

**MEDIA RELEASE****18 November 2021****Digital Records Management**

Auditor-General, Mr Michael Harris, today presented a report on **Digital Records Management** to the Speaker for tabling in the ACT Legislative Assembly. This audit considers ACT Government agencies' planning and implementation for a whole-of-government electronic document and records management system (EDRMS).

Planning for a whole-of-government EDRMS commenced in 2011, but there was slow progress until the *One ACTPS Digital Recordkeeping Capability Project* established a clear way forward in 2015 and the four-year *Better Government: Digitising Government Records Budget* initiative commenced in 2018. The 2018 initiative sought to 'set up a governance framework and a best practice method to provide consistency and quality to the management of digital recordkeeping systems, and cohesion and efficiency to digital recordkeeping initiatives across the ACTPS'.

The audit found that three years into the initiative, progress has been made against three of its four deliverables. Ninety-two percent of the additional users envisaged at the outset of the initiative are now using one of the two endorsed EDRMS (Objective and TRIM) and a strategy for the next phase in the EDRMS pathway has been established. However, the development of a comprehensive and sustainable funding model for digital records management remains unresolved.

Mr Harris said 'The rollout and consolidation of whole-of-government EDRMS has been supported by improved governance and administrative arrangements. While these governance and administrative arrangements have been established, it is difficult to assess the impact of the arrangements on whole-of-government EDRMS implementation due to a lack of documentation regarding planning and decision making'.

The establishment of an EDRMS performance framework, which would provide assurance on the implementation of whole-of-government EDRMS, could be expected to enhance transparency and accountability, and ultimately inform future investment and management effort.

The summary of **Digital Records Management: Report No 11/2021**, with audit conclusions and key findings are attached to this media release.

Copies of **Digital Records Management: Report No 11/2021** are available from the ACT Audit Office's website [www.audit.act.gov.au](http://www.audit.act.gov.au). If you need assistance accessing the report please phone 6207 0833.

# SUMMARY

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The *Territory Records Act 2002* provides the framework for the recordkeeping activities of ACT government directorates and agencies. It defines a record as ‘information created and kept, or received and kept, as evidence and information by a person in accordance with a legal obligation or in the course of conducting business’. It includes information in written, electronic or any other form.

The purpose of a record is to document actions and decisions to allow for transparency and accountability. Sound recordkeeping practices allow ACT Government directorates and agencies to undertake activities efficiently and effectively by having information, data and knowledge easily accessible by ACT Public Service staff.

Planning for a whole-of-government electronic document and records management system (EDRMS) has been underway, in some form, since 2011. In 2018, the ACT Government commenced the first major initiative for the implementation of a whole-of-government EDRMS. This audit examines the arrangements for the planning, implementation and achievement of the four expected deliverables of the whole-of-government initiative. The audit also examines the activities of three directorates and their transition to the whole-of-government EDRMS.

## Conclusions

### WHOLE-OF-GOVERNMENT EDRMS

Planning for a whole of government electronic document and records management system (EDRMS) commenced in 2011. The *Digital Recordkeeping Pathway* report outlined a high-level plan for improved digital records management practices and the use of shared platforms across the ACT Public Service. Although there was slow progress on the pathway in the first five years, the 2015 *One ACTPS Digital Recordkeeping Capability Project* established a clear way forward, and thereafter the pace of EDRMS uptake and consolidation has accelerated.

In 2018 the *Better Government: Digitising Government Records Budget* initiative sought to ‘set up a governance framework and a best practice method to provide consistency and quality to the management of digital recordkeeping systems, and cohesion and efficiency to digital recordkeeping initiatives across the ACTPS’. Three years into the initiative, three of its four deliverables have made good progress. Ninety-two percent of the additional users envisaged at the outset of the initiative are now using one of the two endorsed EDRMS (Objective and TRIM). Another key component of the initiative, the consolidation of users into whole-of-government EDRMS, has been successful with respect to Objective but less so for TRIM. A whole-of-government TRIM platform is now in widespread use although this has been accompanied by increased use of stand-alone TRIM platforms. A strategy for the next phase in the EDRMS pathway has been established, but the development of a comprehensive and sustainable funding model for digital records management remains unresolved.

