

SRSA CRG2/64

State Records reform

Re-thinking our business: 2016 and beyond



Government of South Australia
Attorney-General's Department

Image References

SRSA GRG2/64 – Letters Patent erecting and establishing the province of South Australia and fixing its boundaries

SRSA GRG35/58/1/235 – Floral Decorations, Town Hall, Centenary Celebrations, September 1936

SRSA GRG35/58/7/210 – Rundle Street looking East from near King William Street

SRSA GRG35/342/GN13243 – Parliamentary Library

SRSA GRS1061/1 – Photographs and negatives – South Australian Archives and successor agencies

SRSA GRG35/58/7/214 – King William Street looking South

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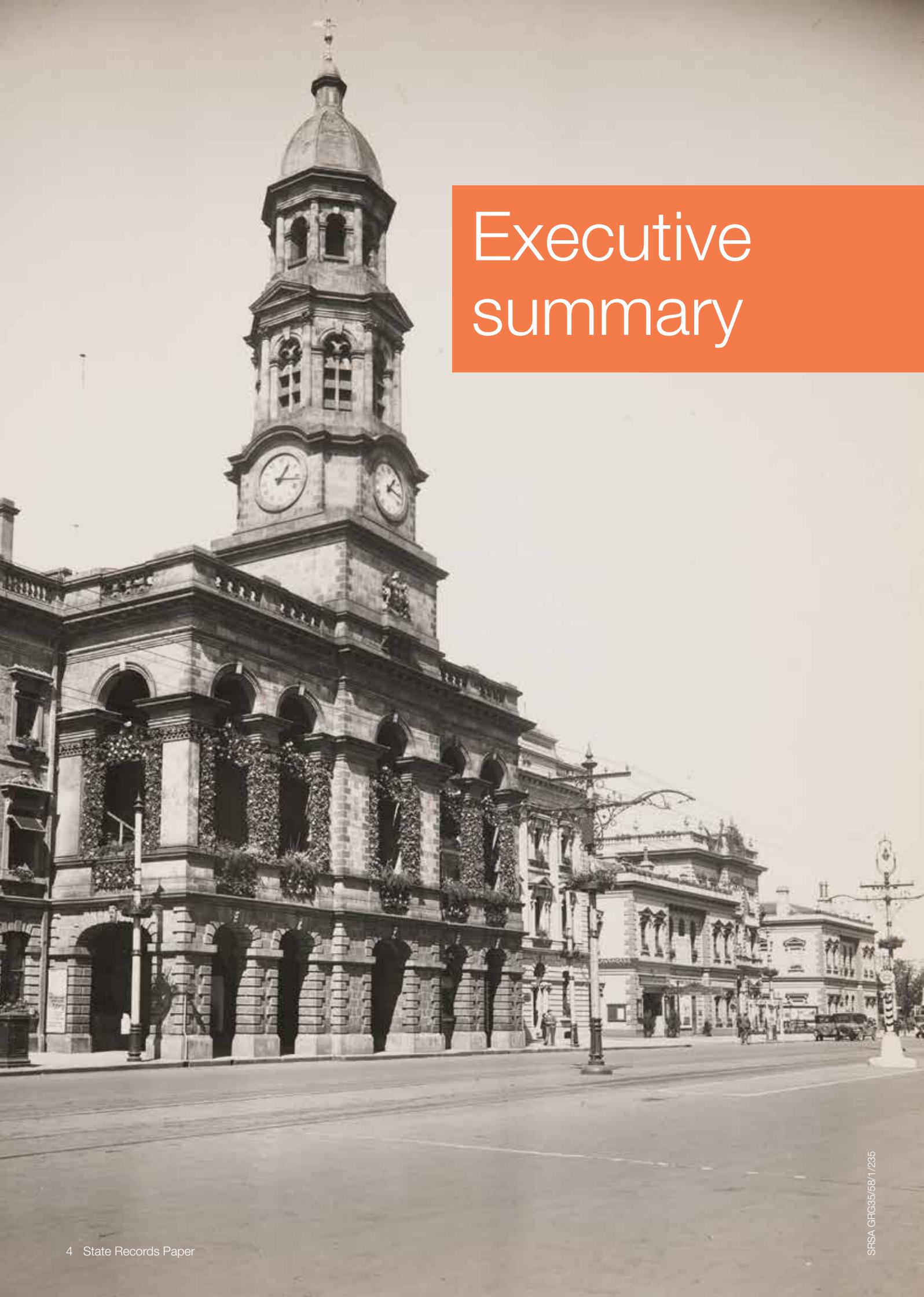
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Executive summary

State Records of South Australia (State Records) is at a critical juncture in our history. The management of government information has never been so complex and the multiple uses of that information so diverse. The official records of government are a vital asset; allowing individuals to transact with government, supporting rights and entitlements, enabling evidence-based decision-making and connecting the past, present and future.

Many factors, including the transition to digital, increased expectations around access to information and a trend towards decreasing the number of experienced records management resources within agencies, are aligning to impact on the future of the organisation.

The rapidly changing economic, social and technological environment within which we operate has caused State Records to re-evaluate how we position ourselves to meet future challenges whilst ensuring services are delivered in a manner consistent with customer expectations. In August 2015 State Records commenced a reform project which aimed to ensure that as an organisation State Records is robust enough and flexible enough to adapt to the changing landscape.

The reform project has at its heart a focus on improving the services we deliver to customers within a business model that is cohesive, supportive and sustainable. This improvement will come from engagement and collaboration, the provision of timely and consistent advice and support and an understanding of the pressures and risks facing agencies. To achieve this, we are redesigning our future based on consultation with staff, customers and stakeholders.

Many of the functions that State Records is required to deliver are mandated through legislation or other legal mechanisms. Much of this reform is not about changing what the functions of State Records are; it is about *improving the way they are delivered*.

By focusing on our vision and purpose and clearly understanding our customers' needs we are committed to re-designing our services to government and the community.



Simon Froude

Director, State Records

Overview

Background

State Records is the South Australian Government's archival and recordkeeping authority and has responsibility for a range of functions across the *State Records Act 1997*, *Freedom of Information Act 1991*, Information Privacy Principles Instruction and copyright use agreements.

Archival institutions around the world are in a state of flux; dealing with the volumes of historical records in traditional form, whilst being aware of the urgent need to position themselves to accept, manage and preserve records in digital format.

To meet these challenges State Records commenced a reform project in August 2015.

This paper outlines the future direction of State Records, which has been framed by the views of our staff, customers and stakeholders.

The review

From the outset it has been important to understand stakeholder views about State Records' services, including what could be done differently and what new services would be beneficial.

Feedback has been sought through various channels including online surveys, workshops and information sessions, direct feedback to the project team and via a Staff Consultative Group.

Analysis of the feedback received highlighted consistent themes:

- The delivery of advice, support and education services must be based on a customer-centred approach.
- The need for focus and investment in the management of records in the digital environment.
- Stronger leadership and advocacy by State Records within the records and archival management environment.
- Collaboration and engagement to affect change across government and increase the profile of the organisation.

- Improve the preservation and accessibility of the collection, including consideration of appropriately located and environmentally controlled facilities.
- Utilise business process improvement and leverage technology to improve the experience with State Records.
- Implementation of an organisational structure that supports improved business outcomes and customer service.

In addition to seeking views of staff, stakeholders and customers, State Records has analysed its operating and legislative environment, reviewed other jurisdictions and considered opportunities for partnership and collaboration.

All information obtained through the review process has informed the development of the re-designed service delivery model and subsequent initiatives outlined in this paper.

The review process has highlighted many operational opportunities for change and reform, not all of which are specifically addressed in this paper. During the implementation of a new service delivery model and associated initiatives, these operational opportunities will be further explored and pursued if they support the future direction of the business.

The operating environment

In the context of the South Australian Government, State Records' main value contribution is how it supports agencies to improve their business practices and reduce risk through appropriate management of official records. To the public, State Records' main value contribution is the ability to work with South Australian Government agencies to ensure the appropriate management and preservation of records of permanent value to our State, and in the provision of access to those records.

