secretaries Board meeting and included in more general discussions regarding the Reform Agenda for the Australian Public Service.

Detail

On 11 January 2019 the Attorney-General wrote to the Chair of the National Archives Advisory Council acknowledging there was a range of issues relating to the functions, powers and resourcing of the National Archives which could benefit from examination. The Attorney-General asked his department and the National Archives to initiate an independent review.

Mr David Tune AO PSM, former Department of Finance Secretary, was engaged to lead this review, which commenced on 2 April 2019.

Mr David Tune AO PSM completed his Functional and Efficiency Review of the National Archives of Australia (Tune Review) on 30 January 2020.

The Final Report was provided to the Review Steering Committee on Friday 31 January 2020.

The National Archives submitted a Ministerial Submission, with the Tune Review Report attached, to the Attorney-General's Office on Wednesday 5 February 2020,s 47C

s 47C the Director-General has written to the Secretary of the Attorney-General's Department and recommended that the Tune Review be included within the scope of the APS reform agenda being considered by the Secretaries Board.

Attachments

Attachments: Nil

Author: s 22

ADG: s 22

AC137
2019/20

Confirmation of Minutes of the Advisory Council Meeting (AC137)

MEETING DATE and TIME

Friday 29 November 2019: 8.30am – 4:00pm

MEETING VENUE

Function Venue
East Block
Queen Victoria Terrace, Parkes

Present
Council Members
Dr Denver Beanland (Chair)
The Hon Kevin Andrews MP
Emeritus Professor Peter Boyce AO
Senator The Hon Kim Carr
Mr Adam Creighton
Ms Anne Henderson AM
Dr Rosemary Laing
Dr Phil Robertson, FTSE
Professor (Emeritus) Sally Walker AM
Professor John Williams
s 22

National Archives Staff in Attendance
Director-General. David Fricker
s 22

Apologies
s 22

Observer – Attorney-General's Department
Andrew Walter, First Assistant Secretary, Integrity and Security Division

s 22

s 22

ACTION - Council requested access to s 47C
for submission to the Tune Review.

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5. Chair's Report

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In regard to the Tune review, the Director-General David Fricker and the Attorney-General's Deputy Secretary, Integrity and International Group Ms Sarah Chidgey, meet next week to discuss the final draft report. Once confirmed the report will go to David Tune for final sign-off.

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6. Director-General's Report

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7. Tune Review

The Director-General spoke to his report on the progress of the Tune Review. This information was shared with Council, noting that the Attorney-General invited Council involvement. The Director-General made clear that the report must first be completed then submitted to the Minister, and his comments for the Council did not in any way constitute a 'pre-release' of the report, however he believed it relevant and appropriate to report to the Council matters that had been raised during the progress of Mr Tune's review. No further delays to the completion of the report are anticipated, and the report should go to Attorney-General in early December.

The submission from the Council is public, available online and has been distributed among members.

In response to Council discussion the Director-General noted he anticipated Mr Tune would consult Government agencies on the extent of the Commonwealth agency resource transfers required to implement structural and functional reforms for the National Archives, and that these transfers would be sufficient for the National Archives to assume any recommended expansion of responsibilities for the National Archives. The records management centralisation model explored by Mr Tune carried the assumption of additional staff and skills for the National Archives. s 47C

Council noted that the Attorney-General should be seriously concerned that National Archives is in the situation where they are unable to meet statutory obligations.

s 47C

The Council noted:

- the Functional and Efficiency Review of the National Archives of Australia is nearing completion;
- the Draft Report will be presented to the Review Steering Committee at the end of November, with a final Report scheduled for submission to the Attorney-General in December; and

- the anticipated observations and recommendations.

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s 22 Some of the issue raised have also been addressed in the Tune Review.

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Signed:

Dr Denver Beanland
Chair

date

ATTACHMENT A

Action Items Register

Agenda	Details	Status
AC137/4	s 47C the Council's Tune Review submission to be circulated to Council.	s 47C Instead the National Archives provided Mr Tune with direct contact to the CEO of the UK and USA National Archives. s 47C
AC137/4	s 47C for the National Archives Tune Review submission to be circulated to Council.	s 47C

s 22

FOI 143 - Document 19

NATIONAL ARCHIVES OF AUSTRALIA

Summary report of Functional and Efficiency Review of the National Archives of Australia (Tune Review)

CORPORATE SERVICES

15 MARCH 2021

RKS [Enter number here]

Australian Government
National Archives of Australia

1. Background

In 2018 the National Archives of Australia (National Archives) Advisory Council and the Director-General made representations to the Attorney-General highlighting key areas of concern and priority for the appropriate and effective functioning of the National Archives. On 11 January 2019 the Attorney-General wrote to the Advisory Council Chair acknowledging the range of issues relating to the functions, powers and resourcing of the National Archives. The Attorney-General asked his department and the National Archives to initiate an independent review.

David Tune AO PSM was engaged to lead this review, which commenced on 2 April 2019. Mr Tune provided the Functional and Efficiency Review of the National Archives of Australia report (the report) to the Attorney-General on 30 January 2020.

This paper prepared by Corporate Services provides a detailed summary of the investigation and analysis undertaken in the report as well as its key recommendations.

2. Terms of Reference

The Terms of Reference of the Tune Review were as follows:

Aim of the review

The Review will consider and make recommendations on the enduring role of the NAA in the protection, preservation and use of Commonwealth information; how the NAA might best perform this role; and what powers, functions, resources, and legislative and governance frameworks the NAA needs to effectively and efficiently undertake this role in the digital age.

Scope of the review

The Review will assess the efficiency and effectiveness of all aspects of the NAA's operations, programmes, administration, governance and authorising environment.

In achieving this aim, the Review should consider and report on matters including, but not restricted to:

a. The functions performed by the NAA in discharging its role, and any functions it should cease, continue, transfer or commence
b. The capability and resourcing of the NAA to efficiently and effectively fulfil its essential functions
c. The efficiency of spending by the NAA and its budget position
d. Any barriers (resourcing, legislative or other) preventing the NAA from fulfilling its core outcomes and functions; and
e. The feasibility and efficiency of alternative approaches to fulfil its outcomes and functions including identifying the benefits, costs, risks and any other relevant considerations.

The Review should inform itself of:

a. Findings of recent inquiries and audits of government agencies relevant to the state of government records management or archival matters; and
b. Any other relevant reviews and, where they are operating concurrently with this Review, the Reviewer may propose the exchange of interim findings and data, where appropriate.