The rollout and consolidation of whole-of-government EDRMS has been supported by improved governance and administrative arrangements including the establishment of whole-of-government oversight entities, the provision of advice and support and the promulgation of policies and procedures. While these governance and administrative arrangements have been established, it is difficult to assess the impact of the arrangements on whole-of-government EDRMS implementation due to a lack of documentation regarding planning and decision making. The establishment of an EDRMS performance framework, which would provide assurance on the implementation of whole-of-government EDRMS, could be expected to enhance transparency and accountability, and ultimately inform future investment and management effort.

### EDRMS IMPLEMENTATION IN DIRECTORATES

Each of the three directorates considered as part of the audit, the Community Services Directorate, the Transport Canberra and City Services Directorate and the Chief Minister, Treasury and Economic Development Directorate, have demonstrated improved digital record-keeping practices between 2018 and 2021, although not to the full extent envisaged in 2018. Each directorate has planned for, and implemented, digital record-keeping initiatives specific to their needs and circumstances.

The Community Services Directorate has substantially increased its number of stand-alone TRIM EDRMS users but systems consolidation has not taken place. Furthermore, the objective of digitising 161,000 files is also unlikely to be achieved by June 2022. Nevertheless, in March 2020 the Directorate effectively adapted its *Go Digital! Realising Digital Efficiencies for CSD* project in response to the COVID-19 pandemic, and there has been a substantial increase in the number of staff using both the directorate's stand-alone and whole-of-government versions of the TRIM EDRMS.

The Transport Canberra and City Services Directorate has exceeded its target number of users migrating to the whole-of-government Objective EDRMS although this has happened more slowly than originally expected. The Directorate has also achieved a degree of systems consolidation, as intended by the 2018 *Better Government: Digitising Government Records Budget* initiative.

The Chief Minister, Treasury and Economic Development Directorate made early progress in encouraging and supporting its staff to migrate to the whole-of-government TRIM EDRMS in 2016-17. The directorate subsequently managed its EDRMS activities as a component of its preparations for an Activity Based Work environment and move to the new Civic office building in March 2021. The directorate has surpassed its target, and made a significant contribution of more than 1000 new EDRMS users, to the 2018 *Better Government: Digitising Government Records Budget* initiative target of 5,200 additional whole-of-government EDRMS users.

## Key findings

### WHOLE-OF-GOVERNMENT EDRMS

#### Paragraph

An August 2011 *Digital Recordkeeping Pathway* report prepared for the Territory Records Office outlined a high-level plan for the implementation of digital recordkeeping across all areas of the ACT Government. The Pathway Report documented the 'current state' of digital recordkeeping in the ACT Government and the issues and barriers to the successful implementation of digital recordkeeping across agencies. At the same time the ACT Government's *Strategic Plan for ICT 2011-15* sought to promote whole-of-government thinking and enhance value to the community through the Government's use of ICT. The ICT Strategic Plan established an aim for the ACT Public Service to develop its information management practices within shared ICT platforms across whole-of-government, which was a departure from existing practice at the time which was for systems planning and implementation to be agency-led. The ICT Strategic Plan anticipated consideration of whole-of-government needs and benefits in any new systems.

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On 5 August 2015 the ACTPS Strategic Board approved the *Digital Record Keeping Policy for the ACTPS*. The Digital Recordkeeping Policy, which is applicable to all ACT Government entities that are subject to the *Territory Records Act 2002*, is the first whole-of-government statement of policy on digital recordkeeping. The Digital Recordkeeping Policy outlined an intention for the ACT Public Service to adopt a 'digital first' approach to recordkeeping and for digital recordkeeping to be considered in all ICT systems. It does not identify or mandate the use of specific system(s).

