

Strategic Plan 2016 – 2021

State Records Authority of New South Wales



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Who we are

State Records Authority of New South Wales

State Records is the NSW Government's archives and records management authority.

State Records operates under the State Records Act 1998. The Act provides for the creation, management and protection of the records of public offices of the State and for public access to those records.

State Records employs 120.85 fulltime equivalent (FTE) staff with service delivery supplemented through the engagement of volunteers. The volunteers help make the State archives Collection more accessible through indexing, listing and conservation projects.

The State archives – a valuable collection

The purpose of preserving the State archives Collection is to make the records available to enrich the lives of people and communities in NSW and beyond.

Beyond their cultural value, archives help people to establish their personal and family identity and entitlements.

Visitors to State Records' reading room and website, and those who visit the regional and rural libraries and repositories to access the Collection and regional archives, use the State archives for a variety of personal and professional research needs.

These researchers are then catalysts for taking the personal, community, state and national stories held in the archives to the wider public. They do this by passing on family histories, publishing local and community histories, writing novels based on historical facts or themes, curating exhibitions, and making films and documentaries.

The value attributed to the State archives Collection was \$904 million as at 30 June 2015.

What are archives?

Archives are records of official activity that have been appraised as having permanent value.

The State archives are the corporate memory of the NSW Government and broader public sector and therefore have value to public officials. As State Records' Collection includes the earliest government records in Australia, dating from the arrival of the first Europeans, it is also used by people around Australia and the world.

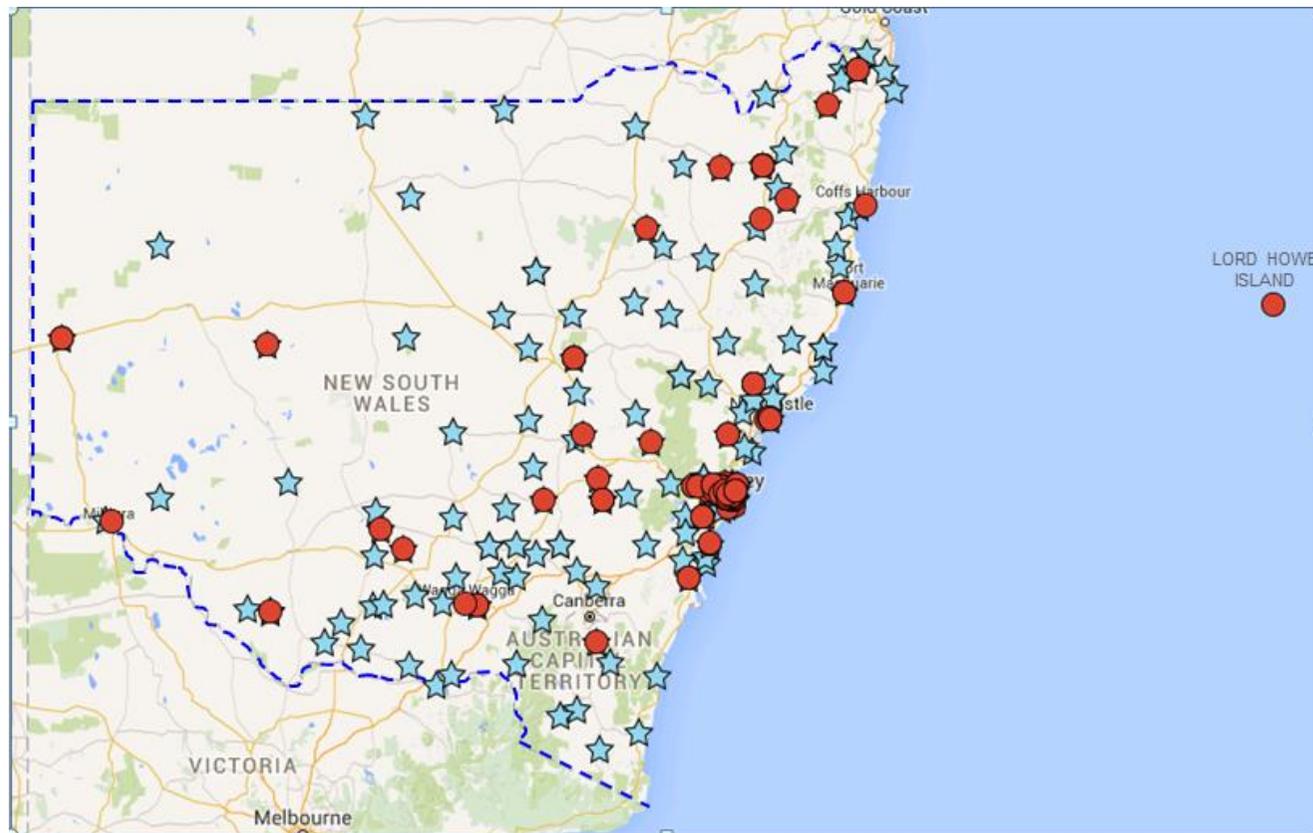
State Records manages an extensive State archives Collection, comprising items of varying formats, across ten locations. Archives require clean, environmentally-controlled storage conditions to help ensure their preservation over many years. Non-standard format archives, such as acetate negatives and film, require purpose-built cool storage. Archives in digital format require a different storage and preservation regime.

