

NAA

NATIONAL ARCHIVES OF AUSTRALIA

DATA AND DIGITAL

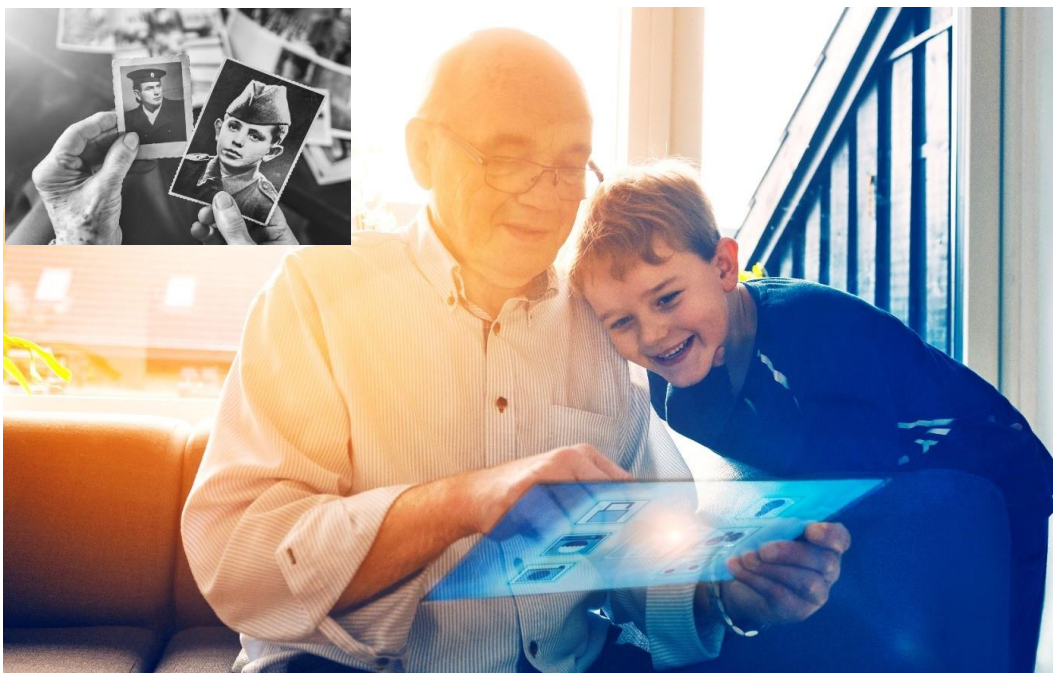
Strategic Direction 2022-25



A WORLD LEADING ARCHIVE

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Introduction

Message from the Director-General



The National Archives of Australia 2022–25 Data and Digital Strategic Direction sets our transformation journey over the next four years.

The National Archives of Australia continues to respond to evolving priorities in the information environment. We are guiding Australian Government agencies towards a comprehensive information management capability in this context. This guidance is set out under our new whole-of-government policy *Building trust in the public record: managing information and data for government and community*.

The National Archives provides leadership in best-practice management of the official record of the Commonwealth. We ensure that Australian Government information of enduring significance is secured and preserved. Our stewardship of Australian Government records is ultimately about making them available to government agencies, researchers and the community.

It is vital we invest in contemporary and modern technologies to enable the National Archives to protect and preserve collections at risk. To achieve our mission, we need to adopt digital practices to digitise the collection and make it readily available.

The Data and Digital Strategic Direction 2022–25 continues the transformation and modernisation journey we started in 2019, delivering and implementing new capabilities and new ways of working.

Our Data and Digital Strategic Direction identifies the essential elements and initiatives for building our digital capability and delivering our transformational strategies. Our success is critical to the government's objectives of delivering improved digital services and securing public trust in democracy and its institutions.

A handwritten signature in black ink, which appears to read 'David Fricker'. The signature is fluid and cursive, written over a white background.

David Fricker

Director-General

Message from the Chief Information Officer

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



Information and technology plays an increasingly critical role in retaining the memory of our nation. Growth across government information and data is increasing exponentially, driven by digitisation and increased public engagement through digital channels.