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In August 2015 the ACTPS Strategic Board endorsed a business case to establish the *One ACTPS Digital Recordkeeping Capability Project* (the Pilot Project). The Pilot Project sought to 'set up a governance framework and a best practice method to provide consistency and quality to the management of digital recordkeeping systems, and cohesion and efficiency to digital recordkeeping initiatives across the ACTPS'. The Pilot Project had a clearly identified rationale and deliverables and provided a sound basis for testing the practicality of the policy intent of the *Digital Recordkeeping Policy for the ACTPS*. The governance arrangements for the delivery of the Pilot Project were effective. Roles and responsibilities were established, and project oversight was achieved by an effective Project Board. A timely project outcome was achieved. The resulting final report detailed the outcomes of the project against its objectives, lessons that were learnt and a set of recommendations. The recommendations provided a sound basis to progress a whole-of-government approach to digital recordkeeping.

2.38

In May 2016 the ACTPS Strategic Board approved the *ACT Government Policy on the Selection and Implementation of EDRMS Capabilities*. The policy confirmed TRIM and Objective as the preferred whole-of-government EDRMS. The policy requires decision-makers to take the two preferred platforms into account when making EDRMS decisions and the cost implications of any proposed alternative to the systems. The policy, drafted during the Pilot Project, provided the first statement of

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policy regarding which EDRMS platform(s) would be the focus for consolidating use in the future. The 2016 policy overcame a significant barrier to making progress on the whole-of-government EDRMS pathway first proposed in 2011, i.e. articulating a formal position on pre-existing and future EDRMS platforms.

Key whole-of-government EDRMS governance developments were planned and implemented in the period 2016 to 2018. These include the *Whole of Government EDRMS System Administration and Governance Policy*, which was endorsed by the Project Board in October 2016 as an overarching policy for the administration of the whole-of-government EDRMS. The policy articulated roles and responsibilities in relation to the support for, and administration and governance of, the whole-of-government EDRMS including more centralised support from Shared Services. The policy also describes various governance arrangements for the technical operation of the two endorsed whole-of-government EDRMS, such as access controls, account creation and deletion processes; information security requirements; and records management principles including classification and disposal schedules. These governance developments provided further momentum to the whole-of-government EDRMS approach. 2.60

Within two years of the completion of the Pilot Project, the number of whole-of-government TRIM users more than doubled from 450 to 1,012. This was accompanied by greater awareness of whole-of-government aims, policies and practices relating to EDRMS. By 2018 progress along the pathway to whole-of-government EDRMS consolidation was accelerating. 2.65

A specific outcome of the 2015 Pilot Project was the establishment of the Digital Records Governance Committee and Digital Records Capability Working Group for the provision of strategic and technical oversight and advice in achieving whole-of-government EDRMS consolidation. Both the Committee (with its strategic purpose) and the Working Group (with its technical advisory purpose) were constituted as intended and provided the potential for improved oversight and coordination. However, both were slow to become established, met less frequently than originally intended, and did not explore all aspects within their scope. In the first two years of their operation their full potential to drive whole-of-government EDRMS was not realised. 2.79

The commitment to transitioning ACT Public Service staff in the major administrative areas into an Activity Based Work environment, and the consolidation of up to 3,200 employees into accommodation at Dickson and Civic, became significant drivers of change for whole-of-government EDRMS since 2016. These initiatives have increased the priority of digital recordkeeping, and of designing and implementing whole-of-government EDRMS. 2.85

In June 2018 the *Better Government: Digitising Government Records* Budget initiative was announced. The initiative seeks to 'complete the rollout of digital record-keeping systems across agencies to improve data accessibility and retrieval, and to generate efficiencies in records management'. A January 2018 business case for the initiative identified a total cost of \$26.2 million, of which \$22.1 million was expected to be offset 'by savings within Directorates'. With a net cost of \$4.1 million, 2.102

the initiative's four deliverables provide a clear focus and purpose that enhances understanding and accountability. The initiative represents a major whole-of-government endeavour involving technical, procedural, and cultural change over a four-year period that is likely to affect, at least in some way, the majority of office-based staff working in the ACT Public Service.

