



NATIONAL ARCHIVES OF AUSTRALIA

DATA STRATEGY 2023–25

25 OCTOBER 2022



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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MESSAGE FROM THE DIRECTOR-GENERAL



Simon Froude
Director-General

National Archives of Australia is focused on meeting the future needs of government and expectations of the Australian public. *The National Archives strategy 2030: a transformed and trusted National Archives*, sets the vision for a world-leading archive empowered and resourced to ensure that authentic government information is created, secured, preserved and accessible to government and the community.

The *Data strategy 2023-2025* sets a path to achieve our vision by focusing our commitment to maximising data's value, ensuring trusted and protected data, enabling data's use and growing data capabilities within the National Archives.

MESSAGE FROM THE ASSISTANT DIRECTOR-GENERAL DATA AND DIGITAL



Yaso Arumugam
Assistant Director-General Data and Digital

National Archives' *Data strategy 2023-2025* builds on the success of the previous data strategy and is supported by National Archives' *Building trust in the public record (BTPR) policy* and aligns with recent whole-of-government data initiatives, such as the *Foundational Four* and the *Australian Government Data Strategy*. This strategy will drive our data journey as we provide leadership in secure and trusted best practice management of the official record of the Commonwealth.

The strategy sets the strategic direction for managing our corporate and collection data, both in the cloud and on premise. The strategy challenges us through targeted initiatives to grow our data culture and improve the way we collect, share, manage and use data. Our goal is to build our data potential maximising value for the National Archives and the community. This will ensure our data is leveraged as a strategic asset.

THE STRATEGY

Purpose

The *Data strategy 2023-2025* focuses on four strategic objectives that embed data as a fundamental business enabler:

- Maximising the value of data
- Data is trusted and protected
- Enabling data use
- Building data capability.

The four strategic objectives produce deliverable actions with responsibilities across the National Archives.

The strategy builds on the National Archives *Data strategy 2020-2022*, converging the previous five objectives to four clear strategic objectives. It complements the Information and Data Governance Framework and contributes to Australian Government data initiatives

Our data vision

We will transform the way we collect, share, manage and use our data and build data capability and culture. We will participate in best practice management and preservation of the official record of the Commonwealth of Australia, ensuring Australia's cultural identity and democracy is strengthened through connecting people with Commonwealth data. Our records will provide evidence of the Australian Government's activities and decisions to government agencies, researchers and the community.

What is data?

We generate, collect and manage two types of data:

- **Corporate data** assets still in active or semi-active use to inform, implement, document and communicate our business activities, decisions and approvals.
- **Collection data** to be preserved and used on demand as the most valuable records of the Australian Government designated for permanent retention by the National Archives.

For the purposes of the strategy, we define data in the following ways:

Data may be numeric, spatial, statistical, structured or unstructured information (unprocessed or processed) communicated in a form, such as by text, numbers or multimedia. It is capable of being analysed, processed and communicated by an individual, a computer or electronic device. At the National Archives, data is a type of information.

A dataset is a structured collection of data generally associated with a unique body of work, a particular subject, or created for a specific purpose such as the WWII service records from the collection.

A database is an organised collection of data stored as single or multiple datasets. These are generally stored and accessed electronically from a computer system that allows the data to be easily accessed, manipulated, and updated. A business system may comprise of one or more databases such as our Recordkeeping System or RecordSearch.

Key data initiatives



Develop and uplift data analytics.

Collection and management of data aligns with best practice and whole of government data policies.

Data is publicly available through the secure ingest of agency digital transfers.

Data gaps are identified.

Data networks are secure.

Data is protected.

Data is preserved.

Establishment of a new data environment.

Data is shared.

Data is accessible.

Data allows innovation.

Data changes the way we work by using contemporary technologies.

