



Te Rua Mahara o te Kāwanatanga

ARCHIVES
NEW ZEALAND

G.61A

He tirohanga ki te whakahaere mōhiohio rāngi tūmatanui 2022/23 – He pūrongo kitenga

Report on the State of Government Recordkeeping 2022/2023



Te whakapūmau i te mahara o te kāwanatanga –
te whakahaumaru i te manapori o Aotearoa

Preserving the memory of government –
protecting New Zealand's democracy

Presented to the House of Representatives pursuant to section
32 and section 35 of the Public Records Act 2005

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Poumanaaki Chief Archivist's foreword



E te rōpū tōrangapū, nei rā te mihi ki a koutou hei ārahi ngā kaupapa o Aotearoa, tēnā koutou katoa.

Te Rua Mahara o te Kāwanatanga Archives New Zealand (Te Rua Mahara), is often viewed as a heritage institution, and we welcome those who use our holdings in this way. Unlike other heritage institutions with a collecting focus, we derive our purpose from a different kaupapa. We exist to regulate and preserve the record of government

(the 'public record') and are mandated to do so by the Public Records Act 2005, thereby promoting public trust and confidence in our democratic government.

Archives are a cornerstone of a strong and open democracy. The record of government enables New Zealanders to have evidence of their rights and entitlements. It enables scrutiny of government decision-making by those who have elected them. Injustices are corrected and rights are protected through the evidence that is held in the national archives. In that respect, archives are one of the levers that help bend the arc of history towards justice.

In presenting my first report as Poumanaaki Chief Archivist, I can see that 2022/23 gives us some reasons for optimism about potential maturity improvements in public sector information management, even though there is still much to be done in our system and in our organisations. An increasing pace of technology development, ongoing structural change and constraints on investment can make it difficult for public sector entities to maintain or enhance the integrity and accessibility of records.

On the positive side, this report outlines the benefits that organisations are gaining from our audit programme and the Information Management Maturity Assessment tool. These give organisations a coherent framework for focused improvements after the audit. Organisations are using the Information Management Maturity Assessment outside the audit cycle, and it's gaining use in the local government sector.

Our application of the audit framework has benefited from the comment received from organisations, and from detailed work with some organisations that have identified issues during the audit process with the way we implement the framework. For example, limited resources available for each audit are applied to give an accurately representative picture of complex organisations.

Perhaps most importantly, the audit results show that some organisations can achieve high levels of maturity. We conclude that improvement is possible. It's not a coincidence, for example, that organisations with dedicated information management staff generally have higher information management maturity. And while some of the best performers are small organisations, several large and complex entities also achieve good results.

A consistently low area of maturity is the implementation of disposal and archival transfer. In many cases this will be a result of the ongoing suspension of physical transfers in the Wellington region, whilst digital transfers are the future for digital-born. Construction of the new archival building is on schedule. This will provide a state-of-the-art facility for greatly improved storage, maintenance, accessibility and protection of public archives, and opportunities for enhanced access services. However, we still have a significant system gap in storage and repository capacity which is preventing us from being able to bring public records into our care in a timely way. We will proactively seek the ability to transfer both physical and born-digital public records, so that we can meet our legal obligations under the Public Records Act and assist regulated organisations to meet theirs.

The Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions Te Kōmihana Karauna mō ngā Tūkino o Mua ki te Hunga i Tiakina e te Kāwanatanga i Tiakina hoki e ngā Whare o te Whakapono (RCI) has thrown a light on the importance of records to all of us: archives change lives. Those who have struggled to find information about their time in care have given testimony about the long-term impacts of poor recordkeeping on their lives and their ability to make sense of what happened to them. This has shown why effective regulation of government information management, from the point of creation through to disposal, is so important. If we are to fulfil our unique mandate of preserving the public archives that matter to New Zealanders, that work for iwi and Māori, that demonstrate our rights and entitlements, and that uphold a strong and transparent democracy, then we must first help the agencies we regulate to maintain full and accurate records from the point of creation.