Our Data and Digital (D&D) strategy guides technology adoption and implementation as we deliver of our mission to connect Australians with their identity and history through our stewardship of Australian Government records.

The D&D strategy builds on the previous strategy, addressing the need for enhanced capability to preserve the collection and the rapid growth in digital information generation.

To enable our vision and mission, our D&D strategy focuses on three themes.



Preserve and secure the national archival collection



Information and technology that underpin a world leading digital archive



Modern and customer-focused information and technology services

Innovation and emerging technologies provide context for our D&D strategy as we introduce new capabilities to preserve our collection in perpetuity. The innovation driven by rapid advances in technology necessitates that we transact digitally with our government partners and the public.

Our D&D strategy presents a customer-focused approach to deliver enhanced digital channels; contemporary data capture; processing and visualisation; use of artificial intelligence for complex decision-making; increased cyber resilience; and use of transformational D&D capabilities.

My priorities, as Chief Information Officer and Chief Information Security Officer, are:

- customer access, enabled by richer experience with a range of new and uplifted digital capabilities
- archival capabilities to increase value generation, building on the foundational capabilities currently underway
- improvements to ways of working, by creating a modern workspace environment and using technology to enable seamless remote working
- further strengthening cyber resilience of the National Archives' environment.

A handwritten signature in black ink, appearing to read 'Yaso Arumugam'.

Yaso Arumugam

Chief Information Officer and Chief Information Security Officer

Executive summary

Our vision for the National Archives: Australia’s cultural identity and democracy is strengthened through connecting people with the evidence of Australian Government activities and decisions.

Our D&D strategy is aligned with our business vision, mission and strategies. It builds upon our D&D strategy for 2019–22, incorporating emerging needs and technologies for accelerated delivery of our mission.

Enabling the vision, our D&D strategy is focused on six business focus areas, which are distilled into three themes (Figure 1).

Figure 1: Strategic themes and focus areas

Themes



Preserve and secure the national archival collection



Information and technology that underpin a world leading digital archive



Modern and customer focused information and technology services

Business Focus Areas



Contemporary archival services

We will explore and adopt contemporary methods for the provision of services to collect, manage, preserve and provide access to records digitally whilst upholding the rules of evidence and maintaining the authenticity of information for long-term use to protect Australia’s memory.



Lead Information governance, policy and practices

To be a world leading digital archive, the NAA needs to ensure that working with exemplar information governance practices as business as usual, and leading from the front.



Agile and mobile workforce

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



A cyber security resilient organisation

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



Digital engagement enabled by platforms, data and insights

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



Contemporary and reliable D&D capabilities

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

Our vision will be achieved incrementally by piecing together key building blocks over three horizons (Figure 2).

Figure 2: Sequence of three horizons to build towards our vision for the National Archives

Horizon 1
Strengthen our foundation

- Reliable and secure
- Sustainable and scalable
- IT as a broker, integrator and orchestrator

Horizon 2
Accelerate digitisation

- Accessible open collections
- Self-sufficient discovery
- Digital and physical synchronisation

Horizon 3
Amplify Archive’s impact

- Personalisation
- Sharable knowledge
- IT as an innovator

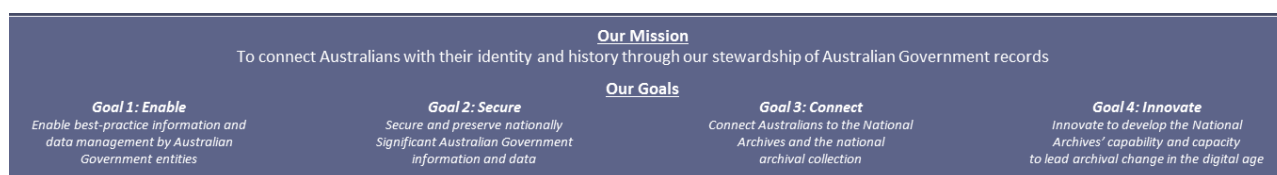
Data and digital strategy

Our D&D strategy identifies outcomes that will support the successful delivery of the National Archives' vision and mission. These outcomes relate to six business focus areas that feed into the National Archives' strategic direction through the overarching goals of our mission.

