One Key Challenges

- Autonomy and independence
- Sustainable resourcing
- National leadership in the digital archiving and collecting sphere

We think the priority is National leadership in the digital archiving and collecting sphere; however that is predicated on the institution/s having the autonomy and mana to determine their priorities and are supported by a sustainable budgetary model.

Two Independence

Chief Archivist

No, the role has been subsumed into the structure of the DIA and the Chief Archivist’s role is now at a level within the DIA that potentially compromises their authority and ability to undertake their statutory role. Furthermore, there is a potential conflict of interest in positioning the CA role within a department they are tasked to be a regulator of in line with the Public Records Act of 2005. The role of the DIA has little in common with either Archives NZ or the National Library nor the professional expertise at the most senior levels to advocate successfully for ANZ or NL. It is interesting to note that few of the Museum’s research library staff knew with any certainty what the Chief Archivist’s role was when embarking on this consultation submission process, which points to a lack of visibility and real influence or mana.

National Librarian

No, as they don’t have sufficient authority to manage their own priorities and budgets. In tandem with those is the significant role the National Library has in relation to literacy and education through Services to Schools. This is one of the three fundamental pillars of the NL and again, there is a poor natural ‘fit’ with the DIA. If the government is serious about supporting reading and information literacy, Services to Schools needs to be enabled to play a key role within the NL to deliver on the 2030 strategy and to lead success through working with other organisations in the Gallery, Library, Archive and Museum sector. Both the National Library and Archives NZ need a sustainable budget model that they have the autonomy and ability to prioritise and manage, with an increase in funding to enable them to begin to deliver on their recently developed strategic plans ‘Archives 2057’ and ‘Turning knowledge into value: strategic directions to 2030’ which show great promise for supporting the wider library and archive sectors across New Zealand.

Three Changes

What is ultimately required is a structure that facilitates greater autonomy for these institutions to carry out their statutory functions and their agreed strategic directions. To optimise their visibility and national leadership, both the National Library and Archives NZ need to come out of the Department of Internal Affairs. It also seems sensible to include Nga Taonga Sound and Vision more formally into the new entity/ies. Beyond that, it’s difficult to comment on a potential structure/s for the future – the main concern being that the organisational arrangements need to give clear focus to the objectives, operations and resource allocation of the organisation/s concerned. The legal obligations are appropriate and the strategic directions are well-established and have been recently confirmed following public and sector consultation. The organisational response / service delivery offering needs “wings” to adapt and grow in order to fulfil the potential of the collections held. There are numerous overlaps between the three organisations that could offer sustainable options going forward taking advantage of the synergies between the three organisations under consideration. It will be important to understand the important different roles and specialisations also as they all need to play a leadership role supporting the activities of regional institutions.
**Four Opportunities**

- A shared national vision and strategy for both the digitisation of heritage materials and the collection and preservation of born digital documentary heritage
- The opportunity to share expertise across the group and with the wider national heritage community
- Shared storage and access for digital materials – New Zealand is too small for this to be developed individually by numerous collecting institutions
- A community focused portal enabling a one stop access point for all researchers
- A combined leadership approach to share digital expertise and enable NGOs, local authorities and other organisations to ensure the preservation and retention of information. Many small organisations are struggling to resource the organisation and preservation of their physical documentary heritage, let alone their born digital history.

**Five 30 Years**

- To be seen and understood by all New Zealanders as credible, trustworthy, responsive and responsible institutions that can independently manage the collection of information and resources about their heritage and culture on their behalf in a way that is unfettered by bias or conflict of interest. Public perception of the role and importance of these institutions to upholding democracy needs to be raised and maintained. All communities need to recognise these institutions as repositories of information and expertise that assists development and maintenance of democracy, participation and civic identity in New Zealand.
- With the drive to digitally preserve our documentary heritage, all New Zealanders will need even greater support with digital literacy and information literacy, which are key to interrogating and understanding information, stimulating creativity and building an inclusive society. These are core areas that our national institutions will need to play a role in providing policy leadership and professional development in the sector.
- There needs to be greater public visibility of the range of diverse communities that the GLAM sector serves and support for greater interaction and involvement with community stakeholders.