In addition to our recordkeeping and archival responsibilities, State Records has a key role in State Government, overseeing Freedom of Information and information privacy practices. These responsibilities support the government's commitment to improved access and sharing of information and the appropriate protection of personal data.

Ultimately State Records plays a crucial role in supporting the rights and entitlements of individuals through ensuring good governance, openness and accountability.

Legislative mandate

State Records has responsibility for the administration of the *State Records Act 1997* (SR Act) which is committed to the Attorney-General.

The Objects of the SR Act are to establish State Records as the principal repository for official records; ensure official records of enduring value are preserved; promote best practice in records management by all state government agencies and local government authorities; and provide access to official records in State Records custody.

The SR Act prescribes the following functions for State Records under section 7:

- a. to receive official records into its custody in accordance with this Act;
- b. to ensure the organisation, retention, conservation and repair of official records in its custody;
- c. to make determinations (with the approval of the Council) as to the disposal of official records under this Act;
- d. to publish, or assist in the publication of, indexes of, and other guides to, the official records in the custody of State Records or official records whose delivery into State Records' custody has been postponed or is subject to an exemption granted by the Manager;
- e. to provide for public and agency access to the official records in the custody of State Records in accordance with this Act;
- f. to assist in identifying official records in the custody of State Records the disclosure of which might constitute a contravention of aboriginal tradition;
- g. to provide advice and assistance to agencies with respect to their record management practices;
- h. to issue standards (following consultation with the Council) relating to record management and assist in ensuring that agencies observe the best record management practices;

- i. to promote awareness of State Records and its functions;
- j. to perform any other functions assigned to State Records by this or any other Act or by the Minister.

In accordance with section 7(j) of the SR Act, State Records also:

- Supports the Deputy Premier, in his capacity as Minister for the Public Sector, in the administration of the *Freedom of Information Act 1991* (FOI Act) and the *Information Privacy Principles Instruction* (IPPI).
- Supports the Privacy Committee of South Australia and the State Records Council.
- Administers the state's copyright use agreements.

Preservation of materials

Archival collections require special treatment and handling. Adequate space, climate controlled temperature and humidity and dust and pest free environments are required for ideal preservation and storage. Consideration of location and technologies supporting improved storage and handling of archival materials is required.

Access to records

State Records is mandated to provide the public and agencies with access to the records in our custody, subject only to specified exceptions or restrictions. This is done in person at the Research Centre, via loans to agencies and through the provision of digital and printed copies of records. State Records also loans official records to other institutions for the purposes of exhibitions and displays.

Structure

State Records operates with around 38 full-time equivalent employees and is currently structured into the following six teams:

- Government Recordkeeping
- Collection Management Services
- Reference and Access Services
- Freedom of Information and Privacy
- Business Services
- Executive.

Historically, the way State Records delivers services has been driven by its organisational structure. In re-designing how State Records operates it is proposed that the direction and structure of the organisation be aligned to enhance the delivery of services, as outlined in the service delivery model.

Challenges

The global impact of digital

The key challenge of our time, and one that is recognised the world over by archival institutions, is society's transition to digital.

Globally, it has been recognised that strategic digital archiving approaches are required to ensure the sustainability of electronic government information. Many leading international authorities, such as UNESCO, have recognised that digital evolution has been too rapid and costly for governments and institutions to develop timely and informed frameworks encompassing information management and preservation strategies. UNESCO has asserted the lack of an overarching framework threatens the economic, social, intellectual and cultural potential of an organisation¹.

The nature of government business is changing. In particular, business is increasingly being conducted through electronic means. The South Australian *Digital Transformation Strategy*, released in 2014, established the mandate for all agencies to move their business into a digital environment. This strategy is critically important for enabling better services to the South Australian people, but requires government agencies and State Records to re-think their approach to digital records management.

Over recent years the growth of technology used to create a record has outpaced the technology and thinking needed to capture and preserve those records. This has created a risk for government and society, where, despite the volume of digital information, little is retained or preserved for future generations. Ensuring investment in appropriate preservation and digitisation technologies, combined with developing the requisite skills and knowledge, is State Records' primary challenge.

Other local challenges

A number of other challenges exist in which State Records either plays a key leadership role or needs to support government in addressing. These include:

- Improving information sharing across government whilst balancing the rights of individuals.
- Affecting cultural change within agencies by highlighting the value of well-managed official records and advocating for the appropriate allocation of resources.
- Addressing the shortage of skilled and experienced records and archival management practitioners.
- Meeting the demands for increased access to the archival collection and the need to increase the organisation's profile.

State Records cannot address these alone. However, through partnering with agencies and collaborating with the private sector and professional bodies positive change can be achieved.

Legislative reform

Significantly, and closely linked to the challenges faced by government, is consideration of legislative and policy reform across many of the functions for which State Records is responsible.

The management of records in the digital environment, open and accessible government and balanced protection for personal information could all benefit from clearer and more definitive legislative mandates.

Whilst this paper does not address any potential legislative reform in detail, it is acknowledged that, should reform occur, State Records needs to be well positioned to adapt quickly and lead government through the changes.

Jurisdictional comparison

A jurisdictional comparison was undertaken as part of this reform process. Across states and territories there are multiple operational models for managing the government archive as well as differing reporting structures within their respective governments. Some archival institutions are of a statutory nature, whilst others operate as an administrative agency. There is no single model adopted across Australia.

¹ United Nations Educational, Scientific and Cultural Organization (UNESCO) (2003) *Charter on the Preservation of the Digital Heritage*. Available at: http://portal.unesco.org/ci/en/files/13367/10700115911Charter_en.pdf/Charter_en.pdf

The question of whether State Records should be a statutory authority in its own right was raised through the consultation process, with views on the issue mixed. The legislative basis on which State Records operates is not for consideration through this reform process. Consideration of whether State Records should be a statutory authority is more appropriately addressed through legislative reform of the SR Act.

Unlike archival and recordkeeping authorities in other states and territories, State Records of South Australia has responsibility for the administration of the FOI Act; the South Australian Government's administrative scheme for the protection of personal information, the IPPI (including executive support to the Privacy Committee of South Australia); and the negotiation of the State Government's copyright use licence agreements.

It is worth noting that South Australia has one of the largest archive collections versus population. It is unclear whether this is due to differing records management requirements of government agencies, a more conservative approach to record retention or a reflection of South Australia being the first state to create a government archive; or a combination of those factors. In considering future resource capacity, these potential causes and impacts will need to be further explored so appropriate management strategies can be put in place.