The *Better Government: Digitising Government Records* Budget initiative was envisaged to be implemented as a centrally administered project by Shared Services, with oversight by the Digital Records Governance Committee. In November 2018 the terms of reference of the Committee were revised to give it an explicit role for the oversight of the project, including through review and approval of project documentation. Following the announcement of the initiative in June 2018, 12 months elapsed before a draft Project Plan was produced; there was no further supporting documentation that identified when and how the migration of users would occur across divisions, business units, functions or teams. Committee minutes do not show that it was aware of, or interested in, supporting project plans for the implementation of the initiative or providing authorisation or approval of project management and project delivery activities. There was an absence of an appropriate level of accountability and transparency in the management and delivery of the project. 2.118

The Digital Records Governance Committee has been active on a quarterly basis with the exception of the first eight months of 2020 when there were no meetings of the committee. A review of the actions and achievements of the Committee against its terms of reference shows that most terms of reference were addressed at least to some extent (i.e. seven of nine of the selected terms of reference assessed). For two areas of business, relating to developing and approving a 'System Security Plan' and 'appropriate EDRMS disaster recovery arrangements', there was no evidence of discussion at the committee meetings. The level of assurance the committee seeks and receives over the rate of whole-of-government EDRMS system expansion, and the level of system and user effectiveness is low, due in part because no system-wide progress monitoring framework has been established. There is a significant risk that the committee is not in a position to know the pace of transition, nor whether the initiative's key objectives are likely to be accomplished (e.g. that all office-based staff would be EDRMS enabled and active users) by June 2022. 2.126

The first deliverable of the *Better Government: Digitising Government Records* Budget initiative was for the 'capacity for 5,200 additional staff to use the ACTPS whole-of-government digital recordkeeping system'. Good progress has been made on this deliverable in its first three years. As at 30 June 2021 there were 6,484 users of the two whole-of-government EDRMS platforms, which compares to a milestone (interim) target of 7,027 (based on an adjusted initial baseline of 2,702). Notwithstanding the take-up of whole-of-government EDRMS, by June 2021 there were also more users of stand-alone TRIM versions. By June 2021 there were 2,483 users of stand-alone TRIM versions, which compares to a figure of 1,922 at the outset of the initiative. The Chief Minister, Treasury and Economic Development Directorate, Education Directorate and Transport Canberra and City Services Directorate have noticeably decreased the number of users of stand-alone TRIM versions. The Education Directorate has performed particularly well and decommissioned its stand-alone TRIM version in June 2021. 2.147

The number of active EDRMS users is a useful indicator of the implementation of whole-of-government EDRMS but does not provide information or evidence of the extent to which whole-of-government EDRMS platforms duplicate or displace prior recordkeeping activity. During this audit records managers commented on the marked reduction in the creation of hardcopy files, and a rapid transition to digital approval and handling procedures, primarily due to the sudden and unprecedented rollout of remote working across the ACT Public Service. This was subsequently accompanied by major office moves in Civic and Dickson involving most directorates. There is no established EDRMS performance framework that informs the monitoring of progress beyond the number of users migrating to EDRMS platforms. Such a framework should address the wider realisation of benefits as referenced in the 2018 business case.

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Improving the efficiency and effectiveness of the funding arrangement that supports the rollout of the whole-of-government EDRMS is a major component of the *Better Government: Digitising Government Records* Budget initiative. While some progress has been made in evolving funding arrangements for developing digital records management capabilities and particularly for the uptake of whole-of-government EDRMS platforms a comprehensive funding model on which to base centralised funding appropriation has not been achieved. Shared Services advised 'a Central Recurrent Funding model is yet to be developed for the Digital Records Support area of records services and still may be some years away. The current environment is very fluid and will need to wait until there is a stability in core user numbers once a level of maturity has been reached in each of the directorates'.

