Corporate Plan 2017-18 to 2020-21

Public Record Office Victoria

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Executive Summary

This Public Record Office Victoria (PROV) Corporate Plan provides the strategic direction for the period 2017-18 to 2020-21.

It articulates our mission, our primary strategic objectives and our organisational values.

It summarises our current and emerging operating environment in order to set the context for our new program of work over the next four years. It then introduces our three overarching outcomes and describes the strategic initiatives we will pursue to achieve these outcomes.

A one page summary is given over the page.

Mission

We will provide leadership to Government on the use and management of public records. We will ensure that the historical memory of the Victorian Government endures, is secure and accessible.

Outcomes

Preservation	Management	Utilisation

Policy Context

Information Technology Strategy 2016–2020	Family Violence Reform Implementation Plan	Victorian Aboriginal Affairs Framework
Victorian Values Statement	Victoria's Regional Statement	Office of the Victorian Information Commissioner

Values

Responsiveness	Integrity	Impartiality	Accountability
Respect	Leadership	Human Rights	Collaboration

Strategic Objectives

Increase Collection Usage	Improve Government Recordkeeping	Build the Collection

Strategic Initiatives

Build our presence	Identify and preserve records of state significance for government and communities	Improve recordkeeping practices across the public sector
Increase utilisation of the collection	Strengthen our culture and capability	Increase community engagement with public records	Deliver, embed and leverage our systems

Contents

1 Introduction

1.1 Strategic Planning context

The Corporate Plan forms part of our Integrated Planning Framework:

- This **Corporate Plan** provides the strategic direction and priority initiatives for us over a four year period.
- Our annual **Business Plan** details the priority activities and services that we will deliver in a particular year.
- The **Section Plans** for Access, Government and Corporate Services provide more detail about the work we will undertake each year. These plans integrate both core and priority activities and are used to prepare individual work plans.

1.2 Mission

We will provide leadership to Government on the use and management of public records. We will ensure that the historical memory of the Victorian Government endures, is secure and accessible.

1.3 Our Values

The *Public Administration Act 2004* requires that public sector employees demonstrate public service values as outlined in the Code of Conduct for Victorian Public Sector Employees. We enthusiastically promote and support these values and have developed a set of modified values descriptors so that they have greater relevance to us.

Public Service Code of Conduct	Our Values
Responsiveness – public officials should demonstrate responsiveness by: i. providing frank, impartial and timely advice to the Government; and ii. providing high quality services to the Victorian community; and iii. identifying and promoting best practice.	**Responsiveness** We will demonstrate and deliver best practice record keeping across Government and our community. We will maintain the highest levels of quality and accuracy of advice and service to our colleagues and clients. We will celebrate innovation, ideas and challenge where it is positive and constructive.
Integrity – public officials should demonstrate integrity by: i. being honest, open and transparent in their dealings; and ii. using powers responsibly; and iii. reporting improper conduct; and iv. avoiding any real or apparent conflicts of interest; and v. striving to earn and sustain public trust of a high level.	**Integrity** We will show courage in giving feedback, making requests and offering ideas. We will share knowledge, information and results willingly and openly. We will consider the security of our records and historical memory in our decisions.