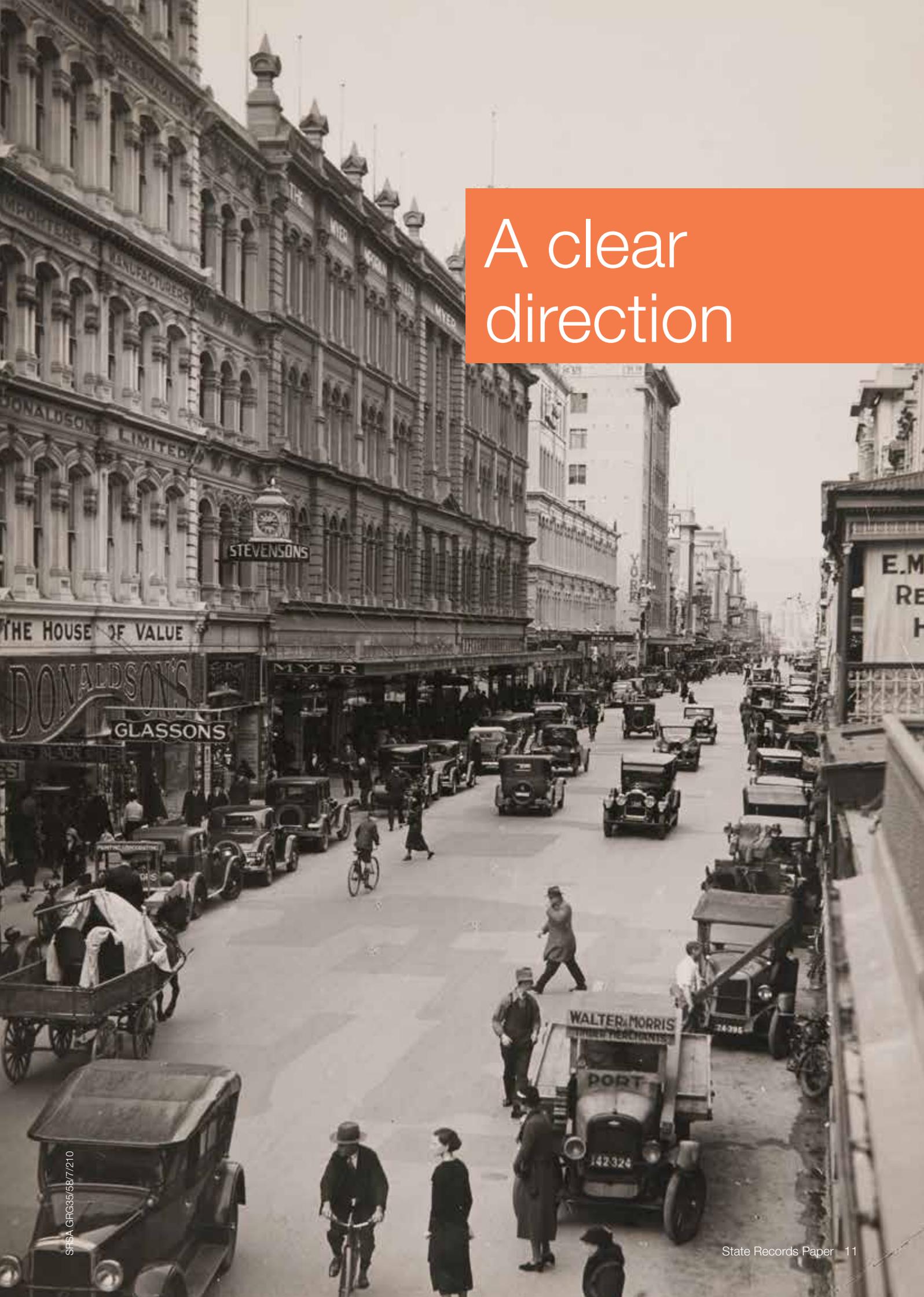
Despite the different operating models, all states and territories are facing similar issues in relation to government recordkeeping and are focussing on:

- Addressing the quality of government records (agency practices).
- Supporting agencies and government transition to a digital environment.
- Implementing fee for service models for services that sit outside of legislative mandates but which are acknowledged as an important aspect of agency support.

- Updating guidelines and standards to improve and streamline records management processes which are imposed on agencies.
- Collaborating and partnering with key agencies within their state who are involved with information management and leading government into the digital era.
- Investing in ICT systems to support preservation and access to collections.

There is no single state or territory model identified as part of this review which will be adopted by South Australia. Rather, learnings from across the sector and successful approaches to similar issues have been considered in the development of the service delivery model.

A clear direction



Key to underpinning State Records' redesigned service delivery model and our role in supporting government priorities are a clear purpose and vision for the organisation.

These statements were developed in conjunction with State Records staff as part of the reform project and reflect a clear and cohesive view of the future.

Purpose

We uphold the rights of past, current and future generations by underpinning the principles of good governance and a democratic society. We support the South Australian Government's recordkeeping practices so that the history of the state can be preserved and accessed by the community.

Vision

State Records is respected as a leader in its field, delivering valuable services to government and the community.

Supporting government and departmental strategic priorities

Whilst State Records operates through a highly legislative governance framework, it is important to recognise that as an organisation we support key government and departmental priorities.

State government strategic priorities

State Records supports the government's priority of having safe communities and healthy neighbourhoods through our role in overseeing the protection of personal information across the government sector. In the short-term, State Records will continue to advise government on matters relating to the protection of personal information and seek to progress consideration of Information Privacy legislation for South Australia. State Records will also continue to support the Privacy Committee of South Australia in its role.

Attorney-General's strategic priorities

State Records supports the Attorney-General's Department's goal of ensuring South Australians know their rights and obligations. This is achieved through being part of the system that enables public integrity and access to information in South Australia.

State Records will continue to advise government on matters relating to information access and protection in relation to the FOI Act, proactive disclosure and the IPPI.

Access to the state's archival collection is a key responsibility of State Records and we will continue to improve access to the collection through our research centre as well as through enhanced digitisation programs. This work is supported by improving the intellectual controls of the collection through better identification of individual items and the provision of guides and indexes. Support is also provided to individuals and government in relation to commissions, inquiries and legal discovery.

Other government strategic agendas

State Records will collaborate with the Office for Digital Government and agencies to support the transition of service delivery to a digital environment, as outlined in the *Digital Transformation Strategy*. This will be achieved through State Records advising and supporting agencies as they transition services and through the development of digital continuity plans with agencies. Additionally, State Records will support the Premier's *Digital by Default* declaration by progressing consideration of technologies that support the long-term preservation and access of digital material, including a digital archive and associated technologies.

State Records supports the *Modern Public Sector Agenda* through the oversight of proactive disclosure initiatives and the move towards an increasingly open and accessible government.



Re-designing the way State Records delivers services

Reform principles

With consideration to the feedback, State Records aims to be:

- A modern organisation with the agility to meet the changing demands of government and the community.
- Customer-focused with staff engaged with and partnering with government agencies to achieve results for the overall good of the community.
- Sustainable and relevant, striking a balance between regulation, leadership and practical implementation.

Service standards

At the core of State Records' redesigned service delivery model is the customer and the notion that our services must be designed and delivered with the needs of the customer at the fore.

To support this approach State Records will develop clearly defined service standards that will outline what customers can expect when they seek to utilise our services. These standards will articulate service delivery and establish clear expectations for the customer and State Records.

The delivery of services will be based on established values and behaviours which underpin State Records' customer focus.

Feedback will be regularly sought from across our wide customer base in order to monitor, evaluate and improve the customer experience.

Leading by example

State Records' position as the Government's archival and recordkeeping authority places us in a position of leadership. State Records will embrace this responsibility and look to work collaboratively with key stakeholders, including professional bodies, as it raises the profile of records and archival management across government. As a first step, State Records will establish stronger relationships with government agencies at both an operational and executive level. This foundation will be strengthened through the provision of targeted advice

that adds value to the organisation. At the senior level State Records will look to improve the understanding of the benefits and risks associated with recordkeeping, particularly the challenges facing government in managing digital records and the role that State Records will play in assisting agencies.

State Records will also look to strengthen ties with relevant professional bodies and to work closely with them to support the profession generally, but also the needs of individual members. Opportunities for mentoring programs, networking and collaboration will be investigated.

If State Records is to play an advocacy role across government and in the community, it is important that our services are seen to bring real benefit and value. It is important that State Records be seen as an enabler of good governance rather than a barrier to efficient business.

A long-term focus

The changes proposed within this paper are incremental; they will not be achieved overnight nor will they be achieved over a few months. There are some quick wins to be achieved but many of the proposed changes will occur incrementally over the next two years. They are aimed at establishing State Records as a long-term partner of government; working closely with agencies to achieve improved outcomes for both government and the community.

The permanency of the archive means that State Records must take a long-term view to ensure that records of historical value are preserved and accessible for future generations. In order to do that State Records must understand the present environment that our government customers operate in so that we can provide the most relevant advice and support. This will be achieved through working closely with agencies, considering their individual circumstances and tailoring advice and support so that our services and advice add value to agency programs. This will include supporting individual agency staff to make a case for their initiatives and opportunities to affect cultural change within an agency.

Key initiatives

Digital continuity

It is clear that resolving the challenges of managing digital records is the utmost priority. There is an obvious need to develop a holistic program to manage and educate about digital records in government.

