



NATIONAL ARCHIVES OF AUSTRALIA

CORPORATE PLAN 2020–21

Covering reporting periods 2020–21 to 2023–24



VISION: **TO BE A WORLD LEADING ARCHIVE IN THIS DIGITAL AGE**

2020–21: transformation | building capacity

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

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FROM THE **DIRECTOR-GENERAL**



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

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

While solid progress was made in 2019–20, many challenges remain for the National Archives if we are to achieve our vision of being a world leading archive. Building our digital capability and delivering our transformational strategies are critical to the government's objectives of delivering improved digital services and securing public trust in our democracy and its institutions.

We continue to build our capability to secure and preserve Australian Government information (assets, records and data) and make it available for public access. We foster effective relationships with government agencies to secure, retrieve, use and re-use this information.

Data is fundamental in providing access to the national archival collection. Using and re-using data in different ways results in myriad opportunities to explore the collection. Ultimately, the incredible value of our data lies in what we can learn from it. In this context, the National Archives' data strategy builds on our ongoing commitment to the Australian Government's data framework and agenda.

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

An effective governance framework is essential for oversight of and accountability for the efficient and ethical management of resources. It also ensures compliance with the regulatory and legislative requirements of a public service entity. Refinements to strategies and policies, and the exploitation of new technologies have better positioned the National Archives to respond to, resolve and move beyond emerging issues to protect our people, information and assets.

The *Corporate Plan 2020–21* outlines how we will deliver against our strategic priorities over the next four years. The strategies align with our dual role as the Australian Government leader in information governance, and in securing, preserving and making publicly available the national archival collection. The performance measures articulated in this plan will be monitored across the year and reported against in our next annual report.

Due to the significant impact of the COVID-19 pandemic on our operations and the delay of the 2020–21 Federal Budget and Portfolio Budget Statements (PBS) to 6 October 2020, the publication of this corporate plan was necessarily deferred. However, this provided an opportunity to update our performance measures over the forward years to better reflect our desired outcomes.

It is with pleasure that I, as the accountable authority of the National Archives, present the *Corporate Plan 2020–21*, which covers the period 2020–21 to 2023–24, as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013*.



David Fricker
Director-General
National Archives of Australia

FROM THE **ADVISORY COUNCIL** **CHAIR**

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

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

This *Corporate Plan 2020–21* outlines a clear set of strategies to further the National Archives' transformation agenda, addressing strategic risks such as preserving at-risk collections, implementing corporate governance reforms and technological innovations, investing in digital and cyber security capability, and developing its workforce to ensure it is best positioned to deliver in the digital age.

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



Dr Denver Beanland
Chair
National Archives of Australia Advisory Council

ABOUT THE **NATIONAL ARCHIVES OF AUSTRALIA**

Vision

To be a world leading archive in this digital age

Mission

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

Values

Service excellence: deliver quality and responsive services that meet the needs and expectations of our clients and partners.

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

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

Responsibility: take responsibility for delivering the goals and priorities comprising a transformational program of work.

Collaboration: work with the public, private and civil society sectors to achieve shared goals and outcomes.

Purpose

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

Role and functions

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



The National Archives:

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

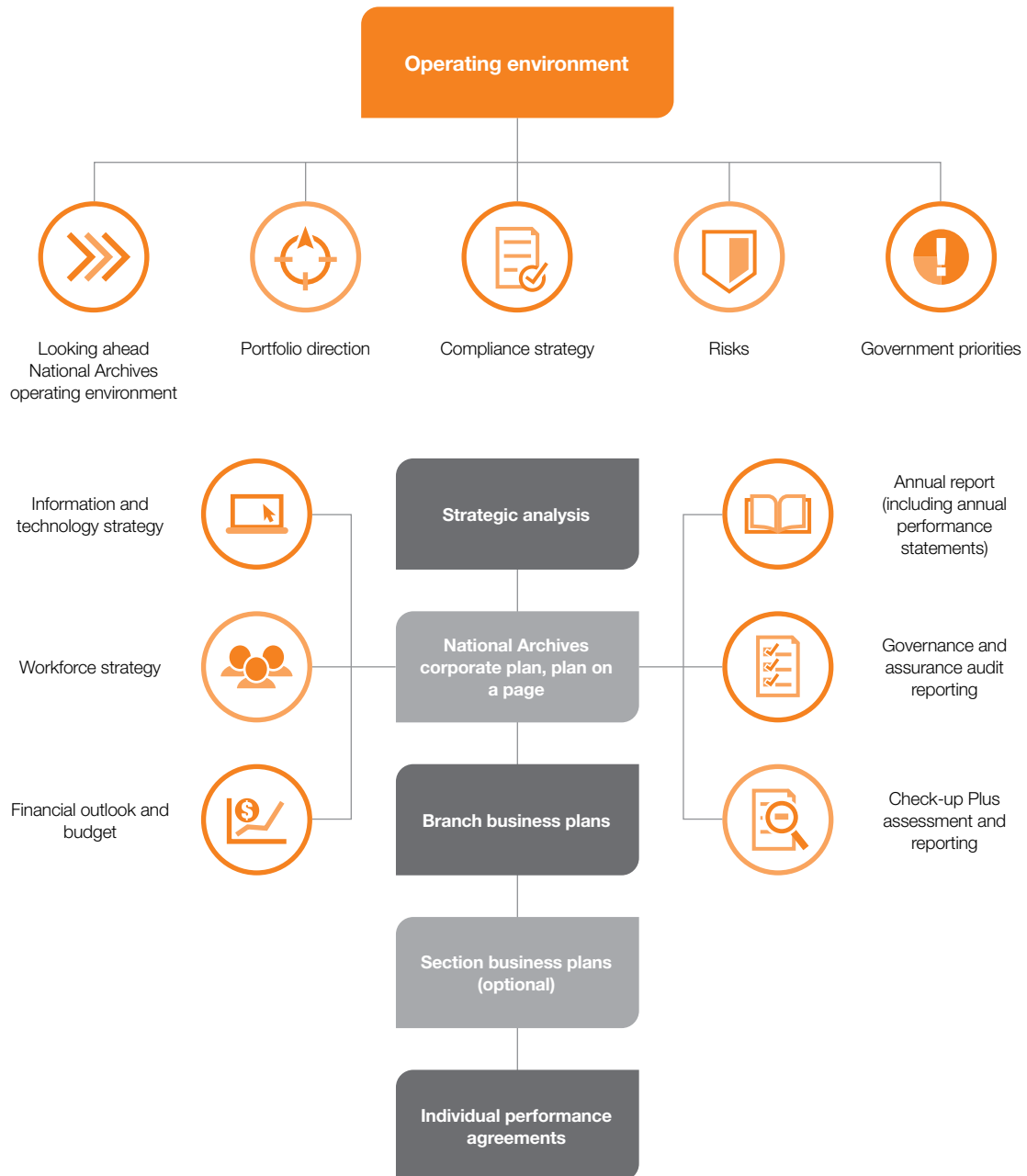
Corporate structure

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

- **Access and Public Engagement branch** ensures access to the collection through digital platforms, research centres, reference and description services, education and community outreach programs, exhibitions, publishing, marketing, media engagement and corporate events.
- **Collection Management branch** manages the collection to ensure its authenticity, integrity, preservation, usability and availability.
- **Corporate Services branch** provides the enabling services of governance, human resources, finance, procurement, property and security management.
- **Government Data and Policy branch** sets whole-of-government information management standards, develops records authorities and related instruments to govern the disposal and retention arrangements for Australian Government records, and undertakes research and innovation in digital archival management.
- **Information and Technology branch** works towards the National Archives' transformation to a state-of-the-art digital archive, and supports the achievement of strategic goals through services, technology, infrastructure, software and governance of information assets.

Planning and reporting

The National Archives has an integrated planning, budgeting and reporting process.



Strategies

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

ENABLE

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

- Develop standards, policies, guidance, information and services to assist agencies to adopt sound information and data management practices.
- Develop supporting products and advice for the National Archives' whole-of-government information and data management policy, and undertake supporting engagement.
- Reform the Archives Act to ensure consistency with the National Archives' vision and strategic direction.
- Survey agencies to allow targeted support, and report on progress towards information and data management maturity.
- Report to the Minister and Prime Minister to outline progress towards information and data management maturity, support provided and additional support required by the National Archives to further drive improvement.

SECURE

Secure and preserve nationally significant Australian Government information and data

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

CONNECT

Connect Australians to the National Archives and the national archival collection

- Implement the Aboriginal and Torres Strait Islander Strategy and Tandanya Declaration protocols through respectful engagement with community.
- Deliver priorities of the Aboriginal and Torres Strait Islander Strategy and Implementation Plan.
- Deliver and promote strategic and innovative public programs and services through education and community outreach, exhibitions, publications, marketing, partnerships, events and digital platforms.
- Describe the collection to facilitate access.
- Implement the National Reference Strategy with a digital delivery focus.

INNOVATE

Innovate to develop the National Archives' capability and capacity to lead archival change in the digital age

- Implement an Integrated Archival Management System.
- Explore innovative solutions to disposal authorisation and sentencing through automating complex determinations for Australian Government information.
- Modernise web platforms to improve access and address cyber security vulnerabilities.
- Implement a contemporary Corporate Governance Framework.
- Improve connectivity between National Archives offices and Enterprise Grade Storage uplift for computer and storage corporate information assets.

OPERATIONAL ENVIRONMENT **DELIVERING TRANSFORMATION**

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

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

COVID-19 and sustained service delivery

There is no doubt the current operating environment is characterised by challenges and disruption – particularly the impacts of the COVID-19 global pandemic. The National Archives is successfully navigating the challenges of the pandemic. Its COVID Task Force works to safeguard the health, safety and operational capability of staff, and to maintain the delivery of essential services to government and the Australian people.