Public Service Code of Conduct	Our Values
Impartiality – public officials should demonstrate impartiality by: i. making decisions and providing advice on merit and without bias, caprice, favouritism or self-interest; and ii. acting fairly by objectively considering all relevant facts and fair criteria; and iii. implementing Government policies and programs equitably.	**Impartiality** We will invite, encourage and value the views, contribution and capabilities of all colleagues. We will provide objective and impartial advice to all stakeholders. We will account for all activities and results with honesty and transparency.
Accountability – public officials should demonstrate accountability by: i. working to clear objectives in a transparent manner; and ii. accepting responsibility for their decisions and actions; and iii. seeking to achieve best use of resources; and iv. submitting themselves to appropriate scrutiny.	**Accountability** We will accept both personal and shared responsibility for all actions and 'follow through' to ensure agreed outcomes. We will consider the public good and the public purse in all activities and decisions.
Respect – public officials should demonstrate respect for colleagues, other public officials and members of the Victorian community by: i. treating them fairly and objectively; and ii. ensuring freedom from discrimination, harassment and bullying; and iii. using their views to improve outcomes on an ongoing basis.	**Respect** We will show professional and personal respect, courtesy and positivity to all colleagues and clients. We will be thoughtful and generous with praise and acknowledge a job well done. We will treat all colleagues, clients, stakeholders and actions fairly, objectively and without bias.
Leadership – public officials should demonstrate leadership by actively implementing, promoting and supporting these values.	**Leadership** We will proactively promote and share our unique capability widely. We will seek opportunities to enhance and improve our programs, processes and products. We will show leadership through demonstrating our values and unique behaviours at all times.
Human Rights – public officials should respect and promote the human rights set out in the Charter of Human Rights and Responsibilities by: i. making decisions and providing advice consistent with human rights; and ii. actively implementing, promoting and supporting human rights.	**Human Rights** We will consider Human Rights in all our plans, decisions, advice and interactions and abide by all relevant legislation. We will observe zero tolerance for harassment, bullying or discrimination. We will facilitate the preservation and expression of the diversity of Victoria's cultural heritage through our work.

Public Service Code of Conduct	Our Values
	Collaboration
	We will seek to engage and consult with internal and external stakeholders, as partners with shared objectives.
	We will seek opportunities to support and assist each other.
	We will consult and engage through direct communication where possible.

2 Operating Environment

2.1 Legislation

PROV was established under the *Public Records Act 1973* 'for the better preservation, management and utilisation of the public records of the State.' The Act provides the primary legal framework within which we operate.

2.2 Administrative Context

PROV is an Administrative Office reporting through the Department of Premier and Cabinet (DPC). Our Minister is the Special Minister of State.

2.3 Legislative Environment

2.3.1 Office of the Victorian Information Commissioner

The *Freedom of Information Amendment (Office of the Victorian Information Commissioner) Bill* 2016[1] created the new office of the Victorian Information Commissioner, which will take over the roles of the current FOI Commissioner and Commissioner for Privacy and Data Protection on 01 September 2017.

The Bill is seen by the government as related to the review of the *Public Records Act* 1973, with the Attorney-General, in their 2nd reading speech, foreshadowing a larger review:

> "These reforms are only the first stage in improving openness and access to information. Victoria needs modern information access legislation that supports the public's right to information while ensuring public records and certain types of information remain protected. As such, the government is commissioning an independent root and branch review of Victoria's FOI and public records legislation. The review will consult broadly across the public, private and non-government sectors to develop a revised framework for FOI and public records legislation, and the review is expected to be completed in March 2017[2]."

2.3.2 Privacy and Data Protection

The *Privacy and Data Protection Act 2014* (PDPA) repealed *the Information Privacy Act* 2000 and the *Commissioner for Law Enforcement Data Security Act* 2005. It merged the previous roles of Privacy Commissioner and the Commissioner for Law Enforcement Data Security to create a single Commissioner for Privacy and Data Protection. With the passing of the *Freedom of Information Amendment (Office of the Victorian Information Commissioner) Bill 2016* the Commissioner will become a part of the Office of the Victorian Information Commissioner from 01 September 2017.

Many of the PDPA's privacy provisions mirror those of the former *Information Privacy Act* 2000, including preserving the Information Privacy Principles (IPPs). However, in common with other Australian privacy legislation, the PDPA introduces new mechanisms that will permit public sector agencies to depart from some IPPs where there is a substantial public interest in doing so.