A strategic and whole of government approach, led by State Records, needs to be taken to ensure that information management practices across the lifecycle of a digital record are improved. The outcome must be that the digital records of our state's history remain accessible and useable for future generations.

State Records has begun a body of work that will ensure South Australia captures, preserves and provides access to the historical records created by government. Similarly, and in support of the *Digital Transformation Strategy*, agencies will be supported in ensuring that they have the technology and capability to transact digitally.

State Records will give consideration to the development of a digital continuity strategy for the Government of South Australia. Any strategy would outline the state's plans to tackle the challenges of digital recordkeeping as well as providing direction for agencies. The strategy would be supported by a review of the current practices and requirements of agencies in relation to the management of born-digital records.

A key initiative of the digital continuity strategy would be the establishment of a digital archive – a permanent repository in which to store the valuable digital records of government; ensuring the records remain accessible, preserved and maintained over time. Work conducted prior to this review had identified a critical need for the state to invest in the procurement of a digital archive. Feedback obtained during the review process has reinforced this need.

Although not addressed in detail in this paper, the development of a business case for a digital archive is recommended.

Digitisation of the archival collection

The accessibility of the archival collection is essential –

it represents the core function of State Records as an archive.

Traditionally, access has been provided through face-to-face interactions via the State Records Research Centre. Whilst this remains an important method of providing access, State Records must continue to look at opportunities to broaden the accessibility of the collection. One of the chief mechanisms for doing that is through the digitisation of parts of the collection and the availability of the digital images online.

State Records has invested heavily in establishing an internal digitisation program which is supported by agreements with third party providers such as FamilySearch. These collaborations with third party providers are important but they must represent the beginning, not the totality, of what State Records wants to achieve. Support from volunteers remains a valuable contribution to the program.

State Records will continue to explore opportunities for partnership initiatives and also new technologies that will support the delivery of digitised images to a wider customer base. Working closely with similar institutions (galleries, libraries, archives and museums – GLAM sector), both within South Australia and interstate, State Records will look to leverage from the work done by others and the opportunities that arise from smaller agencies working together.

Digitisation is also one of the methods State Records will utilise to preserve items in the archival collection. Ensuring that preservation quality copies are developed will reduce the amount of handling required for a particular item, thereby preventing further deterioration of fragile records.

State Records' role in supporting agencies with digitisation programs of their own will also be investigated and could possibly include a fee for service arrangement, connecting agencies with third-party providers or working with agencies in a three-party arrangement.

As part of the broader focus on digital continuity, a State Records digitisation plan to facilitate and support access and preservation is to be progressed.

Addressing the complexities associated with managing official records

The legislative and policy framework that governs the management of official records across government is complex. Consideration of the layers of records management in government will be front of mind for State Records' new approach to service delivery. State Records will focus on understanding the impact of our policy and standard setting on government agencies and the impact of agency internal systems and processes in order to create a more balanced and practical framework for agencies.

State Records is committed to striking the right balance for our policies; ensuring the appropriate management, preservation and accessibility of government records while not creating an unnecessary burden on agencies.

The records management obligations of agencies are clearly defined in the SR Act. The role of State Records is to support this through our advisory and policy functions in a manner that adds value to agencies. A more collaborative and supportive approach is needed between State Records and agencies to ensure that agency recordkeeping is improved.

An important aspect of this will be the revision of State Records' suite of policies, standards and guidelines with a view to ensuring their currency, clarity and practical application.

Whilst implied through legislation and policy, the obligations of public sector employees in the care and management of official records and the consequences of inappropriate actions are not clearly stated. State Records will consider how employee obligations can be made clearer and proposes to work closely with the Office for the Public Sector to address the current ambiguity.

Physical storage of the archival collection

A focal point of the feedback from staff and stakeholders was the need for State Records to address the storage of the archival collection. Current facilities are not appropriate for the housing of material of archival value, and with State Records facilities at 81 per cent capacity, the need to consider long-term options is time critical.

State Records will investigate options available to support the long-term preservation of the collection. Improving access to the collection must be given priority attention as part of this process.

Collaboration with other cultural institutions and collecting organisations will also be investigated, including consideration of the joint housing of collections.

Approaches to achieving improvement

Apply the business process improvement approach to the work environment

Central to improving how State Records conducts our business is the review of processes to remove waste, ease unnecessary pressure on State Records staff, ensure processes support service delivery and have the customer front of mind. In an environment where resources are limited, business process improvement (BPI) is one of many important tools for addressing workload pressures.

State Records has commenced a BPI project which, whilst beginning with high-priority/high-return processes, will eventually encompass all aspects of the organisation.

Following an established approach, and with support from the Attorney-General's Department, a collaborative effort across the organisation will occur to review processes and determine new approaches with the customer experience at the centre.

Investigate use of technology to improve services

To operate effectively, extend online service delivery capabilities and make efficiencies, it is essential to implement better systems, tools and infrastructure in a planned, resourced, supported and managed way.

Public and agency customers expect to conduct business online. To support these transactions there is an expectation that government has access to efficient ICT systems. State Records will investigate the opportunities offered by current technologies as well as seek to refresh existing technologies to deliver the functionality required by the organisation and our customers.

Feedback from across stakeholder groups highlighted the need for State Records to modernise its collection search functionality. This supports the view within State Records that the current archival management system (AMS) technology requires replacement with a modern technology platform that supports improved functionality and user-interaction. This project will be a significant undertaking and will be a priority for State Records over coming months.

Similarly, State Records will continue to progress the replacement of the FOI management system (FOIMS), to ensure the system provides the functionality required to fulfil legislative responsibilities.

State Records will also investigate the implementation of a customer relationship management (CRM) tool to support the provision of advice and support to customers as well as an electronic document and records management system (EDRMS) to support internal business practices. The implementation of a CRM for State Records forms a critical technological base for the provision of improved customer services.

The ability of technology to enhance our staff and customer-experience will also be investigated, including improved WiFi and the use of mobile devices.

Collaborate and partner

Through the review process State Records has listened to our stakeholders and customers and acknowledges the need to work more collaboratively and, where appropriate, form partnerships to improve service delivery outcomes.