The National Archives' strategic direction steers us towards those overarching goals (Figure 3). It sets out our organisation's fundamental capabilities:

- We strive for excellent service as we make the collection available to the public while taking proper account of privacy, security, confidentiality and public interest.
- Our staff are equipped with the contemporary skills and competencies to work with digital tools and resources to deliver new services to the Australian Government and the general public.
- We will provide leadership in best-practice management of the official record of the Australian Government and ensure that information of enduring significance is secured, preserved and available.

Figure 3: Overarching goals of the National Archives' mission



The D&D strategic direction supports the overarching goals and organisational capabilities fundamental to the National Archives' strategic direction.

Business focus areas

Six business focus areas in the D&D strategic direction underpin our capacity to lead and innovate in the digital age.

Our six business focus areas are:

- contemporary archival services
- lead information governance, policy and practice
- an agile and mobile workforce
- a cyber security resilient organisation
- digital engagement enabled by platforms, data and insights
- contemporary and reliable D&D capabilities.

These business focus areas are detailed under 'Realising the future state'.

Outcomes

Specific technology goals inform the strategic outcomes we strive to deliver.

Technology goals

- The Australian public are able to easily, securely and reliably engage with and access the information held within the archives through their channel of choice.
- Our staff are provided the technology, tools and processes to support them as a professional workforce and be a world leading archive.
- Records and information exchanged with Government departments, stakeholders, and the public will meet the Australian Security Directorate requirements, providing safeguards for data privacy and security.
- We will lead and drive creativity and innovation through technology.

Strategic outcomes of technology goals

The technology goals we pursue under the D&D strategic direction will engender tangible outcomes. These strategic outcomes are to:

- preserve and secure the national archival collection
- put in place information and technology that underpin a world-leading digital archive
- enable modern and customer-focused information and technology services.

Essential D&D elements will factor into the achievement of each outcome (Figure 4).

Figure 4: Essential D&D elements to achieve strategic outcomes

Preserve and secure the national archival collection



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



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



A **cyber-resilient** organisation

Information and technology that underpins a world-leading digital archive



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



Building trust in public records



Stable and secure platform for business operations

Modern and customer-focused information and technology services



Uplift work processes to gain efficiencies and accelerate digital archives objectives



Modern platforms to facilitate innovation supported by appropriate levels of governance



