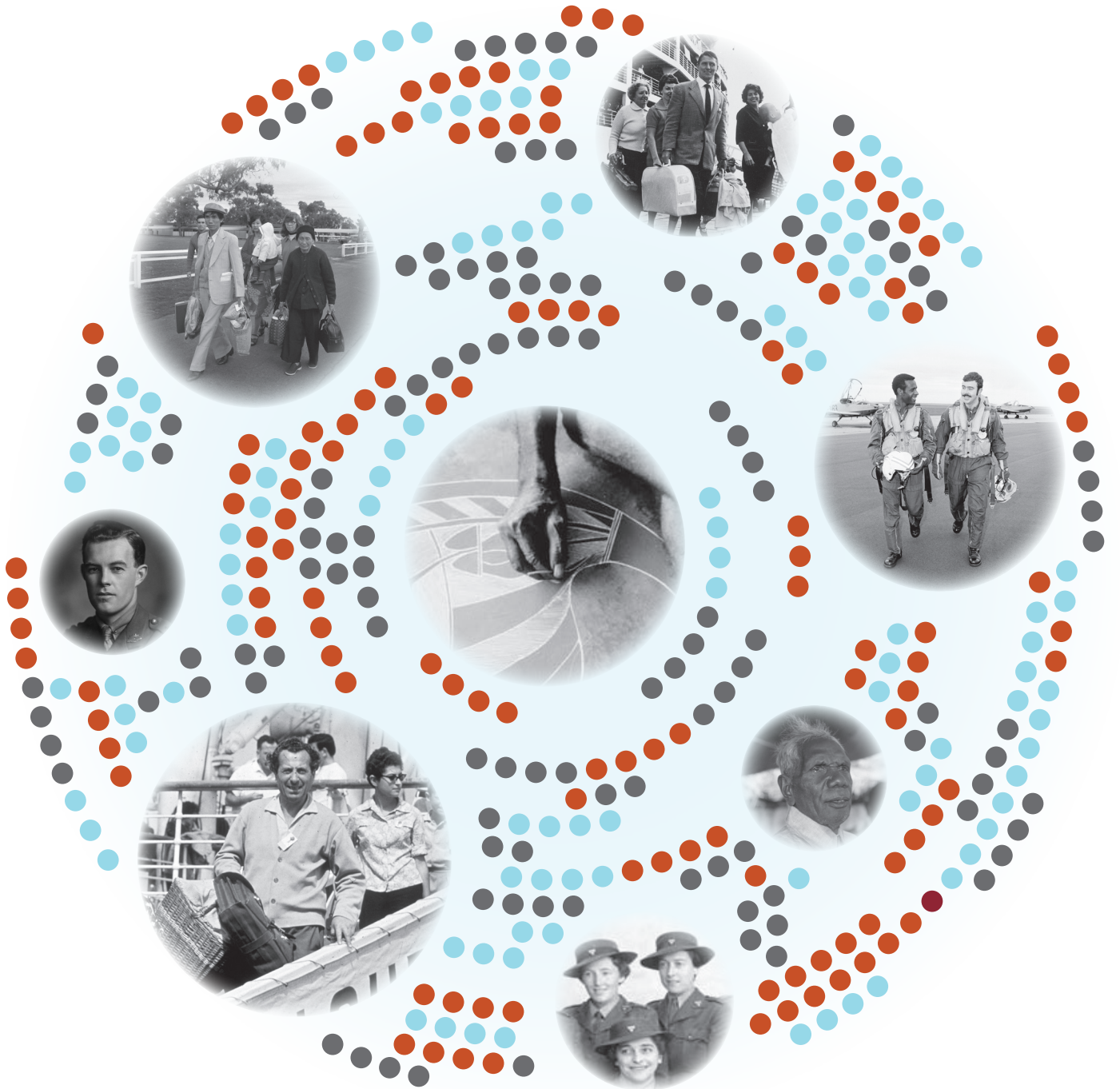




NATIONAL ARCHIVES OF AUSTRALIA



# CORPORATE PLAN 2022–23

COVERING REPORTING PERIODS 2022–23 TO 2025–26



# **CORPORATE PLAN** 2022–23

COVERING REPORTING PERIODS 2022–23 TO 2025–26

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

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**Cover images (top to bottom):**