To support the RCI we made high-quality digital copies of large volumes of highly sensitive public archives and safely supplied these to public offices for use as evidence and research.

This service supported public offices, the RCI and, ultimately, survivors, but was funded specifically for RCI purposes, and only until 30 June 2023. Digital delivery of archives is generally easier for users and better protects the integrity and security of public archives, mitigating the risk to future access, than the temporary return of actual physical archives (although some specialized requirements for actual physical archives remain). However, resources are not yet available to develop, implement and sustain digital delivery as our default service. All organisations are having to use physical files for the foreseeable future, with the attendant risk and inconvenience.

Our work on the Crown Response to the RCI ramped up in 2022/23 as support to the inquiry itself slowed. A change to the disposal rules is underway to improve the rules about how long care-related records should be retained and how people can have a say in these decisions. More recommendations may come with the RCI's final report in March 2024, but we are already working to capture the wider implications of the impacts of poor recordkeeping in care environments and to ensure a better future.

He mihi ki te whānau o Te Rua Mahara o te Kāwanatanga, kia tika te mahi, kia pono te mahi, mana taonga, mana tangata, manaaki ngā kōrero i noho pai nei.

Trends in government recordkeeping



Te Rua Mahara oversees the government recordkeeping framework and support and monitor the public sector to ensure each organisation complies with its obligations under the [Public Records Act 2005 \(PRA\)](#)¹.

Previous reports have provided a snapshot of government recordkeeping performance and practice for a single year of publication. To identify trends and to better understand the state of government recordkeeping, we have looked at the past three years of data in this report. This data is sourced from our audit programme, survey of public sector information management and compliance work.

The audit programme tells us about trends in government recordkeeping

Key highlights

Most organisations across the sector are struggling to meet their obligations under the PRA

Organisations with information management staff are more likely to have a better information management maturity rating

Organisations have consistently struggled to implement disposal, including transfer

Audit recommendations have motivated organisations into action

Organisations find the audit programme beneficial and valuable

1 For more information on what the PRA does, who it applies to and the importance of our role as regulator, please refer to Appendix 1.

The audit programme² recognises an organisation’s operating environment and information management challenges and strengths, and notes opportunities for improvement.

Audits assess the maturity level of an organisation’s information management practice in each of the 20 topics.³ The maturity ratings are Beginning, Progressing, Managing, Maturing and Optimising. ‘Managing’ is broadly meeting the minimum requirements expected under the mandatory Information and Records Management Standard (the Standard).

Since the start of the refreshed programme in 2020 and at the time of writing this report, 85 organisations have participated in the audit programme.⁴ For the data in this report, we used 79 organisations with published audit reports as a representative sample of public offices and found:

- overall, public offices are not meeting our expectations for information management maturity
- a relationship between the size of an organisation and its information management maturity rating
- organisations that have staff responsible for or dedicated to information management are more likely to have a better information management maturity level
- which information management maturity level topics organisations are struggling with the most and least
- which organisations are performing well and which are struggling
- organisations find the audit programme valuable.

Overall, public offices are not meeting our expectations for information management maturity

The audit programme shows the state of government recordkeeping is mostly in the ‘Beginning’ and ‘Progressing’ maturity stages (Figure 1⁵). Te Rua Mahara expects all organisations to maintain a ‘Managing’ or better maturity level. Of the 79 organisations, only 17 have at a Managing level or better for half of their topics. There is still room for improvement across the sector to bring all organisations to ‘Managing’ levels.