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[1]
http://www.legislation.vic.gov.au/domino/Web_Notes/LDMS/PubPDocs.nsf/ee665e366dcb6cb0ca256da400837f6b/9a47124c7c91f71dca257fda007a4928!OpenDocument

[2]
http://hansard.parliament.vic.gov.au/search/?LDMS=Y&IW_FIELD_ADVANCE_PHRASE=be+now+read+a+second+time&IW_FIELD_IN_SpeechTitle=Freedom+of+Information+Amendment+Office+of+the+Victorian+Information+Commissioner+Bill+2016&IW_FIELD_IN_HOUSENAME=ASSEMBLY&IW_FIELD_IN_ACTIVITYTYPE=Second+Reading&IW_FIELD_IN_SittingYear=2016&IW_DATABASE=*

The freedom for agencies to establish variant responses to specific IPPs could potentially lead to the closure of some permanent records.

2.3.3 Review of the *Public Records Act* 1973

Following on from 2.3.1 it is likely that there will be a review of our Act in the near future. The impact of any changes to our legislation cannot be predicted but if those changes are material then we will review this Corporate Plan to ensure that it aligns with our new role and scope.

2.3.4 VAGO Report on Managing Public Sector Records

The Auditor-General's report on Managing Public Sector Records was tabled on 08 March 2017.

We will be sourcing legal advice to clarify our scope and responsibilities in response to a recommendation in this report. This may influence the nature and scope of some of our future programs of work.

We will undertake research into the costs and mechanisms for skills improvement in recordkeeping in the public sector in order to determine the most cost efficient and effective way of meeting that objective. Again, this may lead to a change in our future work program.

2.4 Policy Environment

2.4.1 The Victorian Values Statement

The Victorian Government has released its Multicultural Policy Statement, *Victorian. And proud of it*[3]. The policy is underpinned by the Victorian Values Statement, a set of shared values that the Victorian Government expects everyone to learn, respect and accept.

One law for all

Everyone is equal under the law. All Victorians have the same legal rights, responsibilities and protections.

Freedom to be yourself

Everyone is free to be themselves and to feel safe in being true to themselves. The Government wants every Victorian to be able to celebrate their culture with pride, and practice their traditions in peace.

Discrimination is never acceptable

Everyone has a responsibility to promote inclusion and participation and to reject exclusion, racism and all forms of violence. A society free of discrimination is better able to tackle problems like economic and social disengagement and improve health and wellbeing for all.

A fair go for all

Everyone deserves a fair go in life. That means giving every Victorian – no matter where they live, their circumstances, or their background – the support they need to enjoy the Victorian way of life. These include quality education and healthcare, accessible transport, equity in employment and a safe place to live.

It is up to all of us to contribute to a Victoria we can be proud of

We all want similar things – the opportunity to thrive, for our successes to be recognised, and for our families and loved ones to be safe, secure and happy.

The following initiatives support the Victorian Values Statement:

- Increase community engagement with public records

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[3] https://proud.vic.gov.au/victorian-values-statement/

- Strengthen our culture and capability

2.4.2 Victorian Aboriginal Affairs Framework

We will align with a number of Victorian and Commonwealth policies and frameworks designed to improve outcomes for Aboriginal people.

- The **Victorian Local Aboriginal Networks Five Year Plan, 2016-2020**, Aboriginal Affairs Victoria, Department of Premier and Cabinet, in particular Priority Area 1: Strengthening culture and supporting the work of the Local Aboriginal Networks program.
- The **Victorian Aboriginal Affairs Framework, 2013-18** highlights the importance of working in partnership with Aboriginal communities, and the importance of a strong cultural identity for Aboriginal people. We contribute to Strategic Action Area 6: Strong culture, engaged people and confident communities.
- The **Victorian Government Aboriginal Inclusion Framework, 2011** and the **Department of Premier and Cabinet's Aboriginal Inclusion Action Plan, 2014**, which together provide guidance and an action plan for the Department of Premier and Cabinet to foster cultural change and overcome systemic exclusion. This includes improving the accessibility and inclusiveness of services for Aboriginal people, as well as an increased awareness, understanding of and engagement with Aboriginal people, and recognition of Aboriginal perspectives in policy and service delivery.

