



NATIONAL ARCHIVES OF AUSTRALIA

CORPORATE PLAN

REPORTING PERIOD 2023–24 TO 2026–27

2023-24



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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INTRODUCTION FROM THE **DIRECTOR-GENERAL**



The purpose of National Archives of Australia (National Archives) is to provide leadership in best practice management of the official record of the Commonwealth, and to ensure that Australian Government information of enduring significance is secured, preserved and made available to government agencies, researchers and the community. In doing so, National Archives provides leadership to Australian Government agencies in information management best practice and promotes accountability and transparency in Commonwealth administration. We take an audience-centred approach to our services that empowers all Australians to connect with their identity and history.

We are a national organisation with a presence in each state and territory to ensure equitable access to the national archival collection. This includes strengthening our connection with First Nations peoples to facilitate culturally appropriate access to collections, services and resources.

During 2023, National Archives welcomed the Australian Government's National Cultural Policy – *Revive*. Pillar 4 of *Revive*, Strong Cultural Infrastructure, reiterates the crucial role Australia's cultural institutions play in sustaining Australia's arts, culture and heritage. The commitment to modernise the *Archives Act 1983* is a key priority in 2023–24 and will strengthen our ability to manage the irreplaceable national archival collection in a way that reflects the digital age.

National Archives' *Our way: Aboriginal and Torres Strait Islander protocols* and the Tandanya Declaration are key priorities for us and are central to how all work is approached. They embed Pillar 1 of *Revive*, First Nations First. The evidence and stories in archival documents play an important role in redress and truth telling for First Nations peoples and others impacted by past events. A significant role of National Archives is to also connect First Nations peoples with family through the Bringing Them Home name index.


Announced recently, additional funding of \$36.5 million over 4 years will enable us to deliver and strengthen our core functions to ensure Australian Government information remains secure and accessible. It also bolsters resources for our priority work and investment in capital expenditure. The ongoing increase National Archives will receive to its appropriation from 2027–28 of \$8.2 million will assist, in part, to provide financial sustainability.

As an organisation, we have initiated a range of measures to improve our culture, establish how we will work in the future and better understand areas of risk. With maturing organisational capability and *Revive's* focus on the value of arts and culture, National Archives has reached an exciting time in its history.

In the coming year, National Archives will continue to embed a digital-first focus through a highly collaborative and audience-centred design approach. Other priorities include managing an evolving collection, continuing to digitise at-risk formats, sharing and interpreting the collection, and leading government accountability to strengthen information management in the Commonwealth.

We will also continue to work collaboratively with the National Archives of Australia Advisory Council and seek advice on risks, strategic priorities and our policy framework to ensure National Archives delivers on its legislated mandate and enduring, fundamental and unique role for government.

As the accountable authority of National Archives, I am pleased to present the National Archives of Australia Corporate Plan 2023–24, prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*, covering the periods 2023–24 to 2026–27.



Simon Froude
Director-General
National Archives of Australia
30 August 2023

ABOUT NATIONAL ARCHIVES OF AUSTRALIA

Our 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.

Our vision

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

Our values

'Our Values' is a set of cultural principles and behaviours that support and underpin our vision. Importantly, these principles form the foundation of how we work. They are tailored to guide the way we interact with our colleagues, the public and our stakeholders.

Inclusion

We respect and value everyone's uniqueness. We believe everyone should have the opportunity to be heard and to take part. We actively listen to experiences and knowledge and use this to guide decision-making.

Collaboration

We value collaboration and make decisions together. Regular and early consultation enables us to make informed decisions. We seek to develop our knowledge and establish connections across agencies, promoting collaboration and a deeper understanding of shared priorities.

Innovation

We believe innovation can be incremental and is something we can all initiate and take part in. We are curious, we explore new ideas and identify opportunities for positive change.

Together with the APS Values and the APS Code of Conduct, 'Our Values' guide us in all that we do.