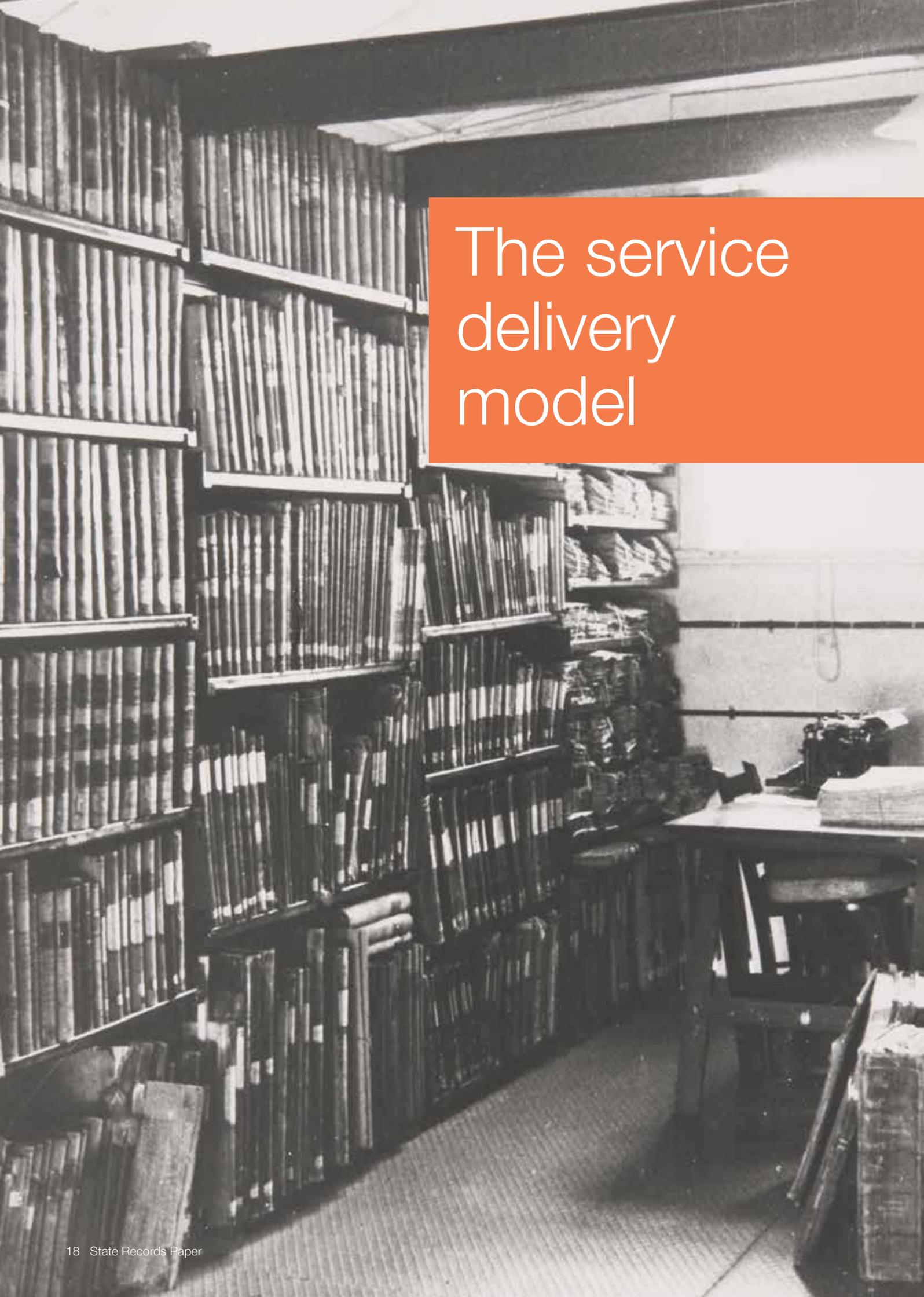
State Records will work more collaboratively across government, work closely with partners and build relationships with external stakeholders. This engagement will occur in a number of ways including increased exposure with agency staff (through meetings etc), acting on opportunities to be involved with professional groups and leveraging existing relationships to extend individual networks. The aim of this is to position State Records as the authority in the provision of advice and support to agencies in the areas of records and archival management practices, proactive disclosure, FOI, information privacy and copyright.

State Records will seek to engage in cross-agency working groups and initiatives that have a core component of recordkeeping or information access and privacy, re-establish networks with a focus on information sharing, and establish strong relationships with stakeholders including the Office for Digital Government and the Office for the Public Sector. Partnering with individual agencies will form the focus of the re-designed service model. State Records will seek feedback on how agencies would like to engage, not only with us, but with each other in order to improve information sharing and networks across the sector.

It is recognised that agencies and State Records are unable to provide all of the services that are required from a records and archival management perspective. The availability of skills and experience within the private sector, therefore, becomes crucial for agencies to achieve the record management outcomes they want. State Records recognises the importance of building strong relationships with the private sector, including consultants and vendors.

State Records will also look to collaborate more closely with our sister organisations in the cultural and arts sector, including History SA, State Library, Art Gallery and SA Museum. Collaboration may be in the form of joint initiatives and programs that raise awareness of our collection, working on issues of mutual benefit and jointly resourcing projects. By working together we can leverage ideas and provide considered outcomes for government and the community. State Records will also continue to develop our relationships with interstate archives and related national institutions.

To improve awareness in the community about the value of the archival collection, State Records will seek to build closer and meaningful relationships with professional bodies, historical societies and community groups. Closer relationships with these groups will also allow State Records to join a large resource pool of people who share the same passion for preserving the history of our state. Combining the knowledge of our researchers with the knowledge of our archivists means we will be able to heighten understanding and accessibility to the collection. The inherent value that these groups bring through their knowledge, experience and willingness to volunteer is acknowledged and State Records must develop effective partnership opportunities.



The service delivery model

State Records operates from a foundation of legislative mandates and professional principles. This reform seeks to improve the way services are delivered within this framework.

Design principles

Feedback supports the need for State Records to re-design the way it operates in order to become a modern and agile agency which has a focus on the customer. The first step towards this is developing a service delivery model that clarifies what we do.

The design of the model positions State Records for future success and is based on the following principles:

- A customer-centred approach.
- Better support for agencies through understanding their business.
- Timely and consistent advice and decision-making.
- Raising the profile and use of the archival collection by government and the community.
- Driving a collaborative approach to addressing challenges facing government in the digital environment.
- Educating people on their rights and obligations.

Focusing on service delivery

The expectations of government are changing rapidly. It is no longer appropriate for government agencies to just deliver a product. There is an expectation that services are designed to meet the needs of the customer and this is just as true for those that provide internal services to government as it is for those who provide public services. State Records is not immune to these changes and so must look at the delivery of all of our services, both internal to government and those to the public, through a lens of what the customer needs.

The service delivery model is designed to enable improved service delivery and is framed around the efficient use of resources.

A focus on the customer and legislative mandates is at the core of the business model; these will be achieved through:

- Having a consistent approach to customers.
- Providing clearly defined and direct points of contact

(for government agency customers) and establishing effective processes for correctly channelling requests for information/advice.

- Sourcing knowledge from across the organisation to ensure the customer is given the most appropriate support.
- Establishing and delivering clear and communicated service delivery standards.
- Developing improved tools and lines of communication, within and outside the organisation.

A visual representation of the proposed model is outlined on the following page.

Fee for service

State Records acknowledges that it is not positioned to provide all of the services required by agencies without assistance. Likewise, agencies are not always resourced to undertake all of their records management responsibilities. State Records will, therefore, look to deliver some services through a 'fee for service' arrangement, where additional (external) resources can be accessed to complete projects.

The viability of 'fee for service' arrangements will be explored for a range of services, including:

- Retrieval and consultancy (in particular circumstances).
- Significant or at risk transfer projects to the collection.
- Digitisation of records as requested by customers.
- Research services.

The aim of this approach, particularly for services provided to government agencies, is to encourage and enable agencies to get it right the first time – thereby reducing the burden on both agencies and State Records. Experience from interstate archival and records authorities indicates that this model can work successfully. Locally, a fee for service has already operated on an ad-hoc basis for certain transfer projects and the experience in this area will be built on.

Over the next 12 months State Records will engage with agencies to determine what services would work best within a fee-for-services model and consideration will be given to what services agencies require that State Records may not be able to deliver within current resources.

State Records Delivery Model (operational features)



Customers/work inputs		Environmental factors	
State and local government and universities	Government initiatives and schemes	Records and information management practices	State government strategic direction
Public (access and enquiries)	Internal initiatives and programs of work	State government legislative and policy changes and initiatives	Professional bodies – setting of professional standards
Commissions and legal discovery		The public – access preferences and requests	

Any fee for service model will operate on a cost-recovery basis and this includes where additional staff may need to be brought in to State Records either to complete the work or to back-fill State Records staff.

Key operational features of the model

Each operational feature of the model is designed to support the delivery principles and to enable the best outcomes for government and the community. The key operational features of the model are:

- management, preservation and access
- legislation, policy and advice
- programs, education and engagement.

The features of the model are closely aligned to State Records' mandated functions and support our governance responsibilities for the SR Act, FOI Act and IPPI.

Business support is provided both internally and from the Attorney-General's Department.

The activity areas that align to these features of the Service Delivery Model are outlined over the following pages.

Governance

Governance can be considered in two ways:

1. The legislative and policy framework within which State Records operates; and
2. The governance structure for the operations of State Records.

From a legislative framework perspective the features of the model are closely aligned to State Records' mandated functions and support governance responsibilities under the SR Act, FOI Act and IPPI.

From an operational perspective State Records is responsible to the Minister and administratively resides within the Attorney-General's Department.

There are no proposed changes to governance of State Records as a result of this review.