We also respond to a number of reports and guidelines in relation to assisting Aboriginal people access family history information, which also outline best practice principles for access to records for Aboriginal people:

- **Council of Australia Archives and Recordkeeping Authorities policy statement** on archival services and Aboriginal and Torres Strait Islander peoples, 2004.
- *wilam naling … knowing who you are: Improving access to records of the Stolen Generations: a report to the Victorian Government from the Victorian Koorie Records Taskforce*, 2006 (***wilam naling* report**).
- *Bringing Them Home: Report of the National Inquiry into the Separation of Aboriginal and Torres Strait Islander Children from Their Families*, 1997 (***Bringing Them Home* report**).
- Aboriginal and Torres Strait Islander protocols for libraries, archives and information services, 2010 (**ATSILIRN Protocols**).

The following initiatives support the above activities:

- Increase use of the collection

- Increase community engagement with public records

2.4.3 Ending Family Violence: Victoria's Plan for Change

Ending Family Violence: Victoria's Plan for Change outlines how the Victorian Government will deliver the Royal Commission into Family Violence recommendations, ensure victim survivor safety and build a future where Victorians live free from family violence.

The following initiatives support several of the recommendations made by the Royal Commission:

- Improve recordkeeping practices across the public sector

- Increase use of the collection

2.4.4 Victoria's Regional Statement

Victoria's *Regional Statement* is the Victorian Government's acknowledgment of the enormous contribution regional Victoria makes to Victoria's economic strength and way of life. There are four priority areas of focus:

1. Embed Regional Partnerships as core leadership entities in regional Victoria
2. Strengthen links between regional planning and State Government policy and budget decisions
3. Stronger community engagement and investment in regional leadership

4. Prioritise jobs, education, communities and regional infrastructure

The following initiatives support the Government's Regional Statement:

- Increase community engagement with public records

2.4.5 The emerging information and data policy landscape in Victoria

There is a range of policy in information and data related areas currently either in development or implementation stages, for example:

- Information Technology Strategy 2016-2020[4]

- Information Management Framework

- Economic Building Blocks for Victoria[5]

- Value Creation and Capture Framework[6]

- DataVic Access Policy[7]

- Shared Services Review (report)

Our department (Department of Premier & Cabinet or DPC) has also established a number of entities to deliver data and information-related initiatives. Some are:

- Information and Data Reform Branch. This branch is focussed on information sharing and data reform work arising from the Royal Commission into Family Violence, but also reform across WoVG.

- Digital Engagement

- Service Victoria

In the current and near future we have the opportunity to improve recordkeeping in agencies and to increase the transfer of permanent records to the archive. The following strategic initiatives will support these aims:

- Improve recordkeeping practices across the public sector

- Build our profile

- Identify and preserve records of state significance

- Deliver, embed and leverage our systems

2.4.6 Putting Innovation In Motion: the Public Sector Innovation Strategy

This strategy is aims to support and drive innovation already underway across the Victorian public sector. It aims to put innovation in motion to deliver tangible benefits for citizens and build the confidence and capability of the public sector. Examples of this approach are:

- Co-design of policy solutions and programs with the affected communities.

- Information and data sharing across departments.

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[4] http://www.enterprisesolutions.vic.gov.au/it-strategy/

[5] http://www.dpc.vic.gov.au/index.php/news-publications/economic-building-blocks-for-victoria

[6] http://www.dpc.vic.gov.au/index.php/news-publications/value-creation-and-capture-framework

[7] http://www.dtf.vic.gov.au/Victorias-Economy/Victorian-Government-intellectual-property-and-data-policies/DataVic-Access-Policy-and-Guidelines

- The creation of Engage Victoria for contributions to government policy development.

- The funding of innovative projects via the Public Sector Innovation Fund.

- The use of behavioural insights to inform policy and program development.