The ARCADIA arrives at Adelaide with British migrants, 1963. NAA: A12111, 1/1963/4/32  
Indo-Chinese refugees arrive in Melbourne and at Melbourne Hotel, 1979. NAA: A6135, K6/7/79/1  
Flying instructor at Point Cook RAAF Base, with RAAF cadets/trainee pilots, 1979. NAA: A6180, 19/6/79/11  
Aboriginal art and display at EXPO, 1995. NAA: A6180, 16/10/95/6  
Cavanagh. Lieut. Righton John (Military Cross), 1914–1918. NAA: A14290, 40  
Vincent Lingiari speaking at the handing over of a lease in Wattie Creek, Northern Territory, 1975. NAA: A8598, AK21/4/80/9  
Migrant arrivals in Sydney - Passengers disembarking from ship, 1951. NAA: A12111, 2/1951/4A/5  
Members of the Australian Women's Army Service (AWAS), 1908–1955. NAA: M2127, 1

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# STATEMENT OF **PREPARATION**

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As the accountable authority of National Archives of Australia, I am pleased to present the *National Archives of Australia Corporate Plan 2022–23*.

This covers the period 2022–23 to 2025–26, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



Simon Froude  
Director-General  
National Archives of Australia

# FROM THE DIRECTOR-GENERAL

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

National Archives contributes to and works collaboratively with other national collecting institutions to protect and promote Australian content and culture. National Archives has an additional responsibility to provide a general right of access to Commonwealth records, which differentiates us from other cultural institutions.

National Archives has set out our long-term direction in our 10-year vision document *Strategy 2030: a transformed and trusted National Archives*. To achieve our objective of being a world-leading digital archive, we have embarked on a period of necessary change, setting out strategies to enable, secure, connect and innovate our digital capability and service delivery.

New project funding is allowing National Archives to deliver critical projects to address backlogs for access applications, and invest in cybersecurity and digital technology to facilitate preservation of records and digital access to them. At the same time, National Archives is increasing its role in setting to right injustices of our nation's past, particularly the treatment of First Nations peoples and those impacted by past government policy.

Since commencing my tenure as the Director-General in May 2022, I have been impressed by the professionalism, diligence and passion staff have for their work in what we all understand to be challenging times. My focus in the coming years will be to create 'One National Archives', with shared goals and legislative mandates.

In the coming year, National Archives seeks to create new opportunities for engagement, collaboration and learning with government agencies, researchers and the community. Other priorities include improving legislation, scaled-up capability to digitise and preserve at-risk collections, growing workforce capability, and using technologies to assist government agencies better manage information and data.

The Corporate Plan 2022–23 outlines how National Archives will deliver against its strategic priorities over the next 4 years, with a complete set of performance measures and planned performance outcomes. The performance measures and outcomes will be used to track achievement over the year and reported in our next annual report.

A handwritten signature in black ink, appearing to read 'Simon Froude'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Simon Froude  
Director-General  
National Archives of Australia

# FROM THE **ADVISORY COUNCIL CHAIR**

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National Archives of Australia 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 National Archives delivers on its legislated mandate and enduring, fundamental and unique role for government.

National Archives is an important institution with responsibility to lead information management across the Commonwealth, ensuring this information is secured, preserved and made available to government agencies, researchers and the public. The 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 Corporate Plan 2022–23 outlines a clear set of strategies to further National Archives' transformation agenda, addressing strategic risks such as preserving at-risk collections, implementing technological innovations, investing in digital and cybersecurity capability, and developing its workforce to ensure it is best positioned to deliver in the digital age.