Our role and functions

National Archives is an Australian Government entity established under the *Archives Act 1983*. It is a non-corporate Commonwealth entity (a listed entity) under the *Public Governance, Performance and Accountability Act 2013* 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 management requirements for Australian Government entities to ensure records of government actions and decisions are created and kept, demonstrating accountability and evidence of the integrity of the operations of the Australian Government
- selects and preserves the most significant records of the Australian Government and authorises disposal of records with no ongoing value to government or community
- makes these records accessible to government and the public as a national resource, to enrich and inform how Australians live today and into the future.

Our corporate structure

National Archives is a Commonwealth statutory agency with a presence in every state and territory. Our structure is:

- **Office of the Director-General** ensures that National Archives meets its obligations as a non-corporate Commonwealth entity. This includes responsibility for corporate governance, risk, legal, integrity and executive support.
- **Access and Public Engagement** ensures access to the collection through digital platforms, research centres, access examination, reference and description services, education and lifelong learning programs, exhibitions, publishing, marketing, communications and media engagement, the NAA Member program, corporate events and national and international partnerships.
- **Collection Management** protects records of archival value by identifying them through the disposal authorisation process and transferring them into custody, manages the collection to ensure its authenticity, integrity, preservation, usability and availability across its network of offices

throughout Australia, and sets whole-of-government information management standards. It also works with Australian Government agencies to build their information management maturity by providing advice and guidance on compliance with the *Archives Act 1983* and National Archives' requirements and standards.

- **Corporate Services** provides the enabling services of human resources, finance, procurement, and property and security management.
- **Data and Digital** provides digital capability and technology, cyber security, software and governance of information and data assets.
- **Transformation Office** oversees the development and execution of National Archives' transformation program, undertakes research and innovation in digital archival management, special corporate projects and capability development, and ensures National Archives can achieve its vision and objectives through effective reform.

Our key activities

Strategy 2030: a transformed and trusted National Archives sets 4 key activities to achieve our purpose. This Corporate Plan outlines how these key activities will be achieved in the medium term.



1. Enable

Enable information management by Australian Government entities



2. Secure

Secure and preserve nationally significant Australian Government information



3. Connect

Connect Australians to the national archival collection



4. Innovate

Innovate to lead archival practice in the digital age

Key activity 1: Enable

- Provide leadership of whole-of-government information management policy.
- Lead government information management standards activities.
- Assist Australian Government agencies to manage analogue and digital records and information in compliance with the *Archives Act 1983* and National Archives' standards and requirements.
- Assist Australian Government agencies with managing information created by emerging technologies.

Key activity 2: Secure

- Sustain the nation's analogue archive of paper, photographic and audiovisual collections and digital collections.
- Consolidate and optimise storage of the national archival collection to support digitisation, preservation and access activities, and to ensure existing storage capacity is leveraged to support increasing demand.
- Implement cyber secure digital archival public access platforms to enable access to digital records.
- Make the national archival collection accessible online.
- Digitise and preserve at-risk collections.
- Work with Australian Government agencies to identify records (analogue and digital) of enduring national significance for transfer to National Archives, and to authorise destruction of temporary records.

Key activity 3: Connect

- Implement the integrated digital publishing strategy to support access to, and engagement with, 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 onsite, offsite and online.
- Identify and describe more of the national archival collection to enable improved discoverability, accessibility and use.
- Develop partnerships to enhance and extend public engagement opportunities with the national archival collection.

Key activity 4: Innovate

- Invest in new government and industry partnerships and commercial opportunities.
- Deliver and maintain a cyber secure 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

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 external challenges, including reduced public trust, technological change, global shifts in leadership and populations, cyber security threats and tight fiscal environments.

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

Environment

Financial sustainability

The need to address core funding for the National Collecting Institutions, for both capital and operations, was acknowledged in *Revive*, which was announced by the Government on 30 January 2023.

National Archives subsequently received an increase to its base funding with an additional \$19.1 million over a 4-year period commencing in 2023–24 and an \$8.2 million per annum ongoing increase in its appropriation from 2027–28. An additional amount of \$17.4 million over 2 years will support a move to government certified data centres, the replacement of external facing components of RecordSearch to improve public access, and improvements to ICT security.

