



Government of South Australia

GPO Box 2343
Adelaide SA 5001
Tel (08) 8204 8773
Fax (08) 8204 8777 DX:467
srsaRecordsManagement@sa.gov.au
www.archives.sa.gov.au

State Records
of South Australia



Adequate Records Management Resourcing

Guideline and Toolkit

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Version 2

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Introduction

The adequate management of official records is a crucial part of government administration, risk management and accountability. It is the basis for establishing and maintaining documentary evidence of agency activities, supports good business practice and enables government to meet its legislative obligations.

For records management programs to be effective they need to be supported by appropriate resources, individuals who have the qualifications, experience and skills necessary to undertake their roles.

The Adequate Records Management Resourcing Guideline and Toolkit (the guideline) has been developed to assist state government agencies and local government authorities (collectively known hereafter as agencies) establish records management resources appropriate to their business needs.

This guideline aims to assist agencies ensure that:

- adequate records management resource levels are achieved;
- records management practitioners are appropriately skilled/trained;
- records management practitioners are classified according to the outputs they deliver; and
- records management responsibilities are assigned appropriately.

The business benefits that may be expected from agencies in achieving adequate records management resourcing include:

- ability to mitigate the risks associated with inadequate records management practice, supporting accountability, transparency, sound corporate governance, public sector efficiency and cost effectiveness in administering South Australian Government;
- compliance with statutory requirements under the *State Records Act 1997* (the Act) and the *Local Government Act 1999* (Local Government Act) and the Adequate Records Management Framework;
- ability to streamline business processes through the application and management of workflows;
- appropriate, legal and timely disposal of official records; and
- records and information assets protected from disaster.

The administrative need for good records management is reinforced by legislation.



Regulatory Environment

Agencies operate in a regulatory environment that establishes their records management obligations. To fulfil these obligations agencies must appropriately allocate resources. The following legislation impacts directly on the resource requirements of agencies.

State Records Act 1997

The Act entrusts State Records of South Australia with a pivotal role in guiding state and local government agencies and universities in their records management and record keeping practices. Section 5 of the Act promotes the observance of best practices by agencies in their management of official records.

Agencies have responsibilities under the Act to ensure that official records in their custody are maintained in good order and condition and that disposal of records occurs in an approved manner.

Local Government Act 1999

The Local Government Act requires that the Chief Executive Officer:

- ensures that records required by this or another Act are properly kept and maintained.

While Local Government authorities are not bound by the standards issued by State Records, they are encouraged to apply the standards and procure systems that comply with South Australian Government requirements in order to enable the proper recordkeeping and maintenance of official records.

Freedom of Information Act 1991

The *Freedom of Information Act 1991* (FOI Act) enables individuals to obtain access to government documents. The FOI Act allows for the public to:

- obtain access to information held by government, and;
- ensure that records held by the government concerning personal affairs of members of the public are not incomplete, incorrect, out-of-date or misleading.

It is important for agencies to ensure that:

- processes are in place to prevent access compromising the reliability of the records;
- criteria is established for assessing requests for access to ensure the rights of individuals are met and to prevent the release of information that may expose the agency to legal liabilities; and
- the process of providing access is assigned to the appropriate individual.



Adequate Records Management Standard

Issued in accordance with sections 7(h) and 14 of the Act, the *Adequate Records Management Standard* (the Standard) requires agencies to progressively improve their records management practices and meet the 11 outcome elements established in the Standard.

Outcome 11 requires agencies to implement sufficient numbers of skilled resources to develop, implement and maintain adequate records management tools, systems and practices.

The benchmarks that support this outcome are:

- the agency has assessed its records management resourcing requirements according to legislative, risk and business requirements;
- the agency develops records management roles with appropriate classifications commensurate with the desired outputs;
- the agency only appoints suitably experienced and knowledgeable practitioners;
- the responsibility for records management outputs is assigned to appropriate personnel according to classification;
- appropriate governance is established to support records management practitioners; and
- the agency monitors resourcing levels to ensure they continue to sustain incremental improvement in the agency's strategic and operational records management programs.

Purpose

This guideline assists agencies in the determination and appointment of suitably skilled staff at the appropriate classification to support their legislative and business needs.

This guideline supersedes the *Records Management Resourcing Benchmarks and Classification Equity for South Australian Government* (2006).

Related Documents

This document forms part of an overarching framework for adequate records management. Other documents relevant to this Guideline include:

- Adequate Records Management Standard (2008)
- Records Management Assessment Survey
- Recordkeeping Information Sheets.

All documents are available on the State Records website www.archives.sa.gov.au.



Variation to the Document

State Records may update or alter this guideline from time to time as authorised by the Director of State Records, in consultation with the State Records Council. Agencies subject to the Act shall be informed of any such alterations or updates.

Further Contact

Further contact in relation to this Guideline can be made to:

Manager, Government Recordkeeping

State Records of South Australia

GPO Box 2343

ADELAIDE SA 5001

Phone: (08) 8204 8773

Fax: (08) 8204 8777

Email: srsaRecordsManagement@sa.gov.au



Records Management Assessment Survey

In 2010, State Records surveyed the records management practices of state and local government agencies in accordance with section 15 of the Act. The survey was based on the 11 outcomes of the Standard that establish best practice records management.

The aims of the survey included:

- measuring agencies against outcomes established through the Standard;
- enabling agencies and State Records to identify gaps in agency programs; and
- enabling agencies to plan activities to address those gaps.

Survey Results

Survey results reveal that the majority of state and local government agencies would benefit from improvements across all 11 outcomes, including resourcing.

An analysis of the survey results reveal:

- policies dealing with the management of official records need to be considered and developed more broadly;
- records need to be stored appropriately, including the identification and appropriate management of records vital to an agencies operating capacity;
- technology supporting the management of official records in electronic format needs to be implemented;
- line-of-business systems need to include recordkeeping functionality to ensure the creation and management of official records; and
- regimes enabling access to records outside of the freedom of information should be implemented.

With regards to outcome 11 – resourcing, the survey results highlighted:

- records management staff numbers and the skills of practitioners require assessment;
- records management practitioners to seek support to drive the future direction of programs within the agency; and
- agencies to assess the classification levels of records management practitioners to ensure they reflect the strategic and operational requirements assigned to these positions.

Records Management Resourcing

To achieve adequate records management performance agencies need to allocate sufficient resources with appropriate experience and training. Records management practitioners and senior management should work together to identify gaps that exist within current structures, including skill deficiencies.



Inadequate resourcing, resulting in poorly managed records management systems and programs, increases risks to agencies and inefficient use of staff time.

Resourcing of the records management unit needs to be evaluated regularly to ensure that records management programs continue to meet the changing needs of the organisation.