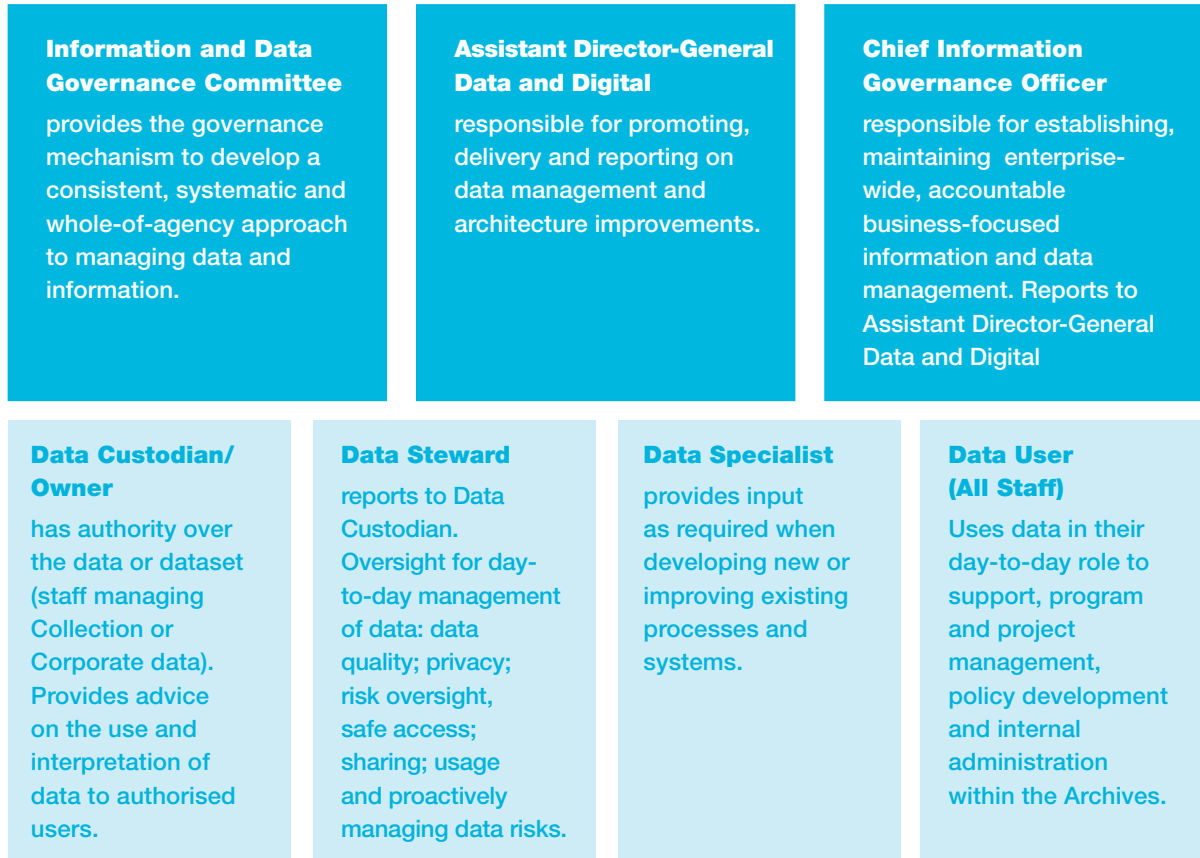
Support continuous improvement in data capability by uplifting skills.

Increase awareness of the responsibilities around data.

Drive cultural change through engagement with data security, risk, and privacy.

Data roles

To achieve the vision of the Data strategy **all staff are identified as data users**. The definitions below aim to establish a common language and understanding of the data roles and capabilities that are used at the National Archives. The Director-General is responsible for the overall management of the National Archives and the proper governance of its operations, programs, and strategic directions.



Benefits of the strategy

The *Data strategy 2023-25* is a key driver for the delivery of data-related benefits to the National Archives and our stakeholders. The initiatives and deliverable actions underpinning our strategic objectives represent a commitment of resources, with National Archives measuring success in the realisation of the benefits of this strategy.

