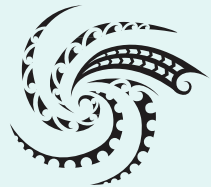


Archives New Zealand Statement of Intent 2008-2011



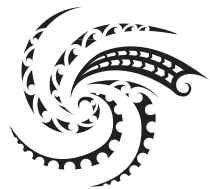
Te Rua Mahara o te Kāwanatanga

ARCHIVES
NEW ZEALAND



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Minister's Foreword

We live in an information society. For government to be effective it has to manage its information well, not only for those who need it today but for future users. The work of Archives New Zealand, both as recordkeeping authority and as guardian of the public archives, is central to this.

With the fast pace of technological change, new challenges continue to arise and new approaches are needed to meet them. Expectations of the users of Archives New Zealand's services, be they public or government, are also changing or in some cases simply becoming better understood.

With this in mind Archives New Zealand has identified three strategic priorities for moving the organisation forward. These are:

- Digital Transformation – fully understanding the technological environment, identifying the challenges and opportunities, and embracing technology to achieve outcomes
- Accessible Services – ensuring that all the work Archives New Zealand does is focused on delivering the best result for its end users
- Responsiveness to Māori – acknowledging the special interest Māori have in the record of government, and ensuring Archives New Zealand has the capability to understand and meet the needs of Māori stakeholders.

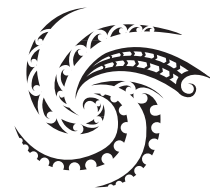
I believe these priorities provide the right focus for Archives New Zealand.

Although the way Archives New Zealand does its work is changing, the essential reason for the work is not. In many ways this is more about continuity than about change. By supporting the creation of a reliable record of what government does, and preserving as archives those that need to be kept, Archives New Zealand is enabling continuity and the sharing of our experiences as a nation over time.

In particular, government archives have a key role in building a strong New Zealand identity. They help us understand who we are as a people and as a nation. They have great significance to Māori, Pākehā and other Kiwi cultures and should be readily available to all. They must, therefore, be preserved in a careful and sustainable way.

I am impressed with the quality and volume of work that is underway to advance these outcomes and priorities. Some key projects are:

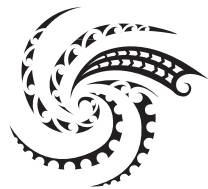
- digitisation of high use and iconic archives for online access
- developing a Digital Sustainability Strategy to ensure that electronic records can be preserved for as long as they are needed
- major system improvements to improve access to the archives
- establishment of an audit function to carry out the Public Records Act 2005 requirement to begin audits of recordkeeping in government agencies by 2010
- support for community archives and re-development of the National Register of Archives and Manuscripts.



The work of Archives New Zealand – in particular by promoting access, accountability and sustainability – fits closely with the government's strategic aims for the development and growth of New Zealand.

I am pleased to confirm, therefore, that the information in this Statement of Intent is consistent with the policies and performance expectations of government.

Hon Judith Tizard
Minister responsible for Archives New Zealand



Chief Executive's Overview

Archives New Zealand has made significant progress since its establishment in October 2000.

Our infrastructure is solid. We have good information technology systems and support; strong financial planning and management; and human resource systems aimed at developing staff technical, management and leadership skills. Our systems and processes for managing the archives and facilitating access have been substantially improved and in some areas are world-class.

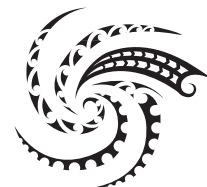
We are establishing effective consultation and feedback frameworks, for example, in the development of recordkeeping standards and surveys of government recordkeeping, community archives, and service to users. In addition, the advice that the Archives Council provides the Minister is helping to ensure a broad view of what needs to be done, as does the advice I receive directly from our internal advisory group, Te Pae Whakawairua, on issues of relevance to Māori. We have established effective relationships with other agencies such as the State Services Commission, the National Library of New Zealand and the Ministry for Culture and Heritage to achieve whole-of-government solutions.

The reason I think this is important to note at the outset is that it provides the foundation for Archives New Zealand to move forward over the next five years with confidence. There are many challenges, but also many opportunities to ensure that New Zealand's public archives are readily accessible and that the records of all government agencies are effectively managed and available when required.

The key areas where we will need to focus our development energies over the next five years are:

- continually improving access to the incredibly rich information resource contained in the public archives
- providing leadership for whole-of-government solutions to preserving government's digital information for as long as it is needed, including re-engineering archival processes for the digital world
- identifying cost-effective solutions for storing the large volume of paper archives that will need to be transferred to Archives New Zealand
- fostering the development of archival capability at local government and in the community
- providing support to government agencies to ensure their records are managed effectively.

Some of the other work we need to focus on is clearly defined for us. The Public Records Act 2005 requires an audit of government recordkeeping beginning in 2010. Over the next two years this function will be established using a combination of in-house and external providers. Our standard-setting programme is also a direct response to powers provided in the Act. The standards that are in place or nearing completion have to a large extent 'articulated the base requirements for good management of government' records.



This enables movement to the next stage, which is working through with other agencies approaches for the whole-of-government to meet these requirements.

Our strategic planning has identified the outcomes we seek to achieve and strategic priorities that will help move us forward. These are described fully in the pages that follow, which also provide more detail on specific initiatives.