This funding is in addition to non-ongoing funding of \$67.7 million, being provided over a 4-year period from 2021–22 to 2024–25 to address critical issues related to storage and digitisation of, and access to, the national archival collection.

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, including through cost recovery for discretionary services.

The ongoing expansion of the collection, growing demand for access to records and increasing operating costs in the long-term means that expenses appear likely to exceed available appropriations. This directly impacts on National Archives' priorities over the coming 4 years. While the situation is partly assisted by the increased base funding, ongoing financial sustainability remains a priority.

Legislation reform

National Archives has sought for many years to amend its legislation. An action under Pillar 4 of *Revive*, Strong Cultural Infrastructure, is to modernise the *Archives Act 1983*. This will enhance National Archives' ability to manage government records and information that reflects the digital age.

National Archives has identified proposed amendments to the *Archives Act 1983* 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, further improving the management of government records and information, and creating opportunities for future partnerships and commercial activities.

Technological change impact and influences

As more information is created in digital formats, 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 align with whole-of-government digital architecture and sourcing.

National Archives has identified a need to design and implement new secure digital capabilities. Emerging new digital formats, the requirement for increased digital transfers, and the challenges they present for preservation management 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 and records in emerging technology platforms.

Community expectations around access

National Archives continues to operate in an environment with high levels of community and researcher expectations around access to the collection as well as programs and services offered. This expectation starts with open and timely access to records. Pillar 2 of *Revive* highlights the importance of our stories and how they are shaped by histories, places, identities, languages, cultures, families and communities.

Meeting these expectations requires equitable access to the national archival collection and places significant demand on National Archives. Additional funding received has been allocated to increase the efficiency of access-related functions, in order to strengthen equitable access to the national archival collection. This funding enables the reduction of the access backlog, the development of new

business processes and enhanced capability development. It also enables implementation of robust agreements with controlling agencies to reduce the likelihood of future backlogs forming.

Expectations of researchers, clients and members of the public regarding ease of access to records in the collection continue to increase. National Archives is committed to providing access to records for the National Redress Scheme and the Territories Stolen Generations Redress Scheme, which play a significant part in this increase. This highlights a need to increase awareness and understanding of National Archives' broader roles and responsibilities as a government agency and archival institution, through focused strategic external communications and cross-agency strategic engagement.

In an environment where resources are limited, reference services continue to deliver onsite access to records in research centres in all states and territories. Researchers and members of the public are also provided with reference advice that enables them to undertake self-directed searches and to access digital copies of records online, where possible.

Description of the national archival collection continues to be a significant program of work. National Archives is committed to increasing the number of records described annually online at item level on the collection database, RecordSearch. 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 for a broader audience.

Continuing the development and delivery of national public engagement programs and services is critical to successfully connecting all Australians with the national archival collection. Pillar 5 of *Revive*, Engaging the Audience, reflects National Archives' commitment to enhance connection to the national archival collection. This is achieved through key partnerships and collaborative opportunities, exhibitions, lifelong learning programs as well as formal learning programs that deliver meaningful and engaging experiences onsite, online and offsite. These opportunities for connection ensure audiences can build knowledge of National Archives, the collection and the role of government in shaping Australian democracy and society.

Aboriginal and Torres Strait Islander engagement

National Archives is committed to broadening and strengthening connections to Aboriginal and Torres Strait Islander peoples with 2-way engagement to develop relationships and 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. *Our Way* embeds Pillar 1 of *Revive*, First Nations First, as not only a key priority for National Archives, but central to how all work is approached.

National Archives' engagement plan includes:

- new engagement with identified remote Aboriginal communities and organisations in the Northern Territory, South Australia and Western Australia
- 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 issues for Aboriginal and Torres Strait Islander peoples, including past National Inquiry recommendations relating to access to archival records.

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.

National Archives engagement activities have been supported, in part, through non-ongoing grant funding which has enabled us to establish a dedicated team to meet the growing program and service demand in the short-term.