The National Archives is contributing staff to the Australian Public Service Commission's Surge Reserve Taskforce, which seeks to establish systems and processes to rapidly deploy large numbers of staff in a crisis, building on the lessons learnt from the initial COVID-19 pandemic response.

Working with government

Well managed information is foundational to the Australian Government's digital transformation and innovation agenda. Under the Archives Act, the National Archives' function is to secure and

preserve the most valuable information from the moment it is created or received by government agencies. The National Archives is responsible for leading best-practice management of the official record of the Australian Government, and the development of standards and frameworks for information management.

The next whole-of-government information management policy will formally take effect on 1 January 2021. *Building trust in the public record: managing information and data for government and the community* articulates how agencies are to meet their obligations under the Archives Act, and facilitates their improvement of contemporary information management. It also addresses identified weaknesses in government information management capability including information governance, interoperability of data between systems and identifying when information can be accountably destroyed.

The policy is a crucial element of the Australian Government's wider agenda to provide responsive and efficient delivery of services through digital transformation. It also supports other whole-of-government priorities including APS reform, protective security, cyber security, protection of personal information, public right of access to government information, and data sharing and release.

Information management capability is a common challenge across all Australian Government agencies. In a complex information and data environment that extends across multiple agencies, there is a need for a more integrated approach to solving common problems.

The National Archives is committed to working with agency stakeholders to create a more holistic information and data policy environment. In developing the *Building trust in the public record* policy, the National Archives consulted extensively with key data and information policy agencies to ensure alignment of advice for all Australian Government agencies. It will continue this practice as this key policy is implemented and reviewed.

Functional and Efficiency Review and legislative reform

The Functional and Efficiency Review of the National Archives of Australia, initiated by the Attorney-General, was finalised by David Tune on 31 January 2020. The review considered:

- the enduring role of the National Archives in the protection, preservation and use of official government information
- how the National Archives might best perform this role
- what powers, functions, resources, and legislative and governance frameworks the agency will need to effectively undertake this role in the digital age.

The Tune Review report was provided to the Minister in early February 2020. The National Archives recognises the potential transformative nature of the review recommendations, and stands ready to implement them once they are endorsed by government.

The National Archives has identified proposed amendments to the Archives Act that will clarify the functions and powers of the agency. This reform is necessary to enable the digital transformation of the National Archives, to fully deliver on its legislated remit in the digital age, for government and the Australian people.

Additionally, it will further clarify the meaning of a 'Commonwealth record' as defined through the High Court decision in May 2020 regarding correspondence between Sir John Kerr and Her Majesty The Queen. This decision found that the letters deposited with the National Archives and considered 'personal records', are 'Commonwealth records' for the purposes of the Archives Act.

The proposed amendments will better position the National Archives to deliver its objectives. Ultimately, this will ensure that the National Archives and Australian Government have a public record that can be trusted for all its uses by government and community.

Deeper connection with Aboriginal and Torres Strait Islander people

The Aboriginal and Torres Strait Islander Strategy reflects the National Archives' commitment to broaden and strengthen capability to meet the needs of Indigenous Australians.

To assist in keeping Indigenous languages alive, the National Archives is installing bilingual signage across all of its public areas. The Ngambri-Ngunnawal word murrulangalang – meaning caves or rock shelters located in the Canberra region that hold the cultural knowledge of generations of Ngunnawal and Ngambri – is displayed on the National Office building in Canberra.

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

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

The National Archives is developing protocols to address the themes of the Tandanya Declaration; and the agency also contributes to the Council of Australasian Archives and Records Authorities First Nations Working Group, setting and guiding best practice principles for Indigenous-related archives.

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

Reimagining access to the collection

As a national cultural and research institution, the National Archives delivers an innovative range of services and programs that support public engagement with, and understanding of, the national archival collection. It leverages an integrated delivery approach to providing access to the collection: online, onsite and offsite. During the COVID-19 pandemic, the National Archives is working proactively to ensure a safe environment for public visitors and staff at its National Office and state and territory offices.

The National Archives continues to redevelop its websites and other online resources to support delivery of curated content and education programs for schools and the broader community, including its popular #ArchivesAtHome resources. A new digital access strategy will drive and enhance user-centred, digital-first service delivery to all Australians.

In Canberra, the National Archives has two permanent galleries – *Connections/Mura Gadi* and *Voices/Dhunai* – which provide immersive experiences with the nation's foundation, constitution and Indigenous records. One of the largest interactive digital walls in Australia can be found in the *Connections* gallery, enabling unprecedented access to the collection in one location. Innovative public events and school learning programs are regularly held at the National Office in Canberra.

Around Australia, all National Archives offices provide opportunities for cultural participation and public engagement through displays, events and the NAA Members Program.