3. Chapter 2– Role of National Archives of Australia

The report summarised the National Archives' role as:

- The authority that sets the record management policy and information management standards that Australian Government agencies must meet

- The lead agency responsible for broad oversight of the whole body of Australian government records, upholding transparent and accountable government, by ensuring that information created or received is the authentic evidence of government activity and decisions; and

- The largest archival institution in Australia, and the only national cultural institution with a national presence, with public research centres and storage facilities in every state and territory capital city.

The National Archives works closely with national, regional and international archival community, to evolve the role and capability of archives, and enhance agency digital management and preservation in the digital age.

The National Archives' role in information management is to secure, preserve, digitise and facilitate access to government records, supporting archival and research partnerships, and its public learning and education programs.

Despite this fundamental role, the report acknowledged that the broader information management environment is fractured and duplicated, with a focus on data as a separate concept to information and records. It raised concerns with instances where the National Archives has not been consulted on aspects of ongoing work inside government related to digital transformation. The report urged that this communication gap be addressed quickly.

Recommendation 1: The National Archives of Australia be included in government decision-making bodies determining information management policy and standards.

The report also noted the immense value of the National Archives collection, including a vast array of record types including maps, blueprints, photographs, film, drawings, emails and datasets, valued at more than $1.5 billion.

4. Chapter 3 – Accountability, transparency and digital service delivery – Mandatory management information standards

The report acknowledged by way of background several recent whole-of-government inquiries which identified issues with poor recordkeeping, affecting the public's ability to access information. In particular, since 2013 five out of seven royal commissions have highlighted poor information management practice across government and the private sector. They all noted that these issues led to:

- Poor decision making and advice to key stakeholders or individuals
- Failure to comply with legislative requirements due to poor information and records management policies, systems and practices; and
- Failure to deliver on strategic objectives and priorities (risk and crisis management).

The report noted the process for the National Archives issuing Records Authorities (RAs) to agencies that set down requirements for the creation and disposal of information, being agency specific RAs and general records authorities (GRAs). It noted that the development of RAs is a laborious task, with extended periods and delays involved in developing them, likely due to resource limitations within the National Archives.

The National Archives is working with the private sector through the Australian Government's Business Research and Innovation Initiative, to develop a new solution to RAs using Artificial Intelligence and machine learning, for "automating complex determinations for Australian Government Information".

Australian intelligence communities submitted to the review that the reduction in training, development and specialised policy advice is now insufficient to meet the tailored needs of agencies in administering RAs. Agencies are also calling for the National Archives to provide them with further guidance on the identification, capture and sharing of digital records created in systems such as GovTeams and Digital First as they do not conform to the traditional definition of a Commonwealth record as outlined in the Archives Act.

Recommendation 2: The National Archives develop:

- **Criteria for prioritising Records Authorities for processing; and**
- **A mechanism that shows agencies progress of their new Record Authority in the queue**

Recommendation 3: The National Archives invest more resources in its capability and capacity for advice and training on information management policy for agencies.

The ANAO audit report into the implementation of the *Digital Continuity 2020* (DC2020) policy found that 'the Australian Government is unlikely to achieve the objectives of the DC2020 policy by

the end of 2020, and the National Archives has largely been ineffective in monitoring, assisting, and encouraging entities to meet the targets of the policy'. The ANAO report made seven recommendations, five of which are specific to the National Archives, all of which the National Archives accepted.

The report acknowledged the National Archives' commitment to reviewing governance, and project and risk management for delivering the DC2020 policy, including communication and stakeholder engagement to meet the audit's recommendations, within resource constraints. It further acknowledged that the National Archives will establish arrangements to measure its own delivery of the policy, and the support provided to assist Australian Government agencies to achieve the outcomes of the policy. Since the report's conclusion, this has been captured in the National Archives' latest policy, *Building trust in the public record: managing information and data for government and community* which came into effect on 1 January 2021.

The report proposed an information management model referred to as the Government Information Management Model (GIMM), where records management across government would be centralised into the National Archives. Under the model, around 63 per cent (approximately the largest 20 agencies) of the 1,000 staff employed by agencies on records and information management would transfer their employment to the National Archives to undertake these functions in line with the National Archives' standards, policies and legislative requirements. These staff would largely physically remain in their existing agencies but be employees of the National Archives.

Recommendation 4: The National Archives assume authority and responsibility for information management, recordkeeping and archiving across the Australian Government.

Recommendation 5: Subject to a full business case, consolidate information management, recordkeeping and archiving across government through implementation of a GIMM.

5. Chapter 4 – Protecting the integrity of Government information – digital capability, security and cyber resilience

The report noted the increasingly digital format of records and information, and stressed the importance of the National Archives having the digital capability to archive this information in line with its legislation. Funding constraints have confined the National Archives' ability to upgrade or replace the systems it needs to do this. Resources are needed to invest in contemporary technologies that will meet the volume of digital transfer, preservation, storage, declassification and public access required under the *Archives Act 1983* (Archives Act). Stronger security measures are also an urgent priority.

The report noted that the National Archives' archival management capability is a mix of legacy and end-of-life components and does not meet expected requirements to fully manage the collection. Digital information is vulnerable and loss will likely occur unless the National Archives has properly designed and maintained technology systems. It noted a technology gap, as most digital systems in Government rarely support the National Archives requirements.

The report acknowledged that the National Archives is currently transitioning its operations to implement a 5th Generation Digital Archive (5th GDA) which will combine modern, state-of-the-art technology; skilled people; policies and standards for digital information management; and digital processes that support preservation of highly significant records and public access to records anytime, from anywhere.

The 5th GDA would operate as follows:

- Embed secure, modernised, digital archive end-to-end capabilities
- Work internally and with others to explore funding and resourcing opportunities; and
- Demonstrate progress to government and partners in transforming the agency to better support user needs, realise workflow and information management benefits, and provide quality archival services to agencies.

The report argued that the National Archives must invest in its staff digital capabilities **now** to meet its legislative mandate and to help the Australian Government be one of the top three digital governments by 2025. It needs to fill skills gaps in data analytics, understanding data structures and formats ability to apply technology solutions, knowledge of e-discovery, digital forensics and digital archiving. Investment is also needed in research and development to identify digital challenges to the National Archives, such as by partnering with the CSIRO.