Strategic Objective	Benefits to be realised
Maximising the value of data	Increasing our use of evidence to support and shape policy, programs and projects
Data is trusted and protected	The National Archives will maintain our role as the trusted steward of the archival data of the Commonwealth
Enabling data use	Increased access and use of data by internal and external stakeholders
Build data capabilities	We will grow and support our data capability to deliver to our staff the skills and tools required to deliver our data agenda

Our environment – drivers of change

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

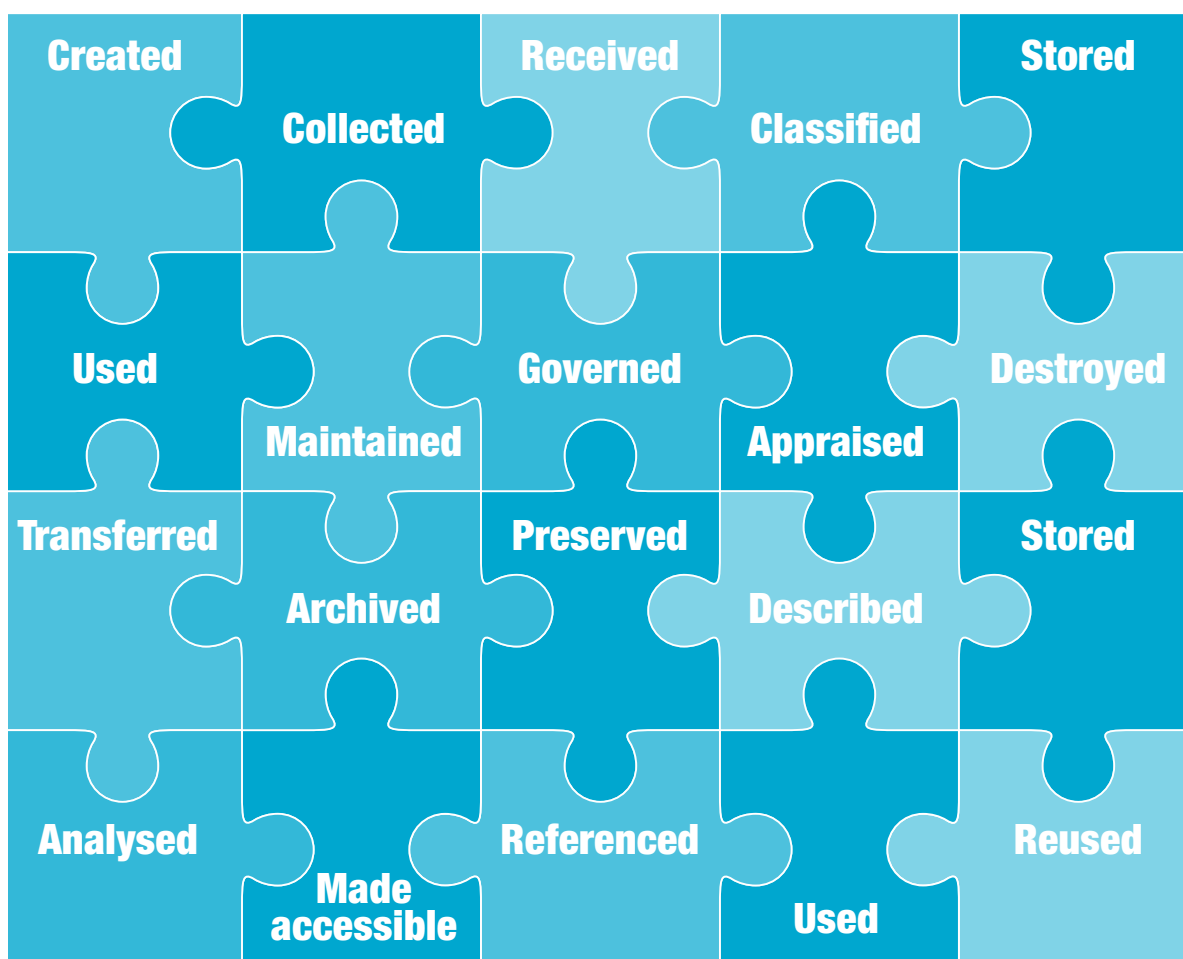
The *National Archives strategy 2030: a transformed and trusted National Archives*, sets out the vision for a transformed and trusted National Archives: a world-leading archive empowered and resourced to ensure that authentic government information is created, secured, preserved and accessible to government and the community.

