# Strategy 2025–2030

## Evolving National Archives

NAA

NATIONAL ARCHIVES OF AUSTRALIA

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**Australian Government**

**National Archives of Australia**

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# Our context

National Archives of Australia (National Archives) ensures that Australian Government information of enduring significance is secured, preserved and accessible to those with an interest in connecting with the national archival collection, including government agencies, researchers and community members.

We operate in an ever-changing environment:

- Community trust in the national record is becoming increasingly important as disinformation grows and other trustworthy information sources decline.
- Evolving technology and information management best practices present new challenges and opportunities, which we must leverage to promote accountability and transparency in government business.

These dynamics mean we must re-examine our priorities and the capabilities needed to provide a robust archival service – one that effectively manages government information assets and contributes to Australia's cultural identity now and into the future.

We are in a period of transforming the way we work and must continue this journey to ensure we maintain relevance, public trust and leadership in government information management.

The national archival collection is unique, and its value can only be realised if it is effectively preserved and readily accessible. A trusted national archive allows future generations to understand past events, holds government accountable, allows for the creation of new knowledge and understanding, and builds public confidence in the functions of government.

# Our ambition

Our 5-year strategy sets us on a deliberate, achievable journey of improvement.

# One strategy, 4 parts

**This strategy does not tell us what to do. It tells us what we should be seeking to achieve through the initiatives we choose, at certain points in time.**

**It allows us to work with the resources we have, and to consider what we should no longer do, or do less of, or do later – depending on the horizon we are heading towards.**

This strategy provides clear, practical guidance for National Archives to collectively focus organisational effort on what is important, at the right time, and to build necessary capabilities to achieve clear organisational goals and better outcomes for our stakeholders.

It provides a practical, achievable way to work effectively within our variable resourcing levels, balancing our ambition with real-world demands and constraints.

By embracing this strategy, we support creators, managers and users of government records to realise the potential of our shared national record, and we ensure these resources can be trusted for generations to come.

We will deliver this strategy in 4 interconnected parts. Each part describes areas for improvement and sets an organisation-wide pace of progression for change.

- **EVOLVE: Working better together.**
- **ENABLE: Strategic leadership in agency information management.**
- **SECURE: Managing an evolving collection.**
- **CONNECT: Fostering access and engagement.**

As shown in figure 1, each part has a specific focus, but they are fully interconnected, without hierarchy or sequence.

**Figure 1: Interconnected parts of the strategy**

# Strategic time horizons

This strategy will help us align and connect progress across the organisation by refocusing our attention on 3 coordinated steps across 3 time horizons.

### 12 to 18 months: Focusing effort to realign our foundations

Within the first 12 to 18 months, all teams have reprioritised their work to create space for more focused effort on the high-impact initiatives that will establish the foundations for long-term improvement and growth. This step refocuses our organisational effort on what is strategically important and provides permission to deprioritise what is not.

> ‘For the first 18 months my team will be refocusing our effort and resources on initiatives that establish the foundations we need for long-term success.’

### 3 years: Upgrading capabilities to position for the future

Within 3 years, all teams have built their core capabilities to deliver outcomes with greater effectiveness, performance and alignment. This step recognises that National Archives operates in a specialist field requiring professional, connected capabilities.

> ‘Once critical foundations have been set, and up to the end of year 3, my team will be building on these foundations and upgrading our capabilities to position us for the future.’

### 5 years: Delivering enhanced value and stakeholder outcomes

Within 5 years, all teams have strengthened foundations and core capabilities, enabling the proactive and collective delivery of improved services and solutions. This step seeks to increase the positive impact National Archives has for Australian communities.

> ‘Now that critical foundations have been set, and we have upgraded our capabilities, we will focus on delivering enhanced value and improved stakeholder outcomes.’

The specific initiatives undertaken to deliver these priorities will be decided through usual corporate and business planning processes – while always using this strategy as the guide on what to prioritise and when.

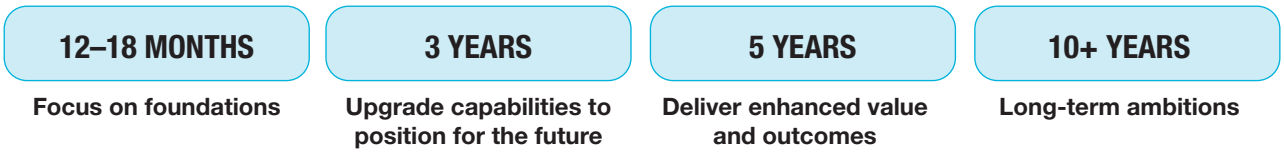
There is also a fourth step, which extends beyond the life of this strategy but will help us hold our attention on long-term ambitions.

### 10+ years: Long-term ambitions

Where we are reminded of the longer-term objectives to hold us all on course.

**At any point in time, when asked ‘What are you doing?’, every team member should know how their work is contributing to one of the strategic improvement themes – and within which time horizon it sits.**

**Figure 2: Time horizons for the strategy**

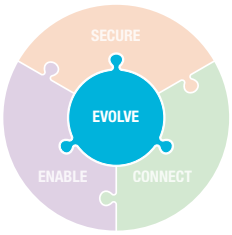



| Focus on foundations | Upgrade capabilities to position for the future | Deliver enhanced value and outcomes | Long-term ambitions |
|---|---|---|---|

All 4 parts of the strategy follow this evolution – from a focus on foundations, to upgrading capabilities, to delivering enhanced value and stakeholder outcomes.

While the themes and change focus within each part are different, the evolution is consistent. This is how we will focus, connect and coordinate all our effort and resources to advance our common goals.

# Part 1: **Evolve:** Working better together




## Operating context

Over the past few years, National Archives has navigated a dynamic period of transformation in response to broader societal changes, including heightened scrutiny of government, reduced public trust in government and rapid technological progress.

We must continue to evolve not only in response to these shifts, but as a proactive effort to better serve the Australian public and preserve our history for generations to come.

We have achieved much by enhancing the value and accessibility of the national archival collection for government agencies, researchers and community members.

As we continue to evolve, we recognise that through our collective effort to harness new opportunities, respond to existing and emerging challenges, and concentrate on initiatives that create the most impact for our stakeholders, we can strengthen Australia's cultural identity and democracy.

## Overview

This part of the strategy focuses on how we will work better together, so that we evolve with purpose and demonstrate focus, excellence and awareness as we build trust, enhance value and share the national archival collection more widely.

With this in mind, it describes 5 improvement themes that are integral to all business areas and part of everyone's role at National Archives. These improvement themes are necessary to deliver on all parts of the strategy.