Records Management Training

It is essential that records management staff are appropriately skilled, through experience and training, to ensure they can successfully undertake the range of records management roles required. Agencies need to ensure the skills of their records management staff are updated to ensure they remain current in their field.

The professional nature of records management demands a formal and structured theoretical understanding combined with practical knowledge and experience. To assist agencies, State Records has various education and training initiatives. For a complete list of courses available through State Records, refer to the State Records website www.archives.sa.gov.au.

Formal tertiary educational programs are also available from a number of South Australian and interstate universities.

Agencies may benefit from establishing mentoring or coaching programs where staff can discuss ideas with more qualified, experienced or senior staff. This not only provides further opportunity for upskilling but also ensures the sharing and maintenance of corporate knowledge.

Classification of Records Management Practitioners

Senior management are responsible for ensuring staff are appropriately classified and remunerated in line with roles, responsibilities and training. Appropriate classification of records management positions acknowledges the significance of skilled records management practitioners and the benefits they provide to the organisation.

Responsibility for Records Management

Responsibility for an agency's records management practices must be delegated appropriately. It is important that the person who coordinates and manages the records management programs within an agency is someone with the appropriate knowledge, skills and experience.

Chief Executives and senior management have a responsibility for supporting adequate records management within their organisation and as such are crucial to the success of records management initiatives within the agency. Chief Executives and senior management should ensure that the approach to records management is considered, planned and where necessary encompasses links to related business initiatives.

Adopting a stewardship program where ownership and responsibilities for a specific set of official records is assigned to an individual (or steward) may benefit the agency. Stewards



offer a supportive role, much the same as a project sponsor, in maintaining accountability and the integrity of government records as authentic and reliable sources of information.

The importance of and differences between the roles of information technology and records management needs to be recognised and acknowledged. Records Management concentrates on the management of records and content in line with legislative and business requirements and community expectations using the technological infrastructure and service mechanisms provided by information technology.



Resourcing Tools

The following tools have been developed to assist agencies determine appropriate resources and suitable classification levels for records management practitioners, based on the size of their agency and business needs.

The following tools are located in the toolkit:

RESOURCE TOOL 1	Review methodology
RESOURCE TOOL 2	Understand your current resourcing situation
RESOURCE TOOL 3	Matrix of roles, responsibilities and classifications
RESOURCE TOOL 4	Sample organisation charts
RESOURCE TOOL 5	Sourcing suitable staff

Tools can be used in this order or it may be appropriate to select an individual tool to address a specific need.

It is recommended that senior management work through these resourcing tools with their records management practitioners to ensure all aspects of their records management program and practices are considered.

In using the tools, it is important that agencies take the following into consideration:

- volume and complexity of records;
- records systems being used;
- maturity of records management practices; and
- “adequacy” of records management practices.

Agencies have unique business requirements, therefore records being created, systems used and directions being followed will differ. The tools should be used as a guide. Having an understanding of the considerations above will assist agencies to better understand current resourcing conditions.



Resourcing Tool 1

Business Needs Review

How to use this tool

The following flowchart has been prepared to assist agencies in determining the records management needs of their organisation.

The flowchart may assist agencies in identifying whether they have an appropriate records management structure that can support business strategies and objectives. Importantly it may assist agencies in determining what records need to be captured, identify and manage risks and assign appropriate human resources to maintain adequate records management practices.

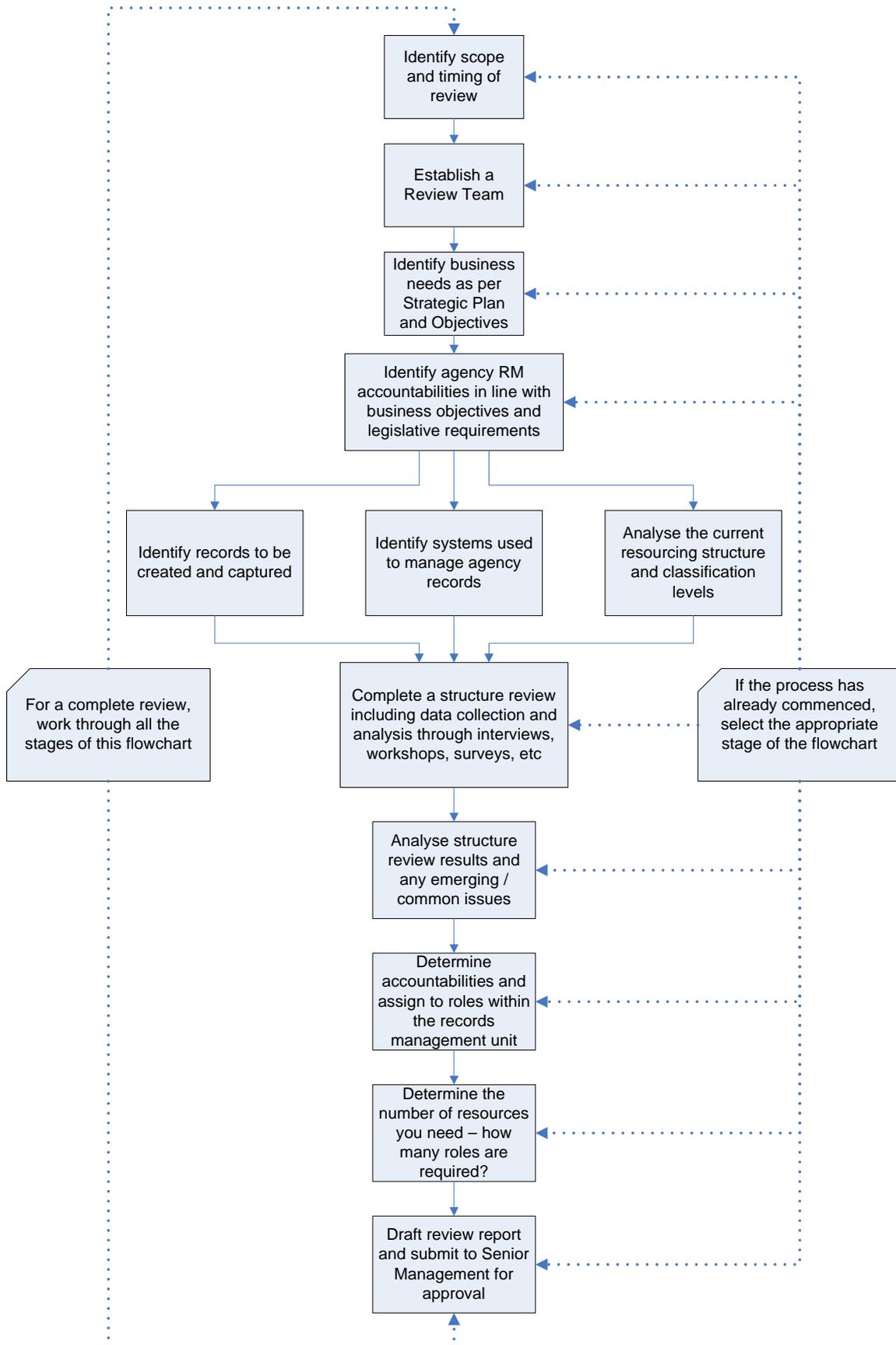
The aims of the methodology are to identify:

- accountabilities;
- required resourcing;
- the most suitable structure for your agency; and
- roles to hold the accountabilities¹.