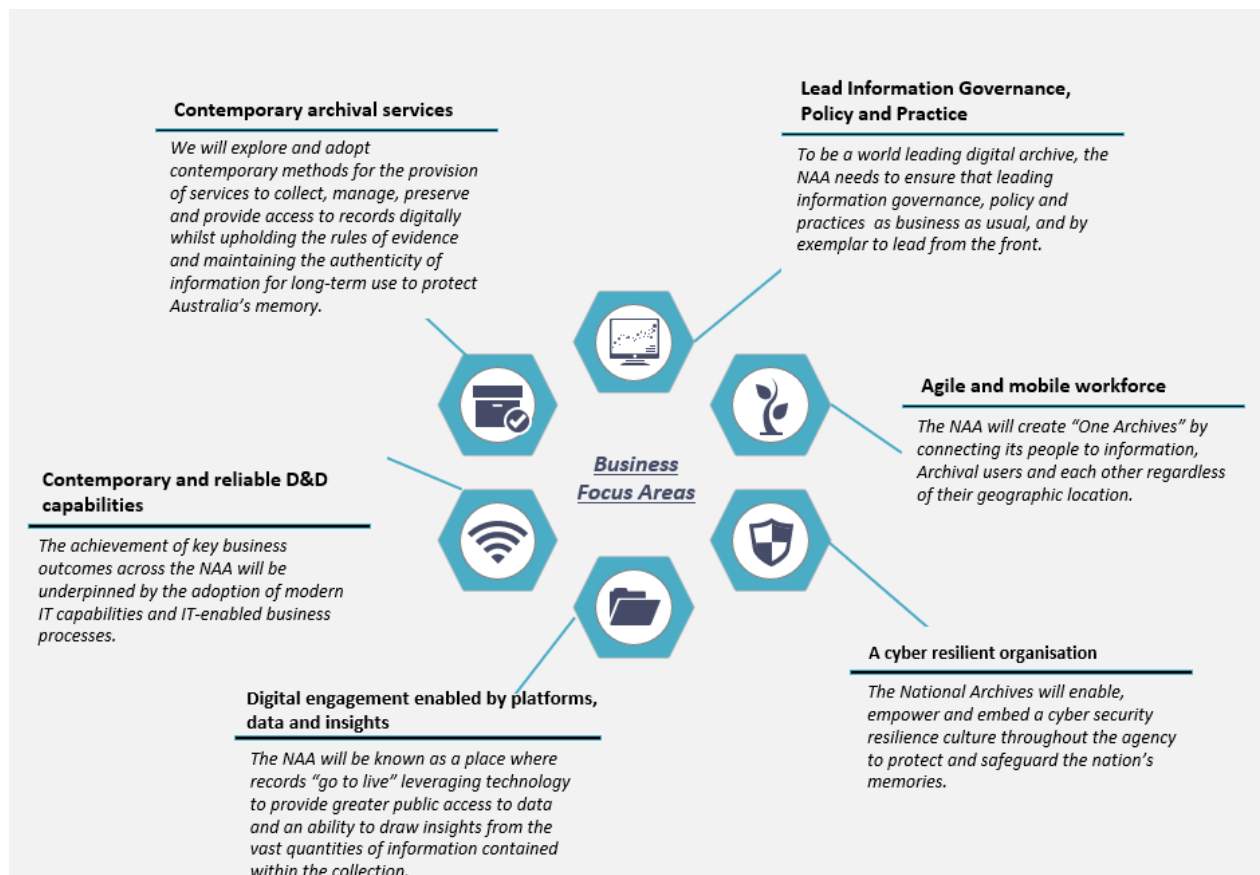
Transform to a **digital workplace** and new ways of working through workforce collaboration and mobility solutions

Realising the future state

What we will do

To realise the future-state, we will focus our efforts on six core business focus areas (Figure 5).

Figure 5: Six core business focus areas in detail



How we will do it

Eight strategic building blocks will shape our transformation investments (Figure 6).