Direction of government data and information management

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

A series of recent royal commissions, Australian National Audit Office reports and whole-of-government inquiries have identified issues with poor recordkeeping in Australian Government agencies. These inquiries have also identified how these practices affect the ability of Australians to understand how government decisions are made and to access information documenting citizens' rights and entitlements.

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.

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.

Australian Government agencies' information management maturity is measured annually through National Archives' Check-up survey. Agencies are also supported through the Government Agencies Information Network (GAIN Australia) and can seek assistance through National Archives' Agency Service Centre.

National Archives will continue working with Australian Government agencies to improve the quality of their records authorities – legal instruments issued by National Archives to identify archival resources of the Commonwealth – and to authorise destruction of temporary records accountably.

Capability

Workforce capability

National Archives continues to implement actions identified in the Workforce Plan 2022–27. The Plan sets an organisation-wide approach to strengthen workforce capability and achieve the outcomes outlined in *Strategy 2030: a transformed and trusted National Archives*.

The 4 key priorities of the Workforce Plan 2022–27 include:

- uplifting recruitment and attraction strategies to bolster a future labour pipeline, with a focus on entry-level programs 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.

Managing and preserving the national archival collection

National Archives has a mandate to secure and preserve the national archival collection. Our collection consists of over 45 million items in a wide range of formats, both analogue and digital. It is the largest single body of records documenting Australia's history.

To protect and secure the collection, National Archives focuses on activities which will prolong the usable life of the records in our care. This starts with the provision of advice to agencies on best practice for the creation, collection and use of Australian Government information. We also work with Australian Government agencies to transfer archival records into the collection in a timely manner to ensure they are managed and preserved.

National Archives employs 3 primary strategies to preserve the collection:

- Provide controlled storage conditions for all record formats to minimise deterioration and extend their life.
- Treat formats and records most at risk, including converting the content into new stable formats.
- Remain up to date regarding best practices in our field, including skills, processes, systems, standards, ethics and equipment.

National Archives provides specialised storage environments and facilities to extend the life of records. Fit-for-purpose analogue and digital storage is foundational to preservation, digitisation and access activities performed across National Archives. With offices in each state and territory, National Archives has a geographically dispersed collection. National Archives will continue to consolidate repositories, maximise analogue storage capacity and build digital storage capability in accordance with business needs and broader technological infrastructure requirements.

As with all archival collections, our collection faces many risks including technical obsolescence, damage and deterioration. While paper records can be reliably stored in a stable condition for many decades, other formats such as 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. With the non-ongoing funding received, National Archives is continuing to digitise at-risk formats with a minimum of 370,000 records to be saved by 2025. The focus is on audio and video tape formats, motion picture film, photographic negatives, aerial film, microforms and high use or historical paper formats such as volumes, maps and plans.

A hybrid approach to digitisation is taken. Specialist onsite facilities and equipment in the Canberra, 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 as they are returned from vendors.

Continuous preservation activity is required to ensure the long-term safety of digital records. National Archives will investigate and conduct risk assessments of digital formats to determine which formats facilitate long-term preservation.

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 continues to strengthen the application of digital policies and processes, and to acquire technology that better enables the collection to be 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.

In line with the Australian Government's Digital and Data Strategy's vision to 'deliver simple, secure and connected public services for all people and business through world class data and digital capabilities', National Archives is planning to modernise its public access digital capabilities. National Archives will continue activities to ensure digital capabilities are secure, including the implementation of an initiative to strengthen the cyber security of the data in the public RecordSearch system.

The secure file transfer capability will assist with digital transfers of collections to National Archives. Further work is underway to strengthen the processes to secure government agency information transfers and wider adoption of this capability.

The Future Digital Workspace project will provide National Archives with a stable, secure and seamless solution to replace the current fleet of desktop computers. The Future Digital Workspace end-user

capability will replace existing desktops with high-performance laptops to enable staff to securely connect to National Archives' network and systems both on premises and at offsite locations.

National Archives' priorities include continuing to uplift cyber security capabilities, taking into consideration whole-of-government Australian Cyber Security Centre (ACSC) guidance, Information Security Manual and Protective Security Policy Framework controls.