The methodology is designed so that it can be applied in its entirety or appropriate components selected depending on the current needs of the agency.

It is recommended that a team be established for the purpose of the business needs review. This team could consist of a broad range of people such as senior management, records management staff and external representatives such as human resource consultants and industrial officers. This ensures that reviews are both fair and beneficial to employees and the organisation.

¹ Organisational Review Methodology, Momentum, NZ
<http://www.momentum.co.nz/index.php?currentPage=93>





Resourcing Tool 2

Understand Your Current Resourcing Situation

How to use this tool

Use Tool 2 to determine your agency's current records management resourcing. Does the agency have enough records management practitioners? What records staff are lacking? Are there any training opportunities to help upskill current staff to fill these gaps? Consider new initiatives that will affect the resourcing requirements in the near future.

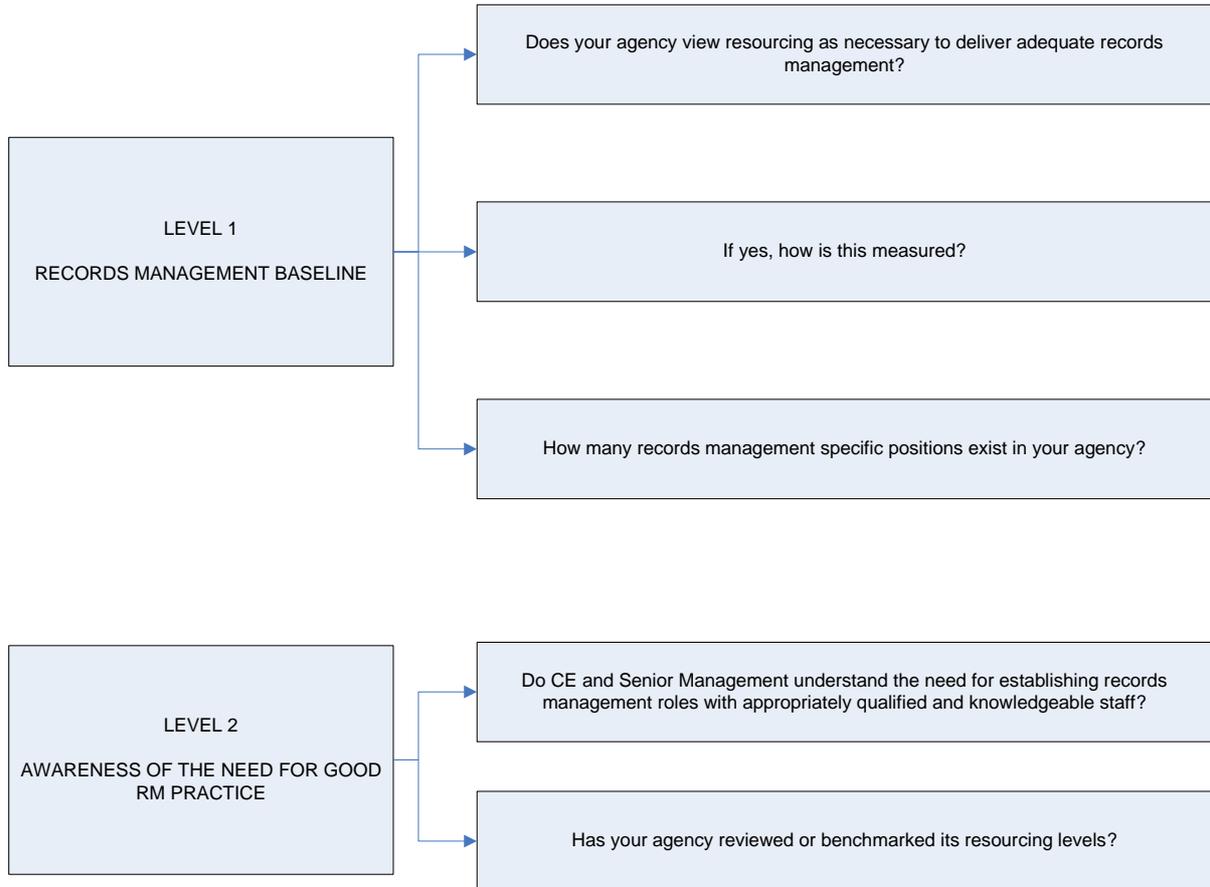
The following checklist is based upon the 11th outcome element within the Standard and the Records Management Assessment Survey. Agencies should strive to achieve level 5 as the mark for best practice. If an agency falls beneath this level, the agency's records management resourcing requirements need attention.