These themes encourage us to align our work, embed best cultural practice, expand our relationships to build trust, lead with expertise and progress our digital-first agenda.

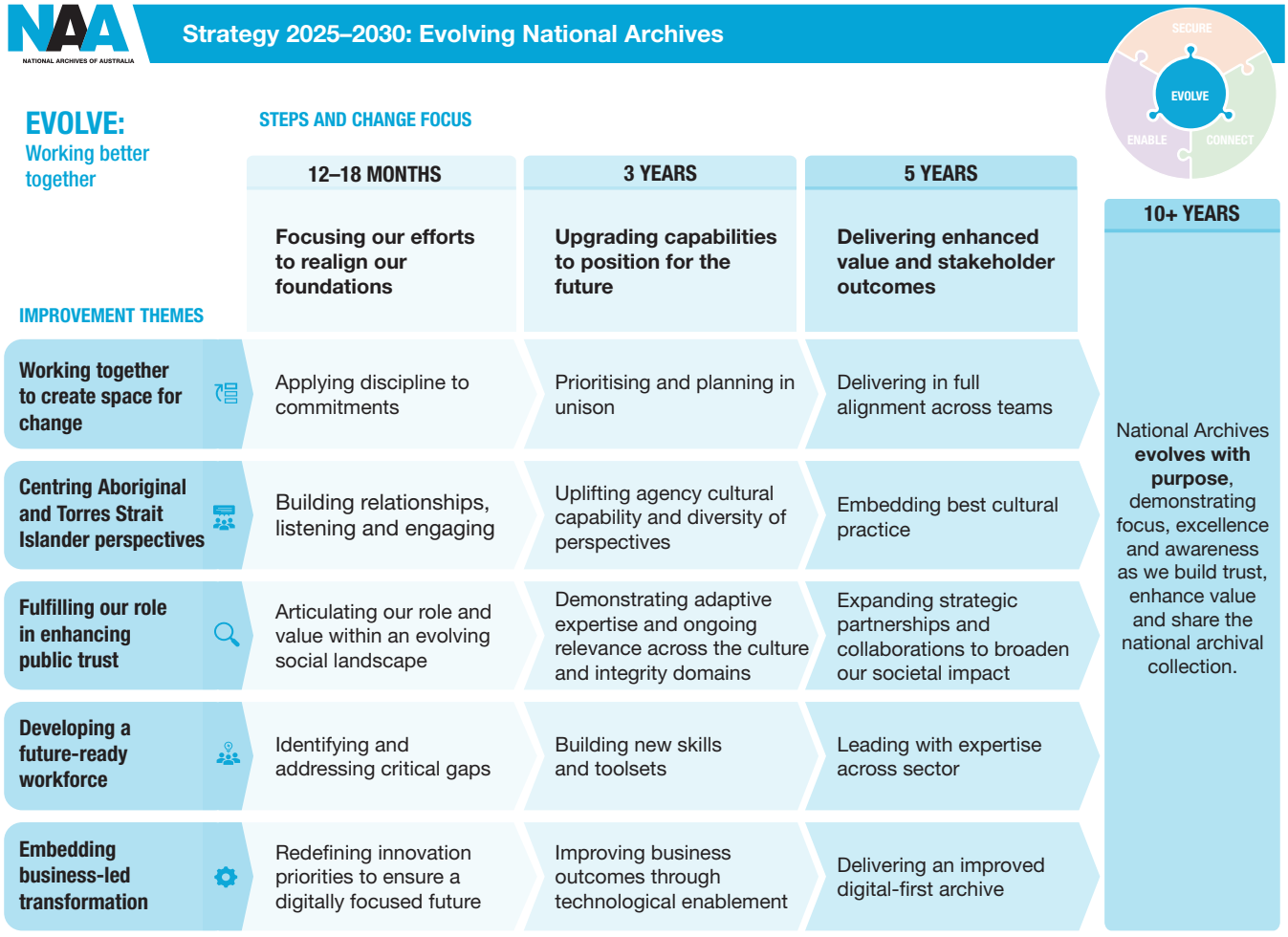
## Improvement themes and key steps

This part of the strategy identifies 5 improvement themes to be embedded in all our corporate planning and delivery activities:

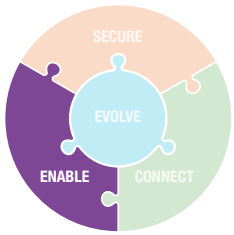
- **Working together to create space for change:** We will reprioritise effort, unify planning and integrate delivery to release the capacity needed for change, over time delivering in full alignment across teams.
- **Centring Aboriginal and Torres Strait Islander perspectives:** We will improve relationships and engagement, uplift our cultural capability and foster diverse perspectives, enabling us to embed best cultural practice in all our work.
- **Fulfilling our role in enhancing public trust:** We will articulate and demonstrate our role, value, expertise and ongoing relevance across the culture and integrity domains, and through this expand our strategic partnerships and collaborations to broaden our societal impact.
- **Developing a future-ready workforce:** We will identify and address critical gaps, and build new skills and toolsets, then lead with expertise across the sector.
- **Embedding business-led transformation:** We will redefine our innovation priorities to ensure a digitally focused future, and improve our business outcomes through enabling technology to deliver a digital-first archive.

Figure 3 consolidates this information into a quick-reference guide that shows how each step fits into our defined time horizons. Find further detail at Appendix A.

**Figure 3: Improvement themes, steps and areas of focus for Evolve**



# Part 2: **Enable:** Strategic leadership in agency information management




## Operating context

Government agencies subject to the *Archives Act 1983* operate in increasingly complex and demanding environments.

It is widely acknowledged that improving guidance to agencies about the way they manage information will deliver government-wide efficiency, improve accountability and increase agency information management maturity.

National Archives is responsible for identifying the most valuable Australian Government records from these agencies, irrespective of format, and ensuring they are retained and accessible for the benefit of future generations.

Given that agencies routinely conduct business digitally, born-digital government records are at particular risk of being lost. We can mitigate this risk by improving our capability and specialised knowledge relating to born-digital records, which will lead to improved advice to agencies, enhanced digital preservation and increased digital transfers to National Archives.

## Overview

This part of the strategy focuses on repositioning us towards responsive and proactive agency engagement, enabling uplifted information management maturity across government.

We will do this by understanding the current and future information management landscape, and by using this understanding to celebrate leaders and build broader information management maturity as required. We will then work closely with agencies to realise the benefits of their increased maturity. We will understand the digital environment in which we operate and how to play the leading information management role in government.

This will steer us towards being the recognised authority for Australian Government information management, reaffirming our essential role in ensuring government integrity and accountability.