2.156

The second deliverable of the *Better Government: Digitising Government Records* Budget initiative, the preparation of a strategy to guide future actions to improve the functionality of the two endorsed EDRMS, has been achieved with the finalisation of the *ACT Government Information and Records Management Strategy* by the Territory Records Office in April 2020. The strategy details the current state, findings, challenges and frustrations about the operation of the whole-of-government EDRMS and outlines a high-level 'vision' or 'future state' for whole-of-government information management, expressed in eight principles. The strategy does not suggest a specific technology solution but it states that any future technology should be considered against the principles. The strategy makes six recommendations. In September 2020 the Territory Records Office advised the Digital Records Governance Committee that it intends to develop 'a workplan over the next two to five years to look at improving people and technical capability as well as engendering cultural change'.

2.166

The third deliverable of the *Better Government: Digitising Government Records* Budget initiative was for assistance to be provided to directorates moving to the Dickson and City office blocks in 2020 in order to manage their existing paper records prior to moving. Activities to assist directorates commenced in April 2019 and were overseen by the Territory Records Office. A Territory Records Office Records Transition Team, established in February 2019, was in high demand in 2019 in supporting agency and directorate staff preparing to move offices.

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The fourth deliverable of the *Better Government: Digitising Government Records* Budget initiative is the digitisation of 161,000 case files held by the Community Services Directorate. Progress towards the digitisation of client files has been made. By February 2020, 16,000 files had been digitised and the project was on track to complete 60,000 files within the available resources and timeframe. However, the total figure of 60,000 files falls well short of the original aim of this deliverable to digitise 161,000 files as outlined in the *Digitising Government Records* budget initiative. With respect to the project's secondary aim of providing a model for approaching and implementing the digitisation of large volumes of diverse legacy paperwork, it is apparent that the project to date has been effective in providing many learning opportunities, but these have not been consolidated into a model.

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### EDRMS IMPLEMENTATION IN DIRECTORATES

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In 2018, the Community Services Directorate's recordkeeping practices included use of hardcopy client files, as well business systems which were not necessarily designed to meet the requirements of holding records in accordance with the *Territory Records Act 2002*. As part of the *Better Government: Digitising Government Records* Budget initiative, the Community Services Directorate received \$2.374 million in funding for activities to digitise the 161,000 casefiles that it had in storage. Planning for these activities was finalised in 2019, with the establishment of the directorate's *Go Digital! Realising Digital Efficiencies for CSD* project. The project's five core components included activities to support the digitisation of the case files and in so doing to provide a model for wider applicability in the ACT government for digitising large volumes of paper files economically.

3.15

The project management and governance arrangements for the *Go Digital! Realising Digital Efficiencies for CSD* project, as outlined in the January 2019 project plan, were largely effective. These arrangements included the establishment of the *Go Digital Steering Committee*, the preparation of detailed project delivery schedules including milestones, the identification of risks and issues, reporting requirements and the preparation of change management and control procedures. One weaker aspect of the project was the *Go Digital Steering Committee's* oversight and authorisation of revisions to the project and its implementation. Better documentation of these changes to the project and its parameters would improve accountability and transparency for the delivery of a major component of the June 2018 *Better Government: Digitising Government Records* Budget initiative.

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A major change to the *Go Digital! Realising Digital Efficiencies for CSD* project was signalled after the onset of the COVID-19 pandemic in March 2020. The need for expediency led to the development of a *Go Digital Fast Track* project plan, the primary purpose of which was to support the widespread use of the directorate's stand-alone TRIM (i.e., not the whole-of-government TRIM version) by all staff needing remote access to records. There was inadequate documentation associated with the *Go Digital Steering Committee's* formal authorisation and approval of this major departure, but it is clear that the *Go Digital! Realising Digital Efficiencies for CSD* project was able to adapt to accommodate the rapidly changing circumstances of work practices in the Community Services Directorate in 2020. The March 2020 *Go Digital Fast Track* revised project responded effectively to immediate needs.

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*Go Digital Steering Committee* records indicate that progress towards four of the eight outcomes of the revised *Go Digital Fast Track* project has been achieved, including the digitisation of 60,000 casefiles. However, it is unlikely that the original outcome of the digitisation of 161,000 casefiles will be achieved. It is unclear what is intended for the residual un-digitised 100,000 files.