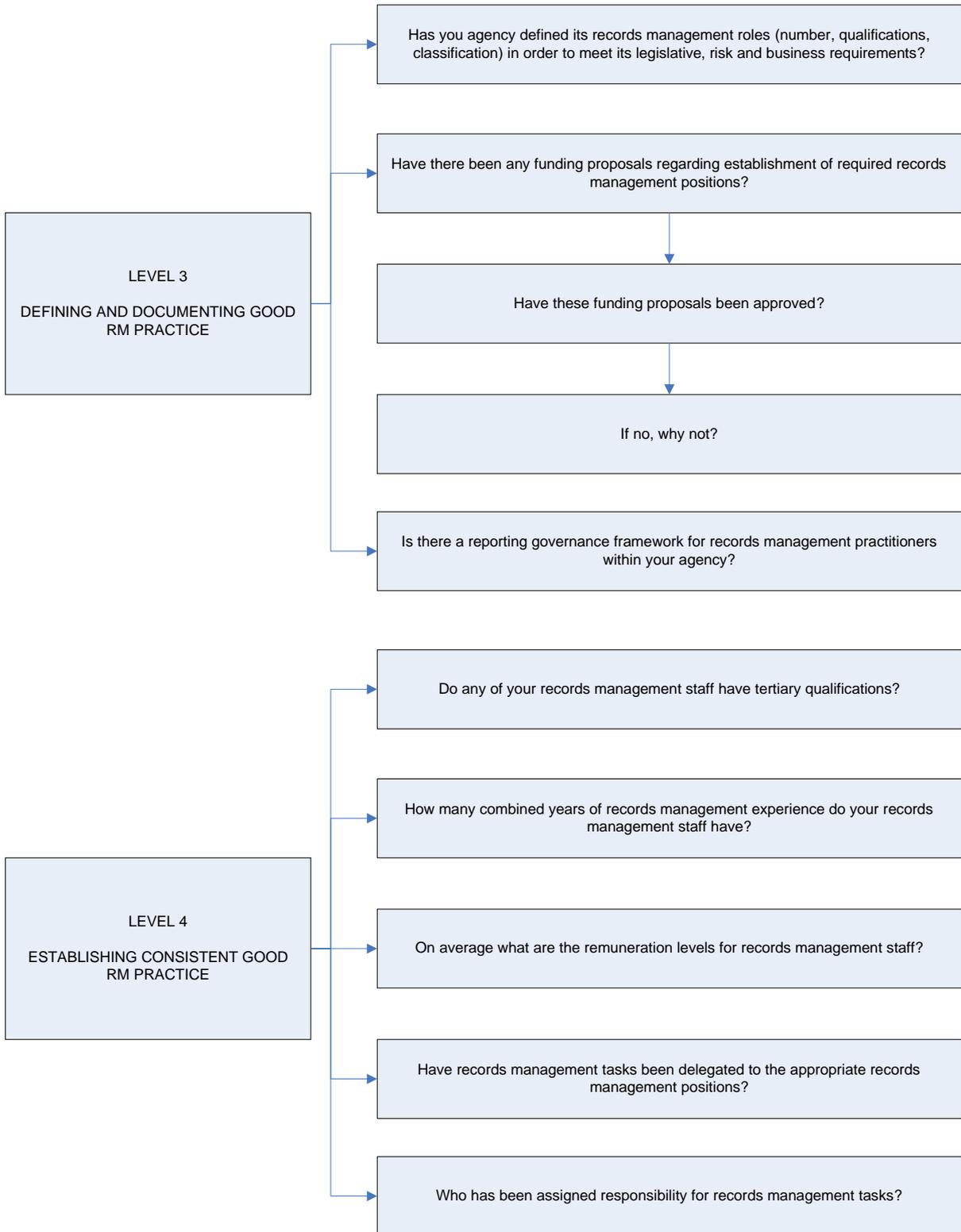
It is recommended that senior management and records management personnel complete the questions in Resourcing Tool 2 and collect relevant evidence to support the level achieved. Having both senior management and records management personnel complete this tool will ensure that current practices and future directions are accurately reflected.

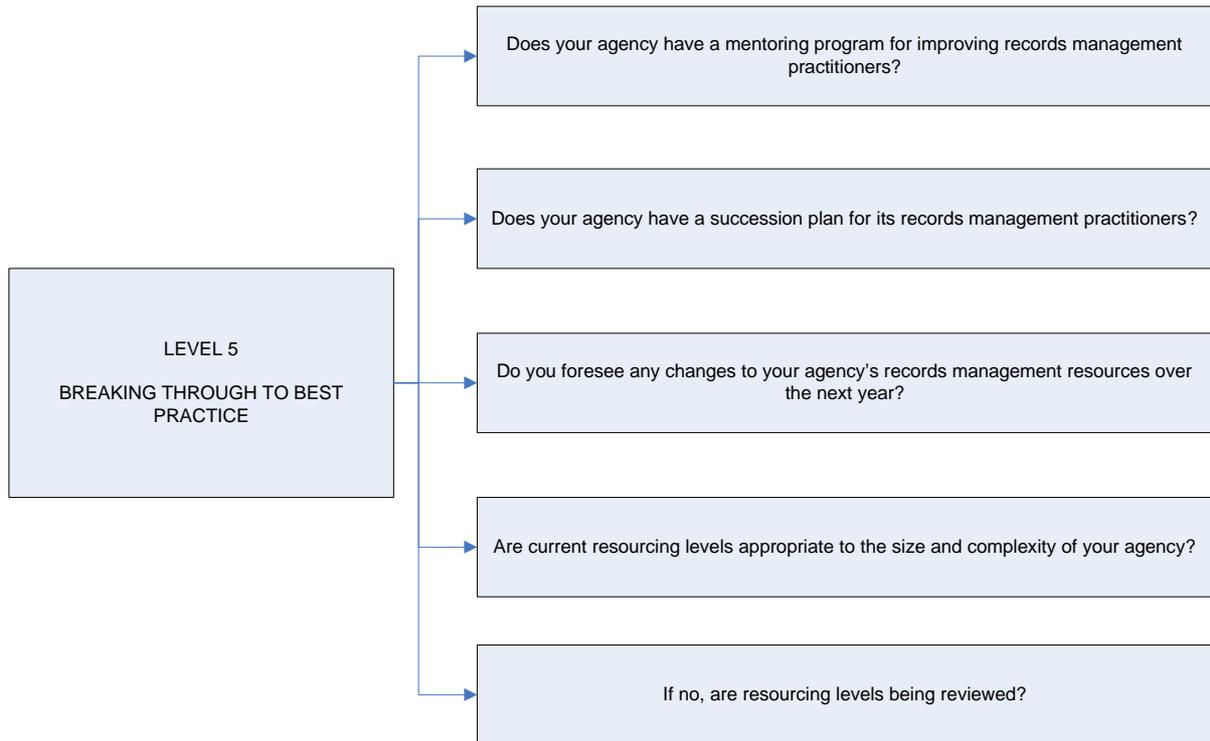


OUTCOME 11 – RECORDS MANAGEMENT RESOURCES ARE IMPLEMENTED

Agencies shall implement sufficient numbers of skilled resources to develop, implement and maintain Adequate Records Management tools, systems and practices.









Resourcing Tool 3

Matrix of Roles and Responsibilities According to Classification

How to use this tool

Tool 3 provides some common tasks performed within records management areas and provides assistance with grouping these tasks into records management positions. It provides a breakdown of the more common records management positions within an agency, a classification range for each role and a brief outline of their responsibilities.

Agencies may benefit from looking at the total structure of their organisation for positions undertaking records management in order to determine appropriate roles, responsibilities and classification levels.

Records Management positions included in the matrix are:

- Records Officer (ASO1-ASO4)
- Records Manager (ASO4-ASO7)
- Records Management Trainer (ASO4-ASO6)
- Systems Administrator (ASO4-ASO6)
- Records and Information Management Strategist (ASO7)
- Archivist (PO1-PO2)

Other positions that your agency may consider, but are not limited to, include:

- EDRMS Coordinator
- EDRMS Project Manager
- EDRMS Systems Auditor
- Records Management Classification Officer
- Archivist – Professional Stream
- Records Management Change Manager
- Records Management Systems Auditor.

Please note that Tool 3 should be referred to as a guide only. It is not intended as a tool for staff seeking reclassification of roles. All position classifications should be appraised according to agency policy and process.



3.1 Records Officer

Roles and Responsibilities

The Records Officer is responsible for assisting the Records Manager with the administration of the agency's records management program. Their roles include the management and maintenance of files, records and correspondence.