**Six Comments**

Auckland Museum staff attending the Auckland workshop observe that there appeared to have been little thought to Te Tiriti and a true partnership approach to this consultation process. As a number of the participants of the workshop commented, this is a once in a lifetime opportunity to get the structure, resourcing and philosophical direction ‘right’. Lack of partnership to this process with institutions focusing on both Maori & Pacific heritage, taonga and literacy activation seems remiss. Along with Te Tiriti principles is the fact that New Zealand has the largest combined Polynesian community in the world, which needs to be acknowledged through active collaboration identifying needs and outcomes that support the success of Pacific communities in New Zealand and the important role the documentary heritage can play.
One Key Challenges
1. Adequate and ongoing funding for trained staff, equipment and education
2. Preservation of information on obsolete media (which requires special equipment - see above)
3. Identifying and collecting the heritage of the future, given that the evidence of today's cultural and social life is mainly in digital form and often ephemeral

Two Independence
We would hope that both roles have the necessary independence and authority.

Three Changes
Provide leadership and education around assessment and preservation of our national heritage. Actively support smaller regional/provincial institutions that may lack adequate resources to manage archive collections of national significance. Establish regional branches to provide better access to local history archives and facilitate information sharing. Resist the temptation to focus on financial profit over long term cultural value.

Four Opportunities
More open source linked access. Encourage more Digital NZ contributors. And as above - actively support smaller regional institutions to implement digital archiving systems.

Five 30 Years
Digital access, in particular to regionally relevant material. Assurance that records are accurate and well researched. Information on copyright and privacy restrictions.

Six Comments
19 August 2018

To: National Archival and Library Institutions Ministerial Group

I appreciate the opportunity to take part in this consultation. I have read the terms of reference and taken part in a cross-sector workshop session in Wellington. I write as Executive Director of Museums Aotearoa, New Zealand’s independent professional association for public museums and art galleries, a position I have held since October 2005.

[Submitted online to: nalifeedback@dia.govt.nz]

1. **What are the two or three key challenges for the national archival and library institutions (Archives New Zealand, the National Library of New Zealand and Ngā Taonga Sound and Vision)? What is the most urgent challenge?**

All these institutions face some shared challenges. I see these as equally urgent needs:
- adequate and sustained resourcing – both financial and human
- independence from political influence to enable long-term strategic purposes to be kept in view

2. **Does the position of Chief Archivist have the independence and authority necessary to be an effective regulator of records and information management within its broad regulatory mandate? Does the position of National Librarian have the independence and authority necessary to carry out the responsibilities of that position? Why/Why not?**

Both institutions are hampered by being ‘buried’ within DIA. An ongoing and immediate challenge for Archives New Zealand is the (perceived) lack of separation of the Chief Archivist’s regulatory role, when it is responsible for holding government to account. This also applies to the National Librarian, perhaps to a lesser extent.

There is also a question around their ability to deliver on their responsibilities when the mechanisms for doing so are tied up with DIA resourcing. It would make more sense for them to work together outside of DIA rather than within.

3. **What changes, if any, would you suggest to the role or structure of Archives New Zealand or the National Library?**

The roles of each need to be more clearly articulated in relation to each other, and also to Ngā Taonga Sound and Vision and the other major government agency responsible for the memory of our nation, the Museum of New Zealand Te Papa Tongarewa.

In terms of structure, it would be much more transparent and straightforward if Archives New Zealand and National Library were arms-length crown entities, and with structural alignment to both Ngā Taonga Sound and Vision and Te Papa.
4 What opportunities exist for the national archival and library institutions to work more effectively together in collecting, preserving and providing access to New Zealand’s documentary heritage? In particular, what opportunities exist in relation to digital preservation and access?

The public accessing the knowledge and services of these institutions are not concerned with which one is providing them – as long as they know the job is being done and New Zealand’s documentary heritage is easy to access. There is already some collaboration and networking of experts currently, including with Te Papa. However, this seems to be mostly ad hoc rather than structurally supported. If both the National Library and Archives roles were more independent and separated from DIA, I believe that there would be more incentive and more flexibility for them to collaborate with each other and with other organisations, and to provide national leadership in digital preservation and access.

5 What does the public need in the next 30 years from the national archival and library institutions?

The public needs to be assured that these institutions are equipped to continue to serve their purposes no matter what changes occur around them. They need stability, flexibility, independence, accessibility, leadership and public recognition.

6 Additional comments

The stated purpose of the NALI Ministerial Group is, "to develop policy for the contribution of New Zealand’s national archival and library institutions to democratic accountability and to the culture and heritage sector, and respond to their challenges and opportunities", to strengthen their contributions to stated objectives, and consider those objectives "within a wider culture and heritage framework".