Recommendation 6: Subject to a full business case and appropriate investment, the National Archives establish and maintain a secure 5th GDA for Australian Government information – to uplift its technological capability, people and processes, and deliver secure preservation and digital access to government information.

The report referenced the ANAO's Report No. 53 2017-18 *Cyber Resilience* which assessed the effectiveness of managing cyber risks, which included the National Archives arrangements for managing cyber risks and monitoring its cyber security essential initiatives and cyber resilience. The audit found that the National Archives has digital capability and cyber security vulnerabilities which need urgent attention and recommended that the National Archives 'establish a plan and timeline to achieve compliance with the Top Four mitigation strategies and monitor delivery against that plan'.

Recommendation 7: Appropriate investment is made to strengthen the National Archives digital and cyber-resilience capability.

6. Chapter 5 – Preserving and digitising the collection

Like with its other functions, a lack of funding is having an impact on the National Archives' ability to preserve, digitise and ensure the integrity of government information. The 2016 Paul O'Sullivan report, *Review of aspects of operations of the National Archives*, found that at the current rate of digitisation (0.26 kilometres a year) it would take **1,400 years to digitise the entire collection (361 shelf kilometres)**. The estimated cost to do this would be $5.2 billion, which the report acknowledged is not feasible.

The report flagged as an issue of immediate importance the deterioration of many records held in collection. Limited capacity in the National Archives means that many records (in a variety of forms) will be lost if action is not taken. The report argued that **the National Archives could potentially be in breach of Part 5 section 24 of the Archives Act due to unauthorised loss of records**.

The report noted given the deterioration of the existing collection and the inevitability of its eventual destruction, the National Archives' priority should be to save records of high significance that are at risk of being destroyed or becoming redundant (such as the technology required to view them no longer existing, as is becoming the case for magnetic tape records). The report suggested that while it is not feasible to save all of the collection, a 7-year accelerated program could help save the highest priority groups of records. The total estimated costs would be an average of $70 million over a 7-year program.

Recommendation 8: The National Archives implement a 7-year program for the digitisation of the high priority (at-risk) records, with an annual allocation of $11.1 million for each of the next 3 years and $8.6 million a year for the remaining 3 years.

The report noted that the existing storage framework of records within existing agencies is extremely inefficient, as agencies tend to store most of their records for a long time, even though ultimately most of them can be destroyed (only around 10 per cent of all stored records get transferred to the National Archives). This is caused by poor sentencing practices.

The report argued that a centralised offsite storage solution, with an on-demand digitisation service to give agencies access to their records, would provide substantial cost savings to government. Locating the storage facility in a regional area within 200 kilometres of Canberra would also lead to efficiencies, especially in transport and storage costs.

Recommendation 9: The National Archives invest more resources in legacy collections management and new digital solutions for digital information and data management.

Recommendation 10: Subject to a full business case, amalgamate storage, early transfer, preservation and on-demand digitisation of legacy Australian Government entity records through the Centralised Storage and Preservation Model (CSPM), to establish a facility which would lead to:

- **Cost-effective storage, management and controlled disposal of paper records**
- **Access to records through a digitise-on-demand service**
- **Savings to government through storage reduction and smart application of digital technology; and**
- **A mass digitisation hub.**

7. Chapter 6 – Providing access to Government information

The report acknowledged and praised the National Archives' pro-disclosure culture, including its commitment to proactive release of non-sensitive records. It noted however that this commitment is

impacted by factors including the sharp rise in the volume of access applications, and diversion of resources to external events, reforms to the *Freedom of Information Act 1982*, and reduced staff resources.

Each year the National Archives receives a large number of applications for access to records in the collection, often for tens of thousands of (often sensitive) records. There is no limit on the number of applications an individual can lodge, or the number of records they can request in each application. A few high volume or complex applications, often lodged by just a handful of individuals, currently tie up the bulk of available resources. The National Archives has a backlog of 22,000 applications that have passed the 90 business day legislative deadline.

The report argued that a combination of measures to increase resourcing of the National Archives combined with measures to put reasonable constraints on requests, particularly very large ones, is required, including:

- Introducing digital capability for secure connectivity and information exchange with government agencies
- More training and professional development for the National Archives and agency examiners
- Taking action to deal with requests of a certain size through more intensive negotiation with the applicant to narrow down its scope
- New policy guidance and practical mechanisms on the 'reasonableness' test for managing large applications
- Allocating additional staff under the GIMM model
- Increasing staff to work with policy agencies
- Better scheduling programming activity for proactive release of records; and
- Describing the collection at item level, making it easier for users to narrow RecordSearch requests.

Recommendation 11: The National Archives allocate extra resources and alter its processes for applications for access to non-sensitive records and for classified and highly sensitive records to:

- **Reduce the requirement to refer applications for advice**
- **Increase capacity to declassify records**
- **Introduce charging options for valued-added research requests**
- **Implement a new regime of negotiated outcomes for high-volume research requests, with the aim of reducing the burden and the time taken to make decisions on very large requests; and**
- **Complete set up of digital capability for secure connectivity and information exchange with relevant policy agencies.**

Recommendation 12: The National Archives continue to review arrangements for its state and territory offices, including co-location, to ensure they remain fit-for-purpose and deliver the best operational outcomes and service delivery.

The report praised the National Archives public programs and education outreach used to promote its collection. As an example ASIO had indicated to the review that the National Archives' exhibition *Spy: Espionage in Australia* was an excellent example of proactive disclosure of records regarding the experiences of ASIO agents and officers.

While the report noted that the National Archives is a PACER institution, receiving government rebates for the purpose of visits from interstate schools, its status as a Tier Two PACER institution limits the National Archives to only 10,000 student visits a year. This is because of its building size and lack of staff.

Now that the National Archives has two new permanent exhibition spaces in the refurbished national office premises (East Block), the National Archives plans to step up efforts to become a Tier One PACER institution and qualify it for more student visits and rebates.

Recommendation 13: The National Archives continue to invest in education, public programs and national exhibition touring and pursue inclusion as a Tier 1 Parliamentary and Civics Education Rebate Provider (PACER) institution.

The report noted that while the National Archives developed a Development (Commercial, Sponsorship and Philanthropic) Framework and Strategic Plan in 2015, function changes and resource reductions have prevented its implementation. In particular, the small size of the National Archives building in Canberra, legislation limitations, capacity for collection digitisation, and lack of staff skills all limit the National Archives' ability to pursue new commercial and philanthropic strategies.