Classification	Description of Roles
ASO1/Trainee	<ul style="list-style-type: none">• Basic knowledge of administrative practices and procedures• Ability to perform general administrative and filing procedures• Ability to assist with the management and maintenance of records and correspondence• Maintain discretion and confidentiality• Perform general searches of records• Ability to undertake efficient retrieval of records• Ability to plan, prioritise and organise work to meet deadlines
ASO2	<ul style="list-style-type: none">• Knowledge of administrative and records management practices and procedures• Ability to perform records management practices including creation, capture, classification and retrieval of records according to an agency operational thesaurus• Ability to classify incoming and outgoing correspondence• Ability to undertake basic auditing maintenance requirements of electronic document and records management systems• Experience in undertaking efficient search and retrieval of records• Ability to work successfully under limited supervision



Classification	Description of Roles
ASO3	<ul style="list-style-type: none">• Experience in the creation, capture, classification and appraisal of records according to agency thesaurus• Sound knowledge of records management practices• Ability to sentence records against general and operational disposal schedules• Ability to archive records in accordance with State Records transfer requirements• Provide advice and assistance on records management and disposal to the agency and clients
ASO4	<ul style="list-style-type: none">• Experience in the development and application of procedures, programs and tools which support the organisation's records management strategy• Exercise administrative responsibility for recordkeeping activities• Undertake minor projects which impact agency operations but have limited management significance• Exercise initiative and judgement where procedures are not clearly defined• Identify specific or desired performance outcomes• Experience in interpreting legislation or standards relevant to records or information management• Experience in successfully implementing and managing a records management program



3.2 Records Manager

Roles and Responsibilities

The Records Manager is responsible for developing, implementing, maintaining and monitoring of an agency’s records management program, in line with the Adequate Records Management Framework and legislative requirements.

Classification	Description of Roles
ASO4	<ul style="list-style-type: none"> • Experience in the development, implementation and maintenance of an adequate records management program specific to the agency’s needs (includes policy, standards and associated systems) • Experience with implementing and maintaining an EDRMS • Provide advice and consultative services to organisational staff and senior management regarding records management practices • Develop and deliver internal records management training for organisational staff • Provide advice or input into the development of induction programs to ensure the inclusion of records management • Evaluate current recordkeeping programs and evaluate and identify systems for ongoing development and continuous improvement
ASO5	<ul style="list-style-type: none"> • Develop records management tools including BCS, thesaurus, RDS etc with limited direction • Provide advice on the development and use of complex recordkeeping tools (eg thesaurus) • Approve tool documentation to ensure recordkeeping requirements are being met • Control and coordinate the agency’s recordkeeping operations • Identify recordkeeping issues/problems and plan for resolution • Contribute to development of recordkeeping policy and business processes • Provide records management consultancy services to executive, EDRMS users, agency stakeholders and customers



Classification	Description of Roles
ASO6	<ul style="list-style-type: none">• Develop and deliver a comprehensive range of training programs to staff department-wide including executive staff• Interpret and review agency operations to determine effectiveness• Provide advice on the application of access policy• Develop, implement and evaluate a strategic information and records management program in line with agency operational plan• Manage the strategic outputs including associated human and financial resources to deliver corporate goals• Undertake analysis, lead innovation and find solutions to complex recordkeeping, EDRMS and cultural issues under limited direction• Assist with the development and implementation of records management and systems training programs
ASO7	<ul style="list-style-type: none">• Initiate, formulate and implement strategic records management policies and procedures• Provide strategic and expert advice on EDRMS and records and information management options• Apply analytical, quantitative and research skills to develop innovative and creative records and information management solutions and strategies• High level understanding of a range of government legislation and policies• Initiate and formulate agency records management programs• Implement, coordinate and deliver agency records management programs



3.3 Records Management Trainer

Roles and Responsibilities

The Records Management Trainer is responsible for developing, delivering and maintaining training and education courses within an agency to facilitate an awareness of the records management program and use of agency records management procedures. The role may also include inducting new staff in records management.

Classification	Description of Roles
ASO4	<ul style="list-style-type: none">• Sound knowledge and experience with various training methodologies• Sound knowledge of records management requirements within the SA Government• Provide assistance in the development and delivery of training to staff• Develop training materials for in-house training• Coordinate and control delivery of training and development programs• Develop, maintain and review training methodologies• Identify training and development requirements• Develop and implement training procedures• Contribute to policy development and implementation of records management training packages
ASO5	<ul style="list-style-type: none">• Develop and deliver training to staff across the agency• Assist in the investigation of a range of appropriate training delivery mechanisms (including remote and online delivery options) to meet customer needs• Implement new training objectives as required• Undertake the review and revision of training programs• Contribute to the development and maintenance of policies and procedures relating to the training program



Classification	Description of Roles
ASO6	<ul style="list-style-type: none">• Investigate and develop a training needs analysis• Develop and maintain an across agency training strategy• Develop and deliver a comprehensive range of training programs to staff across the agency including Senior Management• Investigate a range of appropriate training delivery mechanisms (including remote and online delivery options) to meet customer needs• Plan and implement new training objectives as required• Undertake a constant review and revision of training programs offered• Maintain the development and maintenance of policies and procedures relating to the training program• Promote the agency records management training program• Develop, review and update internal and external policies and procedures relating to the training program• Contribute to the personal development of staff through coaching and mentoring



3.4 Systems Administrator (EDRMS)

Roles and Responsibilities

The Systems Administrator is responsible for managing and administering a range of business information systems that support the agency.

Classification	Description of Roles
ASO4	<ul style="list-style-type: none">• Provide business and application systems support to the agency• Maintain and administer business information systems• Maintain user manuals, technical documentation, policies and procedures in line with business systems used• Contribute to the development of new business processes• Deliver training to support a range of business information systems within the agency
ASO5	<ul style="list-style-type: none">• Provide advice and business and application systems support of some complexity across the agency• Develop and deliver training programs for agency users of business systems• Develop appropriate user manuals, technical documentation, policies and procedures in line with business systems used within the agency• Develop, coordinate and implement specialist projects• Develop networks with information system providers• Contribute to the development of new business processes and policies• Provide advice on complex issues



Classification	Description of Roles
ASO6	<ul style="list-style-type: none">• Provide high level advice and support for a range of business information systems and policy matter• Manage and monitor contracts for third party vendors• Develop, implement and evaluate specialist projects• Control and coordinate the appropriateness of the agencies information business systems• Provide leadership and strategic direction in the management and administration of business information systems that support the agency



3.5 Records and Information Management Strategist

Roles and Responsibilities

The Records and Information Management Strategist is responsible for providing expert advice and leadership in records and information management and significant input to the development, implementation and project management of records management strategic plans, policies and systems.