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

A workforce embracing change

A vital part of the National Archives' transformation is an aligned development of staff capability. As evidenced by the changed working arrangements during the COVID-19 pandemic, National Archives staff can embrace change while remaining focused. They also possess many transferable skills combined with improved digital literacy skills. A Strategic Workforce Plan 2021–25 will further build on these positive attributes.

The National Archives will continue to develop capability in concert with its transformational business needs. This will require support for and proactive management of core and foundational skills development and mobility. Frameworks for addressing capability and skills will be refined to provide an easy-to-understand pathway to staff capability development across the agency.

In addition, the Workforce Capability Framework 2021–25 will include the key capabilities required to build leadership across the agency.

Consistent with trends across the APS, the National Archives will see a proportion of experienced staff retire within the next few years. Capability will be built to reduce skill gaps that may result, with a focus on:

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

BUILDING DIGITAL CAPABILITY

Underpinning the transformative strategies outlined above is comprehensive digital capability. From improving workforce digital literacy, to using artificial intelligence to assist government agencies manage their information, to digitising and providing online public access to the millions of items in the national archival collection, building digital capability is necessarily at the heart of what the National Archives does.

Building digital capability – the ability to use a variety of technologies and equipment, appropriately and effectively in different spaces, places and situations – will continue to be a key priority for the National Archives. It will remain so over the coming years to facilitate change and transformation.

Digital Archives Innovation and Research

Digital Archives Innovation and Research is a new program designed to assist the National Archives build digital capability. It maintains awareness of emerging developments in digital archival practice, engages with the national and international digital archiving community, develops policies to support long-term preservation of and access to digital material, and supports the implementation of archival management systems. The program's priorities include:

- internal capacity and capability – through procurement of new equipment, and related policy development, implementation and review
- innovation – identification of and involvement in projects such as Emulation as a Service Infrastructure
- digital archiving capability – support and develop staff digital capability in partnership with professional development programs.

Integrated Archival Management System

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

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

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

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

Artificial intelligence

Under the Archives Act, the National Archives is responsible for deciding what Australian Government information should be kept or destroyed. These decisions are enacted through legal documents called records authorities. Currently developed manually – and placing a resource and financial burden on agencies to accountably manage information and data – records authorities describe what information is created and determine how long the information needs to be kept before disposal or transfer to the National Archives.

Through an Australian Government Department of Industry, Science, Energy and Resources program, the National Archives is working with industry to develop an accurate, automated artificial intelligence solution to making complex decisions about the value of government information.

It is anticipated that the application(s) will be able to interrogate mass storage systems to determine records that are of archival value. A digital portal would then be used to automatically transfer these records to the National Archives for long-term preservation and access.

Saving the collection

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

Deadline 2025 is an international call to action to save content on magnetic media at risk due to technological obsolescence and/or degradation. There are nearly 188,000 audiovisual items on magnetic media in the national archival collection that are at critical risk of being lost forever. To protect this vital cultural heritage from permanent loss, the National Archives has:

- digitised more than 24,600 hours (47,000 items) of at-risk magnetic tape content
- implemented a Service Panel for Outsourced Digitisation of Audiovisual Materials
- increased internal capacity and capability through procurement of new equipment and implementation of new ways to archive bulk digital records returned from vendors.

Importantly, the National Archives has commenced a project to digitise the most significant, critically at-risk magnetic tape items over the next year. This will add a further 32,000 items to the digitised collection at a cost of \$3 million.

The National Archives holds the records of those who have served in the Australian defence forces since Federation. This includes more than 1 million records of service personnel from World War II. While a small proportion of these records have been digitised, there is a grave risk of degradation for the remaining records. The National Archives has commenced a \$10 million project over four years to digitise the remaining 850,000 World War II service records and make them available online.

Infrastructure, technology and cyber security

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

The national archival collection contains information critical to Australia and Australians. Development and implementation of an end-to-end 5th Generation Digital Archive for Australian Government information is a key priority for the National Archives. This significant investment will ensure secure preservation of and access to government information, and will strengthen digital and cyber-resilience capability. It will also necessarily build technological capability and processes, and develop staff skills.

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

GOVERNANCE

The National Archives' Corporate Governance Framework outlines the key authorities, principles and processes required for good governance. It incorporates the agency's legislative and policy obligations, and acts as a principled guide to achieve agency-wide understanding and implementation of governance.