The following strategic initiatives will support this strategy:

- Improve recordkeeping practices across the public sector

- Increase use of the collection

- Increase community engagement with public records

- Identify and preserve records of state significance

- Strengthen our culture and capability

- Deliver, embed and leverage our systems

2.6 Statistical Information

We gather statistical information directly on a regular basis via internal reporting and via surveys of clients who make use of our services. We also gather information from other sources such as the Victorian Public Sector Commission ("State of the Victorian Public Service" reporting), and whole-of-Government reporting.

2.6.1 Visitors to our Reading Rooms

Visitor numbers to our primary Reading Room in North Melbourne have dropped by 15% since 2012-13. We expect that this decline will continue over the next cycle of the Corporate Plan as we deliver new and improved online content and search capability from our main website.

Visitors to the Ballarat Archives Centre Reading Room have dropped by 32% since 2012-13. We expect that there will continue to be a reduction in visitation but that there will still be a requirement for a physical reading room to be made available at this location.

As more records are digitised especially the most heavily used series e.g. rate books we expect visitor numbers to further decline. This decline in visitor numbers is a worldwide trend, with researchers expecting and demanding more and more online content.

First time visitors to our VAC Reading Room averaged 256 per month in 2012-13. In 2016-17 this is 241 or a reduction of 6%. Again, this reflects both community expectations of an online service and our success in providing an increased mix of reference materials and collection content online.

2.6.2 Record Retrieval Services

Physical record retrieval numbers for public researchers have been relatively stable since 2012-13 at an average of 44,712 items per annum. We expect this number to be approximately 43,400 in 2016-17, or a reduction of 2%.

Government Agency retrievals have also been relatively stable since 2012-13, averaging 5,551 per annum since 2012-13. We expect this number to be approximately 5,052 in 2016-17, or a reduction of 9%.

2.6.3 Online reference enquiries and Copying Services

Researcher requests for information either online or via phone remain very high, averaging 9,125 individual requests for information per annum since 2012-13. We expect that once our new website, theme and topic pages and search functions are fully operational this number will decrease.

The number of online requests for digital copies of records has dramatically increased, from 85 orders in 2012-13 to 879 in 2015-16 or an increase of 887%. In 2016-17 we expect this figure to be in excess of 1200 orders and we expect that this upward trend will continue. Conversely, there has been a decline of 30% in the number of photocopy pages produced since 2012-13; this decline is expected to continue as more researchers choose to have a digital copy.

2.6.4 Website visitation

Online engagement with our collection continues to increase year on year. Our website is visited by an average of 97,693 visitors per month with key pages continuing to attract increasing traffic, particularly Government Standards, Wills, Inquests, Land and Property records.

2.6.5 Researcher focus

57.9% of researchers come to PROV to undertake research into Family History.
32.9 % of researchers come to PROV to undertake research into Local History.
14.5% of researchers come to PROV to undertake business activities/research.

2.6.6 Researcher demographic

Age group	2012-13	Current
19 and under	0.0%	1.0%
20-29 year	6.1%	2.6%
30-39 years	6.5%	5.0%
40-49 years	15.0%	10.1%
50-59 year	21.4%	25.9%
60-69 years	36.0%	36.7%
70 +	14.8&	18.7%

Our challenge is to engage more effectively with a younger demographic and present our services in a useful and meaningful way to those groups.

2.7 Clients and Consultation

2.7.1 Client Segmentation

We deliver services across many sectors and for different purposes. Our most significant client groupings are:

1. The general public. This group varies in its sophistication from absolute novice to highly sophisticated genealogist. Their queries are predominantly focussed on information relating to families.

2. Researchers. This group includes students, historians, professional researchers and any individual or group that is undertaking structured, focussed research for a specific purpose other than "general public".

3. The Victorian Public Sector. This group encompasses the approximately 265,000 Victorian public servants who look to us as the subject matter expert on all aspects of recordkeeping in the public sector.

4. The Victorian Public Service. This comprises the key departments of the Victorian Government and a number of additional core agencies such as VicRoads. This group looks to us to provide strategic leadership on key projects to improve the state of digital recordkeeping across the public sector. It also looks to us to provide policy advice on the impacts and interpretation of new legislation as it relates to recordkeeping.