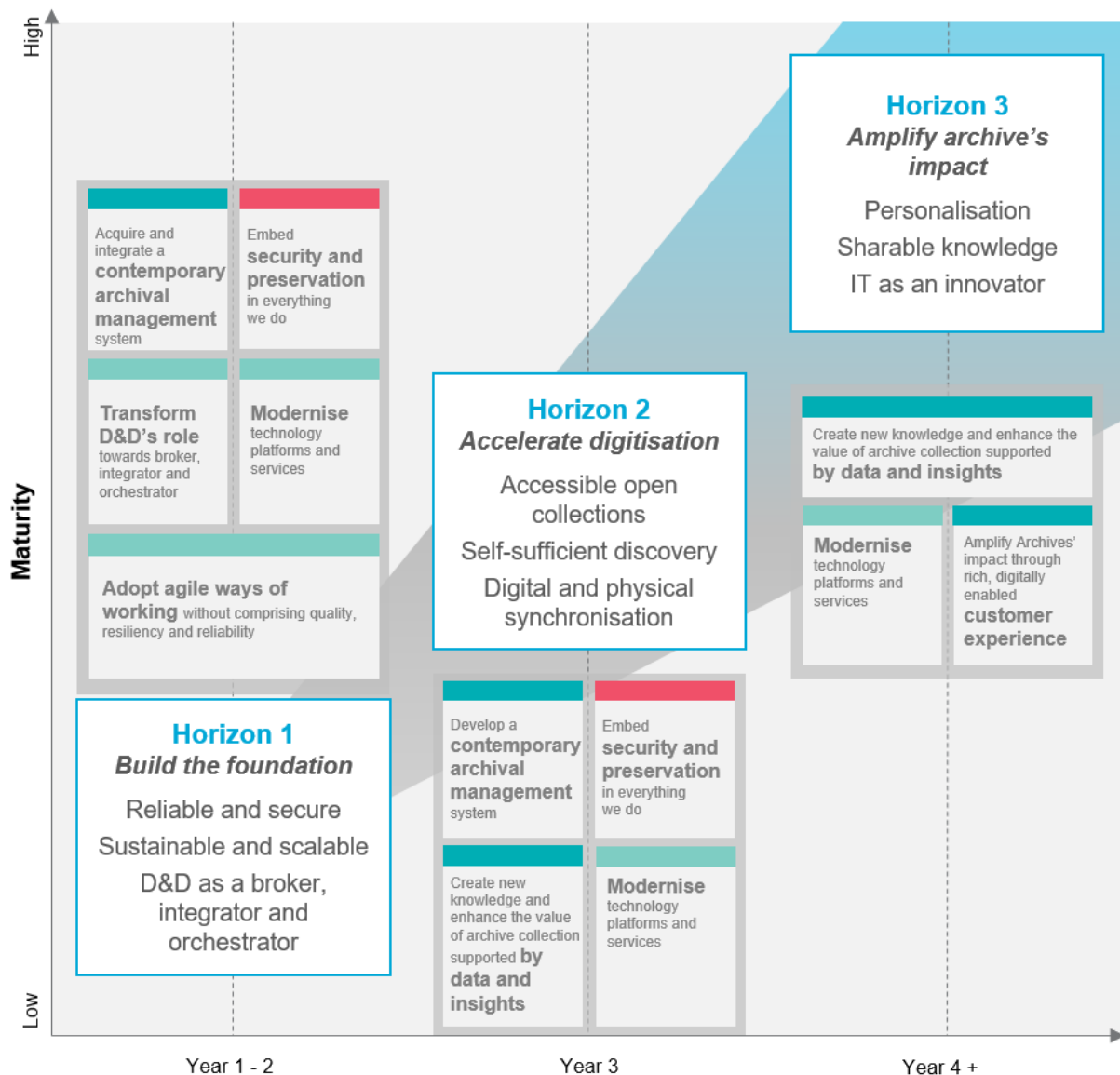
Figure 6: Building blocks to shape our transformation investments



Our plan to deliver

We will evolve our future state over three horizons, described in Figure 7. These horizons will direct our focus over the transformation journey, as we leverage the building blocks that characterise each horizon.

Figure 7: Building blocks plotted over a four-year period, comprising three horizons