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 AM  
Chair  
National Archives of Australia Advisory Council



# ABOUT NATIONAL ARCHIVES OF AUSTRALIA

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## Purpose

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

## Vision

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

## Values

### **Service excellence**

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

### **Leadership**

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

### **Innovation**

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

### **Responsibility**

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

### **Collaboration**

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

## Role and functions

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

The mandate of National Archives is to secure, preserve and make public, the archival resources of the Commonwealth.

National Archives:

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

## Corporate structure

National Archives is a Commonwealth statutory agency with a presence in every state and territory. It has 4 branches:

- **Access and Public Engagement** ensures access to the collection through digital platforms, research centres, access examination, reference and description services, schools and lifelong-learning programs, exhibitions, publishing, marketing, communications and media engagement, the NAA Members program, partnerships and corporate events.
- **Collection Management** protects records of archival value by transferring them into custody; manages the collection to ensure its authenticity, integrity, preservation, usability and availability; and sets whole-of-government information management standards.
- **Corporate Services** provides the enabling services of governance, human resources, finance, procurement and property and security management, and undertakes research and innovation in digital archival management, special corporate projects and capability development.
- **Data and Digital** provides digital capability and technology, cybersecurity, software and governance of information assets. It also works with Australian Government agencies to build their information and data management maturity by providing advice and guidance on compliance with the Act and National Archives requirements and standards.

## Strategies

National Archives has 4 delivery strategies to achieve its purpose and vision.

### Strategy 1: Enable

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

- Provide leadership of whole-of-government information and data management policy.
- Lead government information and data policy and management standards activities.
- Assist Australian Government agencies to manage analogue and digital records, information and data in compliance with the Act and National Archives' standards and requirements.
- Establish a centre of excellence, investing in policy research, skills training and professional development.
- Assist Australian Government agencies with managing information and data created by emerging technologies.

### Strategy 2: Secure

Secure and preserve nationally significant Australian Government information and data.

- Sustain the nation's analogue archive of paper and audiovisual collections and digital collections.
- Consolidate whole-of-government information storage and digitisation.
- Deliver a cybersecure end-to-end integrated archival management system to preserve and enable access to digital information.
- Achieve 30% of the national archival collection being digitised and accessible online.
- Digitise and preserve all at-risk collections.
- Work with government agencies to identify records of enduring national significance for transfer to National Archives and to authorise destruction of temporary records.

### Strategy 3: Connect

Connect Australians to the national archival collection.

- Implement the integrated digital publishing strategy to support access and engagement to the collection.
- Ensure the commitments and values of the Aboriginal and Torres Strait Islander Strategy and annual action plan are embedded and implemented.
- Create innovative and audience-centric programs and services to enable access to and engagement with the collection.
- Identify and describe more of the national archival collection to enable improved discoverability, accessibility and use.

### Strategy 4: Innovate

Innovate to lead archival practice in the digital age.

- Invest in new government and industry partnerships and commercial opportunities.
- Develop a Pacific-region documentary heritage digital archive and strengthen archival capability.
- Deliver and maintain a cybersecure next-generation digital archive.
- Implement modern governance with current legislation, policies and procedures.
- Develop dynamic leadership of a user-centred and digitally skilled workforce.

# OPERATING CONTEXT

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National Archives provides leadership in the management of the official record of the Commonwealth, and ensures that Australian Government information is available to government agencies, researchers and the community.

National Archives, like many government agencies, is navigating environmental challenges, including reduced public trust, technological change, global shifts in leadership and populations, cybersecurity threats and tight fiscal environments.

In response, National Archives has set itself a transformative agenda to achieve world-leading archival services, contribute to the future cultural identity, and effectively manage government information and data assets.

## Environment

### Government's financial priorities and impacts on National Archives

In 2021–22, National Archives received additional project funding of \$67.7 million, provided over a 4-year period from 2021–22 to 2025–26, to address critical issues related to storage and digitisation of its collection.

The ongoing expansion of the collection means National Archives cannot stay ahead of increasing costs, demand and public expectations. This directly impacts on National Archives' priorities over the coming 4 years.

National Archives recognises the fiscal environment in which it operates, and is implementing measures to achieve efficiencies as well as looking at options to generate other sources of income.