Classification	Description of Roles
ASO7	<ul style="list-style-type: none">• Develop and implement a records and information management program, including design of EDRMS in a complex environment• Administer complex information and records management policy matters• Devise and implement ongoing records management plans and programs• Initiate and formulate the agency’s information and records management programs• Implement, coordinate and deliver the agency’s strategic records management programs to achieve agreed objectives• Develop organisational policies to ensure records management objectives are met• Interpret, review and implement policy instructions• Monitor the appropriateness of the organisation’s information management governance framework• Formulate policies and plans for staff and organisation development in adequate records management



3.6 Archivist

Roles and Responsibilities

The Archivist is responsible for contributing to the proper physical and intellectual management of South Australia’s government archives collection, including the disposal, arrangement, description, storage and preservation of official records to State Records’ standards.

Classification	Description of Roles
PO1	<ul style="list-style-type: none">• Sentence and dispose of official records in accordance with current and approved disposal schedules• Assist with the professional arrangement and description of inactive official records• Transfer inactive records of permanent value to State Records and temporary value records to a storage approved service provider (ASP)• Provide advice and support to the agency on a range of archival matters• Assist with projects that require the development and achievement of agreed objectives related to archiving• Contribute to the development of policies and procedures in relation to archives management
PO2	<ul style="list-style-type: none">• Ensure that inactive official records are professionally sentenced, described, arranged, stored and preserved in accordance with State Records’ standards• Provide high level advice and support to the agency on a range of complex archives management matters• Plan for and deliver projects that require the development and achievement of agreed objectives related to archiving• Develop policies and procedures in relation to archives management



Resourcing Tool 4

Sample Organisational Charts

How to use this tool

Tool 4 complements Tool 3 and may be useful in establishing your records management team. It provides a series of sample organisational charts specific to records management teams for a small agency through to a large department/portfolio records management unit.

The following sample organisational charts have been developed from a range of state and local government agencies of various sizes that either displayed or were close to achieving adequate records management practices across a range of outcomes. The organisational charts have been prepared with the following assumptions:

- the agency has established good records management practices;
- the agency has an electronic document and records management system (EDRMS);
- the agency has sound records management procedures, policies and training;
- the agency has a centralised records management system; and
- the agency has an average output and complexity of records.

Refer to the table below to identify which sample organisational chart is relevant to your agency.

Size of Agency	Approx. number of staff	Organisational Chart #
Small Agency	Less than 100 people	Chart 1
Medium Agency	Up to 500 people	Chart 2
Large Agency	Up to 1500 people	Chart 3
Large Dept/Portfolio	Over 1500 people	Chart 4

Please note that these charts are to act as a reference point only and are not meant to prescribe a particular set of roles or a specific structure.

Agencies need to consider the number of records that they create and the complexities of these records in line with business objectives and legislative requirements when determining the resources required to manage agency records. It is also important to consider which systems are available to control official records as this may affect the number and skills of staff needed to manage records creation, capture and control.



During times of high demand (eg the end of each financial year) it may be beneficial for agencies to employ skilled contract staff, such as professional archivists to assist with the increase in records management tasks. This will ensure records are managed appropriately and may limit the strain of resourcing a full time records management position within the agency.