The NALI Ministerial Group rightly recognises that none of these institutions or their objectives operate in isolation. They are part of a much wider ecosystem with includes other national institutions such as Te Papa, as well as regional institutions. I believe that this signals:

- the need to put all the national archival and library institutions at arms length from government to provide assurance of democratic accountability;
- the need to align governance and reporting structures so there is greater strategic incentive to collaborate and share expertise and resources, and avoid competition between the institutions;
- a clear alignment of the archival and library institutions' purposes with culture and heritage (alongside Te Papa and Heritage NZ) rather than internal affairs;
- the need to consider the structure of Archives NZ, National Library, NTSV and Te Papa in the wider ecosystem of institutions with similar mandates across the country.

I welcome the necessary policy and structural changes that I envisage arising from the NALI Ministerial Group. I believe that independent, aligned, and well-resourced national institutions will deliver robust kaitiakitanga for our national taonga for the people of Aotearoa New Zealand for the next 30 years and beyond.
Submission on National Archival and Library Institutions Ministerial Group consultation

19 August 2018

Submitted by:

Courtney Johnston
Director, Hutt City Museums (until 31 August); Director Audience & Insight, Te Papa (from 3 September)
Chair, Museums Aotearoa
Chair, Arts Wellington
Chair, The Pantograph Punch

Email: [s9(2)(a)](until 31 August); [s9(2)(a)](from 3 September)

Phone: [s9(2)(a)]

This submission is made in my personal capacity, informed by my perspective as the chair of the national museums association and as the leader of two publicly funded collecting institutions

I wish to keep my details confidential

1. What are the two or three key challenges for the national archival and library institutions (Archives New Zealand, the National Library of New Zealand and Ngā Taonga Sound and Vision)? What is the most urgent challenge?

There are some standard answers to this question, including

- the challenges of collecting, maintaining and making accessible both physical and born digital documentary heritage
- the need to ensure National Library and Ngā Taonga in particular reflect the history and needs of tangata whenua, and an increasingly diverse New Zealand through their collecting, access priorities, support to researchers and outreach
- the reduced ability to provide sector leadership and service to the national network of archives and libraries that has been the consequence of folding these institutions into DIA.

However, I think there's a bigger opportunity than there is a challenge. This review has the potential to look at how New Zealand’s distributed network of memory and collecting institutions – libraries, archives and museums, currently funded primarily through central government, local government, tertiary institutions – could be strategically supported by our National Library, National Archive and National Museum for the benefit of all of New Zealand and all New Zealanders – and beyond, especially into the Pacific.
2. Does the position of Chief Archivist have the independence and authority necessary to be an effective regulator of records and information management within its broad regulatory mandate? Does the position of National Librarian have the independence and authority necessary to carry out the responsibilities of that position? Why/why not?

Chief Archivist

I do not personally have the level of experience or familiarity with the role of the Chief Archivist required to provide detailed feedback on this point. However, discussion at the consultation meeting I attended suggested that the independence and authority of the Chief Archivist could both be strengthened – potentially by making the role an Officer of Parliament or a Parliamentary Commissioner.

This raises the interesting question of whether the regulatory and strategic aspects of the role could be logically and usefully split from the service management aspects of the role: the oversight of facilities, collection care and access systems, and management of Archives staff. I believe this question is worth further discussion with the Chief Archivist.

National Librarian

Since the merger of the National Library into the Department of Internal Affairs, the ability of the National Librarian to fill the organisation’s role in *supplementing and furthering the work of other libraries in New Zealand* and *working collaboratively with other institutions with similar purposes* has been significantly curtailed, through the added levels of bureaucracy and decision-making, decreased priority placed on these activities by the wider Department, and inability for the National Librarian to make strategic and budgetary decisions as they did when they held a Chief Executive position. Projects focused on generating New Zealand-wide benefits, such as Digital New Zealand and the Aotearoa People’s Network Kaharoa, instituted when the National Librarian was also Chief Executive, have become more difficult to plan for and resource and are hampered in their collaborative power. The initiation of further nation-wide collaborative projects is hard to imagine under the current structure.

While the National Librarian’s role does not have the same level of responsibility to supporting a free and fearless democracy that the Chief Archivist’s role is charged with, this watering down has nonetheless been negative for the wider library sector, the wider cultural heritage and collecting sector (including museums, art galleries and community archives) and for the public’s ability to safely store, easily access and confidently use our shared cultural holdings.