The governance and reporting relationships that exist do not detract from the independence of certain legislative responsibilities of State Records.

Management, preservation and access to the collection

The management, preservation and provision of access to the state's archival collection is at the very core of State Records responsibilities. The collection is a resource like no other available to government and the community and State Records must make best use of our limited resources to ensure that it is available for current and future generations.

The management, preservation and access features of the model support the following sections of the SR Act:

- Receipt of records into custody (7(a)).
- Organisation and management of official records (7(b)).
- Publish indexes and guides (7(d)).
- Provide public and agency access to official records (7(e)).
- Assist in identifying official records in custody that if disclosed might contravene aboriginal tradition (7(f)).

Closer alignment and a more cohesive approach to meeting these responsibilities is critical for ensuring that State Records can increase the value of this public asset.

Managing the collection

The quality and integrity of the archival collection should be appropriately maintained to ensure current and future generations have access to quality records.

State Records must, therefore, be well prepared for maintaining the current collection while considering future requirements.

Whilst BPI will undoubtedly improve State Records' ability to meet customer demand and reduce internal pressures, ensuring the acceptable quality of what is transferred to State Records from agencies will also play a significant role in decreasing current pressures.

Accepting records of permanent value

The review found support for State Records' current approach of only accepting records of permanent value and was equally supportive of ensuring that records are transferred to State Records at the appropriate time and not when they may still be deemed 'active'. State Records will maintain its current position of only accepting permanent value records and will provide advice and direction to agencies to ensure that the records transferred are closed. Opportunities for 'active' or 'semi-active' records to be stored elsewhere by agencies will continue to be explored.

The current processes for transfer of records will be reviewed. Methods to support improvement will be identified and implemented.

Arrangement and description

It is understood that State Records, like many other government archives, does not have detailed item level listings of its entire collection. Ongoing arrangement and description of the collection is important to not only improve access to the collection and highlight preservation issues, but to also assist in identifying records that could be de-accessioned. De-accessioning will help reduce the facility capacity issues currently faced by State Records (as records not of permanent value can be removed).

State Records will, as an interim, continue its in-house program of arrangement and description. It is acknowledged, however, that this is a significant piece of work and consideration will be given to how this may be resourced.

Partnerships

The potential role that external providers may play for the effective functioning of State Records will be investigated; consideration to be given to what activities they may undertake, quality control measures (e.g. accreditation) to be put in place, and how sourcing and managing processes on behalf of State Records may enhance or support service delivery.

Preservation of the collection

State Records has a clear legislative responsibility to preserve the records in the archival collection. This is achieved through a dedicated resource and feedback obtained through the review was supportive of this function continuing. A planned approach to the conservation and preservation of records within the collection is critical, as is considering digitisation for both preservation and access purposes. This will begin with the finalisation of a preservation strategy for the state's archival collection. Such a strategy will outline the goals of the preservation program and the activities that need to occur. As with all aspects of State Records' business, preservation must consider and prepare for the digital environment.

There is value in ensuring that advice regarding the preservation of historical records also extends outwards to government agencies. Increased value to customers could be realised by engaging with agencies to identify permanent value records that may be at risk prior to them being transferred to the collection and identifying ways to ensure that at risk records are safeguarded.

Feedback supported the creation of a preservation register to assist State Records better understand some of the preservation issues we may face through records that are yet to be transferred.

Access to the collection

The ability of State Records to provide access to the collection is of paramount importance. Access for current and future generations defines State Records reason for being. It is, therefore, imperative that we look to grow the government and community's understanding, as well as the availability of the collection. Over recent years, State Records has made great strides to improve both the visibility and accessibility of the collection. Feedback obtained through the review supported further building on this approach.

State Records' capacity to assist individuals to gain a better understanding of their family was recognised and this is no truer than through the services provided to Aboriginal customers. Maintaining services of this type and continuing to build relationships with marginalised and disaffected groups (e.g. wards of the state) will play a significant role in the future of State Records.

An important part of access services is providing face-to-face advice and assistance to customers who visit the State Records research centre. The research centre will be maintained to support the community. However, in today's digital age, State Records must also give due consideration to broadening its services to support other modes of access.

No immediate changes will be made to opening hours. As the details of the service delivery are finalised opening hours will be reviewed, with consideration given to customer requirements and State Records resource capacity.

State Records must continue to consider ways to improve access to the collection. Some possibilities may include: a new location, improved and innovative use of technology, and increased digitisation (where ongoing use of partnerships with volunteers and third parties supports digitisation initiatives). Over the next 24 months State Records will consider these factors, consult where appropriate and implement necessary actions.

Opportunities to improve internal business processes (e.g. agency loans process) will be considered.

Promoting the collection

The use of the collection as a promotional tool was also recognised as being of continued importance to State Records. Engagement with the media, professional bodies, stakeholders and government initiatives (e.g. GovHack) helps build an understanding of the collection and an appreciation of the role it can play in people's lives. Through these promotional avenues, State Records will position itself to better advocate and lead the sector. A centralised and consolidated approach needs to be considered to maximise the value of any engagement and State Records' approach to this will be outlined in an engagement strategy to be developed over the next 12 months.

Social media plays a critical role in our current ability to improve access to the collection. The use of Flickr and Twitter in particular has demonstrated the power that social media can play. This foundation will be expanded as State Records increases community appeal and reach.

Legislation, policy and advice

The provision of policy and advice across recordkeeping, archival management, FOI and information privacy remains critical if State Records is to better support and enable agencies and continue to influence governance mechanisms. A focus on the customer is central to the re-designed approach which will see State Records play an increasing leadership and advocacy role across government.

The provision of strategic and holistic legislative and policy support (SR Act, FOI Act and IPPI) and the delivery of advice to agencies will be closely aligned.

The policy and advice features of the model support the following sections of the SR Act:

- Make determinations on the disposal of official records (7(c)).
- Provide advice and assistance to agencies on records management (7(g)).
- Issue standards relating to records management (7(h)).
- Assist in ensuring that agencies observe the best record management practices (7(h)).

The provision of policy and advice to agencies also supports State Records' responsibilities under the FOI Act and IPPI.

Some feedback highlighted the potential for FOI and privacy to be transitioned to another government agency. Whilst this may occur through future changes to the legislative framework governing FOI and information privacy, until further discussion on this topic has occurred the FOI and privacy services provided by State Records will remain. This is reflected in the model presented.

Feedback also suggested that State Records' copyright responsibilities be transitioned to another part of government. State Records will initiate discussion on this with the Attorney-General's Department. Until such time as the responsibilities are relocated State Records will remain responsible for copyright.

By better assisting agencies and agency staff to meet recordkeeping requirements, and promoting

an emphasis on the business benefits of good recordkeeping, efficiencies may be realised within agencies and State Records (e.g. through better management of time and resources).

Advice and support

The ability of State Records to provide timely, consistent and meaningful advice is based primarily on the ability to understand customer needs. By having a clear understanding of the customer, the environment they work in and the issues they face, State Records will be positioned to significantly improve the provision of advice and support.

Single point of contact

By encouraging a single point of contact for customers seeking advice and support in all aspects of recordkeeping, archiving, FOI and privacy, State Records will position itself to improve engagement with, and understanding of, its customers. Ultimately, this may reduce the burden on agencies and State Records, delivering efficiencies and improved outcomes. The practicality of this approach will be further explored when the organisational structure for State Records is developed.

Success in the form of improved customer satisfaction will be realised by understanding the needs of each customer and working with them to develop solutions that best meet their needs and the needs of State Records.

Support and engagement

A key focus will be working with agencies to forward plan their records and archival management activities so that subsequent impacts on other parts of the organisation can be understood and managed. Tools and approaches for how this can be achieved will be developed and consulted on prior to implementation.

This approach fosters an environment of trust between agencies and State Records, thus increasing State Records ability to advocate on their behalf.

A focus on support and engagement rather than an 'investigatory role' will see State Records assist agencies

achieve the desired results. This will be balanced with the use of self-survey tools (for agencies) and specific surveying of agencies to assist identifying areas of risk.