Recommendation 14: The National Archives:

- **Increase its marketing and program budget so it can better reach targeted markets**
- **Review the Digitise on Demand public access model to identify new fee-paying services**
- **Increase dedicated staff to develop and deliver higher revenue streams**
- **Continue its work to implement a volunteer program; and**
- **Explore new commercial and philanthropic opportunities.**

The report also argued that an update to the National Archives' legislation is required to give them the authority to update and develop fees for service. It stated the current legislation was not established for the agency to charge fees and is no longer fit for purpose. In particular, there is a strong case to charge fees for exhibitions and public displays and to charge for membership affiliation.

Recommendation 15: The National Archives implement a new public user fees structure under reformed legislation. The structure should include charges for value-added services and give the National Archives new charging powers. Public consultations should take place before new fees are introduced.

The report noted that the redevelopment of the national office at East Block will go some way in attracting new audiences and lifting the profile of the National Archives. However, it noted the heritage-listed building still does not have enough space and flexibility to house a national cultural institution. The report noted that the National Archives is the only national collecting institution located in the Parliamentary Triangle without a dedicated public building.

The report acknowledged the work that has been undertaken by the National Archives and the Director-General to make the case for a new permanent public building. The report did not consider a new and permanent public building as the highest priority for the National Archives at present. However, it supports further investigation of the proposal in the coming years, as resources allow.

8. Chapter 7 – Modernising the Archives Act

The report noted that in recommendations from a 1998 Report by the Australian Law Reform Commission (ALRC) *Australia's Federal Record: A review of the Archives Act 1983* (the ALRC report), the ALRC highlighted the need for a supervisory role for all government recordkeeping, with an emphasis on the issue of standards and guidelines to ensure the adequate creation, maintenance and disposal of all records.

In summary, the ALRC report observed that the first role of the National Archives is that of a high profile and national recognised focus for access to records of archival value, and its second role is to provide a policy framework, supported by technical guidance, for Australian government recordkeeping. These roles require the National Archives to have the power to issue mandatory uniform standards for all stages of government recordkeeping from creation to disposal or archiving. Binding storage and preservation standards would also ensure that accessibility and functionality of digital records are preserved.

The report noted that the current Archives Act was drafted in the late 1970s, pre-dates the internet by more than 20 years and does not take account of the profound changes that are now commonplace in the government's digital operating environment. The report suggested that the Archives Act lags behind reforms to other legislation like the *Freedom of Information Act 1982*, the *Privacy Act 1988*, the *My Health Records Act 2012* and the *Consumer Data Right Act 2019*.

Notable deficiencies in the Archives Act that the report identified are:

- The definition of a record
- The Archives Act does not foresee a record can be archived while it is still in active use by the creating agency, leading to delays before transfer

- The definition of a Commonwealth record is unreliable in an age of third party, non-Commonwealth digital platforms and telecommunications providers, as well as private contractors delivering government services
- The inability of the National Archives to set legally binding mandatory standards for information governance curbs the potential to create efficiencies in information management; and
- The mechanism to set fees and charges are restrictive and prevent the National Archives from delivering services that could be self-funded.

The report argued there is a need to redraft the entire Archives Act to address these issues and for the National Archives to function effectively in the digital age. There is a need to address the powers of the National Archives to clarify that it has the authority to implement and enforce binding information management standards across government. Currently, this intent is set out in the Objects of the Archives Act, but is not clearly addressed in the Functions and Powers of the Archives Act.

Recommendation 16: To bring the Archives Act into the digital age, update the Act with a new National Archives Bill. This should:

- **Have clear and understandable functions and powers, with the authority to set and achieve implementation of mandatory information policy and management standards for government information across agencies**
- **Give the National Archives clear and flexible charging powers; and**
- **Retain existing security provisions for access to archival records.**

Regarding the National Archives' status as a non-corporate Commonwealth entity and whether this should change, the report stated that remaining as a non-corporate entity does not prevent the National Archives from managing funding streams from non-government sources.

Recommendation 17: The National Archives continue as a non-corporate independent statutory agency and listed entity under the *Public Governance, Performance and Accountability Act 2013.*

Recommendation 18: The National Archives of Australia continues as a non-corporate independent statutory agency and listed entity under the *Public Governance, Performance and Accountability Act 2013.*

Recommendation 19: The Minister develop a statement of expectations for the National Archives, in consultation with the Advisory Council, outlining areas of government interest and priorities.

Recommendation 20: The Advisory Council is retained as defined in existing legislation.

9. Chapter 8 – A sustainable institution, budget and service delivery position

The report acknowledged that the National Archives has been subject to Government efficiency dividends and savings measures. During the course of the review, the National Archives developed a proposal that involves additional funding for new initiatives over time that it considers will enable it to be more sustainable. This includes an uplift in staffing levels to 508 FTEs, suggesting this will provide necessary resources to reduce access backlogs, minimise the permanent loss of Retain National Archives (RNA) information and allow the National Archives to fulfil its legislative requirements.

The report did not necessarily endorse all of the specific initiatives in that proposal and does not consider it feasible to finance an increase in expenditure of this magnitude unless savings of at least the same magnitude can be made to offset it. The proposed whole-of-government efficiencies proposed in chapters 3 and 5 would sufficiently offset that, but the report emphasised that these offsetting expenditure savings require further analysis through the development of full business cases before consideration is given to increasing National Archives resourcing.

BACKPOCKET BRIEF BP-NAA-01

Tune Review – Function and Efficiency Review of the NAA

Related hot topic: HT-NAA-01

Tune Review of the National Archives of Australia

GROUP National Archives Corporate Services Branch

During 2018, the Advisory Council of the National Archives of Australia and its Director-General, respectively, made ongoing representations and provided advice to the Attorney-General, about the funding position of the National Archives and its capacity and capability to deliver on its legislated responsibilities. The Attorney-General resolved that there were a range of issues relating to the functions, powers and resourcing of the National Archives which would benefit from examination and requested the Attorney-General's Department and National Archives of Australia to initiate an Independent Review. Mr David Tune AO PSM was engaged. He delivered his report on 30 January 2020, which was provided to the Attorney-General's Office on 5 February 2020.

Key Points

During 2018, the Advisory Council of the National Archives of Australia and its Director-General, respectively, made ongoing representations and provided advice to the Attorney-General, as the responsible Minister, about the funding position of the authority and its capacity and capability to:

- meet expectations of the Australian public and ability to receive, secure, store and preserve government information in the digital age
- impose record keeping obligations and mandatory information standards in respect of Commonwealth records and after the passage of time to facilitate their release to the public
- deliver on its essential role to support the integrity of government information and decision making, and to uphold the accountability of public officials to Government, the Parliament and the Australian people
- preserve and digitise at-risk collections
- perform its functions and deliver services to the Australian Government and the Australian people.