## Improvement themes and key steps

This part of the strategy identifies 3 themes to organise and align our change and improvement initiatives:

- **Leading information management:** We will be more active, visible and outcome-focused in government decision-making and leadership forums.

  Initially, we will set agency expectations, then provide guidance to uplift capability. Within 5 years, we will focus on driving ongoing progress.

- **Understanding agencies:** We will apply a strategic, evidence-based and targeted approach to agency engagement, considering maturity, risks and shared issues.

  Initially, we will improve the way we profile agency information management maturity, then strengthen our insights to provide better support. Within 5 years, we aim to be anticipating needs and further improvement opportunities.

- **Enabling agencies:** We will provide tailored support, training and advice to improve information management maturity in agencies and to understand records in agency custody.
  Initially, we will rethink the way we support agencies, then enhance those support capabilities. Within 5 years, we will seek to expand trusted partnerships with agencies.

In line with these themes, this strategy sets out the following key steps and desired outcomes:

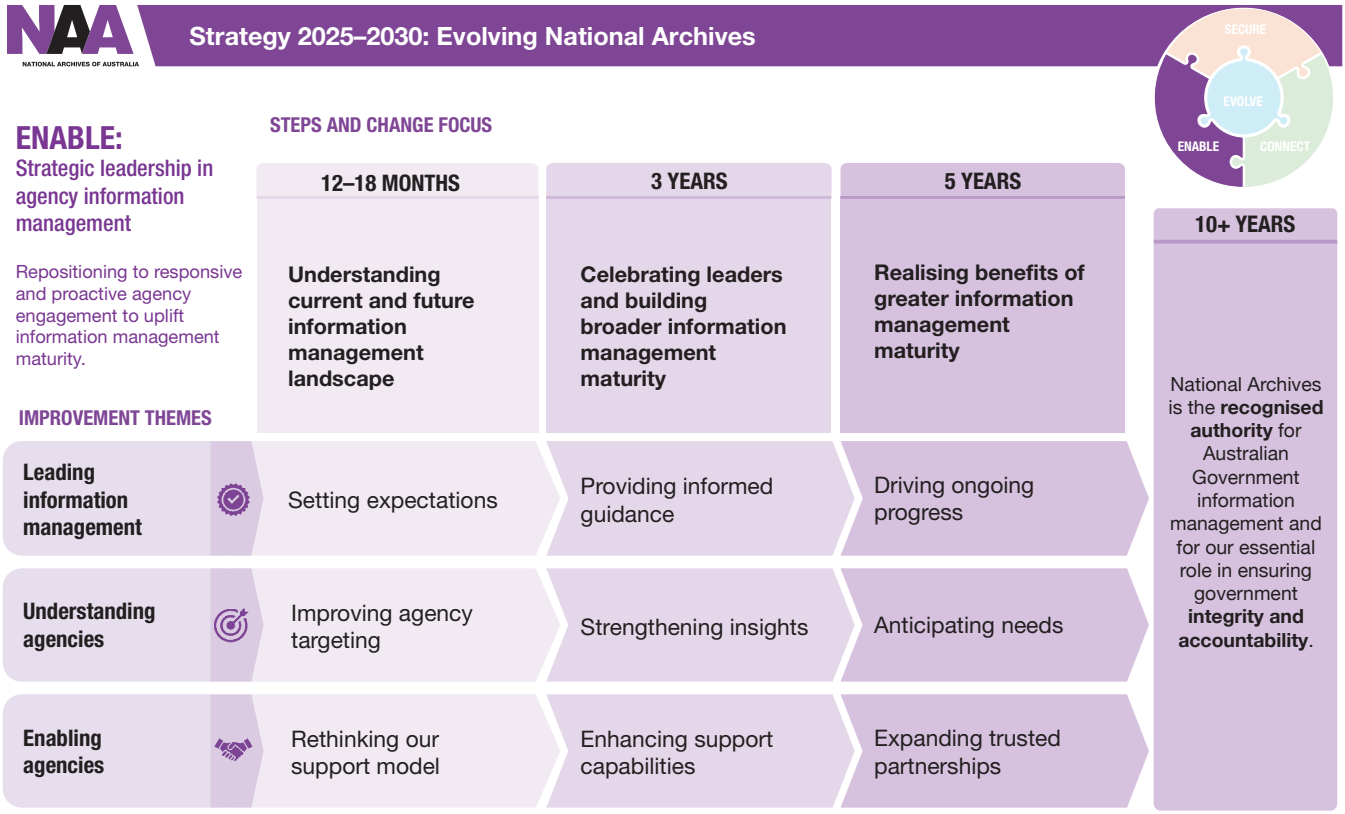
**12 to 18 months:** Understanding the current and future agency information management landscape. This will help create robust foundations for leading change.
Improvement outcome: We signal our intent to strengthen our information management leadership. We provide clear expectations, support and advice to agencies to improve their information management maturity.

**3 years:** Celebrating information management leaders and building broader agency information management maturity. The focus here is on capability building.
Improvement outcome: We generate deeper insights on the risks, barriers and enablers for agencies. We target advice and support to maximise improvement.

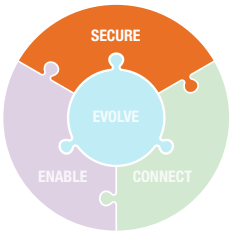
**5 years:** Realising benefits of greater agency information management maturity. This will enable us to take a more proactive approach to all aspects of our work and deliver improved stakeholder outcomes.
Improvement outcome: We continue to drive a significant uplift in agency information management maturity, enabling identification of archival resources and improving government accountability, transparency and integrity in complex digital environments.

Figure 4 consolidates this information into a quick-reference guide. Find further detail at Appendix B.

**Figure 4: Improvement themes, steps and areas of focus for Enable**



# Part 3: Secure: Managing an evolving collection




## Operating context

National Archives is the largest archival institution in Australia, holding records of enduring significance and collective memory.

This unique collection provides evidence of Australian Government decision-making, actions and interactions with individuals and communities. There are over 52 million items in the collection across a range of formats, from paper, photographs and audiovisual records to digital information and data.

It is a living and evolving archive, growing at an exponential rate. This poses challenges in how we manage the collection, not only due to its size and complexity but because of the diversity of archival skills and infrastructure required.

We provide stewardship and access to the collection. Our responsibilities for the enduring archival records of the Australian Government start from the moment they are created, continue when they are selected for retention and transfer, and also include our ongoing activities to describe, store, preserve and make them accessible – now and into the future. Many formats within the collection are at risk of inherent loss or obsolescence, requiring active management and action to ensure the information survives in perpetuity.