### Legislation reform

National Archives has sought for many years to amend its legislation. The Act requires modernisation to meet the challenges of the digital age and changing technologies. National Archives has identified proposed amendments to the Act that will support its digital transformation program and provide certainty around its functions, powers and responsibilities.

Legislative amendments are required to enable National Archives to drive delivery of its information policy objectives to further improve the management of government records, information and data, and to create opportunities for future partnerships and commercial activities.

### Technological change impact and influences

As more information is created in a digital format, it is important that National Archives has the capability to archive digital material. National Archives has developed a data and digital strategy and will continue to follow the whole-of-government digital architecture and digital sourcing.

As funding opportunities arise, new digital capability will be designed and implemented. Emerging technologies, and the challenges they present for management preservation and access of digital assets, will continue to be a focus area. This work will also continue to be a source of advice to other government agencies on the management of information, data and records in emerging technology platforms.

## Community expectations around access

National Archives is operating in an environment where there are community expectations around the access to the collection as well as the programs and services offered by National Archives. Meeting these expectations places significant demand on all sections responsible for enabling access to, and engagement with, the national archival collection.

This expectation starts with open and timely access to records. Access to these records has been hindered through the creation of an extensive backlog of applications and the impacts of COVID-19.

Additional funding over the next 4 years has been allocated to increase efficiency of access-related functions. This will enable the reduction of the backlog and the development of business processes, enhanced capability development and robust Section 35 agreements. These improvements, along with appropriate resourcing, will see a substantial reduction in future backlogs forming.

Expectations of researchers and the public in regards to ease of accessing the collection through reference and public engagement programs and services continues to increase. It highlights a need to increase awareness and understanding of the broader roles and responsibilities of the National Archives as a government agency and archival institution, through focused strategic external communications.

In an environment where resources are limited, reference services delivers onsite in research centres in all states and territories and through online channels, with a focus on enabling researchers to undertake self-directed searches and access online records where possible.

Description of the collection nationally is a significant program of work for National Archives. Committing to work that increases the number of records described annually at item level, and provided online through RecordSearch, allows National Archives to respond to increasing community expectations around discoverability and access. Increasing item-level description also enables broader efficiencies for reference services and client and researcher self-service, and facilitates the delivery of other public-engagement programs such as exhibitions.

The development of digital platforms to support the delivery of school and lifelong-learning programs and curated and digital services continues alongside the development of onsite and offsite programs and exhibitions – temporary and permanent – to encourage engagement with the collection.

## Aboriginal and Torres Strait Islander engagement

National Archives continues its commitment to broaden and strengthen connections to Aboriginal and Torres Strait Islander peoples with 2-way engagement to develop relationships to assist peoples to access collections, services and resources in culturally appropriate ways through *Our way: Aboriginal and Torres Strait Islander protocols* and the Tandanya Declaration.

National Archives engagement plan includes:

- new engagement with identified remote Aboriginal communities and organisations in the Northern Territory, South Australia and Western Australia
- new approaches for consultation and engagement, including reviewing existing memoranda of understanding with Link-Up organisations, developing new arrangements with other Link-Up organisations and providing access to National Archives' Bringing Them Home name index.

National Archives acknowledges the number of current and arising significant Aboriginal and Torres Strait issues, including past National Inquiry recommendations relating to access to archival records for First Nations peoples.

National Archives will continue to provide responses and copies of vital records for evidence for claimants to the Australian Government's Territories Stolen Generations Redress Scheme for the duration of the scheme to 2026.

## Direction of government data and information management

National Archives is responsible for leading best practice management of the official record of Commonwealth Government agencies, and the development of standards and frameworks for information management.

A series of whole-of-government inquiries between 2013 and 2019 have identified issues with poor recordkeeping affecting the public's ability to access information.

National Archives' whole-of-government information management policy, *Building trust in the public record: managing information and data for government and community* has been in effect since 1 January 2021. The policy aims to improve how agencies create, collect, manage and use information assets.