In particular, the Advisory Council set out representations to the Attorney-General on key matters of concern and priority for the appropriate and effective functioning of the National Archives, including:

- the provision of sustainable funding, without which the digital transformation of the National Archives is not possible
- an urgent need to save collections that are at risk of loss, in particular, unique audio-visual heritage materials
- digitisation of the World War II Service Records
- the need for critical digital capability and cyber resilience enhancements, without which the National Archives and Collection of government records and information, is vulnerable to obsolescence, attack, compromise or loss
- opportunities for whole of government efficiencies and improved outcomes for Government, through the National Archive's leadership of information policy and management, storage, preservation and digitisation strategies
- the need to modernise the *Archives Act 1983* with a new National Archives Bill, that would enable the operations of the National Archives to capture the opportunities of the digital age
- support a feasibility study for a new National Archives Public Building.

In response, the Attorney-General advised the Advisory Council Chair, Dr Denver Beanland on 11 January 2019, that he had resolved that there were a range of issues relating to the functions, powers and resourcing of the National Archives which would benefit from examination and requested the Attorney-General's Department and National Archives of Australia to initiate an Independent Review. The Minister extended an invitation to the Advisory Council to participate in and make submissions to the Review.

Mr David Tune AO PSM was engaged to lead this Review, which commenced 2 April 2019. Mr Tune was supported by a small Secretariat from the National Archives of Australia. Its work program was enabled by a working group, comprising members of the Senior Executive Group of the National Archives and staff from the Attorney General's Department.

Engagement and Report Overview

104 submissions were received from National Archives users, and information sector, community and industry stakeholders, and Australian and, state and territory government

agencies. Submissions were received and consultations held with Australian Intelligence Community (AIC) agencies including the Department of Foreign Affairs and Trade (DFAT), Office of National Intelligence, Department of Defence and Australian Security Intelligence Organisation (ASIO). Mr Tune also consulted with the Office of the Australian Information Commissioner (OAIC) and, other Australian and international archives, including The National Archives (TNA) – UK and the National Archives and Records Administration (NARA) – USA.

Overall, Mr Tune observed that the National Archives is the largest archival institution in Australia and has a strong reputation both nationally and internationally for managing archives of government data and information, in both traditional and digital formats.

It is expected that the Review will observe that National Archives' mandate is clear, however it has struggled to upgrade or replace the systems necessary to meet this mandate. Resources are needed to invest in contemporary technologies that will meet the volume of digital transfer, preservation, storage, declassification and public access required under the Act. Stronger security measures are also an immediate priority.

Mr Tune's Report endorsed the role, functions and powers of the National Archives; including its importance to ensuring the integrity, accountability and transparency of government. It highlighted the necessity for mandatory information standards, new charging powers and legislation reform to deliver a new National Archives Act, s 47C

s 22

The Review considered and, made observations and/or recommendations on a range of matters including:

- Role, functions and powers of the National Archives
- Commitments to Open Government and access to government information
- National, regional and international leadership
- Information management policy leadership
- Information policy training and development services
- Digital and cyber-resilience capability, including a digital archive
- Records authorities and managing legacy collections
- Storage, preservation and digitisation of records
- At-risk collections
- Declassification and access to records, including managing the backlog and future access
- Commercial and philanthropic activities
- Education and public programs
- National Archives building
- Charging powers, user fees and legislation reform.

Mr Tune has observed, the main challenge affecting the National Archive's ability to deliver on its legislated mandate and implement its strategic priorities is financial resources. Accordingly, one of the focus areas of the Review has been to examine options that will generate sufficient resources to enable that. To this end, the Review recommended, subject to necessary business case development, the implementation of a:

- Government Information Management Model (GIMM), with the National Archives having responsibility for information management across Australian Government agencies, to support consistency and achieve efficiencies in information governance.
- The GIMM would involve re-location of information management staff from other government agencies to the National Archives and include their relevant budget appropriation. These permanent staff or sub-contracted staff would assess and

carry out the information management functions of Government to ensure management of information, data and records are in line with the National Archives information management standards, policies and legislative requirements.

- Centralised Storage and Preservation Model (CPSM), that provides whole-of-government efficiencies through more efficient ways of assessing records to be retained and stored. A Centralised Storage and Preservation Model, with specialist sentencing capability, would provide government-wide efficiencies. It would minimise duplication and result in savings through reduced storage requirements, efficient sentencing and standardised recordkeeping.

The GIMM and CPSM, s 47C were identified as mechanisms to both deliver on policy objectives and provide funding solutions.

Mr Tune observed the importance of the National Archives work to design and implement a 5th Generation Digital Archive to the secure, manage, preserve and provide continued access to government information. The Review noted with concern, the results of the 2018 Check-Up Plus Survey on the implementation of the Digital Continuity 2020 (DC2020) Policy; analysis undertaken by the National Archives highlighting the continuing real challenges being experienced by government agencies in progressing progress transformation of digital information management and the likelihood of loss of government records through obsolescence or information management practices.

The ANAO's recently published audit report, Implementation of the Digital Continuity 2020 Policy, has further highlighted the resource and governance challenges being experienced by the National Archives in meeting its mandate on information management policy leadership.

Report finalised

Mr Tune finalised his report on 30 January 2020. It was provided to the Review Steering Committee on 31 January 2020 and to the Minister's Office on 5 February 2020.

s 47C

s 47C

A number of the recommendations outlined in the Tune Review aligns to Government's APS reform agenda in response to the Independent review of the APS, as articulated in the recently released 'Delivering for Australians' APS reform agenda. s 47C

s 47C

Aim of the Review

The Review will consider and make recommendations on the enduring role of the NAA in the protection, preservation and use of Commonwealth information; how the NAA might best perform this role; and what powers, functions, resources, and legislative and governance frameworks the NAA needs to effectively and efficiently undertake this role in the digital age.

Scope

The Review will assess the efficiency and effectiveness of all aspects of the NAA's operations, programmes, administration, governance and authorising environment.