As a leader in best archival practices, we must sustain and strengthen the nation's analogue archive of paper, photographic and audiovisual material, while also transforming all our operations to manage an increasingly complex and digital collection. Through preserving, describing and providing access to the national archival collection, we help all Australians develop a greater understanding of their heritage and democracy.

## Overview

This part of the strategy focuses on safeguarding and optimising our evolving collection through enhanced knowledge and collaborative practice.

We will do this by defining and building our collection knowledge and establishing the frameworks for growth, by leading and shaping collection improvement priorities, and by embedding these new capabilities to optimise and strengthen our collection.

This will steer us towards a future where the national archival collection is safeguarded, known and accessible, demonstrating our expertise and fostering strong trust among stakeholders.

## Improvement themes and key steps

This part of the strategy identifies 3 themes to organise and align our change and improvement initiatives:

- **Collection knowledge:** We will invest in building our knowledge of the collection by unifying our data to facilitate better reporting, extract collection insights and enhance decision-making.
  Initially, we will baseline current knowledge, then expand collection data and insights. Within 5 years, we will seek to make data-led decisions.

- **Collection stewardship:** Through best archival practice, we will sustain, strengthen and optimise the evolving and enduring archival resources of the Australian Government.
  Initially, we will shape and secure the collection, then drive collection improvements. Within 5 years, we can begin to optimise the collection's potential.

- **Focused, holistic delivery:** We will work together and find new ways to improve and align our archival activities to empower our staff and create better outcomes for the collection.

  Initially, we will establish strong collaboration and coordination across teams, then unify and align priorities. Within 5 years, we will seek to adapt and transform to best practices.

In line with these themes, this strategy sets out the following key steps and desired outcomes:

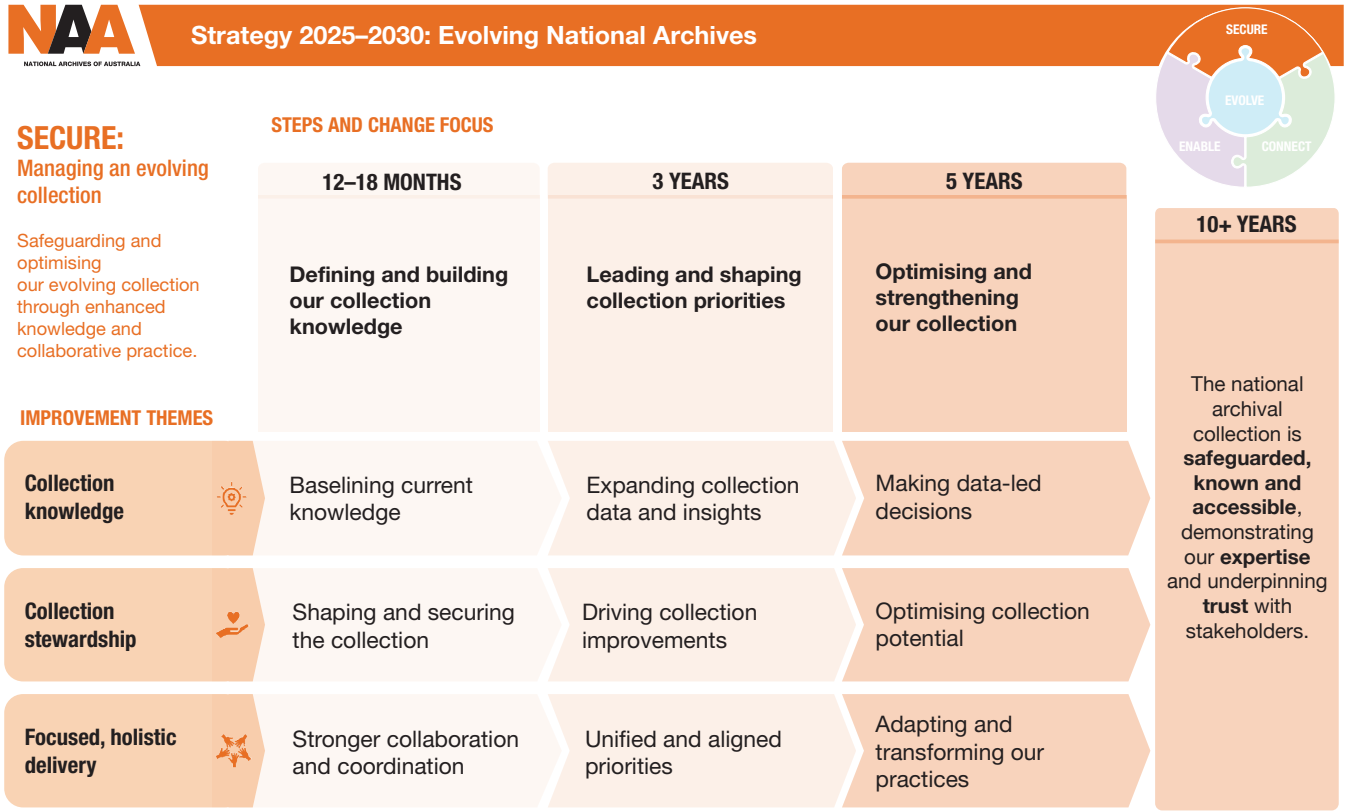
**12 to 18 months:** Defining and building our collection knowledge. This will help create robust foundations to guide the growth and management of the collection.
Improvement outcome: We have a holistic understanding of our collection and have a robust and consistent basis on which to build our knowledge of the collection into the future.

**3 years:** Leading and shaping collection priorities. The focus here is on capability building.
Improvement outcome: We have the knowledge, capability and data to predict, prioritise and schedule collection management activities.

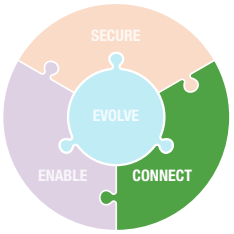
**5 years:** Optimising and strengthening our collection. This will enable us to anticipate, shape and plan all collection management tasks.
Improvement outcome: We continue to explore new techniques to manage and care for our evolving collection, ensuring access for current and future generations.

Figure 5 consolidates this information into a quick-reference guide. Find further detail at Appendix C.

**Figure 5: Improvement themes, steps and areas of focus for Secure**



# Part 4: **Connect:** Fostering access and engagement




## Operating context

Access to the national archival collection is at the heart of what National Archives does.

As a national institution serving the needs of government agencies, researchers and community members, we are more visible and active than ever. To enable these audiences to connect with the collection, it must be discoverable and accessible. This often requires cooperation with government agencies creating records, along with holistic collection management practices and an understanding of our audiences' needs.