The Framework includes a suite of guidance for:

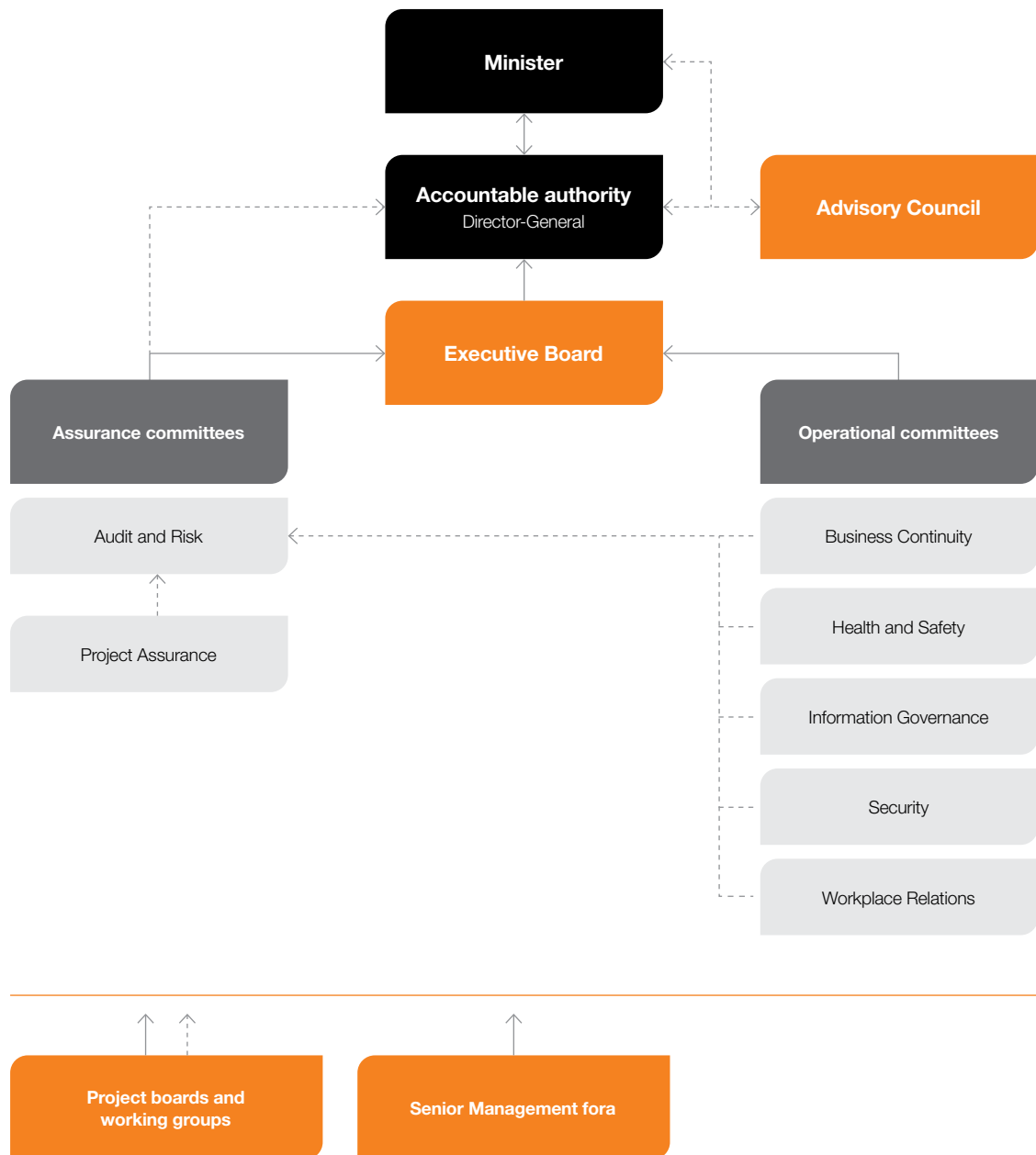
- business continuity
- cyber resilience
- document management and control
- fraud and corruption control
- information and data
- innovation
- performance reporting
- program and project management
- risk management
- security
- work health and safety
- workforce capability and planning.

The Accountable Authority (Director-General) is provided assurance of good governance through:

- Executive Board
- assurance committees
 - Audit and Risk
 - Project Assurance
- operational committees
 - Business Continuity
 - Health and Safety
 - Information Governance
 - Security
 - Workplace Relations.

Executive Board-approved project boards and working groups, and Senior Management fora also play important governance roles in the delivery of agency priorities.

Governance committees and fora



— Hard reporting - - - - Soft reporting

RISK MANAGEMENT

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

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

The Risk Management Framework:

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

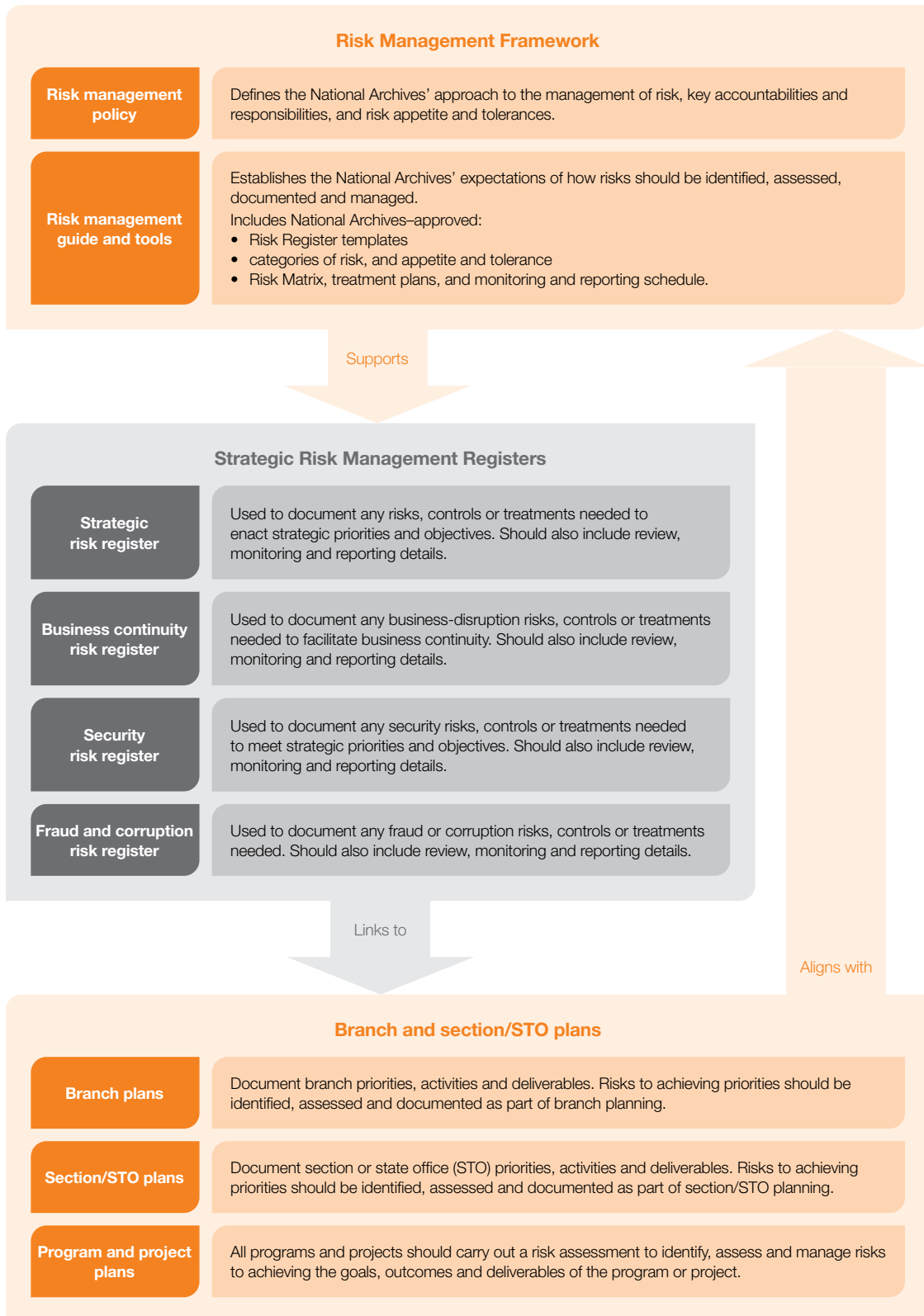
The National Archives has identified six interrelated strategic risks.

Risk	Current risk control strategies
<p>Information and data policy</p> <p>The authority of the National Archives is not recognised sufficiently for government entities to prioritise, resource and implement the information management standards and requirements of the Archives Act.</p>	<p>Roll out and implement new information management policy and tools for agencies</p> <p>Develop and nurture partnerships, consultation and engagement with government agencies</p> <p>Develop archival learning modules and guidelines</p> <p>Progress legislative reforms of the Archives Act</p> <p>Implement annual Check-up survey and analysis</p> <p>Monitor progress towards performance measure targets (see page 27)</p> <p>Engage with government agencies through effective communications</p> <p>Action Tune Review recommendations</p>
<p>Secure and preserve</p> <p>Archival material is lost through failure to identify, secure and preserve, or due to obsolescence, neglect or hostile action.</p>	<p>Implement Integrated Archival Management System, including Preservica and future phases</p> <p>Implement digital formats standards for government agencies</p> <p>Test technical solutions</p> <p>Implement Digital Capability Strategy</p> <p>Implement Digital Archives Innovation and Research Business Service Plan</p> <p>Archival Control Model Committee participation and support</p> <p>Implement National Transfers Plan</p> <p>Implement National Digitisation Strategy and Plan</p> <p>Implement National Preservation Strategy and Plan</p> <p>Implement Mitchell 2 (75 km project) and three-year program Chester Hill</p> <p>Work with agencies to identify and authorise categories of information to be retained, destroyed or transferred to the National Archives</p> <p>Digitise the collection with particular emphasis on at-risk and high-demand information and in accordance with the National Digitisation Strategy and Plan</p> <p>Automate complex determinations for Australian Government information</p>