Risk management

National Archives recognises there is potential for risk in most aspects of its operations. Effective risk management enables us to work in a complex and challenging environment and ensures the 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 with control strategies in place.

| Key risk | Management approach |
|--|--|
| Management of Australian Government records Australian Government agencies do not meet their obligations to apply contemporary information management practices, in accordance with the <i>Building trust in the public record</i> policy to manage the official record of the Commonwealth. | National Archives' policy for record-keeping practices, <i>Building trust in the public record</i> , aims to improve how agencies create, collect, manage and use information assets. National Archives is increasing agency engagement and support to uplift information management maturity and integrity across Australian Government agencies. Pressures: rapid pace of change with digital technologies constantly evolving. |

| Key risk | Management approach |
|---|--|
| <p>Collection management, to secure and preserve the collection</p> <p>Archival material is lost through failure to identify, secure and preserve, or due to resource limitations, obsolescence, neglect or hostile action.</p> | <p>National Archives continues to secure and preserve the national archival collection. This includes investment in contemporary fit-for-purpose archival facilities, cyber secure technology, business systems and staff capabilities to secure and safeguard the collection. This also includes effective implementation of strategies for preservation, transfer and storage of retain as national archives (RNA) records, issuing Records Authorities to specify how to identify, secure and preserve records, ensure RNA records are transferred in a timely manner, and set archival standards and policy for National Archives and Australian Government agencies.</p> <p>Pressures: resource limitations, preservation and storage of emerging digital formats, prioritisation of at-risk formats for preservation, increased requirement for digital transfer.</p> |
| <p>Connecting with audiences</p> <p>Australians' ability to access and engage with the national archival collection is impeded.</p> | <p>National Archives continues to improve infrastructure and systems and increase the quantity of records available for discovery and access through description, access examination, digitisation and preservation. This includes through contemporary fit-for-purpose secure digital engagement platforms. We are committed to development and delivery of National Archives public engagement programs and services across onsite, online and offsite.</p> <p>Pressures: capability and capacity limitations for digital engagement, access examination backlog, maintaining resourcing for a dedicated Aboriginal and Torres Strait Islander Engagement section.</p> |
| <p>Financial sustainability</p> <p>National Archives does not have an ongoing sustainable funding and resource model to meet its legislative functions and respond to Australian Government priorities and community expectations in the medium and long term.</p> | <p>National Archives is investing in transforming its operating model to increase the security, preservation and access to the national archival collection. This includes taking a digital-first approach to archival records, preservation and digitisation of high-risk records, consolidating the collection and seeking to modernise the <i>Archives Act 1983</i>.</p> <p>To achieve this, National Archives is taking an enterprise view to ensure our corporate strategic priorities, capability and digital infrastructure and future resourcing needs are delivered sustainably.</p> <p>Pressures: non-ongoing funding ceasing in June 2025, increasing supplier costs unable to be met from within existing appropriations, short term funding impacts ability to implement an ongoing and stable resourcing model, increasing project and workforce costs year on year.</p> |

| Key risk | Management approach |
|---|---|
| <p>Sustainable workforce</p> <p>National Archives is unable to attract, develop and retain the capability required to meet current and future workforce demands.</p> | <p>National Archives is changing the way we attract and recruit to ensure we have the right skills in the right place at the right time to meet current and emerging demands. We are investing in our people, their tools and overall experience, and building their capability to position them for future work priorities. This also includes cooperation with other National Collecting Institutions for cross-skilling and development opportunities, and the development of a pilot graduate certificate qualification with Charles Sturt University to build capability supply in the labour market.</p> <p>Pressures: demand and competition in the labour market, ability to meet expectations with our Employee Value Proposition.</p> |
| <p>Managing cyber threats</p> <p>Confidentiality, integrity, and/or availability of information systems and national archival collection is compromised.</p> | <p>National Archives continues to uplift cyber security capabilities taking into consideration whole-of-government ACSC guidance, Information Security Manual and Protective Security Policy Framework controls.</p> <p>Pressures: rapidly changing cyber threats, including those advised by ACSC.</p> |

Cooperation

National Archives develops and maintains strategic relationships across the archival and information management sectors, nationally and internationally. This, along with liaising with key policy agencies, enables the successful implementation of its information management policies and objectives across the Australian Government.