Fulfilment of our access mandate is increasingly challenging. The impact of rapidly advancing technology, the evolution of professional archival practice, and shifting expectations of government, agencies and the broader Australian community mean we need to reassess how we will continue to provide access and connect our audiences to the national archival collection and our services.

## Overview

This part of the strategy seeks to evolve our practices to deliver responsive, timely, appropriate access and meaningful engagement experiences for our audiences.

We will do this by collaborating and building relationships with our audiences. We will explore, analyse and translate what we learn about their evolving needs and preferences so we can introduce new and improved approaches to access and engagement.

This will steer us towards a future where we create pathways for access and foster connection between people and the national archival collection, and in doing so, maximise the social value of the collection and National Archives.

## Improvement themes and key steps

This part of the strategy identifies 3 themes to organise and align our change and improvement initiatives:

- **Open and responsive access:** We will build relationships and continually improve our practices to ensure timely public release of records and appropriate access to the collection.
  Initially, we will analyse and shape outcomes, then strengthen relationships and deliver access improvements. Within 5 years, we will have refined our approach to embed proactive practices for timely public release and the refinement of access and engagement offerings.

- **Insight and understanding:** We will be curious and seek to foster inclusive, collaborative and engaging connections with users of the collection and our services.
  Initially, we will identify needs and users, then surface new opportunities. Within 5 years, we will seek to embed audience-led decision-making.

- **Enrichment of experiences:** We will support and enable users to explore and unlock the value and potential of the national archival collection.
  Initially, we will review and adapt our principles for access, then enhance the value and use of the collection through innovative initiatives and improved relationships. Within 5 years, we will seek to enable deeper exploration and discovery of the collection.

In line with these themes, this strategy sets out the following key steps and desired outcomes:

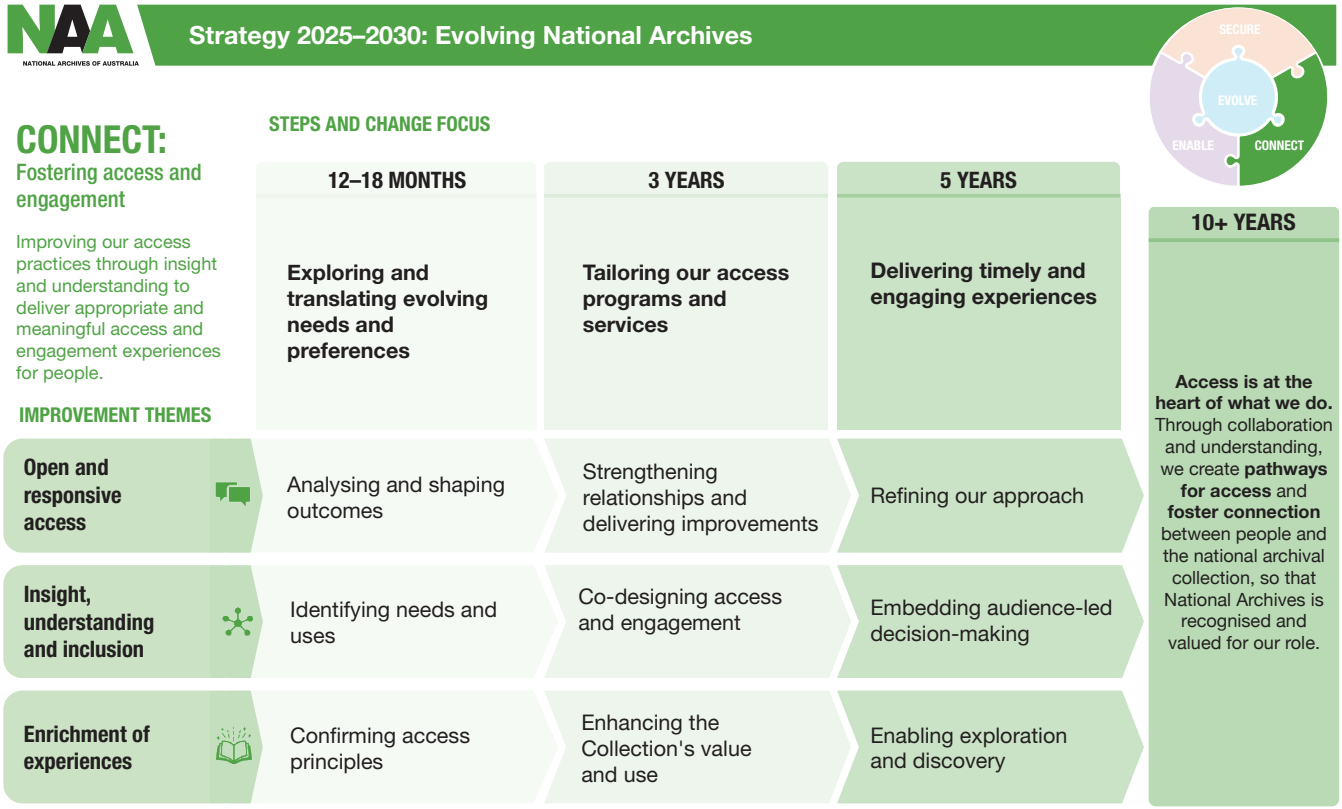
**12 to 18 months:** Exploring and translating evolving needs and preferences. This will create the foundations for introducing informed change.
Improvement outcome: We know the people we seek to connect with, and we have defined requirements for uplifting core access and engagement activities.

**3 years:** Tailoring access programs and services. The focus here is on capability building.
Improvement outcome: We apply our deeper understanding to guide people-centred approaches to program and service development and delivery.

**5 years:** Delivering timely and engaging experiences. This will see us leverage ongoing improvements in our insights and capabilities.
Improvement outcome: We provide responsive, connected and enriched access and engagement experiences.

Figure 6 consolidates this information into a quick-reference guide. Find further detail at Appendix D.