Risk	Current risk control strategies
<p>Breach of trust</p> <p>The trust in the National Archives is diminished through breach of confidence, failure of governance or poor administration of resources provided to protect information, assets and people.</p>	<p>Oversight from Security Committee</p> <p>Implement regular compliance and review activities</p> <p>Develop security information and event management capability to detect possible incidents</p> <p>Commence research for governance software solutions</p> <p>Implement Cyber Security Improvement Roadmap</p> <p>Implement Cyber Resilience Framework</p> <p>Engage closely with the Australian Signals Directorate</p> <p>Implement IT plans and requirements</p> <p>Develop Corporate Reporting Framework</p> <p>Implement Business Continuity and Emergency Plans</p> <p>Implement Corporate Governance Framework</p> <p>Implement Performance Reporting Framework</p> <p>Implement Fraud and Corruption Control Framework</p> <p>Implement Risk Management Framework</p> <p>Implement Program and Project Management Framework</p> <p>Implement Document Management and Control Framework</p>

Risk	Current risk control strategies
<p data-bbox="256 501 587 533">Connecting with audiences</p> <p data-bbox="256 557 587 786">Australians lose connection with authentic and reliable evidence, and memory of the decisions and activities of government and their sense of identity, knowledge and history.</p>	<p data-bbox="612 501 1364 566">Continuous review to ensure delivery of content and services that meet user expectations/requirements</p> <p data-bbox="612 591 1364 622">Use skilled communicators to ensure effective engagement</p> <p data-bbox="612 647 1364 712">Communicate with internal stakeholders with regard to budget and planning to ensure capacity to support programs</p> <p data-bbox="612 736 1364 801">Senior management engages with front-of-house staff to support high quality visitor experiences</p> <p data-bbox="612 826 1364 920">Provide relevant and engaging services, programs and amenity, onsite and offsite (including reference services, exhibitions, lifelong learning and school learning)</p> <p data-bbox="612 945 1364 976">Provide relevant and engaging content, services and programs online</p> <p data-bbox="612 1001 1364 1066">Implement relevant and holistic communications and engagement strategies for all services and programs</p> <p data-bbox="612 1090 1364 1122">Consolidate public feedback (including complaints handling)</p> <p data-bbox="612 1146 1364 1178">Develop partnerships to generate financial and in-kind support</p>
<p data-bbox="256 1211 587 1243">Innovation</p> <p data-bbox="256 1267 587 1464">Failure to harness the resources, technology and partnerships required to be a world leading archive and change leader in this digital age.</p>	<p data-bbox="612 1211 1364 1243">Implement Tune Review recommendations</p> <p data-bbox="612 1267 1364 1299">Develop New Policy Proposals for funding</p> <p data-bbox="612 1323 1364 1355">Procure and implement Integrated Archival Management System</p> <p data-bbox="612 1379 1364 1411">Advisory Council advocacy</p> <p data-bbox="612 1435 1364 1500">Maintain international professional networks and collaborations in archival community (ICA, PERSIST, PARBICA)</p> <p data-bbox="612 1525 1364 1556">Secure Enterprise Grade storage</p> <p data-bbox="612 1581 1364 1612">Oversight from Security Committee</p> <p data-bbox="612 1637 1364 1668">Implement regular compliance and review activities</p> <p data-bbox="612 1693 1364 1724">I&T Strategy 2019–2022</p>

Risk	Current risk control strategies
<p>Workforce capability</p> <p>Failure to build and maintain a culture and resources to attract, retain and develop skilled staff in this digital age.</p>	<p>Audit staff digital skills and gaps</p> <p>Provide opportunities for staff mobility</p> <p>Provide internal and external training opportunities</p> <p>Regular and transparent communications and updates for staff</p> <p>Increase investment in learning and development</p> <p>Implement capability, expertise and digital development frameworks</p> <p>Implement Strategic Workforce Plan</p> <p>Reprioritise available resources to digital</p> <p>Deliver archival learning modules to embed digital archiving capability, accelerate the development of digital skills and processes, and upgrade preservation technologies</p>



COOPERATION

The National Archives collaborates and engages with information agencies to enable the successful implementation of its information management policies and objectives across the Australian Government.

The agency also works closely with regional, national and international archival communities to evolve the role and capability of archives, and enhance agency digital information management and preservation.

As a member of the Council for Australasian Archives and Records Authorities – the peak body of government archives and records authorities in Australia and New Zealand – the National Archives promotes understanding and consistency in the management of information.

As an active member of the International Council on Archives, the National Archives supports and participates in conferences, information sharing, skills development and collaborative projects.

The National Archives' contributes to the development of good information management practices across the Pacific through the Pacific Regional Branch of the International Council on Archives. Technical support and expertise are provided to advance archival practice across the region.