The *Data and Digital Strategic Direction 2022-25* continues the strategic direction for delivering and implementing new capabilities and new ways of working. It is aligned with National Archives vision and mission.

Our environment now includes on premise and cloud services for the management, governance, access to and sharing of our data and information.

The *Data strategy 2023-2025* links to National Archives' policy *Building trust in the public record*, and our *Information and Data Governance Framework*.

Data value chain – consider the data continuum



STRATEGIC OBJECTIVES

Objective 1

Maximising the value of data

- Develop and uplift data analytics capabilities
- Data collection and management aligns with best practice and whole of government data policies
- Data is publicly available through the secure transfer of agency digital records.

Deliverable actions	What success looks like
<ul style="list-style-type: none">• Data analysis demonstrates insights (knowing what data to use to solve problems) and improves evidence-based advice• <i>Building trust in the public record policy</i> requirements continue to be delivered• Digital transfers are processed in accordance with the National Transfer Strategy and implementation plans• Data on premise and in the cloud is identified and managed.	<ul style="list-style-type: none">• Power BI data analysis reports are created and circulated widely. Reports are registered to enable access to evidential decision data to better inform outcomes for the National Archives• Whole of government data policy requirements are met in line with exemplar status of the National Archives• Targets of the Digital Transfer plan are met, securing and preserving Australian Government data and information• Cloud Data Governance Checklist updated.

Objective 2

Data is trusted and protected

- Data gaps are identified
- Data networks are secure
- Data is protected
- Data is preserved.

Deliverable actions

What success looks like

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- | | |
|---|--|
| <ul style="list-style-type: none">• Risk assessment undertaken based on Data Governance Maturity Model methodology will provide a better understanding of our current data capabilities, the identification of vulnerabilities and uncover areas of improvement• Uplifting Essential 8 activities that focus on securing the data network• Update policy guidance on data loss prevention• Digital records are preserved in line with international practices• System logs for critical business systems are managed. | <ul style="list-style-type: none">• Apply critical thinking to understand and address data's strengths and limitations. Data gaps in use and deployment are used to enhance improvements in data management and governance• Awareness of international and best practice of preservation and access to digital materials informs digital access and preservation activities• Digital Format continuum management approach is developed and implemented• Develop Data Loss Prevention (DLP) Strategy and Roadmap• Development of research notes on long-term preservation of and access to digital material (DAIR INITIATIVE)• System logs in Hitachi Storage System, Preservica, Mediaflex, RkS, RecordSearch and ComVault are captured and retained for as long as required. |
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Objective 3

Enabling data use

- Data is shared
- Data is accessible
- Data allows innovation – uplift data processes to gain efficiencies and accelerate digital archives objectives
- Data changes the way we work by using contemporary technologies.

Deliverable actions	What success looks like
<ul style="list-style-type: none">• Data can be accessed• Provide access to digital material for external stakeholders• Data analysts explore tools for data analysis• Provide a new Archives wide contemporary cloud environment for data and information communication and collaboration sharing• Guide to indigenous data described in our collection.	<ul style="list-style-type: none">• Implement <i>Bringing them home name index</i> database for ATSI. Database supports access to data for Aboriginal and Torres Strait Islanders• Pilot of Preservica cloud instance to enable delivery of access to digital material by external stakeholders• Power BI is used to provide insight• Implementation of M365 work products and collaboration tools provide flexible ways of working and more effective communication and collaboration• Indigenous data is known and accessed by communities, individuals and researchers.