Regular release of guidance and other supporting information has occurred since the policy came into effect, ensuring that National Archives continues to lead and support the Australian Government's wider agenda to provide responsive and efficient delivery of services through digital transformation.

## Capability

### Workforce capability

National Archives has developed an operational workforce plan to assess current and future potential capability needs and gaps. With an emphasis on building capability, the plan sets out strategies to train and upskill its workforce to enable it to adapt to meet new and emerging challenges.

The plan sets out 4 key priorities:

- Uplifting recruitment and attraction strategies, with a focus on entry level programs to bolster a future labour pipeline, and consideration of modern flexible work practices.
- Strengthening retention, including delivery of a comprehensive mentoring program across both junior and senior levels.
- Enhancing professional management capabilities, with targeted leadership and talent management initiatives.
- Amplifying digital skills, including the development of bespoke digital-archiving training and initiatives to strengthen relationships with professional organisations in archiving.

### Infrastructure capability – saving the collection

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. National Archives provides specialised storage environments and facilities to extend the life of these records. However, digitising these records is key to their preservation.

With funding secured in 2021–22, National Archives is continuing the work begun under Deadline 2025, an international call to action to save content on magnetic media at risk due to technological obsolescence or degradation. This work has been expanded to incorporate other at-risk formats with a minimum of 270,000 records to be saved by 2025. This will be achieved through National Archives' hybrid approach to digitisation.

Specialist facilities and equipment in its National Office in Canberra and its Sydney and Melbourne offices enable fragile and sensitive records to be digitised onsite. Panels of commercial providers have also been established to undertake bulk digitisation of paper, audiovisual, photographic, aerial-film and microform records.

National Archives is increasing internal capacity and capability through procurement of new equipment and implementation of new ways to archive bulk digital records returned from vendors.

National Archives holds the records of those who have served in the Australian defence forces since Federation. This includes more than a million records of service personnel from World War II. The 4-year project to digitise World War II service records and make them available online will continue through 2022–23.

## **Data and digital capability**

One of 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.

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.

The Integrated Archival Management System (IAMS) program of work was established to deliver a contemporary digital preservation platform. Further work is underway for the continued development and upscaling of technological capability, people and processes to secure government agency information transfers, preservation and access to digitised and born-digital information.

National Archives is in the process of transitioning to the M365 cloud office collaboration platform. The platform will provide staff with new technologies for data analytics, office productivity and will use MS Teams for telephony, chat, video/audio conference and document sharing.

National Archives' cybersecurity priorities include meeting information security management controls and the whole-of-government mandate, uplifting its cyber-posture to meet the Australian Signals Directorate's Essential Eight maturity level 2.

## Risk management

National Archives recognises there is potential for risk in most aspects of its operations. Effective management of risk enables it 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:

- supports risk control and management
- maintains a line of sight from high-level enterprise and strategic risks
- informs staff of roles, responsibilities and accountabilities for managing risk
- establishes expectations and guidance on how risk should be identified, assessed, documented and managed
- allows innovation through balanced risk management.

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

Risk	Current risk control strategies
<p><b>Management of Australian Government records</b></p> <p>Government entities do not adhere to National Archives' policy for record-keeping practices, <i>Building trust in the public record</i>.</p>	<ul style="list-style-type: none"> <li>• Project management and risk management frameworks manage delivery and governance of the policy.</li> <li>• An agency advisor group consults on matters relating to the policy.</li> <li>• Feedback on any legislative reforms that may impact on the policy and information management standards is provided.</li> <li>• Stakeholder engagement and communication plan and annual schedule manage messages and feedback to Australian Government agencies.</li> <li>• Content created by National Archives and other reputable sources are used to support the policy actions for agencies.</li> <li>• Certain projects of the Defend the Past, Protect the Future program are designed to help agencies deal with their obligations.</li> </ul>