Dianne Macaskill
Chief Archivist and Chief Executive



Nature and Scope of the Department's Functions

Archives New Zealand is the official guardian of New Zealand's public archives. Public archives are those records of the New Zealand Government that the Chief Archivist has recognised as having long-term value. The majority of these public archives are held in Archives New Zealand's repositories in Auckland, Wellington, Christchurch and Dunedin. Our holdings include the 1840 Treaty of Waitangi, the 1893 Women's Suffrage Petition, government documents, maps, paintings, photographs and film. We ensure that public archives are properly preserved and securely held, while making them accessible to the public.

Archives New Zealand also has a role in articulating the recordkeeping responsibilities of public offices and local authorities and supports effective records management in these organisations. We work with government agencies to ensure that good records of government decision-making are created and maintained, and that records of long-term value (including electronic records) are transferred to Archives New Zealand when appropriate.

Archives New Zealand has a responsibility to provide leadership and support for archival activities across New Zealand. Archives New Zealand, Te Papa Tongarewa and the National Library of New Zealand have made a commitment to work together in areas of mutual interest. This relationship enhances the service we are able to offer to users of archives across New Zealand.

One of the signs of a strong society is having good evidence of the decisions and actions of government. By keeping good government records, and making those records accessible, the public can be confident that government is accountable and that records of their rights and entitlements are available when they need them. Through facilitating public access to government archives in our reading rooms and on our website, Archives New Zealand enables and supports interpretation and understanding of New Zealand's national identity and history.

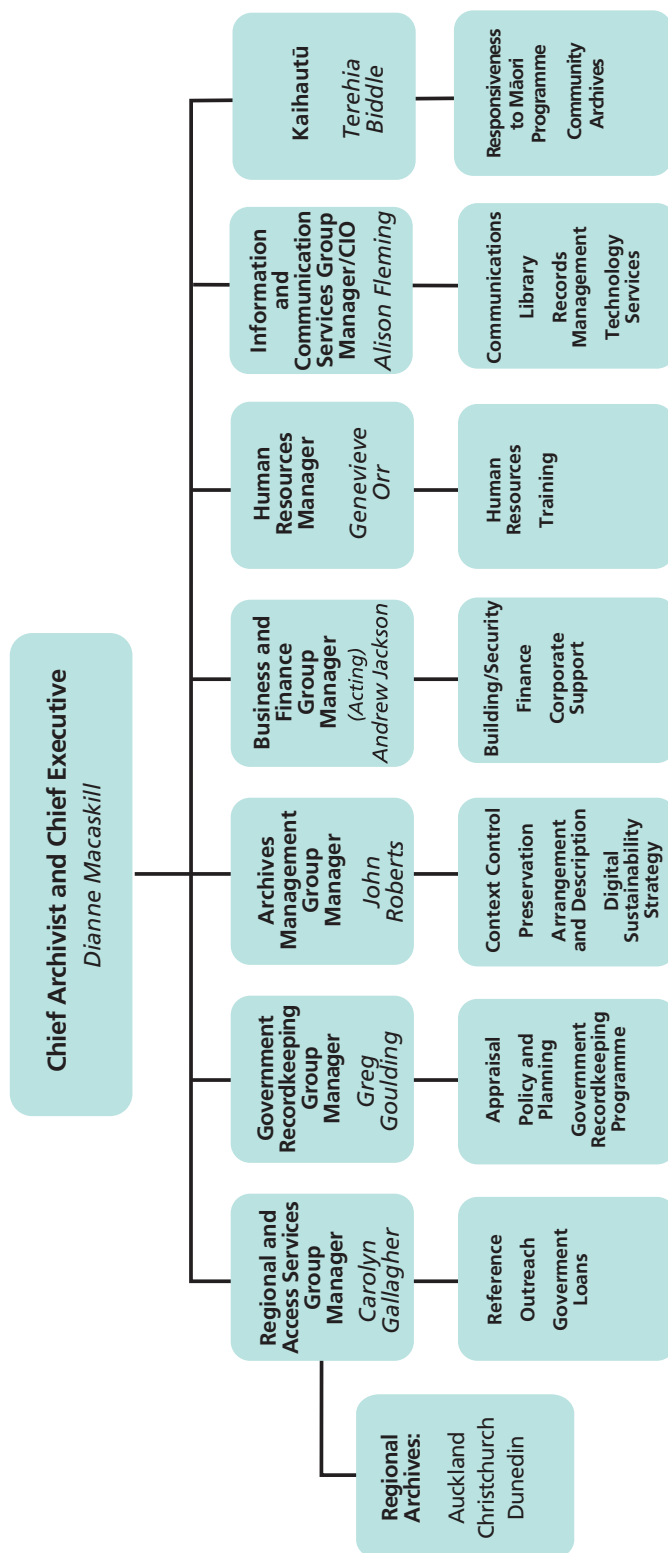
We are responsible to one Minister administering the National Archives vote. Archives New Zealand administers the Public Records Act 2005 and gives policy advice to the Minister responsible for Archives New Zealand. We also provide support to the Archives Council, which advises the Minister on recordkeeping and archival issues.