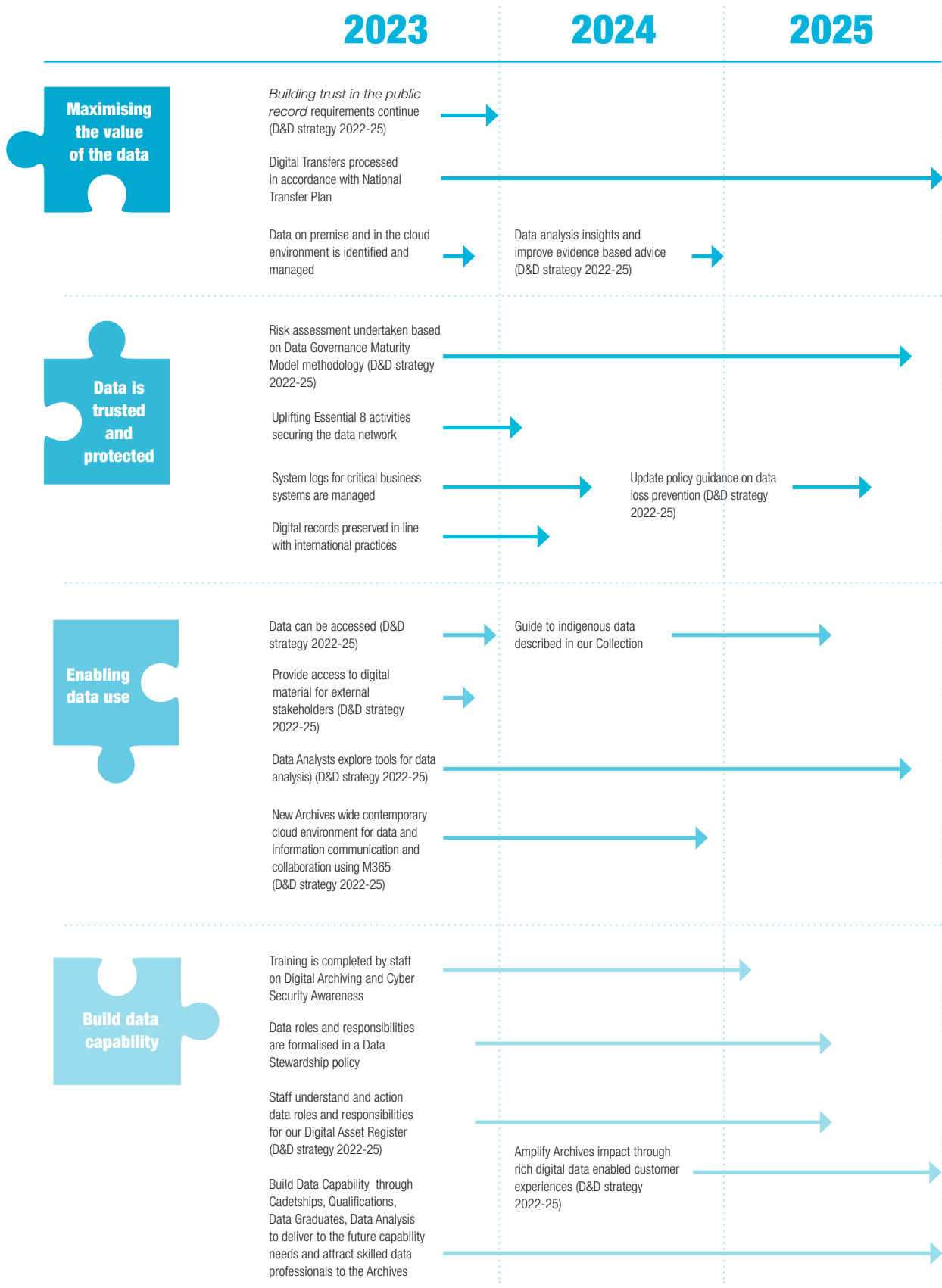
Objective 4

Building data capabilities

- Support continuous improvement in data capability – uplifting staff skills
- All staff understand their roles and responsibilities around data
- Drive cultural change through engagement with data risk, privacy and security.

Deliverable actions	What success looks like
<ul style="list-style-type: none">• Training is completed by staff on Digital Archiving and Cyber Security Awareness• Data roles and responsibilities are identified (data owner, data custodians, data stewards and data users) assigned and actioned to enhance and maintain the Digital Asset Register• Continue to up-skill staff to deliver to the future capability needs and attract skilled data professionals to the Archives• Amplify Archives impact through rich data enablement.	<ul style="list-style-type: none">• 70% of staff complete training modules. Staff capability is uplifted providing better outcomes for the National Archives• Data roles and responsibilities are formalised in a Data Stewardship policy• Staff understand and action data roles and responsibilities for our Digital Asset Register• Increase the number of trained staff who have experience in or undertaken data training or development• Data graduate is recruited from APS Data Analysis stream• Improved social media capture (which promotes access and interaction with) across the various channels to comply with social media archiving requirements.