Risk	Current risk control strategies
<p><b>Collection management, to secure and preserve the collection</b></p> <p>Archival material is lost through failure to identify, secure and preserve, or due to resource limitations, obsolescence, neglect or hostile action.</p>	<ul style="list-style-type: none"> <li>• Collection Management Framework and archival systems are effective and maintained.</li> <li>• Effective implementation of strategies for preservation, transfer and storage of archival Retain as National Archives (RNA) records.</li> <li>• Continued investment in archival facilities, business systems and staff capabilities to safeguard the collection.</li> <li>• Promote knowledge of the collection and risk to align priorities, actions and appropriate allocation of resources.</li> <li>• An effective Records Authority that specifies how to identify, secure and preserve records, and ensure RNA records are transferred in a timely manner.</li> <li>• Set archival standards and policy for National Archives and government agencies.</li> </ul>
<p><b>Connecting with audiences</b></p> <p>Australians' ability to access and engage with the national archival collection is impeded.</p>	<ul style="list-style-type: none"> <li>• Proactive/targeted engagement, communication and advice.</li> <li>• Effective service standards agreed with agencies, users and stakeholders.</li> <li>• Improvements to infrastructure and systems, including work with Integrated Archival Management System (IAMS) and Digital Archives Innovation and Research (DAIR) programs and the Digital and Data branch.</li> <li>• Increase quantity of records available for discovery and access such as description, declassification, digitisation and preservation.</li> <li>• Establish a dedicated Aboriginal and Torres Strait Islander Engagement section, supported in short term by external funding for additional resources through grants.</li> </ul>
<p><b>Operation and financial governance</b></p> <p>Poor governance or administration of finances and resources impacting on ability to protect information, assets and people.</p>	<ul style="list-style-type: none"> <li>• Review Governance Framework to comply with government standards.</li> <li>• Greater collaboration across business areas to achieve better decision-making and use of resources.</li> <li>• Training and communication on governance and administration matters.</li> <li>• Advocate for additional financial appropriations.</li> </ul>
<p><b>Developing people and culture</b></p> <p>Failure to build and maintain a culture or to provide sufficient resources to attract, retain and develop skilled staff in this digital age.</p>	<ul style="list-style-type: none"> <li>• Cooperate with other cultural organisations for skills and cross-development (for example, the memorandum of understanding with the National Film and Sound Archive).</li> <li>• Engage with educators to develop a skills pipeline.</li> <li>• Workforce and succession planning, and refinement of recruitment process.</li> </ul>

Risk	Current risk control strategies
<p><b>IT and cybersecurity</b></p> <p>Failure to harness technology and address cybersecurity issues leading to corruption of archival records.</p>	<ul style="list-style-type: none"> <li>• Increase awareness and improve communication on the connection between cyber threats and operational requirements.</li> <li>• Achieve and maintain the Essential Eight of the Australian Signals Directorate and Protective Security Policy Framework.</li> <li>• Implement the M365 project.</li> <li>• Long-term planning for IT assets and digital storage acquisition and maintenance to support business operations and security.</li> <li>• Enhanced business systems to build an integrated archival management system.</li> </ul>

## Cooperation

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

National Archives is the only government agency with a specific mandate to set information management requirements. Other Commonwealth agencies have responsibilities for a range of information management policy and standards.

This year, National Archives will consider how it can exercise greater influence on Commonwealth agencies that have a role in determining information management policy and standards. Specific consideration will be given to establishing a whole-of-government body to better coordinate and consolidate responsibility for government information management, recordkeeping and archiving.

National Archives works closely with regional, national and international archival communities to address common archival issues, and to evolve the role and capability of archives. Bodies with which National Archives cooperates include the Australian Society of Archivists, Records and Information Management Professionals Australasia, Australian Digital Recordkeeping Initiative, and Council for Australasian Archives and Records Authorities.

National Archives supports and participates in conferences, information sharing, skills development and collaborative projects as a member of Pacific Regional Branch of the International Council on Archives, International Council on Archives, and Digital Preservation Coalition.

# PERFORMANCE MEASURES

These performance measures articulate 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 Australian's access to the archival resources of the Australian Government.