Most of the current State archives are in their original form (paper and other media) and remain uncopied, which poses challenges to their ongoing preservation and in making them widely accessible. A major challenge is to catalogue and document the Collection, particularly individual items.

Increasingly, records of government business are 'born digital', and those digital records identified as State archives should be preserved in digital form. State Records has established the Digital State Archive. The Digital State Archive has established the physical infrastructure and created new systems, tools and processes to enable State Records to manage, protect and make available archival digital records of the NSW Government.

Our Coverage

Public offices represent a broad mix of publicly funded organisations across NSW. This includes any department, office, commission, board, corporation, agency, service or instrumentality, exercising any function of any branch of the Government of the State. In total the public office cohort consists of approximately 400 diverse entities which cover the State and spread as far as Lord Howe Island to the east of Sydney. The following map plots the head office locations for each of the defined public offices. This map is intended to set context to the breadth of coverage of the State Records Authority of New South Wales and the State Records Act 1998, which the Authority administers for the Government.



Our Review and Key Challenges

During 2015 State Records embarked on review of its operations and the performance of its business units against its legislative mandate and the successful completion of the prior Strategic Plan initiatives.

The following key challenges emerged as areas of focus for the future:

- Providing contemporary services, aligned to the Act, in a manner which:
 - Is adaptive and responsive to the continually changing digital and other technological environments
 - Matches the expectations of the community for ever increasing access to the archive and other records on an anytime anywhere basis.
- Working closely with approximately 400 public office clients, across a wide range of business types and geographical spread:
 - At the earliest possible stage in the records continuum of creation, use and disposal
 - As part of an integrated framework which enables the building in of automated solutions to address evidential value, accessibility and preservation.
- Ensuring the financial sustainability of the Authority to enable it to deliver current programs in a cost-effective manner and which provide new and expanded revenue streams and services. Identifying opportunities and developing new commercial services and markets in what is becoming a competitive and evolving industry will be necessary.

This Strategic Plan responds to these key challenges recognising that governments and other public institutions can be held accountable to their stakeholders and the public through good record keeping.

Our Vision

The people and Government in New South Wales have ready access to archives and records which support good and accountable government, illuminate history and enrich the life of the community.

Our Mission

As the NSW State Government's archives and records management authority, State Records exists to ensure that:

- The business of the NSW public sector is properly documented and the resulting records are managed efficiently and effectively for as long as they are needed; and that
- The State archives collection is developed, preserved and used.

The mission of the State Records Authority extends to ensure the following are addressed through the delivery of the Authority's legislative mandate and this strategic plan:

- That good recordkeeping in public offices keeps governments and other public offices accountable. This issue has been raised by several past royal commissions in New South Wales and interstate which identified there is a strong link that exists between accountability and the quality of the recordkeeping in place.
- The rapidly developing switch from paper-based to electronic and digital business processes, with their ever-changing and generally transient technologies which require decisions on evidential value and preservation of records to be made at the point of record creation, instead of final disposal, as has been traditional.