Chart 1 - Small Agency/Authority

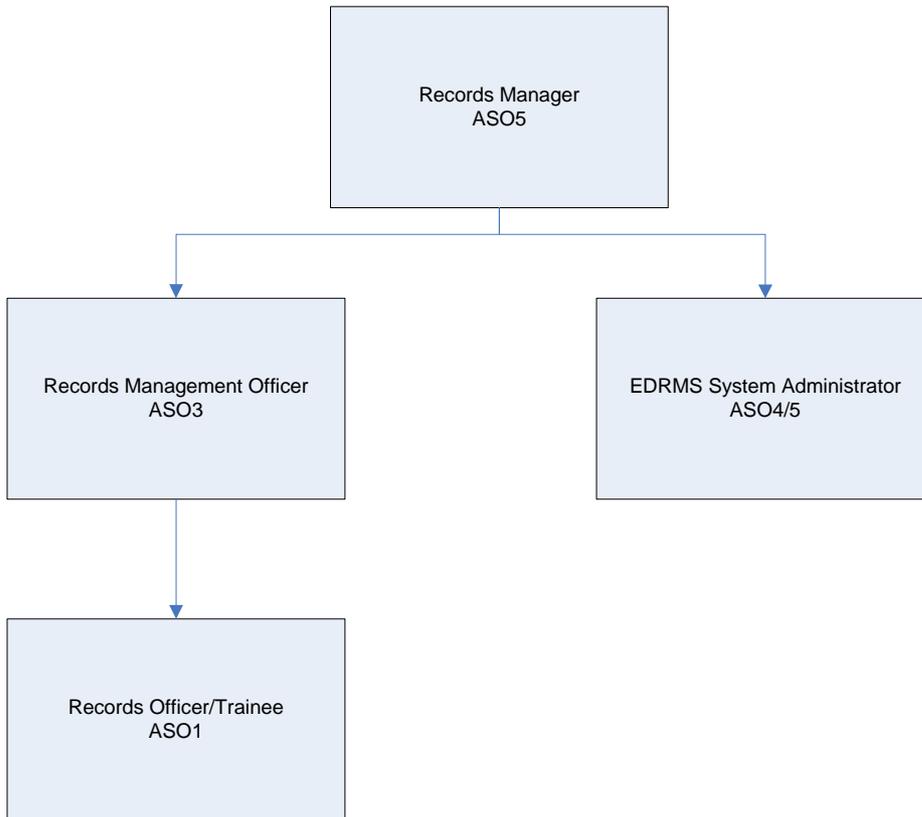




Chart 2 - Medium Agency/Authority

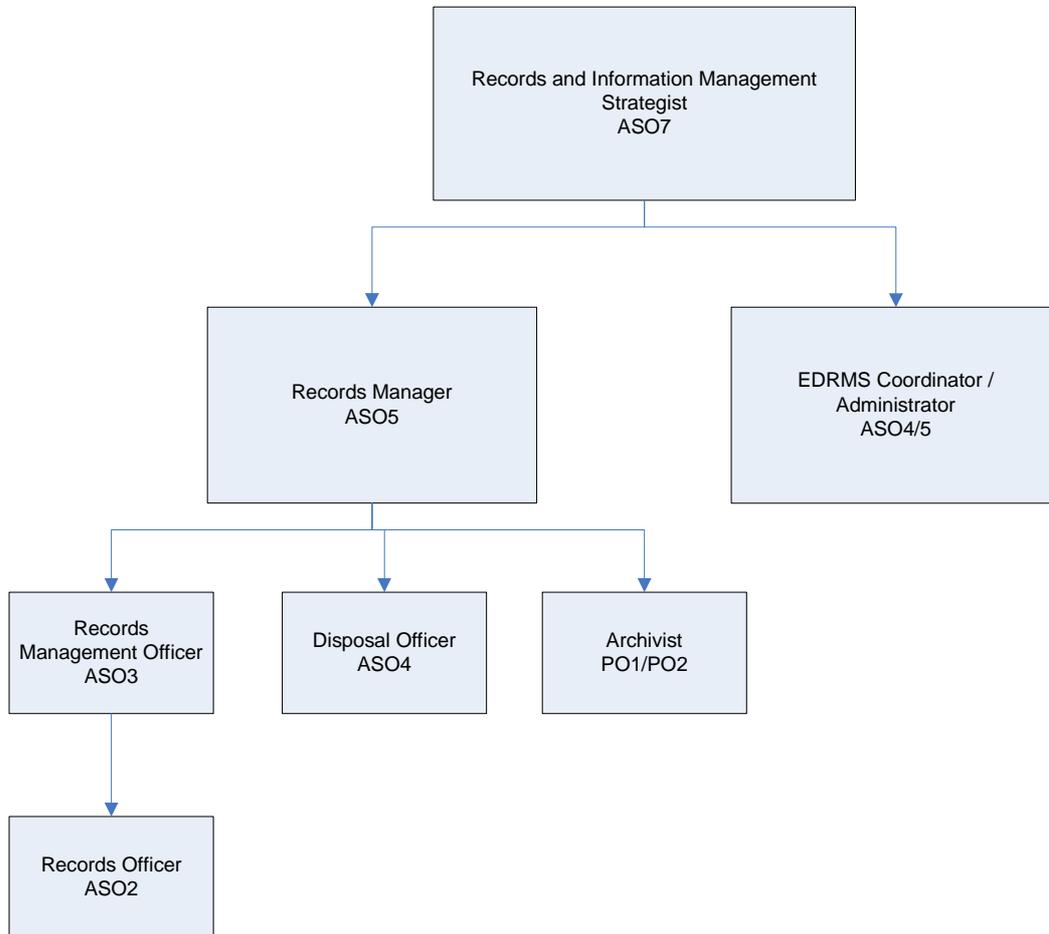




Chart 3 - Large Agency/Authority

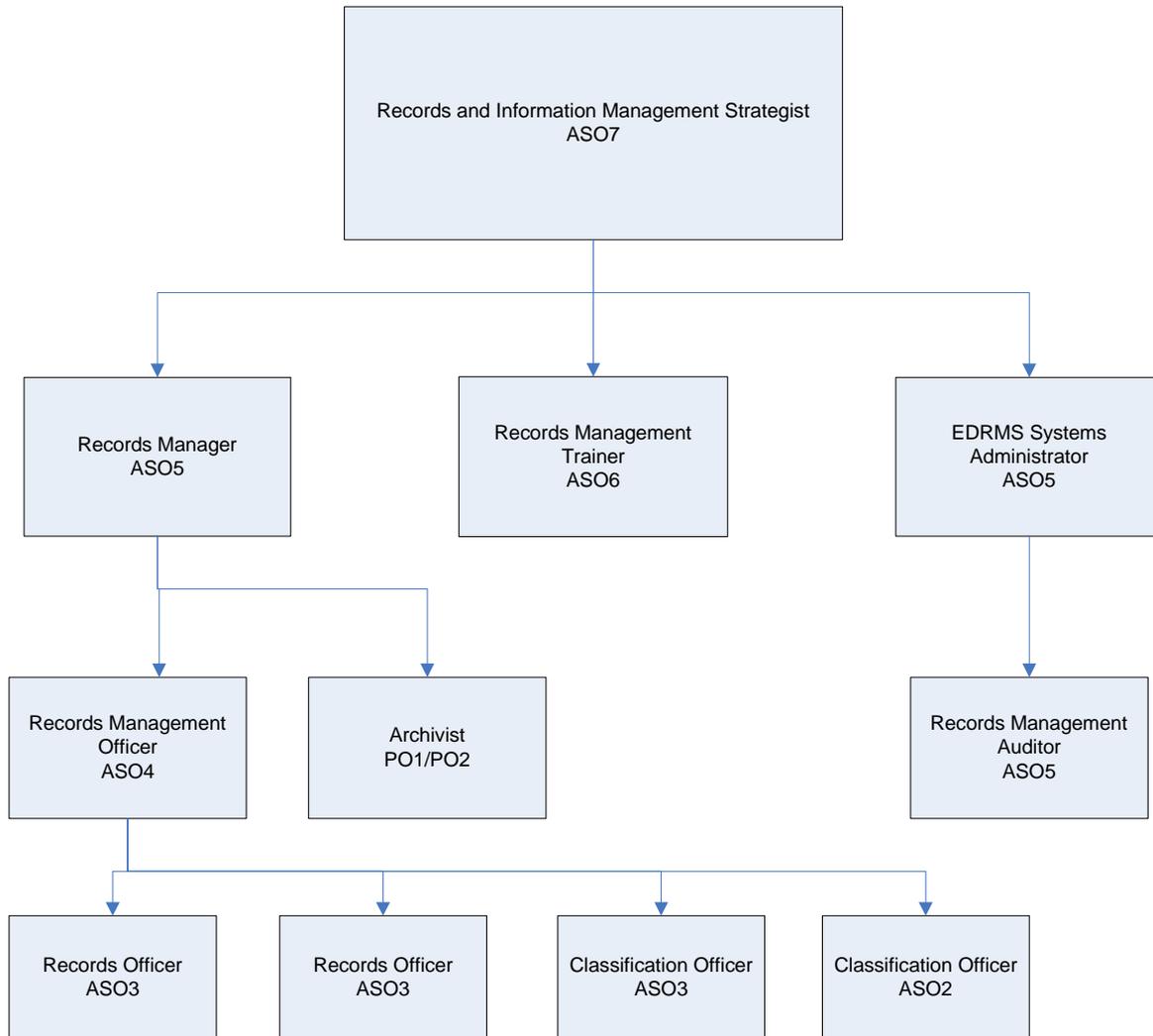
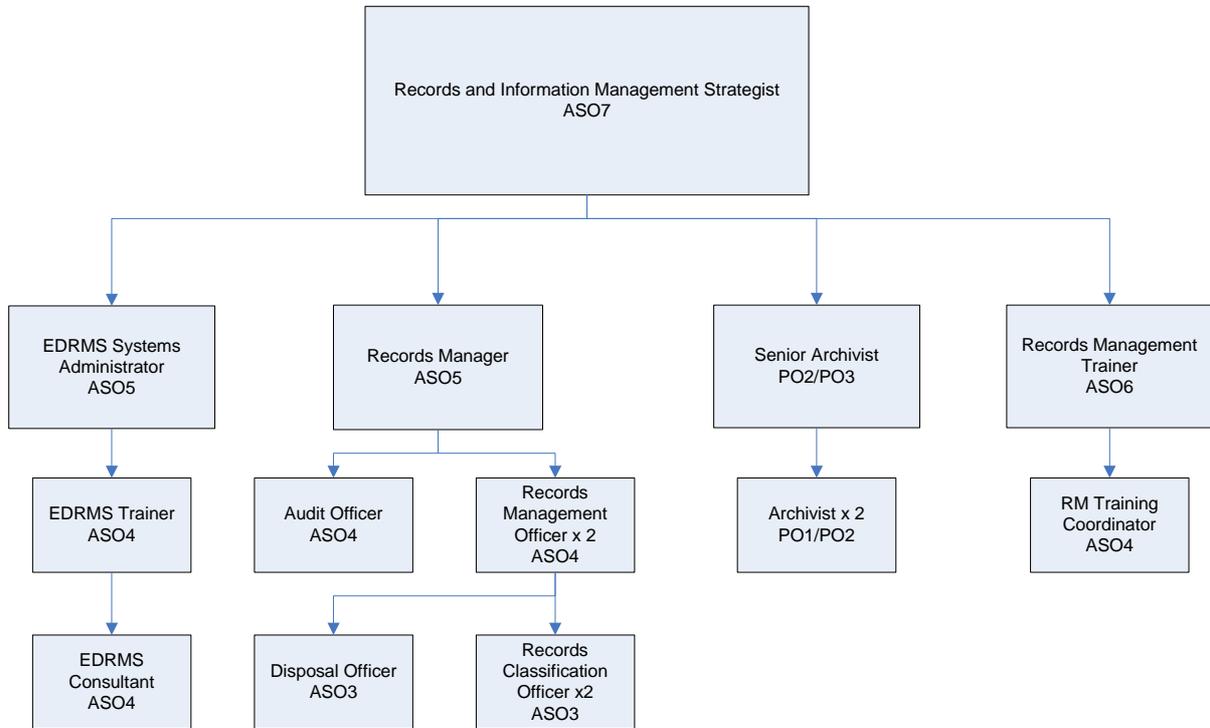