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The shift in priorities of the Community Services Directorate through the *Go Digital Fast Track* project, due to the COVID-19 pandemic, has seen a substantial increase in the number of staff using both the directorate's stand-alone and whole-of-government versions of the TRIM EDRMS. The increase in active users indicates that the revised priority, outlined in the *Go Digital Fast Track* project plan, of enabling directorate staff to work from home or within an Activity Based Work (office-based) environment has been achieved. One negative aspect to the directorate's revised EDRMS priorities in 2019 and 2020 is that there is further work to do to consolidate TRIM use within the whole-of-government TRIM platform. This may occur when the timing is more opportune. Accordingly, the Community Services Directorate has not to date made as significant a contribution to the whole-of-government EDRMS goal of 5,200 users by June 2022 as was originally envisaged.

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The Transport Canberra and City Services Directorate has had a form of Objective in use since 2003. In December 2017 it was estimated that approximately 250 staff across a range of business units were familiar with using Objective. A stand-alone version of TRIM was also used by approximately 150 staff to manage ministerial correspondence. In December 2017, planning commenced for the *Objective Upgrade and Implementation Project*. The *Objective Upgrade and Implementation Project Plan* (March 2018) identified three components: the rollout of Objective to an additional 600 users across the directorate; the implementation of a Ministerial Module to manage ministerial correspondence; and a business process review of ministerial correspondence and cabinet business across the directorate. These components provide a discrete, timely and practical focus, which improve the prospects of successful implementation as the components address whole-of-government EDRMS aims while simultaneously addressing directorate-specific goals.

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The *Objective Upgrade and Implementation Project Plan* (March 2018) effectively articulated a high-level assessment of the Transport Canberra and City Services Directorate's 'current state' and 'future state' for its whole-of-government EDRMS activities. The Project Plan effectively outlined the project objectives that were intended to be achieved through the implementation of the Ministerial Module and the rollout of Objective to the corporate areas of the directorate. The stated project objectives included the creation of efficiencies in the ministerial processes and other corporate areas, the reduction of costs associated with hardcopy paper file management, increased transparency of information across the directorate and the alignment of recordkeeping practices with the *Territory Records Act 2002*.

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The *Objective Upgrade and Implementation Project Plan* (March 2018) identified the governance arrangements for the project, including roles and responsibilities for implementation and oversight. The Transport Canberra and City Services Directorate's Chief Operating Officer (COO) Leadership Group and Executive Board had explicit oversight responsibilities and two governance groups were established

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specifically for the project: the Project Steering Committee and the Objective Working Group. The Objective Working Group was active and involved in a range of activities that supported the project, including meeting with business units to assess and document business units' transition requirements.

Progress has been made for each of the three objectives outlined in the *Objective Upgrade and Implementation Project Plan* (March 2018) in the 2018 to 2021 period. A review of the ministerial business process was completed in July 2018, when a report was provided to the directorate detailing its analysis. Progress for the implementation of the Ministerial Module and the wider rollout of Objective has also been made with the Objective rollout being completed in 28 business units by July 2020, at which point the rollout was continuing in the remaining 18 business units.

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Since 1 July 2018, the Transport Canberra and City Services Directorate has increased the number of users of the whole-of-government Objective EDRMS by 724, thereby exceeding its target of 600 new users. The rollout and ongoing use of the Ministerial Module has also seen a reduction in the number of users of the stand-alone version of TRIM to manage ministerial correspondence, with the number of active users in the stand-alone version of TRIM falling from 154 to 64 by 30 June 2021. Systems consolidation is occurring in the directorate, in line with whole-of-government EDRMS expectations. The directorate also provided a substantial contribution in user numbers towards the June 2018 *Better Government: Digitising Government Records* Budget initiative, 724 towards the 5,200 target, with one year remaining for the project.