Our Board

The Board of the State Records Authority of New South Wales is an advisory board consisting of nine members with responsibilities defined in the Act. The Board's key functions are to determine State Records' policies and strategic plans and to grant approvals for issuing records management standards and for authorising the disposal of State records.

The Board played an important role in the development and approval of this plan. The Board will monitor the implementation of the strategic initiatives and the delivery of the objectives over the life of the plan

The Board consists of the following members:

Ms Anne Henderson (Chairperson)

Deputy Director, the Sydney Institute
Representing the History profession.

Hon. Dr Peter Phelps MLC

Representing the NSW Parliament.

Ms Fiona Cushing

Chief Financial Officer, Hunter Water Corporation
Representing State owned corporations

Dr Rachna Gandhi

Chief Executive Officer, ServiceNSW
Representing NSW Government Departments.

Mr Jeffrey Greenwood

Manager, Process and Records Services NSW Police Force
Representing the State's law enforcement agencies.

Mr John Hubby

Deputy Secretary, Government and Corporate Services, DFSI
Representing NSW Government Departments.

Hon. Justice Robert Macfarlan, QC

Judge of the Supreme Court of NSW
Representing the State's courts

Mr Rodney Wallis

Executive Director, Utilities and Infrastructure Division, ANZ Banking Corporation
Representing the Private sector

Ms Veronica Lee

Former General Manager, Mosman Council
Representing local government

NSW Government Priorities

NSW Priorities

One of the State priorities is to improve government services as follows:

- Improve customer satisfaction with key government services every year.
- Customers using Government services expect continuous service improvement.
- We have a responsibility to deliver the services people need, and we are working to make NSW services easier, faster and more convenient.

The launch of Service NSW has already changed the nature of customer service in our state. We will continue to build on this, to keep improving services and customer satisfaction rates, and ensure we are delivering services that are responsive to the community and meet the customer needs.

This improvement in government services includes better government digital services and increasing cultural participation.

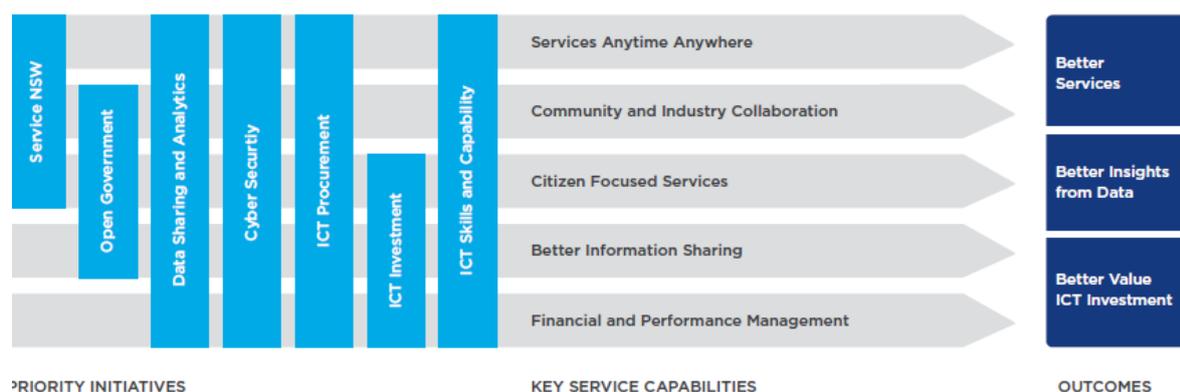
NSW ICT Priorities

State Records has a key role to play in delivering upon the many NSW Government priority ICT initiatives, in particular access to and use of State Archives.

ICT is one of the highest priorities of the NSW Government. The 2012 ICT Strategy was recently updated and is now referred to as "Digital + 2016".

The NSW Government vision is to be a leader in the use of ICT to transform government service delivery, make it easier to do business with Government, and build sustainable public sector productivity to the benefit of the entire State.