Our 129 staff work in a range of roles in our national office in Wellington and three regional offices in Auckland, Christchurch and Dunedin. We recognise that maintaining a presence in the community is important to our role and responsibility. The regional repositories provide local communities with access to records of particular significance to that area and support government recordkeeping and community archives in these areas. In addition, the Community Archives team provides basic archival support and advice to community groups that have expressed interest in managing and retaining archives of significance to the local area.

The structure of Archives New Zealand reflects our outcomes and is led by our Strategic Management Group, which consists of the Chief Archivist and Chief Executive and the seven second tier managers.



Figure 1: High-level Organisational Chart





Strategic Direction – Impacts and Outcomes

Government Themes for Archives New Zealand

The government theme that Archives New Zealand's outcomes link most strongly to is *National Identity*.

Archives New Zealand holds and provides access to the records of government and also provides information to the public about archives across New Zealand. Archival holdings are a great source of information on the history and heritage of New Zealand, offering opportunities for historical, genealogical and whakapapa research, and providing critical resources for the Waitangi Tribunal claims process. Archives New Zealand also provides advice on the creation and maintenance of current records, assisting public offices in meeting their requirements under the Public Records Act 2005. The existence of current records can be used to support New Zealanders in obtaining their rights and entitlements. Our holdings can also be used by the creative sector to tell New Zealand's stories, including those of our interactions with other states, and promote New Zealand to the world. These stories play an important role in nation building and present archival holdings in a way that is accessible and interesting.

Archives New Zealand's Strategic Environment

Archives New Zealand operates within an environment characterised by changing expectations – both from our users and from government. Alongside these expectations sit exciting new opportunities driven by technological changes and increased international collaboration.

Our users increasingly expect the historical records that tell their family and community stories will be available online, and that we will deliver our user-focused services through our website. Archives New Zealand's users want to become more engaged in our work, from volunteering to work on archival projects, to adding information through our website, for example, using the 'tagging' feature in War Art Online. New Zealand is seeing an increased interest in history and heritage generally, leading to a higher demand for our services. Archives New Zealand is actively seeking opportunities to make the archives more accessible to New Zealanders, by making best use of technological advances and collaborating with others. This is being done both nationally, for example, through our shared outcome with Te Papa Tongarewa and the National Library of New Zealand, and internationally, for example, in developing common standards across the archives and recordkeeping world.

Many new records are now born digital. However, as paper records are often over 25 years old before they are transferred it is expected that paper records will continue to be transferred for some time. We are exploring cost-effective solutions to store and manage these records to make them accessible for future generations.

Archives New Zealand is also required to respond to government expectations (and our response to these expectations is set out on pages 10-13). As the archive of the New Zealand government, there is also an increasing expectation that Archives New Zealand will provide advice to public offices on business requirements and the recordkeeping impacts of new technologies.



Strategic Priorities

Our strategic priorities respond to our environment and the government's overarching priorities, as well as guiding us in how we do our work and achieve our high-level outcomes over the next five years. Our strategic priorities are:

- Accessible Services
- Responsiveness to Māori
- Digital Transformation.

Accessible Services

This priority has a direct link to the Archives are Well Used and Accessible outcome and the State Services Commission's Accessible State Services development goal. It focuses on responding to the needs of our users and delivering our services in ways that make it as easy as possible for them to access our services.

Responsiveness to Māori

Archives New Zealand holds many records of value to Māori, researchers of Māori history, and to all the people of New Zealand, in particular the Treaty of Waitangi. We are working to ensure our Māori users are aware of what we hold, that archives are accessible in ways that meet expectations, and that our policies and processes are developed with appropriate Māori input and respect for tikanga. There are also an increasing number of whānau, hapū and iwi-based groups with an interest in establishing and managing their own archives. Archives New Zealand is working on developing a training programme that supports Māori aspirations.

Digital Transformation

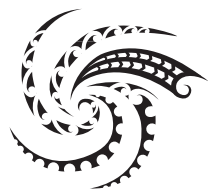
This priority affects all areas of our work and involves utilising the benefits offered by technology and responding to the use of information and communications technology (ICT) by others. Archives New Zealand is developing capability to preserve digital records over the long term, ensuring they remain accessible to users and also leading other public offices in how to manage their records in this changing world. Other benefits to be found in the digital world include use of digitisation and online access to existing physical archives and catalogues to improve access to our holdings.

High-level Outcomes

Our three high-level outcomes are:

- Government Agencies Keep Good Records
- Archives are Well Managed
- Archives are Well Used and Accessible.

These high-level outcomes are closely interrelated, with success in each outcome requiring the support of the others. They have been derived by looking at the steps needed to support good recordkeeping and making our holdings accessible now and in the future.



Government Agencies Keep Good Records

This outcome supports National Identity and the State Services Commission's Trusted State Services development goal, as it means government is accountable for its actions through the creation of records and those records deemed as having long-term value will become public archives, available for future generations.

Archives are Well Managed

This outcome involves the management of archives within our repositories and our support of communities to manage their own archives. Archives are well managed when there are effective systems in place for their transfer from government agencies to safe and secure storage where they are preserved and therefore available to current and future generations of users.

Archives are Well Used and Accessible

This outcome involves making the public archives of our nation accessible to the people of New Zealand, and supporting communities and local authorities to make their own archives accessible (where appropriate), both of which contribute to the State Services Commission's Accessible State Services development goal.