The role of data and digital

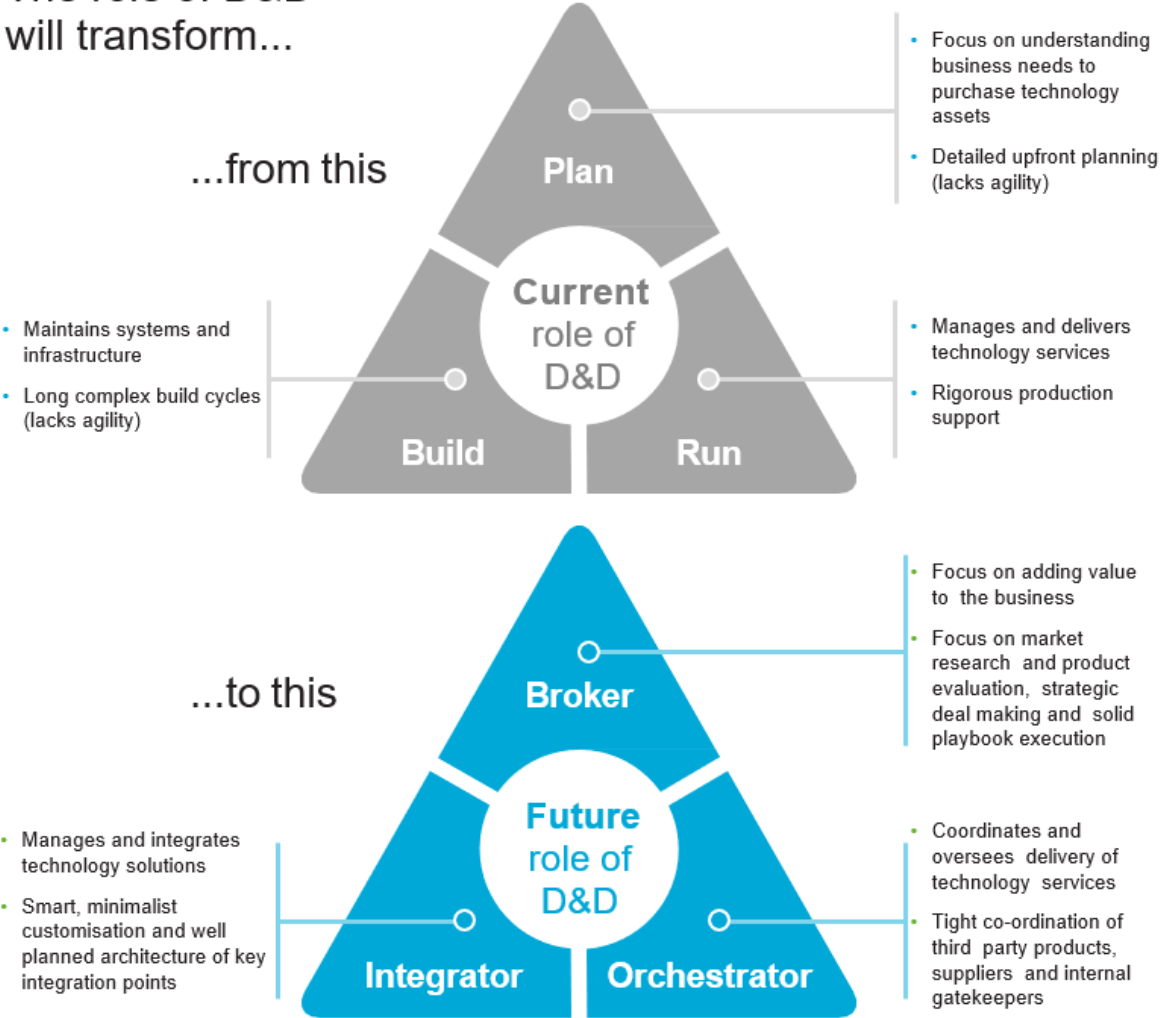
As we move towards our future state, the role of Data and Digital (D&D) will shift from being a business enabler to partnering with business areas to deliver services that provide maximum value.

Figure 8 shows that the current role of D&D is to maintain systems and infrastructure and act as an internal service provider. The future role of the National Archives' D&D function will be to:

- act as a service integrator
- support our business areas with sourcing and managing the best solutions available
- advise our business areas on all information and technology matters.

Figure 8: Current D&D role and future-state D&D role comparison

The role of D&D will transform...



Our contribution to the Sustainable Development Goals



Our D&D strategy supports five of the United Nations Sustainable Development Goals (SDGs) (Figure 9). More broadly, the National Archives supports the SDGs to mobilise global efforts and achieve better outcomes for the world, by ensuring information management:

- makes information and data available for use and reuse
- protects rights and entitlements
- ensures accountability of government.

Figure 9: Five sustainable development goals supported by our D&D strategy

The D&D strategy will support and contribute to the achievement of five SDGs through its initiatives.



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

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



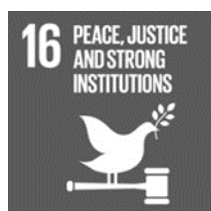
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

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



11 SUSTAINABLE CITIES AND COMMUNITIES
Make cities and human settlements inclusive, safe, resilient and sustainable

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



16 PEACE, JUSTICE AND STRONG INSTITUTIONS
Promote peaceful and inclusive societies for sustainable development, provide access to justice for all

By ensuring the highest levels of security and transparency of government data, supporting accountability of government institutions



17 PARTNERSHIPS FOR THE GOALS
Strengthen the means of implementation and revitalise the global partnership for sustainable development

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

For further information

Yaso Arumugam
Chief Information Officer and
Chief Information Security Officer

E: Yaso.Arumugam@naa.gov.au

| naa.gov.au   



Australian Government
National Archives of Australia