In achieving this aim, the Review should consider and report on matters including, but not restricted to:

a) The functions performed by the NAA in discharging its role, and any functions it should cease, continue, transfer or commence;

b) The capability and resourcing of the NAA to efficiently and effectively fulfil its essential functions;

c) The efficiency of spending by the NAA and its budget position;

d) Any barriers (resourcing, legislative or other) preventing the NAA from fulfilling its core outcomes and functions;

e) The feasibility and efficiency of alternative approaches to fulfil its outcomes and functions including identifying the benefits, costs, risks and any other relevant considerations.

The Review should inform itself of:

a) Findings of recent inquiries and audits of government agencies relevant to the state of government records management or archival matters;

b) Any other relevant reviews and, where they are operating concurrently with this Review, the Reviewer may propose the exchange of interim findings and data, where appropriate.

Version: 1	Cleared by: David Fricker	Action officer: s 22
Current at: 12/02/20	Phone number: 02 6212 3670	Action officer number: s 22 or s 22

HOT TOPIC BRIEF HT-NAA-01

TITLE Tune Review of the National Archives of Australia

During 2018, the Advisory Council of the National Archives of Australia and its Director-General, respectively, made ongoing representations and provided advice to the Attorney-General, about the funding position of the National Archives and its capacity and capability to deliver on its legislated responsibilities. The Attorney-General acknowledged that there were a range of issues relating to the functions, powers and resourcing of the National Archives which would benefit from examination. In January 2019 the Attorney-General requested his department and the National Archives of Australia to initiate an independent review. Mr David Tune AO PSM was engaged to lead this review. Mr Tune completed his report on 30 January 2020. The report was submitted to the Attorney-General's Office on 5 February 2020.

Key Points

- During 2018, the Advisory Council of the National Archives of Australia and its Director-General, respectively, made ongoing representations and provided advice to the Attorney-General, as the responsible Minister, about the funding position of the authority and its capacity and capability to deliver on its legislated responsibilities.
- On 11 January 2019 the Attorney-General wrote to the Chair of the National Archives of Australia's Advisory Council acknowledging there was a range of issues relating to the functions, powers and resourcing of the National Archives which would benefit from examination.
- In January 2019, the Attorney-General requested his Department and the National Archives of Australia to initiate an Independent Review. An invitation was extended to the Advisory Council to participate in and make submissions to the Review.
- Mr David Tune AO PSM was engaged to lead a Functional and Efficiency Review pf the National Archives (Tune Review) which commenced 2 April 2019.
- Mr Tune finalised his report on 30 January 2020 and submitted to the Review Steering Committee. A copy of the report was provided to the Attorney-General's Office on 5 February 2020.

s 47C

- In undertaking his review Mr Tune consulted widely, including Senior Executives and other staff within the National Archives, international and Australian state and territory archives and records authorities, and other Commonwealth agencies and entities

involved in the declassification and access to records, including the Australian intelligence and foreign affairs community, and Information policy agencies

- 104 submissions were received from a diverse range of users and stakeholders of the National Archives.

Terms of Reference of the Review

- The Review was tasked to consider and make recommendations on the enduring role of the National Archives in the protection, preservation and use of Commonwealth information; how the National Archives might best perform this role; and what powers, functions, resources, and legislative and governance frameworks the National Archives needs to effectively and efficiently undertake this role in the digital age.
- The Review was to assess the efficiency and effectiveness of all aspects of the National Archive's operations, programmes, administration, governance and authorising environment.
- In achieving this aim, the Review was directed to consider and report on matters including, but not restricted to:
  a) The functions performed by the NAA in discharging its role, and any functions it should cease, continue, transfer or commence;
  b) The capability and resourcing of the NAA to efficiently and effectively fulfil its essential functions;
  c) The efficiency of spending by the NAA and its budget position;
  d) Any barriers (resourcing, legislative or other) preventing the NAA from fulfilling its core outcomes and functions;
  e) The feasibility and efficiency of alternative approaches to fulfil its outcomes and functions including identifying the benefits, costs, risks and any other relevant considerations.

From: s 22; s 47E(d)
To:
Subject: RE: Tune Review - update and talking points [SEC=OFFICIAL]
Date: Friday, February 14, 2020 2:54:12 PM
Attachments: image001.png

OFFICIAL

Thanks so much s 22 .

s 22 and s 22 , FYI also.

With thanks to all.

s 22

s 22
Access & Public Engagement Branch
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We acknowledge and pay our respects to the traditional custodians of this land and celebrate their ongoing culture and contribution to society.

OFFICIAL

From: s 22
Sent: Friday, February 14, 2020 1:58 PM
To: s 47E(d)

Subject: Tune Review - update and talking points [SEC=OFFICIAL]

Good afternoon all

As you may be aware Mr David Tune completed his review of the National Archives at the end of January. His report has been submitted to the Attorney-General for consideration. The public release of the report is at the discretion of the Attorney-General and we are unable to provide any detail on its contents while it is under consideration.

The Tune Review page on the corporate website has been updated accordingly: https://www.naa.gov.au/about-us/tune-review. If you are asked to comment on the report or its public release, please use the approved talking points below.

Executive talking points – Tune Review

- Mr David Tune completed his review of the National Archives at the end of January 2020.
- His report has been submitted to the Attorney-General for consideration.
- The Attorney-General will make a decision about the public release of the report.
- The National Archives is unable to provide any detail on the contents of the report while it is with the Attorney-General for consideration.
- Information on the review is available on the National Archives website and updates will be published there.

Cheers, s 22

s 22

Communications, Publishing, Partnerships and Events

t s 22
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Kings Avenue, Parkes ACT 2600
PO Box 4924 Kingston ACT 2604 | **naa.gov.au**

We acknowledge and pay our respects to the traditional custodians of this land and celebrate their ongoing culture and contribution to society.

Classification: OFFICIAL
Classified by s 22 on: 14/2/2020 1:58:04 PM

HOT TOPIC BRIEF NAA-HTB01

Function and Efficiency Review of the National Archives of Australia (Tune Review)

National Archives of Australia

During 2018, the National Archives of Australia Advisory Council and the Director-General, respectively, made ongoing representations and provided advice to the Attorney-General about the National Archives' funding position and, capacity and capability to deliver on its legislated responsibilities. The Attorney-General acknowledged that there were a range of issues relating to the functions, powers and resourcing which would benefit from examination. In January 2019 the Attorney-General requested an independent review, undertaken by Mr David Tune AO PSM. The report was completed on 30 January 2020 and submitted to the Attorney-General's Office on 5 February 2020.