As agencies transition to the digital environment it is becoming increasingly important that State Records works collaboratively with them to enhance their internal strategies and systems. State Records will partner with agencies to help government maximise its investment in digital and online technologies and ensure that records are maintained and preserved appropriately.

Similarly, understanding digital holdings and current systems capabilities across government is important and scoping activities will support:

- State Records' understanding of current government records holdings.
- Projecting future requirements for managing the collection.
- Collaborating in the exploration and implementation of digital archive options.
- Informing systems and processes for digitisation initiatives.
- Maintaining and conserving a secure collection.
- Informing processes for approaching market and subsequent procurement processes, and identifying potential cost effective solutions/savings.

Partnerships

State Records cannot operate alone to deliver the support required by agencies. Strong relationships must, therefore, be built with other providers in the market place including local and interstate consultants and vendors. Having such an approach will substantially increase State Records overall value proposition.

Agility

State Records must also position itself to provide support during machinery-of-government, portfolio and accommodation changes as well as in the setting up of royal commissions. Early engagement with relevant agencies is crucial, as is having the right tools and advice at its disposal to be able to provide support and influence the decisions made.

Policy and legislation

State Records has a crucial role to play in the delivery of advice and assistance to the Minister responsible for the SR Act, FOI Act and IPPI. This role, along with the development and delivery of government policy and the undertaking of legislative review, enables State Records to influence decisions of government as well as position itself to play a key advocacy and leadership role.

State Records will continue to take the position of leading legislative reform in its areas of responsibility (SR Act, FOI Act and information privacy). This will be achieved through initiating discussion, developing proposals and highlighting the benefits and risks to government.

Policy development

State Records commits to reviewing current policies and guidelines to ensure they are user-friendly, current, consistent and applicable to the target audience. This work requires a clearly defined approach based on the risks to government, agencies and State Records. By improving and streamlining government recordkeeping processes through clarification of guidance and support, State Records will be better positioned to manage the receipt and storage of records.

The creation of practical policy documents is enhanced through early engagement and an understanding of stakeholder requirements. A clear process for how this will be achieved will be developed and implemented.

State Records will re-design its policies and guidelines to ensure they:

- Assist agencies improve and streamline government recordkeeping processes.
- Focus on improving business outcomes.
- Better assist agencies and agency staff understand and meet recordkeeping, FOI and privacy requirements.
- Place an emphasis on the business benefits of good recordkeeping and improved access to information.

Reviewing the legislation and policy mandate

The legislative and policy environment within which State Records operates is under review. Progressing the government's agenda for the SR Act, FOI Act and information privacy will play an important role in determining the framework within which State Records operates. State Records will continue to take the lead in progressing a consistent approach to any legislative reform.

Mandated training and reporting

A key aspect of the FOI Act is the development and delivery of training for accredited and non-accredited officers. Whilst State Records is looking at other avenues for how to best educate government agency staff, the provision of this specific training will remain.

Annual (and other) reports which support legislative and business requirements will be delivered.

Programs, education and engagement

To ensure relevance and increase public value, State Records needs to be strongly recognised and accepted within government and the community. Raising State Records' profile and promoting greater awareness of the collection will contribute to State Records being seen as a provider of a valuable function to government and the community. It will also assist State Records position itself as a leader in, and promoter of, records and archival management practices and the profession, FOI and information privacy.

The programs, education and engagement function supports the following section of the SR Act:

- Promote awareness of State Records and its functions (7(i)).

State Records approach to delivery will be detailed in an engagement strategy.

Programs

State Records undertakes a range of internal and external initiatives and projects that require coordination and management.

Through improved coordination and management of resources, and with consideration to business priorities, we will drive a better result for State Records and its customers. Internally facing initiatives such as BPI and large projects will be coordinated, as will outward facing initiatives linked to education and engagement.

Education

Through education State Records can influence the way government and community stakeholders view the importance of records and archival management and the management, sharing and protection of government's information assets. Therefore, the education of public servants, government agencies and the community more broadly is an important activity that State Records will pursue.

Feedback obtained through the review highlighted how important the availability of training was for records management staff across government. State Records has no legislative mandate to provide training and the provision of such a service is not sustainable when compared against the need to deliver mandated services. Whilst State Records will not directly deliver records management focussed training, it will continue to play an important role in the training of public servants in records and archival management functions. State Records will support records management education by providing accessible tools and information. Tools may include: online resources/webinars, self-assessments, and downloadable materials. State Records will also work closely with the private sector to ensure that where training is delivered it provides participants with the right information and skill set.

Education will also be achieved through collaboration with other government agencies, professional bodies and the private sector to maximise the availability of resources. For example, by updating the public sector employee's induction, we can ensure that record management skills are effectively introduced at the start of an individual's employment. Setting recordkeeping expectations from the outset (and subsequently offering opportunities for professional development) should support commitment from public sector employees to effective record management practices.

Improving the quality and quantity of the information State Records shares is important, as is working collaboratively with key partners such as the Office for Digital Government and the Office for the Public Sector. Taking a position of influence rather than using the "stick" approach underpins the future for State Records.

Clearly communicating what State Records does is paramount in establishing a value proposition. Only when State Records is seen as a valuable partner will it be able to influence the decisions of agencies. State Records will do this by communicating the benefits that can be gained through good information management practices. To achieve this State Records needs to reconsider how it promotes itself, how it can utilise targeted awareness campaigns and how public sector employees can be educated from point of induction.

Engagement

State Records has a strong foundation in numerous engagement activities, predominantly with the public, around matters of the collection. A detailed engagement strategy will be developed to support improved engagement by State Records across both public and government customers.

Connecting to the online community

Over recent years State Records has developed a strong online and social media presence which has led to a raised profile in the media more generally. These activities are a good starting point but it is important that State Records builds on these further. Expanding State Records use of social media and making better use of online tools and systems is essential if services are to meet the needs of customers.

There are numerous opportunities for State Records to increase engagement opportunities, including the provision of online information videos, webinars, seeking crowd-sourcing and using available tools such as HistoryPin and LinkedIn. Targeted awareness campaigns will be investigated as a means of maximising message delivery to relevant stakeholder groups.

Outreach

For State Records to be seen as a leader in its field it must engage with agencies, professional bodies and other similar institutions. By engaging and collaborating with others State Records can reap the rewards of increased profile, improved relationships and strong allies. Increasing opportunities with key stakeholders and professional bodies is just one focus area.

To help bring together and support information management professionals working across the government sector, consideration will be given to reinstating government information management forums. Likewise, public events and road shows provide State Records the opportunity to demonstrate its public value. Staff at all levels will be encouraged to represent the organisation on committees and to present at forums, seminars and conferences.

Website

State Records will also look at existing technologies, such as the website, and ensure that they are maximising potential. The website offers an opportunity to provide streamlined advice, improving customer contact with State Records and enabling access to informational resources.

Use of tools and systems will be explored and opportunities identified to increase the efficiency and capability of the website. Potential engagement options may include:

- Providing a better search capability/results section on the website.
- Developing an online enquiry service to assist researchers seeking access to the collection.
- Giving web-based advice to be provided in plain English (layman's terms).
- Providing online videos and webinars.
- Establishment and maintenance of online blogs/forums.
- Providing online forms/templates/fact sheets.
- Exploring opportunities to integrate family history research into existing and future South Australian Government information website(s).

- Identifying options to support smartphone/mobile technology use to access the collection.

Schools, teachers and students

Engagement with students from primary, secondary and tertiary institutions is another area where State Records should focus its attention. State Records resources could be used to support the delivery of the Australian History Curriculum as well as assist researchers and academics.

Business management, systems and infrastructure

The business support aspects of the model reflect the administrative mechanisms through which State Records can operate. Business support incorporates assistance provided from within State Records as well as support and advice received through the Attorney-General's Department. Both areas of support will play a significant role in the investigation, implementation and management of systems, processes and infrastructure that support the delivery of improved services to State Records customers.