Public archives are primary sources providing evidence of government actions and also act as tools to enable people to research their own personal history/whakapapa. People accessing our holdings can use them to interpret and tell the unique stories of our nation, which contributes to the government goal of National Identity – setting us apart in an increasingly globalised environment as well as cementing people's feeling of belonging within their society.

Strategic Collaboration

As a small organisation, effective collaboration with others, both within New Zealand and overseas, is critical to our ability to achieve our goals. Collaboration with government agencies towards common goals also supports the State Services Commission's Coordinated State Agencies development goal.

Joint Outcome

Archives New Zealand, Te Papa Tongarewa and the National Library of New Zealand are committed to working together in areas of mutual interest, recognising the common role the three national institutions have in collecting, preserving and providing access to the nation's art, culture and heritage collections and resources. This relationship also recognises the contribution each makes to the government's priority of strengthening national identity, as well as economic transformation by supporting New Zealand's knowledge-based economy.

Within the context of this collaborative commitment, the three agencies have identified digital technologies as a particular focus. Digital technologies provide new opportunities for increasing access to collections, as well as presenting new challenges. In the online environment institutional boundaries are less important as people seek to draw information from a range of sources, making coordination essential.

The Digital Strategy (May 2005) sets out the government's goals and objectives for



creating a digital future for all New Zealanders, using the power of ICT to enhance all aspects of our lives. The strategy focuses on three key themes, content, connection, and capability.

Archives New Zealand, Te Papa Tongarewa and the National Library of New Zealand recognise that meeting the goals set out in the *Digital Strategy*, and the *Draft New Zealand Digital Content Strategy* (December 2005) developed by the National Library of New Zealand, will require them to work together in innovative ways, in particular in relation to the *content* and *capability* themes. Several other government strategies are also relevant, in particular the Ministry of Education's *e-Learning Strategy*.

As a result of these imperatives, the three agencies are working towards the following outcome for which they acknowledge they have a shared responsibility for achieving:

New Zealanders can seamlessly access the nation's art, culture, and heritage collections online.

Recognising there are differing levels of capacity and capability within the three agencies, and that they are at different stages in implementing digital technologies and making their own collections accessible, each has developed objectives and targets for how it will contribute to this outcome relevant to its organisation.

There are however, several prerequisites to enabling seamless online access that will require the agencies to work together. There are also areas where greater efficiencies can be gained from collaboration.

As a result, the institutions have agreed to increase cooperation in the following areas:

1 Standards and interoperability

Selection, evaluation, and promotion of standards and protocols for developing and making digital collections accessible – both sector-specific, and cross-sector.

2 Cross-sector collaboration

Encouraging and supporting coordination and cooperation across the archives, library, museum and gallery sectors, and the development of partnerships with related sectors and private enterprise.

3 Capability

Supporting initiatives aimed at developing the capability of the archives, library, museum and gallery sectors to manage and make accessible digital collections.

4 Understanding user needs

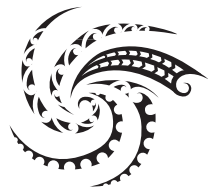
Research into user expectations and requirements – both specialist audiences, such as the education sector, as well as the public.

5 Access

Supporting and/or developing initiatives aimed at aggregating and enhancing access to the nation's culture and heritage collections.

A collaborative agreement has been developed between the three agencies outlining a prioritised programme of actions in each of these areas.