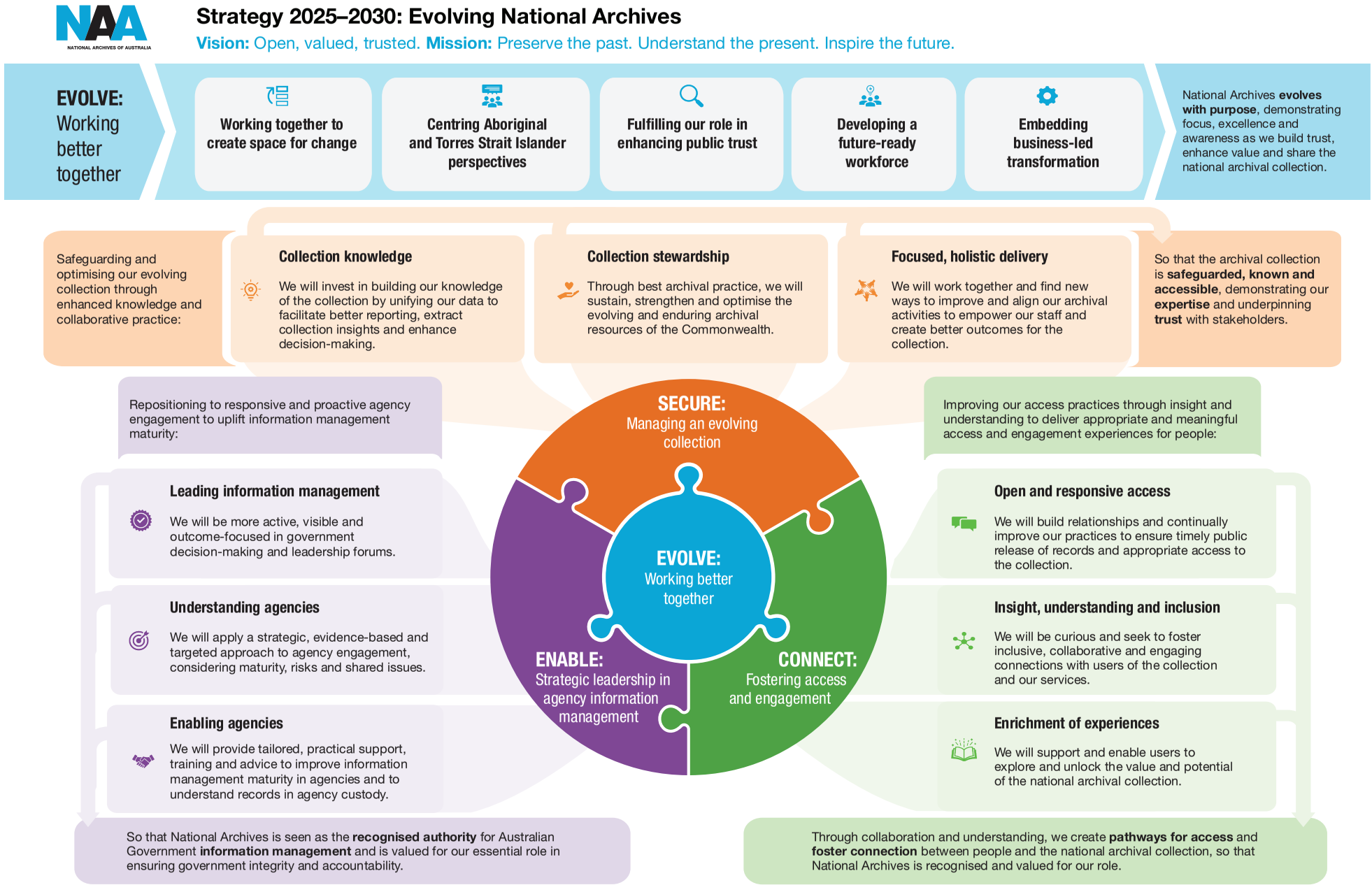
**Figure 6: Improvement themes, steps and areas of focus for Connect**




# Bringing it all together

The 4 parts of this strategy are represented in figure 7.

Figure 7: The interconnected parts of the strategy and the key themes for each



# Delivering the strategy

## Delivery approach

This strategy sets the collective direction and pace of change for National Archives.

It is designed to help decision-makers collectively and collaboratively prioritise initiatives and resources to work on the right things at the right time, and to recognise and deprioritise effort that does not serve organisational priorities.

While this strategy provides guidance on the type of change or improvement initiatives expected to occur at each stage, the corporate and business planning processes will determine the work to be undertaken, considering the resources available at each point in time.

This will require adjustments to the way leaders work together to prioritise organisational outcomes above functional deliverables.

### *Key considerations*

- Embedding the strategy into the way we work, from implementation to staying on course over the long-term, requires daily advocacy and effective communication.
- Mindsets and behaviours:
  - Important conversations that keep organisational priorities and stakeholder outcomes at the heart of every decision require productive communication and healthy team dynamics.
  - Collaboration to identify and leverage collective opportunities and solve shared problems requires planning mechanisms and discipline.

## Indicators of success

We will know we are successfully delivering on the ambitions of the strategy when we can see it embedded in the way we work together. Indicators would be if:

- the strategy is central to Executive Board strategic conversations and decisions
- the strategy is frequently used to present, prioritise and justify policy proposals and funding requests
- corporate and business planning decisions align with the strategy
- subsidiary plans align with the strategy
- teams prioritise work, activities and associated resource allocations based on the strategy
- APS Census results reflect a good understanding of strategic direction among staff.

## Staying on track

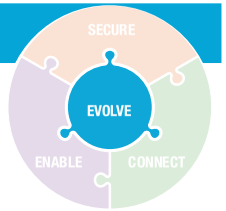
In the interests of maintaining ongoing alignment and collective direction, this strategy is to be reviewed as a single strategy by all leadership stakeholders.

- Strategy owner: Director-General, who appoints a review coordinator.
- Strategy sponsors: Director-General and all Assistant Directors-General.
- Review cycle:
  - Every 6 months: Monitor progress and identify significant challenges.
  - Every 12 months: Complete a performance correction review.
  - Every 2 years: Complete a course correction review for ongoing alignment with our organisational obligations.