Priority initiatives, service capabilities and outcomes anticipated from implementation of Digital + 2016 are illustrated below.



The NSW Data Analytics Centre (DAC), established in 2015, will provide the mechanism for better data sharing across agencies, greater collaboration with public and private partners, and boost the data science capability of the NSW Government.

The DAC will deliver better public services through:

- better use of data and analytics to support evidence-based government policy
- collaboration across government and better designed, joined-up services
- Engagement with industry and research institutions, as well as the start-up community.

Better digital communications will improve the customer experience, citizen engagement, and access to government information by streamlining government digital channels and increasing the capability of the public sector to use digital engagement platforms.

Digital + 2016 states:

“A smart government is transparent and accountable”.

In particular, Digital + 2016 outlines the NSW Government Information Management Framework which ensures that data and information can be appropriately shared or re-used by agencies, individual public sector staff, the community or industry for better services, improved performance management and a more productive public sector.

The legislative and policy framework for records and information management in the digital age was reviewed in 2014. The report recommended a phased approach to address the transition to digital government. Phase one actions improved communications and guidance to agencies about digital records management. Actions to address phase two recommendations will consider changes that may be required to enable better management, use and release of digital records. The DAC will promote best practice information management across the sector and support agencies to implement ‘by design’ approaches to data governance, security and privacy.

State archives are evidence of an open, transparent and accountable Government.

State Records’ Strategic Plan responds to these NSW ICT priorities

Our Strategic Plan

The State Records leadership team developed this strategic plan over several months. It is a living plan which will be reviewed regularly and updated annually and extended to maintain a 5 year strategic view.

Our Vision	The people and Government of New South Wales have ready access to archives and records, which support good and accountable government, illuminate history and enrich the life of the people and their communities				
Our Statutory Functions	Promote best practice records management across public offices	Provide appropriate care and access to the records in the Authority's care	Encourage the preservation of the archival resources of value to the State	Document and describe State archives collection	Facilitate the provision of services and facilities that support the care and access to State records.
Our Strategic Objectives	PROTECTING & PRESERVING	ILLUMINATING OUR PAST	ACCESSING THE COLLECTIONS	DIGITAL INNOVATION	PEOPLE AND FINANCES
	Protect and preserve State records	Document and describe the State archives	Increase access and use of the State archives	Establish recordkeeping practises which support digital Government	Sustainable funding to support the Authority's functions
Our Desired Outcomes and Initiatives	PERPETUAL RECORDS	ACCESSIBLE CONTENT	REGIONAL & COMMUNITY ENGAGEMENT	INFORMATION SERVICE EXCELLENCE	FINANCIALLY SOUND
	Minimise the risk of avoidable loss of records and archives of importance.	State archives are accessible online, onsite and in regional NSW	Increase community engagement with the State archives across NSW	State Records knowledge and expertise in digital is recognised and sought by public offices	Develop new funding models which reduce the dependence on Treasury and the GRR surplus
	RECORDS BY DESIGN	RENOWNED	HIGHLY COLLABORATIVE	INTEGRATED DIGITAL SERVICES	ENGAGED & KNOWLEDGABLE STAFF
	Promote "By Design" principles that improve the effectiveness of records management systems	Recognised as the custodians of the most significant State archives collection in Australia	Establish partnerships which increase access and use of the State archives collection	Consolidate digital platforms to enhance the customer experience	Invest in programs which develop our people, attract the right talent and increase engagement
	SIMPLIFIED COMPLIANCE	ARCHIVES AND RECORDS AVAILABLE	CULTURAL & HISTORICAL RESEARCH	LEADER IN DIGITAL PRESERVATION	GROWING THE REVENUE BASE
Simplify processes and regulatory frameworks to be more agile, responsive and adaptive.	Proactively work with public offices to plan the transfer of future State archives to the Authority	Partner with others to establish a family history research and cultural centre in Western Sydney.	Leverage the Authority's expertise in digital preservation across Government	Develop new services and funding streams for sustainable funding of the Authority's activities	
Our Guiding Principles	Service	integrity	Accountability	Trust	