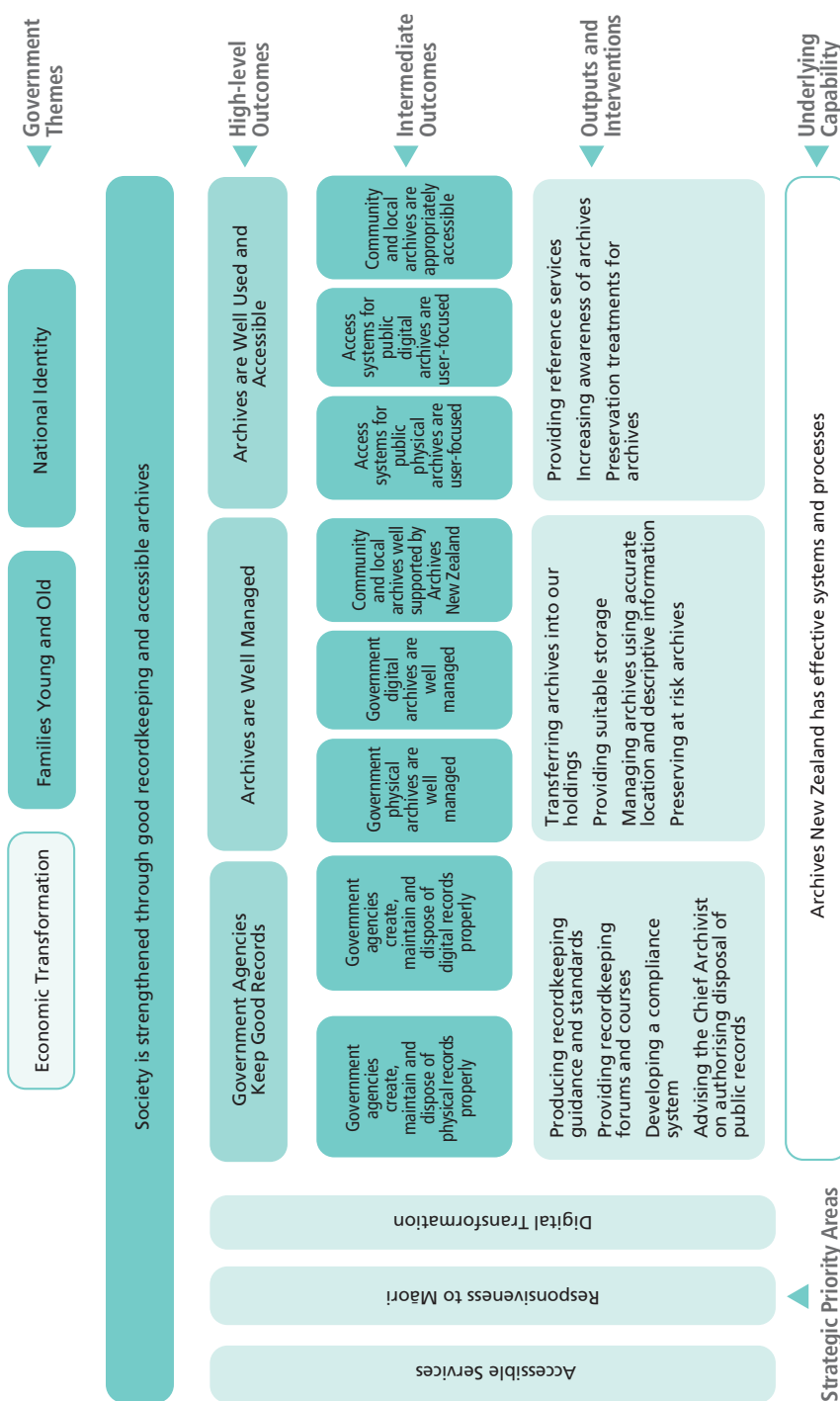
The priority in the first year will be planning towards the objective of providing aligned and complementary services to the communities that Archives New Zealand, Te Papa



Tongarewa, and the National Library of New Zealand serve including outreach services and digital standards development.

It is expected that over the coming years, the agencies will develop a set of intermediate outcomes and measures by which to assess the contribution being made to the outcomes set out in Figure 2.

Figure 2: Archives New Zealand's Outcomes





Government Priorities

Archives New Zealand must also rise to meet the challenges set out by government under its following policy directions and strategies:

e-Government

Archives New Zealand contributes to government's vision for e-Government through:

- our development of the Archives New Zealand website to make it more user-friendly and provide a wider range of online services, and improving services provided on Archway (our online finding aid)
- our advice to government agencies on managing electronic records
- participating in the e-Government Interoperability Framework (e-GIF) – our Digitisation Standard, Metadata Standard and Create and Maintain Standard have been accepted as e-Gif standards
- acting as custodian of the New Zealand Government Locator Service, which supports access to services and information through the internet, and of the Trusted Computing and Digital Rights Management standards
- being a member of the Government Shared Network
- providing content for the Public Service Intranet.

Govt³ and Carbon Neutral Public Service Programme

Archives New Zealand has a Sustainable Action Plan in place to reduce our environmental impact, enable our organisation to run more efficiently and make progress towards becoming carbon neutral. The energy used to store and preserve our holdings is where our biggest impact on the environment lies. Our plan focuses on improving this as well as reducing our consumption of office products and equipment, including identifying more sustainable purchasing choices, increase the recycling of paper and other recyclables (including office equipment) and reducing the overall waste we send to landfill. Our progress towards achieving the goals set out in the plan will be measured through an annual internal audit.



Operating Intentions

Outcome One: Government Agencies Keep Good Records

What are we seeking to achieve?

Public offices and local authorities will create reliable, authentic records of their actions. These records will be maintained in the format in which they were created. Those records no longer required will be destroyed in accordance with general disposal authorities¹ and disposal authorities² issued by the Chief Archivist and this will be done in an open, transparent manner. Keeping only those records that are required also supports the State Services Commission's Value for Money development goal. Those public records of archival value will become public archives, held at Archives New Zealand or an approved repository for the people of New Zealand to access.

What will we do to achieve this?

Archives New Zealand will:

- publish good practice recordkeeping standards and guidance for government offices
- proactively provide government agencies with support and advice
- undertake recordkeeping audits of all public offices from 2010
- consider appraisal reports from public offices and advise the Chief Archivist on issuing disposal authorities
- deliver recordkeeping training courses across the state sector and local government.

This year we will:

- establish an auditing framework in preparation for the audits of public offices, undertake further development of mandatory standards and continue our provision of advice and support to public offices
- develop new recordkeeping training courses across the state sector and local government.

How will we demonstrate success in achieving this?

The primary measures and targets we will use to assess the contribution we make to our high-level outcome Government Agencies Keep Good Records are:

- government agencies are increasingly meeting their recordkeeping accountabilities
- the number of agencies with defined recordkeeping programmes is increasing
- the extent of disposal schedule coverage is increasing.

All three targets will be measured through the Government Recordkeeping Survey, and in the audits of public offices commencing in 2010.

¹ Authorises government agencies to dispose of housekeeping and other records common across agencies eg, financial records, human resources records.