Chart 4 - Large Department/Portfolio





Resourcing Tool 5

Flowchart for Sourcing Suitably Skilled Staff

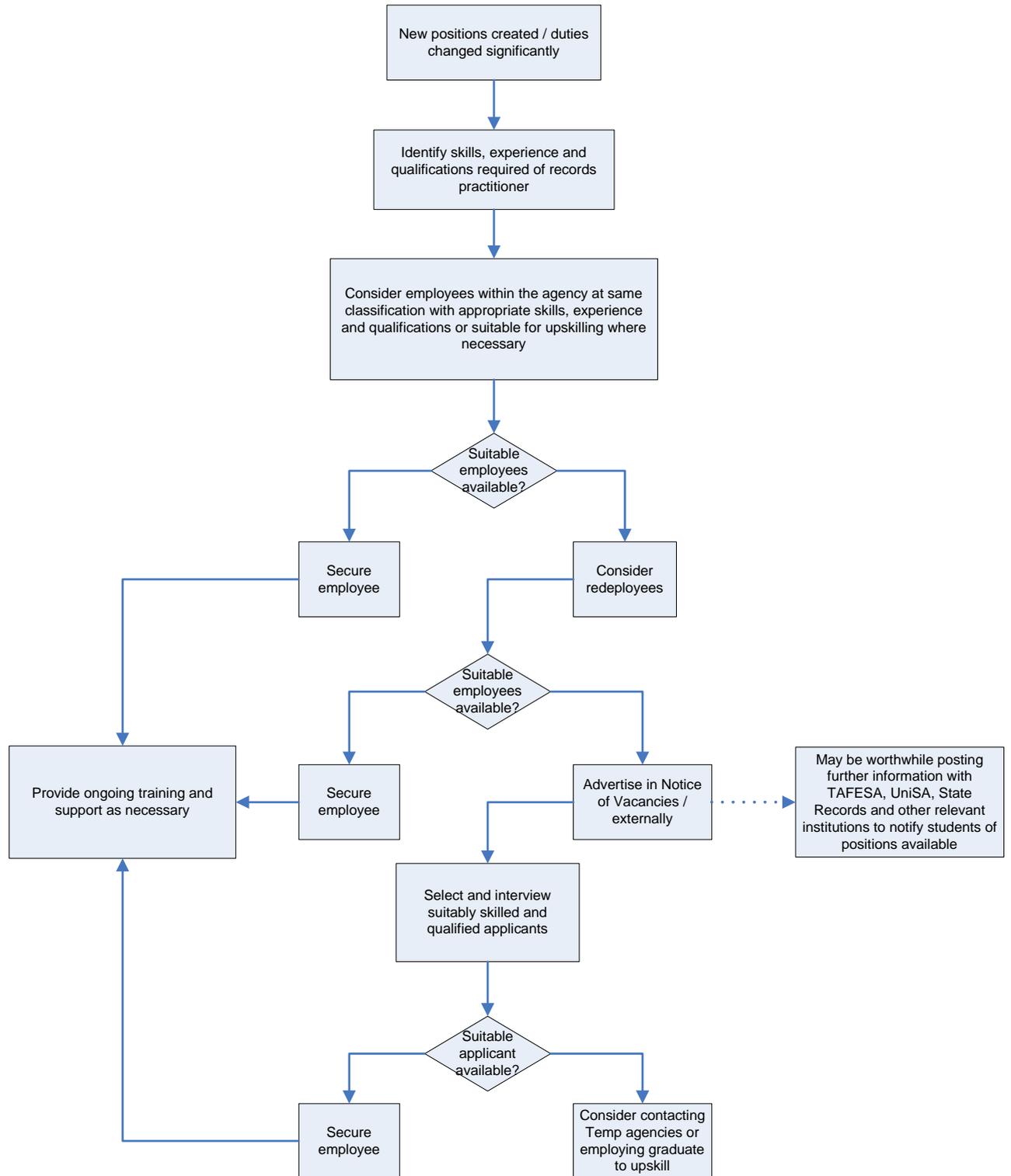
How to use this tool

Tool 5 provides a basic flowchart that may assist agencies in sourcing suitably skilled records management staff. It provides the options that agencies can consider in sourcing skilled staff or identifying staff that are suitable for upskilling.

Agencies need to consider the professional nature of records management and archival management when selecting suitable staff for these roles. Records Management is a profession underpinned by theoretical principles and as such it is essential that staff have sufficient skills developed through experience in the field and/or through education.



Flowchart for Sourcing Suitably Skilled Staff





Glossary

State Records has produced an extensive glossary of records management terms. This can be accessed and downloaded from the Adequate Records Management Publications section of the State Records website (www.archives.sa.gov.au).