National Archives is the only government agency with a legislative mandate to set information management requirements and to secure, preserve and provide access to Commonwealth archival records. Other Commonwealth agencies have responsibilities for a range of information management policy and standards.

National Archives runs the GAIN Australia as a national network supporting agency information and records managers in the Australian Government. It provides professional development and networking opportunities through online and face-to-face events and a monthly e-bulletin. National Archives is also represented on the Australian Government’s Data Champions Network.

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, 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 the Pacific Regional Branch of the International Council on Archives, International Council on Archives, and Digital Preservation Coalition. National Archives is a participant in the multi-year Australian Emulation Network Born Digital Cultural Collections Access project led by Swinburne University of Technology, funded by an Australian Research Council Linkage Infrastructure, Equipment and Facilities grant (LE220100057).

Subsidiaries

National Archives does not have any subsidiaries.

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 Australians' access to the archival resources of the Australian Government.

The selection of each 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. After the first year of new measures in 2022–23, National Archives revised the measures and targets for 2023–24 to strengthen and better assess our performance towards achieving our purpose.



1. Enable

Enable best practice information management by Australian Government entities
Performance measure E1



2. Secure

Secure and preserve nationally significant Australian Government information
Performance measures S1, S2, S3, S4, S5



3. Connect

Connect Australians to the national archival collection
Performance measures C1, C2, C3



4. Innovate

Innovate to lead archival practice in the digital age
Performance measure I1



Enable

Key activity

Enable best-practice information management by Australian Government entities

Performance measure E1 Australian Government agencies actively apply best practice in the creation, collection and use of Australian Government information assets

| Planned performance result | 2023–24 target | 2024–25 target | 2025–26 target | 2026–27 target |
|---|--|---|---|---|
| E1.1 Percentage of agencies who have implemented the mandatory actions of the <i>Building trust in the public record</i> policy | Completion of 3 mandatory actions: Action 1 – 97% of agencies Action 9 – 95% Action 14 – 25% | Completion of 3 mandatory actions: Action 1 – 97% of agencies Action 9 – 95% Action 14 – 50% | Completion of 3 mandatory actions: Action 1 – 97% of agencies Action 9 – 95% Action 14 – 75% | Completion of 3 mandatory actions: Action 1 – 99% of agencies Action 9 – 99% Action 14 – 99% |
| E1.2 Percentage of agencies who have implemented the recommended actions of the <i>Building trust in the public record</i> policy | Completion of 12 recommended actions: 34% of agencies | Completion of 12 recommended actions: 50% of agencies | Completion of 12 recommended actions: 75% of agencies | Completion of 14 recommended actions: 75% of agencies |
| E1.3 Improvement in Australian Government agencies' information management maturity | Annual Check-up survey national average index shows an improvement in Australian Government agencies' information management maturity. | As per 2023–24 | As per 2023–24 | As per 2023–24 |

Methodology: National Archives uses annual Check-up survey results to measure the implementation of the *Building trust and the public record* policy and improvement in Australian Government agencies' information management maturity.

Note: National Archives provides leadership, guidance and advice to Australian Government agencies on best practice information management. Australian Government agencies are responsible for implementing and applying this in their agencies.

Explanation of changes since 2022–23 Corporate Plan: Targets established based on 2022 Check-up survey results.



Key activity
Secure and preserve nationally significant Australian Government information

Performance measure S1 Nationally significant information is appropriately transferred to National Archives

| Planned performance result | 2023–24 target | 2024–25 target | 2025–26 target | 2026–27 target |
|--|---|---|---|---|
| S1.1 Nationally significant information identified as at-risk by agencies is prioritised for transfer to National Archives | Engagement with 80% of agencies that have not transferred archival records to National Archives in 10 years or more | Engagement with 85% of agencies that have not transferred archival records to National Archives in 10 years or more | Engagement with 90% of agencies that have not transferred archival records to National Archives in 10 years or more | Engagement with 95% of agencies that have not transferred archival records to National Archives in 10 years or more |

Methodology: National Archives uses annual Check-up survey results to inform transfer forecasting and targeted transfer of at-risk records and associated transfers related data and forecasting to identify:

- Australian Government agencies who have not transferred retain as national archives records to National Archives in the last 10 years and may have at-risk records
- priority at-risk records for transfer where records are in poor condition, stored on obsolete formats or a fragile or unstable medium.