² Allows public offices or agencies to transfer their records to Archives New Zealand, or to destroy, alter, sell, deposit or discharge them, as instructed.



Cost-effectiveness

To ensure this work is undertaken in a cost-effective way we will measure:

- the cost of recordkeeping forums per person attending
- the cost of government recordkeeping training per person attending.

Our methods of measuring cost-effectiveness are still in the early stages and will be developed further in future.

Outcome Two: Archives are Well Managed

What are we seeking to achieve?

Records identified as public archives and transferred to our holdings will be stored and preserved without damage or loss to their integrity. This will include paper-based records, film, photographs, externally digitised and born-digital records. Our holdings will be stored efficiently, and meet archival storage standards to ensure long-term preservation and ready retrieval for use when required. Digital records will be held in a digital repository so they are able to be stored and accessed indefinitely, despite changes to technology.

The context in which records were created, including information on who created the records, how, and for what purpose will be maintained on *Archway*. This information is a vital part of ensuring the records will be understood over time and relied upon as an authentic and accurate record of a transaction or event. This helps users of our holdings to find and interpret the archives they need.

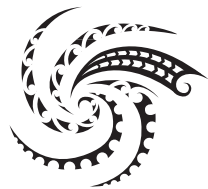
Efficient use will be made of the space within our repositories, with the support of our repository management system which assists archivists in efficiently locating archives for our users.

Archives New Zealand will exercise its archival leadership role, recognising that there are other non-public archives that offer rich resources for telling New Zealand's stories.

What will we do to achieve this?

For archives to be well managed Archives New Zealand will:

1. Maintain and improve the physical environment as necessary to safeguard against deterioration of our holdings.
2. Undertake preventative conservation and ongoing treatment programmes.
3. Use appropriate metadata to accurately describe the holdings in our repositories and maintain the context in which they were created.
4. Have accurate information in our repository management system to ensure archives can be readily located and the repositories can be efficiently managed.
5. Operate an Interim Digital Repository and research appropriate methods for receiving, storing, and making available digital records on an ongoing basis.
6. Maintain links with community archives and investigate training across the country.



This year we will:

- develop and implement the results of a business case for digital sustainability
- establish our new repository management and ordering system, which helps our staff manage the location of the archives within our repositories. This will be integrated with our website so that systems for ordering archives are more streamlined and accessible.

How will we demonstrate success in achieving this?

The primary measures and targets we will use to assess the contribution we make to well managed archives are:

- Archives New Zealand will meet archival storage standards so our holdings are kept safe and secure, protected against deterioration and changes in technology.³

Cost-effectiveness

To ensure this work is undertaken in a cost-effective way we will measure:

- the unit cost per item added to *Archway*⁴
- costs of operating the repositories, per shelf of archives.⁵

Our methods of measuring cost-effectiveness are still in the early stages and will be developed further over time.

Outcome Three: Archives are Well Used and Accessible

What are we seeking to achieve?

The people of New Zealand will be aware of the benefits offered by public records and the role they have in supporting government accountability and providing primary resources that can be used as evidence in interpreting the nation's and individual citizen's pasts.

Archives will be easily discoverable and appropriately available to users, both in person or online, quickly and inexpensively regardless of their format. Digitisation of non-electronic records and finding aids will be utilised to improve and increase awareness and access to archives, as well as unlock the content within fragile archives, which might not otherwise be available, protecting the original record for future generations.

The archives of communities and local authorities will be accessible (where appropriate) to the people of New Zealand.

What will we do to achieve this?

To make archives well used and accessible, Archives New Zealand will:

1. Promote the importance and benefits of archives to the people of New Zealand and advise them of the services we offer.

³ Archives New Zealand is also developing the requirements for preserving digital archives through the Digital Sustainability Strategy. This work will identify new measures.

⁴ This measure has been modified from last year's measure as it was not possible to measure time spent adding items to all finding aids. *Archway* is Archives New Zealand's most frequently used finding aid and the one in which a significant majority of our holdings are listed.

⁵ Modified from last year's measure - 'cost of operating building per metre of archives' - as this is a more precise and useful description of what is being measured.



2. Provide efficient access to the archives in our reading rooms and through our remote reference services.
3. Make our holdings easier to discover by adding descriptions of the archives onto our finding aids.
4. Digitise non-electronic finding aids and link them into the online searches to improve discoverability.
5. Consider the needs of both current and future users by protecting the archives – issuing them into an appropriate reading room environment with access conditions implemented when necessary (the measure for this activity is covered under our high level outcome – Archives are Well Managed).
6. Digitise fragile and frequently used archives so the content held within them is accessible without putting the original physical record at risk owing to handling (the measure for this activity is covered under Archives are Well Managed).
7. Have a leadership role in supporting communities and local authorities to make their own archives accessible (where appropriate).

This year we will:

- focus on improving and increasing wider accessibility to archives through our website, including ability for our users to contribute to descriptions of our holdings
- increase accessibility to the archives for Māori eg, by developing reference guides to records of significance to Māori
- undertake digitisation projects to improve access, with planning work having started on making a selection of photographs, Social Security shipping lists and some probates and finding aids available online
- redevelop the online interface for the National Register of Archives and Manuscripts, which will be informed by the results of the Community Archives Survey.⁶

How will we demonstrate success in achieving this?