The selection of the measure is based on variables such as relevance of the measure to the key activity or outcome, the level of National Archives' influence, the ability to measure, and the provision of a mix of measures and targets that give a complete view of performance.

## Enable

Performance measure	Planned performance result	Target			
		2022–23	2023–24	2024–25	2025–26
Australian Government agencies actively apply best practice in the creation, collection and use of Australian Government information assets	Percentage of agencies who have implemented the requirements of the <i>Building trust in the public record</i> policy	Establish baseline for implementation by agencies through first year of Check-up survey	To be determined following baseline establishment in 2022–23	To be determined following baseline establishment in 2022–23	To be determined following baseline establishment in 2022–23
	Review and analyse Australian Government agencies' information management maturity	Check-up survey results, including: <ul style="list-style-type: none"> <li>– national average index,</li> <li>– number of agencies with individual index scores less than 2, 3, and 4,</li> <li>– percentage of agencies showing improvement in maturity</li> </ul>	Check-up survey results, including: <ul style="list-style-type: none"> <li>– national average index,</li> <li>– number of agencies with individual index scores less than 2, 3, and 4,</li> <li>– percentage of agencies showing improvement in maturity</li> </ul>	Check-up survey results, including: <ul style="list-style-type: none"> <li>– national average index,</li> <li>– number of agencies with individual index scores less than 2, 3, and 4,</li> <li>– percentage of agencies showing improvement in maturity</li> </ul>	Check-up survey results, including: <ul style="list-style-type: none"> <li>– national average index,</li> <li>– number of agencies with individual index scores less than 2, 3, and 4,</li> <li>– percentage of agencies showing improvement in maturity</li> </ul> Analyse and report on survey data for the duration of the Building trust in the public record policy

Performance measure	Planned performance result	Target			
		2022–23	2023–24	2024–25	2025–26
Provide leadership of whole-of-government information and data management policy, including implementing the <i>Building trust in the public record</i> policy	Deliver guidance that is fit-for-purpose to help agencies implement the <i>Building trust in the public record</i> policy	Publication of the 3 products as listed in the <i>Building trust in the public record</i> release schedule 2022–23	N/A	N/A	N/A

## Secure

Performance measure	Planned performance result	Target			
		2022–23	2023–24	2024–25	2025–26
Nationally significant information and data is appropriately transferred to the National Archives	Nationally significant information and data identified as at-risk by agencies is prioritised for transfer to National Archives	2 case studies of at-risk records on ABS Census data (digital) and Indigenous records (analogue) controlled by the Wreck Bay Aboriginal Community Council	To be determined following first-year case study	To be determined following first-year case study	To be determined following first-year case study
Information and data of enduring national significance is safeguarded from loss or damage for ongoing preservation and access	Percentage of collection that is stored appropriately	95% or more of the collection is stored appropriately	95% or more of the collection is stored appropriately	95% or more of the collection is stored appropriately	95% or more of the collection is stored appropriately
All at-risk collections are preserved digitally over time	Percentage of annual program digitisation targets delivered	100% of digitisation targets are delivered by major projects	100% of digitisation targets are delivered by major projects	100% of digitisation targets are delivered by major projects	100% of digitisation targets are delivered by major projects
	Percentage of at-risk collection items digitally preserved	10% analogue at-risk items digitally preserved	12% analogue at-risk items digitally preserved	14% analogue at-risk items digitally preserved	16% analogue at-risk items digitally preserved
		Establish baseline for digital at-risk items digitally preserved	To be determined following baseline establishment in 2022–23	To be determined following baseline establishment in 2022–23	To be determined following baseline establishment in 2022–23