The administrative practices and processes of State Records will be subject to BPI as part of the agency-wide approach.

Other matters for consideration

The feedback received through the review process raised a number of specific matters that must be addressed if State Records is to set a clearly understood direction:

Matters of compliance

Differing views were received about how State Records should approach matters of compliance, particularly in its responsibilities under the SR Act.

With consideration to all factors and State Records future direction, it is proposed that a support and education approach is taken, rather than reliance on a compliance framework. More proactive work will be done

to educate agencies and employees on the impact of poor recordkeeping on future generations and how good recordkeeping can improve business practices.

State Records will partner with agencies to ensure early intervention and support is provided where needed, particularly through self-help and self-assessment tools and more frequently publicising information to assist agency improvement.

Information on progress against agreed plans will be sought from agencies to ensure the success of early intervention programs that address record management issues. This will be achieved through self-assessment tools and improved planning and collaboration.

Within this framework State Records will continue to fulfil its legislative responsibilities regarding the surveying of agencies and the reporting of inadequate records management practices.

Legislative changes

Legislative reform considerations have been addressed briefly, earlier in this paper.

Although significant feedback was received about potential legislative amendments to the SR Act in particular, it is beyond the scope of this paper to deliberate on those comments. Any points raised that relate to legislative reform will be dealt with at the appropriate time and through any legislative review consultation process.

State Records Council

The State Records Council remains an integral public engagement mechanism in the disposal of official records. State Records will continue to provide executive support to Council in order to ensure it runs effectively and efficiently.

The role of State Records in supporting Council outside of executive officer responsibilities will be considered through BPI, including the way disposal schedules are reviewed and approved and the frequency of meetings.

Reform to the roles and responsibilities of Council and its constituent members will be considered through any future legislative reforms.

Privacy Committee of South Australia

The Privacy Committee of South Australia continues to provide an effective mechanism in the protection of an individual's right to the privacy of their personal information.

Legislative reform will provide clarity as to the future roles and responsibilities of the Committee and whether State Records continues to play a role in supporting it. Until such reform State Records will continue to provide executive support to the Committee so that it can operate effectively and efficiently.

State Records support to the Committee through the executive officer responsibilities will be considered through BPI.

Copyright

State Records is responsible for managing whole of government copyright agreements with relevant collecting societies. As part of this function, State Records coordinates remuneration from government on copyright liabilities, undertakes surveys of copying practices and liaises with jurisdictional counterparts on matters relating to copyright.

Feedback suggested that the copyright function be moved to a more suitable area of government. Whilst maintaining current copyright responsibilities, State Records will investigate the transition of this government-wide function to another part of government, including consideration of relocating it within the Attorney-General's Department. Until such time as the responsibilities move, copyright activities will remain with State Records.

The background of the page features a stack of several books with light-colored spines, slightly out of focus. In the foreground, an open book with a dark purple cover is visible, showing its pages. The overall lighting is soft and warm, creating a scholarly atmosphere.

Resources

Workforce

State Records needs to be a more agile, customer focussed organisation. It will achieve this whilst remaining sustainable, meeting legislative requirements and enabling practical implementation of services.

Following the finalisation of State Records' re-designed service delivery model, an organisational structure will be developed to support the functional requirements of the model. The customer experience will be a key driver in the design of the organisational structure.

In addition to a new organisational structure, State Records will invest to ensure that:

- Resources, including people, are managed effectively.
- The internal culture supports what we are trying to achieve.
- Staff live the public sector and organisational values.
- The right people are in the right roles.
- Flexibility across teams is encouraged and supported.
- Staff skills, knowledge and experience are fully utilised to create better work outcomes.
- Training and development is provided to address any skills gaps.
- Collaboration and knowledge sharing are accepted practices.

State Records has many experienced, knowledgeable, professional staff who will form the foundation of the new organisation. Their vision, values and behaviours will underpin how the organisation operates. As with all organisations, State Records must consider future workforce requirements. Planning for these requirements will include employment attraction, retention, succession planning and ongoing skills development of staff.

Accommodation/facilities

State Records currently occupies three facilities: Level 17 Wakefield House (where a small number of staff are located); the principal repository at Gepps Cross (which houses the majority of the archival collection and a large portion of staff); and Collinswood (the secondary repository). State Records will continue to manage the facilities we are responsible for whilst giving

consideration to a number of important issues, including the appropriate housing of the archival collection, maintaining suitable facilities for customers and ensuring a safe and conducive work environment for staff.

In the short-term, State Records faces challenges with the Gepps Cross repository reaching capacity and the need to monitor and address environmental concerns. Ongoing maintenance programs and consideration of safety improvements will form part of the strategy over the coming years.

ICT

A focus for State Records will be to better utilise available technologies, and a planned and holistic approach will be implemented when investing in new technologies, either by replacing out-dated systems or adding to current systems.

There are opportunities to address gaps in internal systems, particularly a CRM tool as well as an EDRMS. Both are important for increasing the ability of State Records to effectively manage its customers. State Records will liaise with appropriate areas of government to determine how best to approach the procurement/implementation of such technologies and will look to leverage from existing systems where available.

State Records has a number of external-facing whole of government technologies that are reaching end-of-life. The AMS and the FOIMS are both currently the focus of projects within State Records and, with support of the Attorney-General's Department ICT team, progress is being made to evaluate business and system requirements in advance of seeking replacement technologies.



Next steps

SRSA GFG05/342/GNI/13243

This review paper establishes the future direction of State Records based on feedback that has been provided by staff, customers and stakeholders. The paper sets out, at a high-level, the aims of the organisation and what you can expect to see from State Records over the coming years.

Some of the key actions discussed in the paper are highlighted in the Appendix.

Following approval of the service delivery model by the Chief Executive, Attorney-General's Department, State Records will make organisational and process changes

to ensure we can achieve what is outlined in this paper. This will include consideration of the organisational structure of State Records as well as undertaking BPI projects.

It is expected that, whilst some changes will occur straight away, others will take longer to implement.

State Records will continue to engage with our staff, customers and stakeholders as these changes are implemented.

Actions



Appendix

State Records commits to implementing the initiatives outlined in this paper as well as other changes that support the re-designed service delivery model. The following reflect the key commitments highlighted in this paper:

- Processes will be re-designed with the needs of the customer at the fore and services delivered based on clearly defined service standards.
- State Records will work closely with agencies, tailoring advice and support based on a consideration of individual circumstances.
- Digital continuity is a focal point and consideration will be given to the development of a digital continuity strategy, a review of current practices and the progress towards a digital archive.
- Partnerships will be developed with professional bodies, cultural institutions and stakeholder and community groups.
- The suite of policies, guidelines and advice sheets will be revised to ensure currency, clarity and practical application.
- Technologies will be refreshed to ensure they provide the functionality required of State Records and our customers. This includes continuing to progress a new AMS and FOIMS as well as the progress of a CRM and EDRMS.
- Facilities housing the archival collection will be maintained as improvements to the environment, access and staff and public areas are considered.
- Engagement across the sector will be improved through network and information sharing opportunities, programs and outreach.
- Agencies will be engaged to determine services that could operate through a 'fee for service' arrangement.
- State Records will only accept records of permanent value once they are determined to be 'closed', with agencies being advised on options for the storage of semi-active records.
- A preservation strategy will be finalised, with a focus on high value/high risk records.
- Knowledge of the archival collection will be improved through a continuing arrangement and description program and consideration will be given to expanding this initiative.
- Accessibility of the collection will be improved through the increased use of social media, outreach programs and through raising the profile within the community and media. Engagement will be clearly outlined through a strategy paper.
- Partnerships with third party providers of digitisation services will be expanded and supported by a volunteer program.
- Agencies will obtain advice and support through a single point of contact.
- State Records' role across government will focus on engagement and support rather than investigations.
- State Records will continue to lead legislative reform in the areas for which it is responsible.
- Executive support will continue to be provided to the State Records Council and Privacy Committee of South Australia.