Explanation of changes since 2022–23 Corporate Plan: This target has been revised to reflect increased engagement activities with Australian Government agencies.

Performance measure S2 Information of enduring national significance is safeguarded from loss or damage for ongoing preservation and access

| Planned performance result | 2023–24 target | 2024–25 target | 2025–26 target | 2026–27 target |
|--|----------------|----------------|----------------|----------------|
| S2.1 Percentage of collection that is stored appropriately | 95% or more | As per 2023–24 | As per 2023–24 | As per 2023–24 |

Methodology: Analysis of internal storage data by record format type and location from National Archives systems assessed against National Archives’ standards for the storage of archival records.

Explanation of changes since 2022–23 Corporate Plan: Nil.

Performance measure S3 All at-risk collections are preserved digitally over time*

| Planned performance result | 2023–24 target | 2024–25 target | 2025–26 target | 2026–27 target |
|---|--|---|---|---|
| S3.1 Digitisation targets are delivered by major projects | 100% of digitisation targets are delivered by major projects | As per 2023–24 | As per 2023–24 | As per 2023–24 |
| S3.2 Percentage of at-risk analogue collection items digitally preserved | 14% at risk analogue collection items digitised | 18% at risk analogue collection items digitised | 20% at risk analogue collection items digitised | 22% at risk analogue collection items digitised |
| S3.3 At-risk digital collection items assessed for levels of risk of obsolescence or loss | 80% digital collection assessed for risk of obsolescence or loss | 90% digital collection confirmed to be in low-risk stable formats | 90% digital collection confirmed to be in low-risk stable formats | 95% digital collection confirmed to be in low-risk stable formats |

Methodology: Analysis of data from National Archives systems.

Explanation of changes since 2022–23 Corporate Plan: The targets for percentage of at-risk analogue collection items digitally preserved have been revised upwards in response to the digitisation levels achieved in 2022–23. The target for digital preservation of at-risk digital collection items has been revised following migration of the legacy digital collection into appropriate archival storage systems.

*Portfolio Budget Statements 2023–24, page 315

Performance measure S4 Managing an evolving national archival collection

| Planned performance result | 2023–24 target | 2024–25 target | 2025–26 target | 2026–27 target |
|--|---------------------------------------|---------------------------------------|---|---|
| S4.1 National Archives programs secure and preserve the national archival collection | Collection Strategy under development | Collection Strategy under development | Target to be determined following strategy development. | Target to be determined following strategy development. |

Methodology: Development of a Collection Strategy that aligns National Archives' functions and services to enable effective management of the national archival collection.

Explanation of changes since 2022–23 Corporate Plan: In 2022–23, National Archives reviewed its strategic priorities and roadmap to implementing *Strategy 2030*. A key action for implementation is the development of a Collection Strategy that plans, coordinates, and prioritises description, digitisation, access examination, preservation, storage, retrieval, and records movement activities for National Archives. This provides a comprehensive strategy for the end-to-end collection management activities undertaken by National Archives.

Performance measure S5 Issue records authorities to allow agencies to make decisions about keeping, destroying or transferring Australian Government records*

| Planned performance result | 2023–24 target | 2024–25 target | 2025–26 target | 2026–27 target |
|---|---|----------------|----------------|----------------|
| S5.1 Issue disposal and retention instruments | Issue 20 or more disposal and retention instruments | As per 2023–24 | As per 2023–24 | As per 2023–24 |

Methodology: Assessment of the total number of disposal and retention instruments issued during the financial year.

Explanation of changes since 2022–23 Corporate Plan: Nil.