3. What changes, if any, would you suggest to the role or structure of Archives New Zealand or the National Library?
Archives New Zealand

Strengthen the independence and mana of the role of Chief Archivist within government and across government department

Consider dividing the Chief Archivist role from the management of service delivery

National Library

Option 1: Restore the National Library as a stand alone government department

Option 2: Consider aligning National Library with Te Papa and Ngā Taonga Sound and Vision as a Crown Entity, monitored by MCH and responsible to the Minister for Arts, Culture and Heritage

Ngā Taonga Sound and Vision

Option 1: Consider reconstituting Ngā Taonga as a Crown Entity and charge the organisation with national responsibilities which it is resourced to deliver

Option 2: Consider merging Ngā Taonga collections and services into the National Library of New Zealand

4. What opportunities exist for the national archival and library institutions to work more effectively together in collecting, preserving and providing access to New Zealand’s documentary heritage? In particular, what opportunities exist in relation to digital preservation and access?

I encourage Ministers to consider this question through a wider lens. The opportunity exists to align the activities of the National Library, National Archives and Ngā Taonga with those of the Museum of New Zealand Te Papa Tongarewa, especially beyond the boundaries of the physical sites operated by each of these organisations.

The policy objectives outlined in the TOR for the NALI Ministerial Group can be easily and powerfully expanded to encompass the activities of Te Papa:

- government functions as part of an accountable, open and transparent democracy;
- records objects and taonga that document New Zealand’s history and culture are collected and preserved as taonga for current and future generations, and are as accessible as possible to all New Zealanders;
- national archival, museum and library institutions, as kaitiaki for taonga Māori and mātauranga Māori, work in partnership with iwi and Māori in accordance with the Treaty of Waitangi; and
- the memory of the New Zealand government is managed and preserved for future generations.
Aligning these four national memory institutions enables powerful reach; not only through these organisations own physical and digital efforts, but through the national networks of museums, libraries, local government and community archives that they have the potential to support, coordinate and amplify. This could be achieved through:

- Coordinated national initiatives (as previously established through Digital New Zealand, Aotearoa People’s Network Kaharoa and the National Digital Heritage Archive)
- Coordination and extension of the support services offered by a number of these organisations, including National Services Te Paerangi (Te Papa), Services to Schools (National Library) and the National Preservation Office (National Library)
- Provision of national standards, guidelines and strategic advice to collecting institutions, fuelled by the research and development work these national institutions have the scale and staff expertise to undertake and disseminate
- Coordinated support to iwi and Māori, especially for the repatriation of items, support of research and education initiatives, and care of taonga and records in community settings
- Provision and maintenance of infrastructure for the collection, digitisation, preservation and access of New Zealand’s culture and heritage

True collaboration will require an equal commitment from all four institutions, which – no matter how willing they are individually – needs to be prioritised and resourced at a governance level. If all four organisations were to be made responsible to a single ministry and Minister, the ability to mandate coordinated strategic planning, infrastructure development and services to the wider collecting sector (and therefore the public) will be massively enhanced. The opportunity also exists to put in place structures that mandate the governance of each individual institution to better support collaboration (for example, having some individuals appointed to multiple boards).

The true power of a coordinated set of national collecting institutions lies in their ability to provide strategic leadership and support to New Zealand’s distributed network of museums, galleries, libraries, local government and community archives – thereby reaching almost every New Zealander in the community where they live – amplified, of course, by coordinated digital access. New Zealand is fortunate to be a country that believes in the public funding of these institutions, which hold our cultural taonga in the public trust, largely through the mechanism of local government funding. At the same time, this leaves most of New Zealand’s museums, galleries, libraries and archives at the mercy of the vagaries of local government funding and priorities, resulting in uneven provision of services throughout the country and thus geographical inequities of access and opportunity. In such a small and highly connected country, having these four national institutions united in the interests of collecting, preserving and making accessible the entirety of Aotearoa’s culture held in public trust could be a world-leading effort with sizable local benefits.
Joining these four national institutions will also strengthen their service of the interests of iwi and Māori in terms of taonga and mātauranga Māori. It could also open up coordinated efforts to support the work of collecting institutions and communities throughout the Pacific.

5. **What does the public need in the next 30 years from the national archival and library institutions?**

The core of each of these institutions is strong. The public needs to be able to trust that each of these institutions is funded and governed in such a way that they deliver on the contract of public trust that they are founded upon – as kaitiaki on behalf of all New Zealanders for our culture, our memory, and the future they lead us into.
Kia ora,

Please find below my submission to the NALI feedback request.