The primary measures and targets we will use to assess the contribution we make towards making archives well used and accessible are:

- the number of people who know of Archives New Zealand and its activities is increasing over time
- the number of Archives New Zealand's users is increasing
- the needs of remote and onsite users (for example, the public and government agencies) accessing services provided by Archives New Zealand are being effectively met
- access to community archives is improved.

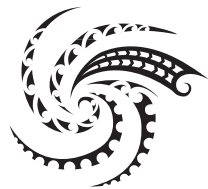
Cost-effectiveness

To ensure this work is undertaken in a cost-effective way we will measure:

- the cost per item of servicing access through various reference services.

Our methods of measuring cost-effectiveness are still in the early stages and will be developed further over time.

⁶ The Community Archives Survey was carried out by Archives New Zealand's Community Programme in 2007 to identify the archival needs of communities.



Managing in a Changeable Operating Environment

Mitigation of Risks

Risks	How we will mitigate this risk
Archives are Well Used and Accessible	
User expectations for access to archives cannot be met	<ul style="list-style-type: none"> • Implement programme to digitise frequently used archives and make them accessible through our website and through other channels. This programme will be implemented using volunteers and commercial partnerships • Target information about the online availability of archives to reach the widest audience possible • Improve the user friendliness of our web interfaces and the descriptive data about our holdings • Digitise key catalogues and indexes and link these on our website to online searching • Develop an online presence for community archives through re-developing the National Register of Archives and Manuscripts. This re-development will be consistent with the standards set for the Government's <i>Digital Content Strategy</i> • Develop and implement a Community Archives Programme to support archives within the wider community
Public awareness of Archives New Zealand and its holdings does not increase	<ul style="list-style-type: none"> • Information about Archives New Zealand is communicated to the widest possible audience by using various channels of communication • We regularly participate in Research New Zealand's Public Sector Trust and Confidence Poll so that public awareness can be measured



Risks	How we will mitigate this risk
Government Agencies Keep Good Records	
<p>Agencies don't maintain information in a way that meets their business needs</p>	<ul style="list-style-type: none"> • Continue to develop recordkeeping products that meet the needs of agencies • A digital sustainability strategy is being developed that will consider the support and services agencies need to manage digital records effectively • Form partnerships and work with agencies to ensure that good recordkeeping and information management is embedded in the culture of agencies • Continue to undertake the annual government recordkeeping survey to measure government-wide progress and to identify where input from Archives New Zealand is best targeted • Continue to work with agencies to develop and implement retention and disposal schedules so that records are kept for as long as they are needed for business and archival purposes
<p>Lack of a suitably skilled recruitment base for both Archives New Zealand and for agencies</p>	<ul style="list-style-type: none"> • Archives New Zealand is providing some direct training to agencies including local government • Archives New Zealand will work with tertiary providers to encourage the provision of courses that cover the information and recordkeeping skills needed for both paper and digital recordkeeping and for business information management
<p>Technology changes quickly and often new technology does not have inbuilt recordkeeping functionality</p>	<ul style="list-style-type: none"> • Work with technology providers to raise their awareness of the need for products to take account of records and information management needs • Work with international colleagues to ensure that technology providers get a consistent message on recordkeeping and information management requirements



Risks	How we will mitigate this risk
Archives are Well Managed	
Archives New Zealand has limited capacity for storing digital archives	<ul style="list-style-type: none"> • A digital sustainability strategy is being developed to identify the cost and methodologies associated with setting up a repository for digital archives • Archives New Zealand is expanding the amount of electronic storage available for storing archives
The archives repositories in Wellington, Christchurch and Dunedin will be full over the next few years	<ul style="list-style-type: none"> • During 2008/09 a building plan will be developed that will identify the needs of Archives New Zealand for physical storage for the next 25 years
The storage of nitrate film requires specialised storage conditions that are not currently available at Archives New Zealand	<ul style="list-style-type: none"> • Complete building alterations to ensure that the nitrate film in the Wellington building is stored in a manner consistent with local authority and fire regulations • Identify further nitrate storage requirements in the building plan that will be developed during 2008/09
The location of the Wellington repository means that it may be at risk of damage from earthquakes, floods etc, especially where records are stored near to sea level	<ul style="list-style-type: none"> • The Wellington building has been strengthened with K-bracing • Most mobile shelving units have been designed with some level of protection against side movement • A new generator is being installed to provide an independent power source that can be used to ensure that pumps will continue to work in the event of a power failure
Legal Risks	
Archives New Zealand carries out comprehensive six-monthly legislative compliance checks. Questions asked about legislative compliance in the course of the annual Audit Report have all been answered to the auditor's satisfaction.	



Environmental Scanning

Archives New Zealand carries out regular evaluative activities to assess the quality of our Access Services and to determine how effective these are in meeting user needs. These evaluative activities provide us with user feedback, identify areas where improvements could be made and enable us to gather information on some of the purposes for which government archives are being used. These results are then used to plan and prioritise service developments for the next three years.

Relationships with other archives authorities and agencies that are able to assist government and community groups in effective records management are essential to our work. Archives New Zealand maintains strong relationships with government archives internationally, primarily those in Australia, Canada, the United States, the United Kingdom and some European jurisdictions. These relationships help us to keep apprised of issues within our operating environment, both nationally and internationally, and build capability that we could not achieve on our own.