# Appendix A: Evolve

**Figure 8: Improvement themes, steps and areas of focus for Evolve, in detail**

## Strategy 2025–2030: Evolving National Archives




**EVOLVE:**
Working better together

**STEPS AND CHANGE FOCUS**

| IMPROVEMENT THEMES | 12–18 MONTHS | 3 YEARS | 5 YEARS |
|---|---|---|---|
| | **Focusing our efforts to realign our foundations**<br><br>We have applied discipline in our daily work to create capacity for change. We are delivering a focused set of high-impact initiatives that clarify our future work priorities. | **Upgrading capabilities to position for the future**<br><br>We have improved or established a range of organisational capabilities that enable us to deliver our core services with greater efficiency, performance and alignment. | **Delivering enhanced value and stakeholder outcomes**<br><br>We have leveraged our new capabilities to proactively and collectively deliver insight-driven and tailored solutions, partnering beyond the agency for increased impact. |
| **Working together to create space for change** | **Applying discipline to commitments**<br>Make decisions about what work to prioritise and communicate and commit to those choices.<br>Measure and monitor performance to understand where we are effective and where we can improve. | **Prioritising and planning in unison**<br>Make decisions about work collaboratively, and communicate them well. Base decisions on data and evidence and ensure they are aligned with clearly defined priorities. | **Delivering in full alignment across teams**<br>Measure and assess the impact of our work to inform business and strategic planning, and seek to improve outcomes through continued use of data to inform decisions and resourcing. |
| **Centring Aboriginal and Torres Strait Islander perspectives** | **Building relationships, listening and engaging**<br>Seek Aboriginal and Torres Strait Islander peoples' advice on how we can improve our cultural capability and inform decision-making on our governance and practices. | **Uplifting agency cultural capability and diversity of perspectives**<br>Implement high-impact, evidence-based initiatives to improve the cultural safety of our organisation for Aboriginal and Torres Strait Islander staff and communities accessing our services. | **Embedding best cultural practice**<br>Integrate Aboriginal and Torres Strait Islander perspectives across our work as an employer, and ensure they are reflected in how we manage the collection, advise agencies and engage with people who access our services. |
| **Fulfilling our role in enhancing public trust** | **Articulating our role and value within an evolving social landscape**<br>Articulate a collective understanding of the role and purpose of National Archives in improving government accountability and transparency, and our value to Australian life. | **Demonstrating adaptive expertise and ongoing relevance across the culture and integrity domains**<br>Improve public trust in government through public engagement and contributing to cross-sector discussions about the societal value of effective archival and information management practice. | **Expanding strategic partnerships and collaborations to broaden our societal impact**<br>Demonstrate and communicate our benefit to Australia's civic and cultural infrastructure as a key participant and advisor in forums on improving public trust in government. |
| **Developing a future-ready workforce** | **Identifying and addressing critical gaps**<br>Clarify the impact of emerging technologies on our work and the capability gaps required across the agency to deliver a digitally focused archive now and into the future.<br>Plan and commence a response to address these gaps. | **Building new skills and toolsets**<br>Establish capability for the ongoing management of born-digital records. Continue to expand digital capability in critical areas, including across all archival disciplines and identified capability gaps. | **Leading with expertise across sector**<br>Demonstrate expertise and maintain professional leadership in the archival and information management sectors and look for opportunities for continuous improvement across our workforce. |
| **Embedding business-led transformation** | **Redefining innovation priorities to ensure a digitally focused future**<br>Build technological foundations that are business-led, customer-centric and an enabler for operational strategies. | **Improving business outcomes through technological enablement**<br>Increase preparedness as a digital archive through improved information technology infrastructure and architecture (such as modernised data storage and unified data). | **Delivering an improved digital-first archive**<br>Continue to improve our services through a digital-first archive and streamline our core processes to improve business efficiency. |

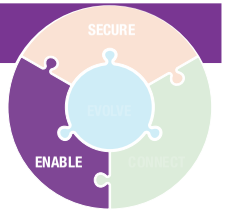
**10+ YEARS**

National Archives **evolves with purpose**, demonstrating focus, excellence and awareness as we build trust, enhance value and share the national archival collection.

# Appendix B: Enable

**Figure 9: Improvement themes, steps and areas of focus for Enable, in detail**

## Strategy 2025–2030: Evolving National Archives




## ENABLE:
Strategic leadership in agency information management

**Repositioning to responsive and proactive agency engagement to uplift information management maturity.**

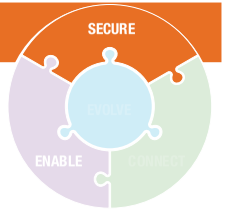
### STEPS AND CHANGE FOCUS

| IMPROVEMENT THEMES | 12–18 MONTHS | 3 YEARS | 5 YEARS | 10+ YEARS |
|---|---|---|---|---|
| | **Understanding current and future information management landscape**<br>Building a shared understanding of the risk environment for agencies for the next 5 years and calibrating our response through targeted strategic engagement. | **Celebrating leaders and building broader information management maturity**<br>Updating guidance to reflect the evolving information management landscape, improving visibility into agency information management maturity, and enhancing our support capabilities. | **Realising benefits of greater information management maturity**<br>Working closely with agencies, partnering within government, and engaging with industry and the broader profession to influence and optimise information management maturity in complex digital environments. | National Archives is the **recognised authority** for Australian Government information management and for our essential role in ensuring government **integrity and accountability**. |
| **Leading information management**<br>We will be more active, visible and outcome-focused in government decision-making and leadership forums. | **Setting expectations**<br>Increase presence in leadership forums to direct and influence government information management. Assess effectiveness of the *Building trust in the public record* policy to inform future policy requirements. | **Providing informed guidance**<br>Deepen our understanding of the information management environment and adapt guidance. Update *Building trust in the public record* policy to provide clarity to agencies for the next 10 years. | **Driving ongoing progress**<br>Be active in key leadership forums as the recognised authority in government information management.<br>Communicate progress and accountability benefits to the public. | |
| **Understanding agencies**<br>We will apply a strategic, evidence-based and targeted approach to agency engagement, considering maturity, risks and shared issues. | **Improving agency targeting**<br>Design frameworks to profile agencies, prioritise needs, and understand agency records and the future of our Check-up survey.<br>Commence analysis, targeting and coordinated planning. | **Strengthening insights**<br>Improve monitoring, reporting and assurance. Draw deeper insights on barriers and enablers to maturity and best practices.<br>Analyse agency records to inform archival transfer and storage requirements. | **Anticipating needs**<br>Target agency engagement in an informed and proactive way.<br>Explore new capabilities to engage with agency records before transfer. | |
| **Enabling agencies**<br>We will provide tailored, practical support, training and advice to improve information management maturity in agencies and to understand records in agency custody. | **Rethinking our support model**<br>Scope agency support delivery model including costed options for training.<br>Implement Defend the Past, Protect the Future (DPPF) improvements to streamline appraisal, subject to resourcing post-DPPF. | **Enhancing support capabilities**<br>Uplift the targeted and tailored program of support to agencies.<br>Develop practical advice, including products and possibly training.<br>Support targeted agencies, enabling scheduled transfer of records to National Archives. | **Expanding trusted partnerships**<br>Leverage broader National Archives expertise to provide richer engagement and more comprehensive support offerings.<br>Continue agency groups to address shared issues and opportunities. | |
| **EXPECTED PROGRESS** | **We have signalled our intent to strengthen our information management leadership and provide clear expectations, support and advice to agencies to improve their information management maturity.** | **We are generating deeper insights on the risks, barriers and enablers for agencies and targeting advice and support to maximise improvement.** | **We have driven a significant uplift in agency information management maturity, enabling identification of archival resources, and improving government accountability, transparency and integrity in complex digital environments.** | |