Performance measure	Planned performance result	Target			
		2022–23	2023–24	2024–25	2025–26
Sustain the nation's archive of physical and digital collections in accordance with the National Preservation Strategy	National Archives programs preserve at-risk records in the national archival collection	Case study shows preservation of at-risk records in accordance with the strategy	Case study shows preservation of at-risk records in accordance with the strategy	Case study shows preservation of at-risk records in accordance with the strategy	Case study shows preservation of at-risk records in accordance with the strategy
	Progress implementation of the National Preservation Strategy	Develop and publish revised strategy	Successfully implement strategy actions	Successfully implement strategy actions	Successfully implement strategy actions
Issue records authorities to allow agencies to make decisions about keeping, destroying or transferring Australian Government records	Issue disposal and retention instruments	Issue 20 or more disposal and retention instruments	Issue 20 or more disposal and retention instruments	Issue 20 or more disposal and retention instruments	Issue 20 or more disposal and retention instruments

## Connect

Performance measure	Planned performance result	Target			
		2022–23	2023–24	2024–25	2025–26
The ways stakeholders engage with and use the collection meets their expectations within a digital-first approach	Number of stakeholder engagements with services and programs	Total number of engagements showing the collection is meeting expectations	Total number of engagements showing the collection is meeting expectations	Total number of engagements showing the collection is meeting expectations	Total number of engagements showing the collection is meeting expectations
	Stakeholder expectations of collection programs are met	Case studies of collection programs showing that more than 80% of stakeholder expectations were met	Case studies of collection programs showing that more than 80% of stakeholder expectations were met	Case studies of collection programs showing that more than 80% of stakeholder expectations were met	Case studies of collection programs showing that more than 80% of stakeholder expectations were met
National archival collection is discoverable and accessible	Number of new items made discoverable	Total number of new item descriptions added to RecordSearch online	Total number of new item descriptions added to RecordSearch online	Total number of new item descriptions added to RecordSearch online	Total number of new item descriptions added to RecordSearch online
	Percentage of service requests actioned by the National Archives within service standards	Percentage of requests and applications actioned within service standards and legislative timeframes	Percentage of requests and applications actioned within service standards and legislative timeframes	Percentage of requests and applications actioned within service standards and legislative timeframes	Percentage of requests and applications actioned within service standards and legislative timeframes
Embed commitments and values of the Aboriginal and Torres Strait Islander Strategy and Tandanya Declaration through respectful engagement with community onsite, offsite and online	Commitments and values of the Aboriginal and Torres Strait Islander Strategy and Tandanya Declaration are embedded	Case study shows the Aboriginal and Torres Strait Islander Strategy and Tandanya Declaration implementation plan actions are successfully implemented	Case study shows the Aboriginal and Torres Strait Islander Strategy and Tandanya Declaration implementation plan actions are successfully implemented	Case study shows the Aboriginal and Torres Strait Islander Strategy and Tandanya Declaration implementation plan actions are successfully implemented	Case study shows the Aboriginal and Torres Strait Islander Strategy and Tandanya Declaration implementation plan actions are successfully implemented

## Innovate

Performance measure	Planned performance result	Target			
		2022–23	2023–24	2024–25	2025–26
Partnerships and commercial ventures enable more efficient collection, digitisation and preservation, and greater progress of engagement priorities	More efficient digitisation of items through partnerships or third-party ventures	25,000 items digitised by partnership or third-party selected for case study	To be determined following baseline establishment in 2022–23	To be determined following baseline establishment in 2022–23	To be determined following baseline establishment in 2022–23
Provide support to Pacific-region national archives, including implementing a digital archive to preserve documentary heritage	Provide support to Pacific-region national archives	Engagement with the national archives of Pacific-region nations	Engagement with the national archives of Pacific-region nations	Engagement with the national archives of Pacific-region nations	Engagement with the national archives of Pacific-region nations
National Archives has appropriate digital capability to efficiently deliver, maintain and use a cybersecure next-generation digital archive	Number of Essential Eight cybersecurity mitigation strategies implemented	All 8 mitigation strategies implemented and rated as maturity level 2	6 mitigation strategies maintained at maturity level 2  2 mitigation strategies rated as maturity level 3	6 mitigation strategies maintained at maturity level 2  2 mitigation strategies maintained at maturity level 3	6 mitigation strategies maintained at maturity level 2  2 mitigation strategies maintained at maturity level 3







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