Archives New Zealand:

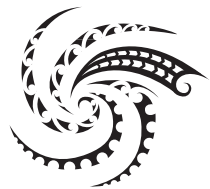
- is a member of the International Standards Organisation Committee on Archives/ Records Management and the Standards Australia Committee IT/21
- represents New Zealand on the International Council on Archives (ICA) and its Pacific Regional Branch (PARBICA). The Chief Archivist is also a member of the audit commission of the ICA
- is a member of the Council of Australasian Archives and Records Authorities (CAARA)
- is a member of the Australasian Digital Recordkeeping Initiative (ADRI)
- is one of New Zealand's representatives on the Five Nations Working Group, which aims to improve desktop recordkeeping functionality
- contributes actively to other international professional bodies.

The Chief Archivist has a Māori consultative group, Te Pae Whakawairua, which provides her with advice on the work Archives New Zealand is doing that has implications for Māori and we have made it a practice to consult with Māori.

The Community Archives team has developed extensive networks within the wider Māori community. These networks are invaluable to the team as it is another means of providing feedback and guidance on key archival issues that these communities face. Together, we are able to explore options and solutions that serve communities and Archives New Zealand as well.

Archives New Zealand works closely with the Archives and Records Association of New Zealand (ARANZ), the New Zealand Society of Genealogists, and the Records Management Association of Australasia (RMAA).

The Minister's Archives Council has a vital role by independently advising on risks and issues to Archives New Zealand and the archives and recordkeeping sector as a whole.



Assessing Organisational Health and Capability

Specialist recordkeeping knowledge is vital to all Archives New Zealand's outcomes. We provide competency development to Archives New Zealand staff through our Archival Professional Development Programme.

Archives New Zealand recognises that achieving our high-level outcome, Government Agencies Keep Good Records, relies on public offices meeting their recordkeeping requirements and we need to continually strengthen our relationships with all agencies covered by public records legislation. Archives New Zealand must also meet recordkeeping standards and this will be assessed through the upcoming audits in 2010. Preparation for this work will see a continuing improvement in our internal records management and systems. Following the development of a new Information Systems Strategic Plan, an enterprise approach to information flows and systems development will be put in place, supported by appropriate governance changes.

In an increasingly digital world, ongoing ICT training and research on the potential impact of new technologies will have a greater emphasis. Key emphasis will be on developing website systems to support better remote access to services, technologies to support digitisation initiatives and the new digital repository, and the replacement of the Repository Management System.

Archives New Zealand is the largest archival institution in New Zealand and a significant proportion of our funding is dedicated to a combination of building ownership costs and the operating funds needed to maintain the property, buildings and equipment. Maintaining such a large quantity of archives in appropriate conditions is the biggest cost in Archives New Zealand's budget and space for the storage of archives is a current and ongoing capability issue, which we are addressing. Archives New Zealand has a Capital Asset Plan which helps us manage our assets by recording their age, condition, and how up-to-date they are in terms of technology, and assists in managing their replacement when necessary.

The main measures and standards that Archives New Zealand intends to use to assess organisational health and capability are:

- monitoring of the uptake of training modules, offered as part of our staff Archival Professional Development Programme
- Archives New Zealand's results from the recordkeeping audits commencing in 2010.

Archives New Zealand will use a 360 degree feedback programme for senior managers with key stakeholders and our own staff to assess our internal capability.

Archives New Zealand aims to achieve the State Services Commission's Employer of Choice development goal and we will be using the feedback from our Staff Engagement Survey to help us keep on doing what we do well and to identify areas for improvements.

We encourage a strong health and safety culture and have in place a framework, to assist us implement and review workplace health and safety matters, and an active health and safety committee.



Equal Employment Opportunities

Pay and Employment Equity Plan of Action

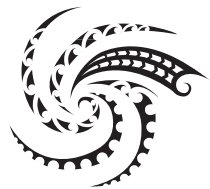
Archives New Zealand and the Public Service Association (PSA) conducted a Pay and Employment Equity Review in 2007/08. Once the report and response plan are finalised, they will be considered by the Strategic Management Group.

Forecast for Equal Employment Opportunities

Equal employment opportunities are integrated in Archives New Zealand's Human Resources Policy Framework. Archives New Zealand will continue to develop management capability in applying these policies through management development programmes.

Archives New Zealand recognises the benefits of a versatile and inclusive workplace and has:

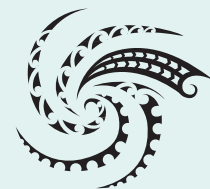
- a balance of gender representation throughout all levels of management
- a Positive Ageing Strategy and a Disability Strategy in place and measure our progress on these strategies annually
- a Responsiveness to Māori Programme to assist us in making Archives New Zealand a more attractive place for Māori to work.



Departmental Capital Intentions

Figure 3: Departmental Capital Expenditure (to be incurred in accordance with section 24 of the Public Finance Act 1989)

	Capital Expenditure		
	Budget 08/09	Budget 09/10	Budget 10/11
Asset Class	\$000	\$000	\$000
Property, Plant and Equipment	2,613	2,462	1,750
Intangibles	276	1,749	-
Other	250	250	250
Total	3,139	4,461	2,000



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