Best regards

Joanna Adkins
Manager Knowledge and Information
Knowledge and Information | Te Aka Matua Research Library
Collections, Research and Learning
Museum of New Zealand Te Papa Tongarewa

To: nalifeedback@dia.govt.nz

National Archival and Library Institutions – feedback. 16.08.2018
Submission from:
Joanna Adkins, Manager Knowledge and Information, Te Papa Tongarewa

1. What are the two or three key challenges for the national archival and library institutions (Archives New Zealand, the National Library of New Zealand and Ngā Taonga Sound and Vision)? What is the most urgent challenge?

Independence and autonomy
- The reach of the Chief Archivist and the Chief Librarian is limited in the current arrangement within DIA.
- Lack of influence
- Need to be free from political interference
- There is an opportunity here to develop a new form of strategic governance for the cultural heritage sector.
- In relation to Ngā Taonga, a new form of strategic governance is required for the recorded heritage ecosystem.

Stability
- Clarity of purpose and role of each institution. Increase the visibility of the common goals, for the benefit of all New Zealanders.
- Stability in terms of the governance model would also allow the institutions better linkages and the ability to foster collaborative relationships with the wider information management and cultural heritage systems
- Underpinning stability is coherence and consistency about the contribution that these institutions make to managing and preserving the memory of New Zealand for future generations.

Resources
- Sufficient resourcing to be able to deliver on mandate to care and preserve documentary heritage.
- Storage and digitisation of collections for online use continue to be issues that the national archival and library institutions (NALI) face. This will become a greater challenge. An opportunity exists here to
leverage the expertise and resources that each organisation has to make this a joined up approach to digital preservation challenges.

- Nga Taonga - requires adequate funding to take it from the charitable trust model. The model that it was set up with is no longer suitable for the role it plays in caring for the archives of RNZ and TVNZ. It requires a sustainable structure and funding.

2. Does the position of Chief Archivist have the independence and authority necessary to be an effective regulator of records and information management within its broad regulatory mandate? Does the position of National Librarian have the independence and authority necessary to carry out the responsibilities of that position? Why/why not?

Chief Archivist - does not appear to have sufficient independence and authority to carry out responsibilities of the position.
Should be a high accountability function.
Could be something akin to an Officer of Parliament or the Government Chief Digital Officer.
Separated from the day to day business of managing the collections held by Archives.
Independence is tied up with resourcing a large department charged with managing the collection within the Archive and leading on improving information management processes.

3. What changes, if any, would you suggest to the role or structure of Archives New Zealand or the National Library?

Focus on the commonalities of these organisations rather than the differences.
Chief Archivist role move to more of an ombudsman type model/ministerial report. Separate the Chief Archivist from the from the broader Archives function of caring for government records.
Explore the creation of three Crown Entities. Similar in model to Te Papa. Build on the linkages with National Library, Archives and Nga Taonga.
Overlapping governance on three Board of Directors – potentially three Boards, with common governance representation. Individual on the Boards require deep understanding and knowledge of the culture and heritage sector. Shared some Board representation with Te Papa.

4. What opportunities exist for the national archival and library institutions to work more effectively together in collecting, preserving and providing access to New Zealand's documentary heritage? In particular, what opportunities exist in relation to digital preservation and access?

Focus on the commonalities. The shared goal is ensuring records that document New Zealand’s history and culture are collected and preserved for future generations and are as accessible as possible to all New Zealanders.
Building for interoperable systems. Leverage expertise to develop systems that meet standards and technological improvements that can be developed over time. Think big and develop interoperable systems that allow users the ability to access to the nation’s history from wherever they are.
Generic Retention and Disposal Schedule for the GLAM sector.

5. What does the public need in the next 30 years from the national archival and library institutions?

Stability – secure funding and resourcing, recognition of importance, higher profile in New Zealand’s cultural life.
Access – who is the client? The NZ public or government entity. Physical collection access. Online collection access.
Provide options for kaitiakitanga with iwi and Maori- provide access, share expertise and records
Shared vision – joined up strategy. Visibility of what that purpose is.
Coherent digital strategy at national level.
Free from political influence
Institutional knowledge- confidence that the people caring for the collections are well trained and resourced.
Sustainable physical and data storage solutions

Sent from my iPhone