PERFORMANCE MEASURES

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

ENABLE



Performance criteria	Measure	Target		
		2020–21	2021–22	2022–23 to 2023–24
The National Archives leads Australian Government agencies in achieving digital continuity and effective management of Australian Government records (information and data) through whole-of-government information policy, standards and advice.	<i>Building trust in the public record</i> policy released to formally take effect from 1 January 2021, with initial supporting implementation guidance	Policy and initial guidance released	Further implementation guidance delivered Implementation review and assessment conducted	
	Qualitative and quantitative evaluation of the effectiveness of information and data management policies to support entities, using survey responses and case studies	Qualitative evaluation of policy effectiveness using case studies	Qualitative evaluation of survey responses and case studies	Qualitative evaluation of survey responses and case studies
Australian Government entities are surveyed against the <i>Digital continuity 2020</i> policy targets and outcomes reported to the Prime Minister and the Minister.	100 per cent of government entities complete an information and data management survey by 30 June 2021, with survey results and progress report published	100% of government entities complete survey and results/report published	Engage with 100% of government entities for completion of survey Publish results/progress report Engage with low-maturity agencies with advice and support	
	Qualitative and quantitative evaluation of Australian Government agencies' progress towards <i>Digital continuity 2020</i> policy measures of success at the end of the policy period, using survey responses and case studies	Survey responses and case studies	N/A	N/A

SECURE



Performance criteria	Measure	Target		
		2020-21	2021-22	2022-23 to 2023-24
Information and data of enduring national significance are identified, secured and preserved in the national archival collection.	Improve progress towards sustained comprehensive agency retention and disposal coverage across Australian Government by issuing at least 20 disposal and retention instruments by 30 June 2021	At least 20 disposal and retention instruments issued	At least 20 disposal and retention instruments issued	At least 20 disposal and retention instruments issued
	Migration of 450 terabytes of data from fragile platforms to a National Archives secure platform by 30 June 2021	450 terabytes of data migrated	N/A	N/A
	Qualitative and quantitative evaluation of the programs to identify and transfer information and data of enduring national significance	Evaluation of programs		
	Qualitative and quantitative evaluation of the programs to preserve at-risk records in the national archival collection	Evaluation of programs		
	Digital records are ingested into the National Archives' Integrated Archival Management System from two government agencies	N/A	Digital records ingested from two government agencies	

CONNECT



Performance criteria	Measure	Target		
		2020-21	2021-22	2022-23 to 2023-24
The national archival collection is accessible, promoted and made available through multiple channels, regardless of original format.	Quantitative evaluation of engagement by measuring (4 per cent annual growth):			
	• onsite visitors	100,000	104,000	108,160
	• offsite visitors	110,000	115,000	119,600
	• online visits to our websites	4,000,000	4,160,000	4,326,400
	• social media engagements	500,000	520,000	540,800
	• potential media audience	12,000,000	12,480,000	12,979,200
	• online interactions with Recordsearch	2,900,000	3,016,000	3,136,640
	• digitised images made available online to the public	2,500,000	2,600,000	2,704,000
	Qualitative evaluation of the accessibility and engagement with the national archival collection, the channels used and cooperation with other stakeholders, using case studies	Case studies		

INNOVATE



Performance criteria	Measure	Target		
		2020–21	2021–22	2022–23 to 2023–24
Exploit new and emerging technology, with contemporary approaches to governance, to modernise the operation of the National Archives	Modernise the National Archives' operations through implementation of contemporary governance and a new digital management solution by 30 June 2021	Contemporary governance and a new digital management solution implemented	Case studies evaluating the effectiveness and refinement of changes	
	Implement decisions of the High Court ruling and Tune Review recommendations as agreed by government	Decisions from High Court ruling and Tune Review implemented	N/A	N/A
	Application and implementation of amendments to the <i>Archives Act 1983</i> to modernise its operations, subject to government agreement	N/A	Application and implementation of amendments to the Archives Act	
Design and deliver an integrated end-to-end digital archival solution.	Implement the Integrated Archival Management System preservation platform	New preservation platform implemented	Implement search and discovery phases	
(Note: from 2021–22, this measure relates to implementation and maintenance)	Qualitative evaluation of integration and implementation phases of the Integrated Archival Management System, using case studies	Case studies		

2020–21 performance measures



ENABLE

Building trust in the public record policy and initial guidance released

Case studies of effectiveness the policy

100% of government agencies complete

Check-up survey and results published

Case studies of effectiveness of information management guidance



SECURE

At least 20 disposal and retention instruments issued

Migration of 450 terabytes of data into the National Archives

Evaluation of programs to identify and transfer archival-value information

Evaluation of programs to preserve at-risk records in the national archival collection



CONNECT

100,000 onsite visitors

110,000 offsite visitors

400,000 online visitors

500,000 social media engagements

12,000,000 potential media audience

2,900,000 online interactions with RecordSearch

2,500,000 digitised images made available online

Case studies of engagement with the national archival collection



INNOVATE

Implementation of contemporary governance and a new digital management solution

Implementation of the decisions of the High Court ruling and Tune Review recommendations

Implementation of the Integrated Archival Management System

Case studies of integration and implementation phases of the Integrated Archival Management System

Offices of the National Archives of Australia