In order to deliver a consistently high quality of services to all client groups we have a consultative philosophy and methodology.

2.7.2 Consultation Mechanisms

We have a number of mechanisms in place to consult with clients and stakeholders.

Public Records Advisory Council

The primary formal consultative mechanism is the Public Records Advisory Council (PRAC), which is established under the Public Records Act. PRAC advises the Minister on matters relating to the administration of the Act and promotes cooperation between us and other agencies within government. The membership of PRAC represents the major stakeholder segments – thereby providing a mechanism for gauging stakeholder requirements.

Other forums

A wide range of reference groups exist for government clients, including:

- Records Management Network (RMN). The RMN provides an opportunity for government records managers and archivists to discuss issues of interest and relevance to their profession. Established by PROV in late 1996 the RMN plans to meet two times a year.
- The Victorian Archives Centre Joint Consultative Committee. This body is a cooperative initiative with the National Archives of Australia and seeks input and feedback on research and reading room services provided out of the Victorian Archives Centre. Membership is broad and covers key bodies whose members use our services.
- The Aboriginal Records Advisory Group.

Our staff members are also actively involved in a range of professional bodies, including:

- Victorian Branch of the Australian Society of Archivists (ASA)
- Victorian Branch of Records and Information Management Professionals Australasia (RIMPA)
- Museums Australia (Vic) (MA Vic)
- The International Council on Archives (ICA)
- The Council of Australasian Archives and Records Authorities (CAARA) and its working group the Australasian Digital Recordkeeping Initiative (ADRI)

Staff also actively participate in and represent us at cross government forums including:

- Victorian Government Information Security Advisory Group
- Victorian Government Information Management Group
- Arts Agencies CIO Forum

2.8 Culture and Capability

PROV strives to be a model employer that understands the importance of engagement, diversity and continuous improvement. We recognise that we have been successful to date in building a sound foundation of culture and capability in the organisation. We also recognise that the next four years will see a change in how we work with the introduction of new and more sophisticated technology, a streamlining of our business processes and an uncertain legislative environment. Throughout this period we will ensure that there is a culture of innovation and that staff are able to try new things in a safe environment.

2.9 Community Engagement

We have a significant collection which has a central part to play in understanding the broader history of Victoria. Our collection is crucial, authentic evidence. We encourage and support communities to understand and help with the task of preserving that evidence; and work with other cultural heritage organisations to connect our collections and practice. By supporting communities and engaging in community interaction we will increase usage of the PROV collection and encourage good community collection management practices.

3 Strategic Initiatives

3.1 Outcomes

We have identified three outcomes that represent the ongoing goals for the organisation over the four years of this plan:

3.1.1 Preservation

The records of government are preserved so that they are available and accessible for as long as they are required.

3.1.2 Management

The records of government are managed to enable accountability, efficiency and innovation.

3.1.3 Utilisation

The records of government are used by communities to connect to their history and culture.

3.2 Strategic Initiatives

In order to achieve our strategic outcomes the following initiatives will be undertaken progressively over the next four years.

3.2.1 Improve recordkeeping practices across the public sector

We support effective recordkeeping in government agencies by creating and mandating standards, promoting their implementation, and surveying and reporting on agency adherence and practice.

We will review the PROV Standards Framework with a focus on increasing its usability and actual use.

We will aid in the development of digital recordkeeping capability across the Victorian public sector through the provision of support, advice and services to government agencies.

We will deliver measurement tools to allow agencies to assess and benchmark their performance and progressively improve their practices.

We will report regularly on the state of recordkeeping in the Victorian public sector.

3.2.2 Increase use of the collection

We will continue to make the collection more accessible and to ensure that the needs of different communities in accessing the collection are met.

We will identify opportunities for exposing collection content and information through external channels and undertake projects to research and test these. We will achieve this by providing flexible paths to discovery, use and re-use of the collection in response to different community needs.