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The transition to the whole-of-government EDRMS commenced in the Chief Minister, Treasury and Economic Development Directorate during the *One ACTPS Digital Recordkeeping Capability Project*, with three of the seven pilot sites selected for the project being within the directorate. Building on the work that was completed during the project, in June 2016 the directorate commenced planning for the migration of its other business units to the whole-of-government EDRMS TRIM platform. In planning for the transition to the whole-of-government EDRMS, the directorate identified that digital record management practices varied considerably across the directorate. Variability was both in the practices and in the technology adopted by business units, with multiple stand-alone versions of TRIM, as well as Objective EDRMS being used. Planning documentation prepared in July 2016 indicates that the directorate planned for the transition of the majority of its staff to the whole-of-government TRIM but would also support the continued use of Objective in business units where it was well established. This approach acknowledged that the individual needs of the business units and their prior investment in technology, practice and procedures is an important consideration in building EDRMS capability.

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The Chief Minister, Treasury and Economic Development Directorate's transition to the whole-of-government TRIM EDRMS was managed by the directorate's Corporate division, with further oversight provided by the directorate's Executive Management Group in 2017 and 2018, and the Senior Executive Group in 2019 and 2020. Key activities were initially scheduled around each business unit's readiness to transition to the whole-of-government EDRMS. By 2019 the transition was managed as a 'business as usual' activity alongside other day-to-day operational management

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matters within the units themselves rather than as a discrete ‘top-down’ project. This change in management emphasis reflects the change in priority due to the need to support staff relocating, and subsequently working in a ‘paper lite’ and Activity Based Work environment.

In January 2017 the Chief Minister, Treasury and Economic Development Directorate planned for 652 users to be transitioned to the whole-of-government EDRMS within a two-year timeframe. An extended timeframe was agreed, in accordance with the *Better Government: Digitising Government Records* Budget initiative. Between July 2018 and March 2021, the directorate added 847 users to the whole-of-government TRIM EDRMS and a further 357 users to the whole-of-government Objective EDRMS, thus surpassing initial targets. The directorate has also made progress towards reducing the number of stand-alone TRIM versions it has within the directorate with the number of users within the stand-alone versions decreasing from 346 in December 2019 to 132 in June 2021.

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## Recommendations

### RECOMMENDATION 1 STANDALONE TRIM INSTANCES

The Chief Minister, Treasury and Economic Development Directorate, through the Digital Records Governance Committee, should agree a strategy with directorates and agencies for the migration of standalone TRIM versions to the whole of government TRIM.

### RECOMMENDATION 2 EDRMS PERFORMANCE

The Chief Minister, Treasury and Economic Development Directorate, through the Digital Records Governance Committee, should develop a performance framework for the implementation of EDRMS across ACT Government directorates and agencies. The performance framework should focus on the achievement and realisation of benefits associated with EDRMS implementation and inform the monitoring of progress beyond the number of users migrating to EDRMS platforms.

### RECOMMENDATION 3 EDRMS FUNDING

The Chief Minister, Treasury and Economic Development Directorate, through the Digital Records Governance Committee, should review and evaluate the funding arrangements and determine if a central recurrent funding model for the whole-of-government EDRMS is appropriate

### RECOMMENDATION 4 DIGITISATION OF HARDCOPY FILES

The Community Services Directorate should:

- a) identify and document the outcome of the *Better Government: Digitising Government Records* Budget initiative goal of digitalising 161,000 hardcopy files; and
- b) if the estimated outcome does not meet the business requirements of the Directorate, prepare a strategy to complete the digitisation.

**RECOMMENDATION 5****MODEL FOR THE DIGITISATION OF HARDCOPY FILES**

The Community Services Directorate, in conjunction with the Digital Records Governance Committee, should:

- a) review and evaluate the outcome of the *Better Government: Digitising Government Records* Budget initiative; and
- b) finalise the secondary aim of the initiative and prepare a model that can be used across ACT Government directorates and agencies for the digitisation of hardcopy files.

## Agencies' responses

In accordance with subsection 18(2) of the *Auditor-General Act 1996*, the Chief Minister, Treasury and Economic Development Directorate, Community Services Directorate and the Transport Canberra and City Services Directorate were provided with:

- a draft proposed report for comment. All comments were considered and required changes were reflected in the final proposed report; and
- a final proposed report for further comment.

No comments were provided for inclusion in this Summary chapter.