# Appendix C: Secure

Figure 10: Improvement themes, steps and areas of focus for Secure, in detail

## Strategy 2025–2030: Evolving National Archives




## SECURE:
Managing an evolving collection

**Safeguarding and optimising our evolving collection through enhanced knowledge and collaborative practice.**

### STEPS AND CHANGE FOCUS

| | 12–18 MONTHS | 3 YEARS | 5 YEARS | 10+ YEARS |
|---|---|---|---|---|
| | **Defining and building our collection knowledge**<br>Baselining existing collection data and establishing the frameworks and prioritisation criteria that will guide the growth and management of our diverse collection over the next 10 to 20 years. | **Leading and shaping collection priorities**<br>Augmenting collection workflows, streamlining processes, adopting new tools and exploring automation to ensure effective management of the collection. | **Optimising and strengthening our collection**<br>Embedding new technology, collection data analytics and decision support tools to anticipate, shape and plan all collection management tasks. | |
| **IMPROVEMENT THEMES** | | | | |
| **Collection knowledge**<br>We will invest in building our knowledge of the collection by unifying our data to facilitate better reporting, extract collection insights and enhance decision-making. | **Baselining current knowledge**<br>Develop an accurate and cohesive view of our archival collection by unifying and reviewing our data to identify strengths and gaps in the collection and inform prioritisation of archival activities. | **Expanding collection data and insights**<br>Progress the development of our archival control and data management to deliver consistent and cohesive collection reporting and planning capabilities, and to enable ongoing insights into the collection, now and for the future. | **Making data-led decisions**<br>Achieve mature management reporting of collection information, using unified data and robust analysis, to inform progress and future planning of key collection activities. | The national archival collection is **safeguarded, known and accessible**, demonstrating our **expertise** and underpinning **trust** with stakeholders. |
| **Collection stewardship**<br>Through best archival practice we will sustain, strengthen and optimise the evolving and enduring archival resources of the Commonwealth. | **Shaping and securing the collection**<br>Prioritise preservation and protection of the collection while planning to address gaps, advance digital archiving and optimise growth of an increasingly complex and interlinked collection. | **Driving collection improvements**<br>Consistently elevate and apply best archival and culturally appropriate practices to increase the resilience, capacity and diversity of the collection. | **Optimising collection potential**<br>Actively shape and sustain the collection to ensure it reflects the breadth of Commonwealth functions and meets government accountability requirements, as well as the needs of citizens and other audiences. | |
| **Focused, holistic delivery**<br>We will work together and find new ways to improve and align our archival activities to empower our staff and create better outcomes for the collection. | **Stronger collaboration and coordination**<br>Prioritise and coordinate work planning for the collection that removes siloes, identifies dependencies and encourages cross-team collaboration. | **Unified and aligned priorities**<br>Adopt an improved prioritisation and management model for the collection that aligns activities, while also providing space to trial, test and refine archival processes and capabilities. | **Adapting and transforming our practices**<br>Embed end-to-end digital-first processes, systems and capabilities for transferring, preserving and accessing records, guided by best practice and our collection, audience and agency insights. | |
| **EXPECTED PROGRESS** | **We have a holistic understanding of our collection and have a robust and consistent basis on which to build our knowledge of the collection into the future.** | **We have the knowledge, capability and data to predict, prioritise and schedule collection management activities.** | **We continue to explore new techniques to manage and care for our evolving collection for current and future generations.** | |

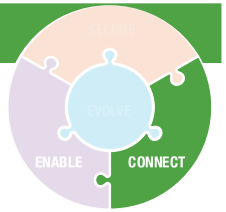
# Appendix C: Connect

**Figure 11: Improvement themes, steps and areas of focus for Connect, in detail**

## Strategy 2025–2030: Evolving National Archives

### CONNECT:
Fostering access and engagement

Improving our access practices through insight and understanding to deliver appropriate and meaningful access and engagement experiences for people.




| | STEPS AND CHANGE FOCUS | | | |
|---|---|---|---|---|
| | **12–18 MONTHS** | **3 YEARS** | **5 YEARS** | **10+ YEARS** |
| | **Exploring and translating evolving needs and preferences**<br>Consolidating and building on existing knowledge to develop our understanding of current and evolving access and engagement principles, practices, needs and preferences. | **Tailoring our access programs and services**<br>Translating insights and understanding into improvements across access and engagement pathways. | **Delivering timely and engaging experiences**<br>Using new approaches to deliver multiple pathways for our audiences to discover, access, engage with and use the national archival collection. | |
| **IMPROVEMENT THEMES** | | | | |
| **Open and responsive access**<br>We will build relationships and continually improve our practices to ensure timely public release of records and appropriate access to the collection. | **Analysing and shaping outcomes**<br>Identify cross-sector priorities and opportunities for collaboration, relationship-building and capability development.<br>Analyse access trends and develop plans to remove barriers to access and improve cultural safety in our spaces, practices, processes and systems. | **Strengthening relationships and delivering improvements**<br>Strengthen cross-sector relationships and deliver improvements to access in our spaces, practices, processes and systems. | **Refining our approach**<br>Embed proactive practices for timely public release and refine our access and engagement offerings. | **Access is at the heart of what we do.** Through collaboration and understanding, we create **pathways for access** and **foster connection** between people and the national archival collection, so that National Archives is recognised and valued for our role. |
| **Insight, understanding and inclusion**<br>We will be curious and seek to foster inclusive, collaborative and engaging connections with users of the collection and our services. | **Identifying needs and uses**<br>Explore examples of best practice and review audience insights. | **Co-designing access and engagement**<br>Utilise audience insights as a source for evidence-based decision-making.<br>Create opportunities for our audiences to explore and test ideas with us. | **Embedding audience-led decision-making**<br>Place audiences at the centre of our decision-making.<br>Ensure opportunities for audience collaboration are meaningful and refined as needed. | |
| **Enrichment of experiences**<br>We will support and enable users to explore and unlock the value and potential of the national archival collection. | **Confirming access principles**<br>Review our access principles and the role of our people in guiding appropriate in-person, digital and integrated access and engagement. | **Enhancing the collection's value and use**<br>Consider and contribute to innovative initiatives.<br>Implement improvements to support appropriate in-person, digital and integrated access and engagement. | **Enabling exploration and discovery**<br>Our people and technology are focused on providing enriched opportunities to audiences to discover and explore the collection. | |
| **EXPECTED PROGRESS** | **We know the people we seek to connect with, and we have defined requirements for uplifting core access and engagement activities.** | **We apply our deeper understanding to guide people-centred approaches to program and service development and delivery.** | **We provide responsive, connected and enriched access and engagement experiences to people.** | |

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