*Portfolio Budget Statements 2023–24, page 315



Key activity
Connect Australians to the national archival collection*

Performance measure C1 The ways stakeholders engage with and use the collection meets their expectations within a digital-first approach

| Planned performance result | 2023–24 target | 2024–25 target | 2025–26 target | 2026–27 target |
|---|---|----------------|----------------|----------------|
| C1.1 Number of stakeholder engagements with services and programs | Total number of engagements showing the collection is meeting expectations | As per 2023–24 | As per 2023–24 | As per 2023–24 |
| C1.2 Stakeholder expectations of collection programs are met | Case studies of collection programs showing that more than 80% of stakeholder expectations were met | As per 2023–24 | As per 2023–24 | As per 2023–24 |

Methodology: Assessment of onsite, offsite and online visitor data.

Explanation of changes since 2022–23 Corporate Plan: Nil.

*Portfolio Budget Statements 2023–24, page 315

Performance measure C2 National archival collection is discoverable and accessible

| Planned performance result | 2023–24 target | 2024–25 target | 2025–26 target | 2026–27 target |
|---|--|---------------------------|---------------------------|---------------------------|
| C2.1 Number of new items made discoverable | 800,000 new item descriptions added to RecordSearch online | To be determined annually | To be determined annually | To be determined annually |
| C2.2 Percentage of reference enquiries actioned by National Archives within service standards | 85% or more of reference enquiries actioned within service standards | As per 2023–24 | As per 2023–24 | As per 2023–24 |
| C2.3 Percentage of digitisation-on-demand actioned by National Archives within service standards | 90% or more of digitisation on demand actioned within service standards | As per 2023–24 | As per 2023–24 | As per 2023–24 |
| C2.4 Percentage of access applications examined by National Archives within legislated timeframes | 80% or more of access applications examined within legislated timeframes | As per 2023–24 | As per 2023–24 | As per 2023–24 |

Methodology: Assessment of item descriptions loaded and/or discoverable on RecordSearch online, reference inquiries and public digitisation-on-demand requests completed nationally within service standards; and decisions on access applications made nationally within the legislative timeframe under the *Archives Act 1983*.

Explanation of changes since 2022–23 Corporate Plan: Targets established based on analysis of the average number of items described over the past 5 financial years, reference enquiry and digitisation on demand internal service standard targets and analysis of 2022–23 access examination results.

Performance measure C3 Embed commitments and values of the Aboriginal and Torres Strait Islander Strategy and the Tandanya Declaration through respectful engagement with community onsite, offsite and online

| Planned performance result | 2023–24 target | 2024–25 target | 2025–26 target | 2026–27 target |
|---|---|----------------|----------------|----------------|
| C3.1 Commitments and values of the Aboriginal and Torres Strait Islander Strategy and the Tandanya Declaration are embedded | Case study shows the Aboriginal and Torres Strait Islander Strategy and the Tandanya Declaration implementation plan actions are successfully implemented | As per 2023–24 | As per 2023–24 | As per 2023–24 |

Methodology: Assessment of implementation of a selected action of the Aboriginal and Torres Strait Islander Strategy and Implementation Plan which responds to the Tandanya Declaration commitments.

Explanation of changes since 2022–23 Corporate Plan: Nil.



Key activity
Innovate to lead archival practice in the digital age

Performance measure I1 Partnerships and commercial ventures enable more efficient collection digitisation and preservation, and greater progress of engagement priorities

| Planned performance result | 2023–24 target | 2024–25 target | 2025–26 target | 2026–27 target |
|--|---|---|---|---|
| I1.1 More efficient digitisation of items through partnerships or third-party ventures | 25,000 items digitised through partnerships | 27,500 items digitised through partnerships | 30,000 items digitised through partnerships | 32,500 items digitised through partnerships |

Methodology: Assessment of items digitised through partnerships.

Note: Partnerships enable National Archives to digitise items above its annual digitisation program.

Explanation of changes since 2022–23 Corporate Plan: Targets established based on analysis of the average number of items digitised through partnerships over the past 4 financial years.



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