Key Points

- The Attorney-General acknowledged that there were a range of issues relating to the functions, powers and resourcing which would benefit from examination.
- The Attorney-General requested his department and the National Archives initiate an independent review in January 2019.
- Mr David Tune AO PSM was engaged to lead a Functional and Efficiency Review of the National Archives (Tune Review) which commenced 2 April 2019.
- Mr Tune finalised his report on 30 January 2020.
- The recent and ongoing impact of COVID-19 on the priorities of the Attorney-General's Department (AGD) has delayed the Government's response to the Tune Report.
- The Report's recommendations are being considered carefully by the National Archives, the AGD and the Attorney-General. The response to the report is a matter for Government and our understanding is that this will be provided in due course.

Key Facts, Figures and Funding

- During 2018, the Advisory Council and its Director-General, made ongoing representations and provided advice to the Attorney-General, about the National Archives' funding position and, its capacity and capability to deliver on its legislated responsibilities.

- On 11 January 2019 the Attorney-General wrote to the National Archives Advisory Council Chair, advising the department and the National Archives would initiate an independent review.
- An invitation was extended to the Advisory Council to participate in, and make submissions to, the review. It made a public statement, which was shared on the National Archives Facebook page and website, encouraging submissions to the Review.
- Mr David Tune AO PSM undertook the Review, commencing on 2 April 2019, and finalising and submitting his report on 30 January 2020 to the Review Steering Committee. A copy of the report was provided to the Attorney-General's Office on 5 February 2020.

s 47C

- In undertaking his review, Mr Tune consulted widely, including with Senior Executives and other staff within the National Archives, international and Australian state and territory archives and records authorities, and other Commonwealth agencies and entities involved in the declassification and access to records, including the Australian intelligence and foreign affairs community, and information policy agencies.
- 104 submissions were received from a diverse range of National Archives' users and stakeholders.

Terms of Reference of the Review

- The Review was tasked to consider and make recommendations on the enduring role of the National Archives in the protection, preservation and use of Commonwealth information; how the National Archives might best perform this role; and what powers, functions, resources, and legislative and governance frameworks the National Archives needs to effectively and efficiently undertake this role in the digital age.
- The Review was to assess the efficiency and effectiveness of all aspects of the National Archives' operations, programmes, administration, governance and authorising environment.
- In achieving this aim, the Tune Review was directed to consider and report on matters including, but not restricted to:

a) The functions performed by the National Archive in discharging its role, and any functions it should cease, continue, transfer or commence;

b) The capability and resourcing of the National Archives to efficiently and effectively fulfil its essential functions;

c) The efficiency of spending by the National Archives and its budget position;

d) Any barriers (resourcing, legislative or other) preventing the National Archives from fulfilling its core outcomes and functions;

e) The feasibility and efficiency of alternative approaches to fulfil its outcomes and functions including identifying the benefits, costs, risks and any other relevant considerations.

Version: 1.1	Cleared by: David Fricker, Director-General	Action officer: s 22
Current at: 30/9/2020	Phone number: 02 6212 3670	Action officer number: s 22

BACKPOCKET BRIEF BP-NAA-01

Function and Efficiency Review of the National Archives of Australia (Tune Review)

National Archives of Australia

During 2018, the Advisory Council of the National Archives of Australia and its Director-General, respectively, made ongoing representations and provided advice to the Attorney-General, about the funding position of the National Archives and its capacity and capability to deliver on its legislated responsibilities. The Attorney-General resolved that there was a range of issues relating to the functions, powers and resourcing of the National Archives which would benefit from examination and requested the Attorney-General's Department and National Archives to initiate an independent Review. Mr David Tune AO PSM was engaged. He delivered his report on 30 January 2020 and it was provided to the Attorney-General's Office on 5 February 2020.

Key Points

During 2018, the Advisory Council of the National Archives of Australia and the Director-General, respectively, made ongoing representations and provided advice to the Attorney-General, as the responsible Minister, about the funding position of the National Archives and its capacity and capability to:

- meet expectations of the Australian public and ability to receive, secure, store and preserve government information in the digital age
- impose record keeping obligations and mandatory information standards in respect of Commonwealth records and after the passage of time to facilitate their release to the public
- deliver on its essential role to support the integrity of government information and decision making, and to uphold the accountability of public officials to Government, the Parliament and the Australian people
- preserve and digitise at-risk collections
- perform its functions and deliver services to the Australian Government and the Australian people.

In particular, the Advisory Council set out representations to the Attorney-General on key matters of concern and priority for the appropriate and effective functioning of the National Archives, including:

- the provision of sustainable funding, without which the digital transformation of the National Archives is not possible
- an urgent need to save collections that are at risk of loss, in particular, unique audio-visual heritage materials
- digitisation of the World War II Service Records
- the need for critical digital capability and cyber resilience enhancements, without which the National Archives and Collection of government records and information, is vulnerable to obsolescence, attack, compromise or loss
- opportunities for whole of government efficiencies and improved outcomes for Government, through the National Archive's leadership of information policy and management, storage, preservation and digitisation strategies
- the need to modernise the *Archives Act 1983* with a new National Archives Bill, that would enable the operations of the National Archives to capture the opportunities of the digital age
- support a feasibility study for a new National Archives Public Building.

In response, the Attorney-General advised the Advisory Council Chair, Dr Denver Beanland AM, on 11 January 2019, that he had resolved that there was a range of issues relating to the functions, powers and resourcing of the National Archives which would benefit from examination and requested the Attorney-General's Department and National Archives to initiate an independent review. The Minister extended an invitation to the Advisory Council to participate in and make submissions to the review.

Mr David Tune AO PSM was engaged to lead this review, which commenced 2 April 2019.

Mr Tune was supported by a small secretariat from the National Archives. Its work program was enabled by a working group, comprising members of the Senior Executive of the National Archives and staff from the Attorney General's Department.

Engagement and Report Overview

104 submissions were received from National Archives users, the information sector, community and industry stakeholders, and Australian and state and territory government agencies. Submissions were received from, and consultations held with, Australian Intelligence Community (AIC) agencies including the Department of Foreign Affairs and Trade (DFAT), Office of National Intelligence, Department of Defence and Australian Security Intelligence Organisation (ASIO). Mr Tune also consulted with the Office of the Australian Information Commissioner (OAIC) and other Australian and international archives, including The National Archives UK and the National Archives and Records Administration USA.