We will source feedback from specific communities in order to provide culturally sensitive and appropriate reference services. We will build on our existing services to Aboriginal peoples wishing to access records relevant to their personal and community histories.

We will implement and refine our online volunteering and crowd-sourcing capabilities. We will achieve this by piloting an online platform to attract and support users who can provide further context, alternate information and curation of the collection.

3.2.3 Increase community engagement with public records

By supporting communities and engaging in community interaction we will increase usage of the PROV collection and encourage good community collection management practices.

We will support the preservation of Victoria's history by delivering an annual grants program and awards for excellence in research.

We will promote the inclusion of public records in exhibitions through partnerships and loan services.

We will deliver a digitisation program that targets highly used records and supports our other priorities such as partnerships and conservation.

We will deliver a structured program that includes publications, talks and tours that further encourages community engagement with public records.

We will increase the knowledge, accessibility and use of Victoria's unique collection of government records relating to Aboriginal peoples by developing strong partnerships, resources, programs and initiatives.

We will deliver a targeted Places of Deposit program that improves the preservation of, and access to, temporary public records held in local communities.

3.2.4 Build our profile

We will leverage the improved reputation we have gleaned from developments made during 2013 to 2017. Our reputation as an inspiring, accessible and educational agency will be further increased with targeted communication campaigns to highlight the importance of government recordkeeping to the state and to the public, and our important service to the public and community, online and offline.

We will use innovative engagement strategies (including online) to identify, educate and engage with the public, the community and government.

We will undertake a creative and inspiring marketing program to promote ourselves as the authority on government records and records management, and as the provider of access to archived government records.

These programs will increase interest in and use of our collection and our services.

3.2.5 Identify and preserve records of state significance

Records of state significance have a long term and often enduring value to the state and people of Victoria. They preserve a documented memory for government and its citizens.

We will work with agencies to identify records of state significance, determine how long records should be kept to meet the government's needs, support organisational accountability and meet community expectations.

This initiative will identify records of state significance that have the highest value and add those to the collection, as part of a planned and prioritised transfer program.

We will research, develop and implement solutions for transferring digital systems with non-standard record formats and digital systems with mass data into the collection.

Where records of enduring value cannot be transferred into the collection, we will develop innovative approaches to enable access to and preservation of those records.

We will shift our focus from physical to digital transfer.

We will implement solutions for overcoming our limited physical storage capacity.

3.2.6 Strengthen our culture and capability

We recognise that we have been successful to date in building a sound foundation of culture and capability in the organisation. Our programs over the next four years will respond to the introduction of new and more sophisticated technology, a streamlining of our business processes and an uncertain legislative environment.

We will develop a program to ensure that our staff are equipped and supported to work in a changing environment by enabling them to identify and learn new skills.

We will strive to be a leader in diversity and inclusion by undertaking initiatives that recognise and celebrate that diversity makes us stronger.

We will develop an employee value proposition that differentiates and promotes PROV as a great place to work and will retain as well as attract good people.

3.2.7 Deliver, embed and leverage our systems

The Digital Archive program will transform PROV's collection management and online systems. When complete in 2018, it will hold the digital records themselves; information about the physical location of our hard-copy records; and information describing the records, to allow them to be discovered and viewed via our website or ordered for inspection in our reading rooms. It is therefore vitally important that this environment meets the expectations of an increasingly sophisticated public sector and general populace.

We will complete the development and implementation of a new Digital Archive that is capable of supporting our electronic recordkeeping standard.

We will deliver additional business solutions including a new warehouse management and ordering system that integrate with our new environment and enable more efficient business processes to be developed.

We will implement a new archival management system that articulates our revised archival control model and enhances our capacity to describe, preserve and make accessible the modern and historical records of Victorian government.

We will develop additional externally facing tools that integrate with our new environment and will make it easier for agencies to undertake digital transfers.

We will investigate ways to analyse our collection and its metadata as a source of business intelligence.