Roadmap

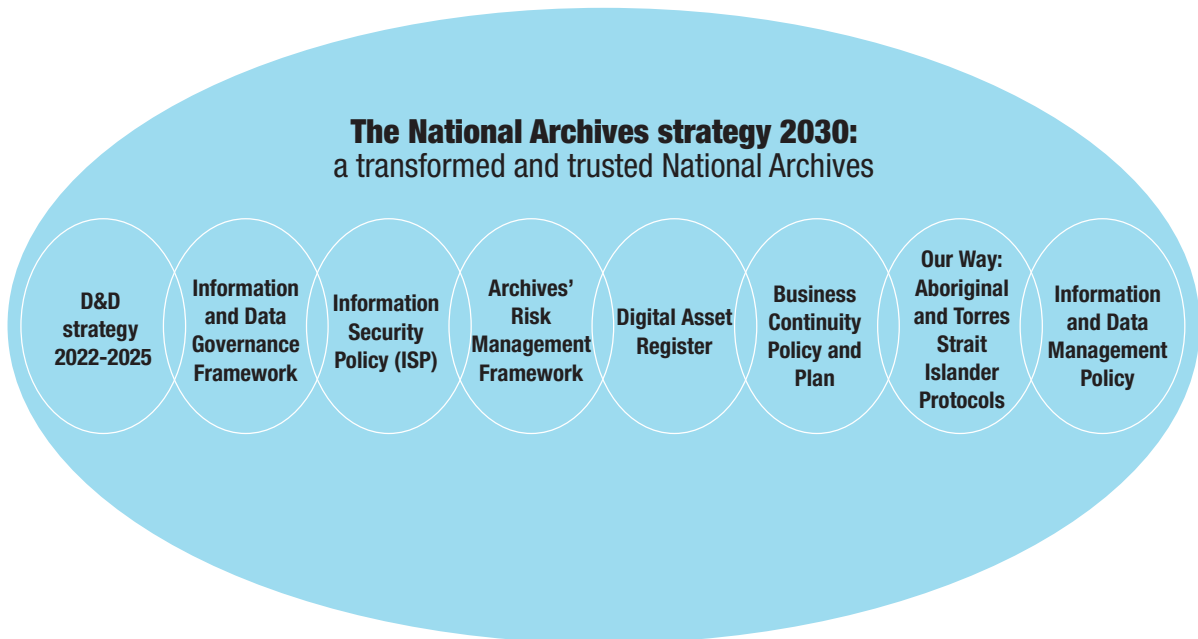


Internal alignment

The Data strategy has been developed in consultation with staff of the National Archives



The Data strategy aligns with our internal frameworks, strategies, policies and plans



Alignment with Government

Government commitments shaping data

- Australian Data Strategy
- Digital Economy Strategy 2022 update
- Data Availability and Transparency Act 2022
- APS Data Profession
- Building Trust in the Public Record: Managing Information and Data for Government and Community
- The Foundational Four – Starting an ongoing data improvement journey
- Protective Security Policy Framework (PSPF)
- Australian Government Information Security Manual (ISM)
- Artificial Intelligence (AI) Action Plan
- The Government's APS reform agenda: A world-class Australian Public Service | Department of the Prime Minister and Cabinet (pmc.gov.au).
- Essential Eight | Cyber.gov.au
- Introducing the DATA Scheme | Office of the National Data Commissioner
- Privacy Act 1988 and Australian Government Agencies Privacy Code
- Best Practice Guide to applying Data Sharing Principles
- A Framework for DATA De-identification
- Australian Cyber Security Strategy
- Australian Privacy Principles
- Public Data Policy Statement



Australian Government
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