Overall, Mr Tune observed that the National Archives is the largest archival institution in Australia and has a strong reputation both nationally and internationally for managing archives of government data and information, in both traditional and digital formats.

It is expected that the review will observe that National Archives' mandate is clear, however, it has struggled to upgrade or replace the systems necessary to meet this mandate. Resources are needed to invest in contemporary technologies that will meet the volume of digital transfer, preservation, storage, declassification and public access required under the Act. Stronger security measures are also an immediate priority.

Mr Tune's report endorsed the role, functions and powers of the National Archives; including its importance to ensuring the integrity, accountability and transparency of government. It highlighted the necessity for mandatory information standards, new charging powers and legislation reform to deliver a new National Archives Act, s 47C

s 22; s 47C

The Tune Review considered and made observations and/or recommendations on a range of matters including:

- Role, functions and powers of the National Archives
- Commitments to Open Government and access to government information
- National, regional and international leadership
- Information management policy leadership
- Information policy training and development services
- Digital and cyber-resilience capability, including a digital archive
- Records authorities and managing legacy collections
- Storage, preservation and digitisation of records
- At-risk collections
- Declassification and access to records, including managing the backlog and future access
- Commercial and philanthropic activities
- Education and public programs
- National Archives building
- Charging powers, user fees and legislation reform.

Mr Tune observed that the main challenge affecting the National Archives' ability to deliver on its legislated mandate and implement its strategic priorities is financial resources. Accordingly, one of the focus areas of the Review has been to examine options that will generate sufficient resources to enable that.

To this end, the review recommended, subject to necessary business case development, the implementation of a:

- Government Information Management Model (GIMM), with the National Archives having responsibility for information management across Australian Government agencies, to support consistency and achieve efficiencies in information governance.
- The GIMM would involve re-location of information management staff from other government agencies to the National Archives and include their relevant budget appropriation. These permanent staff or sub-contracted staff would assess and carry out the information management functions of Government to ensure management of information, data and records are in line with the National Archives information management standards, policies and legislative requirements.
- Centralised Storage and Preservation Model (CPSM), that provides whole-of-government efficiencies through more efficient ways of assessing records to be retained and stored. A Centralised Storage and Preservation Model, with specialist sentencing capability, would provide government-wide efficiencies. It would minimise duplication and result in savings through reduced storage requirements, efficient sentencing and standardised recordkeeping.

The GIMM and CPSM, s 47C were identified as mechanisms to both deliver on policy objectives and provide funding solutions.

Mr Tune observed the importance of the National Archives work to design and implement a 5th Generation Digital Archive to secure, manage, preserve and provide continued access to government information. The review noted, with concern, the results of the 2018 Check-Up Plus Survey on the implementation of the Digital Continuity 2020 (DC2020) Policy; analysis undertaken by the National Archives highlighting the continuing real challenges being experienced by government agencies in progressing transformation of digital information management and the likelihood of loss of government records through obsolescence or information management practices.

In 2019, the ANAO published an audit report, 'Implementation of the Digital Continuity 2020 Policy', which further highlighted the resource and governance challenges being experienced by the National Archives in meeting its mandate on information management policy leadership.

Report finalised

Mr Tune finalised his report on 30 January 2020. It was provided to the Review Steering Committee on 31 January 2020 and to the Minister's Office on 5 February 2020.

s 47C

s 47C

A number of the recommendations outlined in the Tune Review align to the Government's APS reform agenda in response to the independent review of the APS, as articulated in the 'Delivering for Australians' APS reform agenda. It is noted that the Australian Public Service Secretaries' Board is now formulating plans around the recommendations.

The National Archives has sought the Attorney-General's support to refer the implementation of the Tune Review recommendations to the Australian Public Service Secretaries' Board. This will strengthen governance and be managed as an integral component of the Government's APS reform agenda.

The National Archives is of the view that the innovations and the proposed approach outlined in the Tune Review recommendations are entirely consistent with, and indeed good examples of, the 'Delivering for Australians' objective of restructuring the APS to break down silos, improve decision-making and collaboration on complex challenges, and deliver better services for the Australian people. This needs to be supported by world-class data and digital technology capability.

s 47C

Aim of the Review

The Review considered and made recommendations on the enduring role of the National Archives in the protection, preservation and use of Commonwealth information; how the National Archives might best perform this role; and what powers, functions, resources, and legislative and governance frameworks the National Archives needs to effectively and efficiently undertake this role in the digital age.

Scope

The Review assessed the efficiency and effectiveness of all aspects of the National Archives' operations, programmes, administration, governance and authorising environment.

In achieving this aim, the Review considered and reported on matters including, but not restricted to:

a) The functions performed by the National Archives in discharging its role, and any functions it should cease, continue, transfer or commence;

b) The capability and resourcing of the National Archives to efficiently and effectively fulfil its essential functions;

c) The efficiency of spending by the National Archives and its budget position;

d) Any barriers (resourcing, legislative or other) preventing the National Archives from fulfilling its core outcomes and functions;

e) The feasibility and efficiency of alternative approaches to fulfil its outcomes and functions including identifying the benefits, costs, risks and any other relevant considerations.

The Review should inform itself of:

a) Findings of recent inquiries and audits of government agencies relevant to the state of government records management or archival matters;

b) Any other relevant reviews and, where they are operating concurrently with this Review, the Reviewer may propose the exchange of interim findings and data, where appropriate.

FOI 143 - Document 25

Submission

Tune Review and legislation – next steps

ITEM # **3.5**

Title:	Tune Review and legislation		
EB Meeting	EB03, 2020-21		
Author:	s 22	**Approved by:**	s 22

s 47C

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Background to issue

Tune Review

Mr David Tune AO PSM completed his Functional and Efficiency Review (Tune Review) of the National Archives of Australia on 30 January 2020.

The Final Report was provided to the Review Steering Committee on Friday 31 January 2020.

The National Archives submitted a Ministerial Submission, with the Tune Review Report attached, to the Attorney-General's Office on Wednesday 5 February 2020, noting:

1. The Tune Review report considered a new integrated, whole of government model for information management and record keeping and for the storage, digitisation and preservation of government records across government. The model seeks to generate efficiencies across government sufficient to support the necessary investment in digital capability within the National Archives and other identified priorities.
2. s 47C
3. A request to refer the implementation of the Tune Review recommendations to the Australian Public Service Secretaries Board, as an integral component of the Government's APS reform agenda.

s 47C

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s 47C

s 22; s 47C

s 22; s 47C