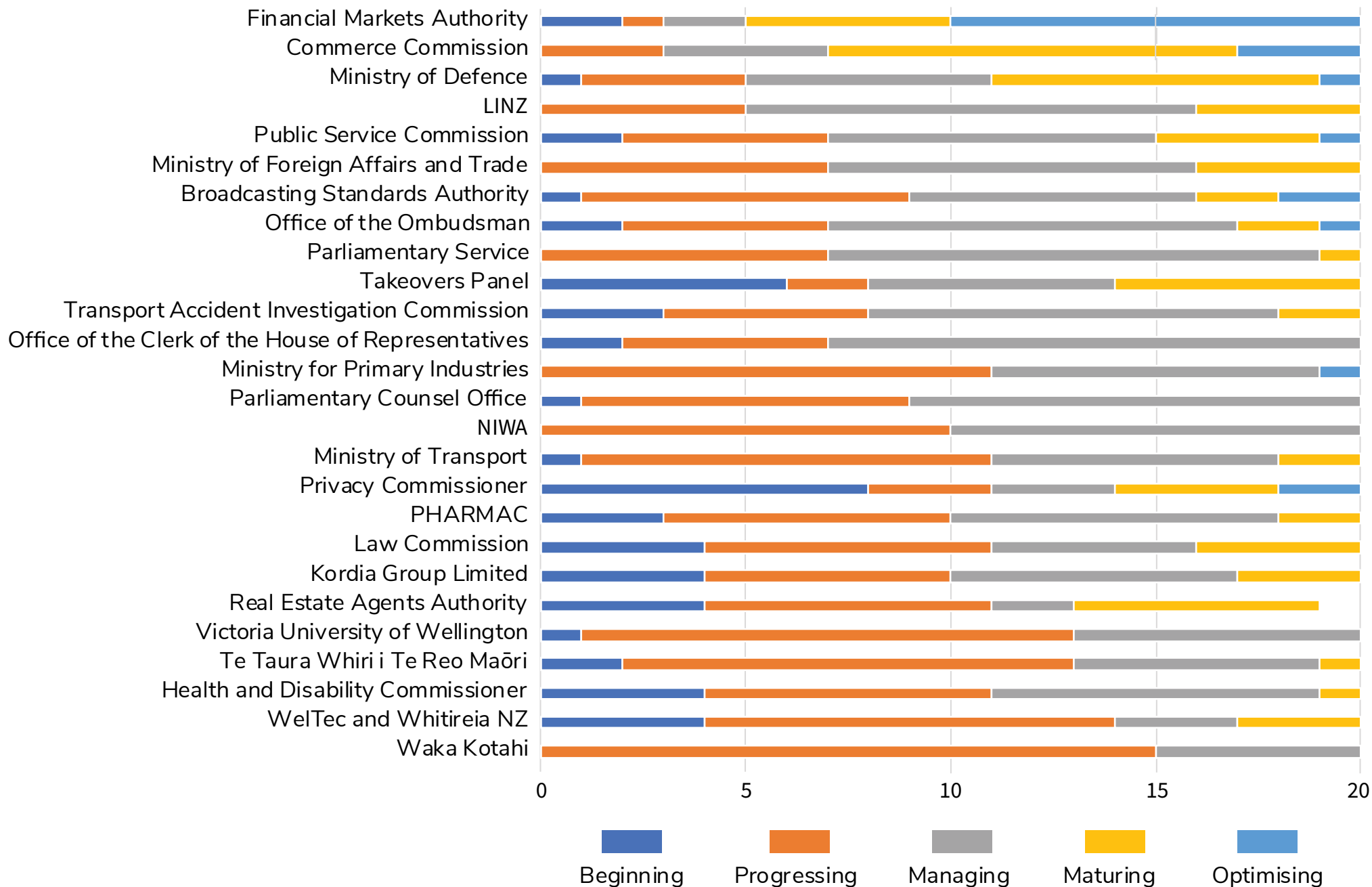
2 Information on the audit programme can be found on our [website](#) and in [Appendix 2](#).

3 Two topics are relevant only to local authorities and do not apply to public offices. Some organisations have topics deemed ‘not applicable.’

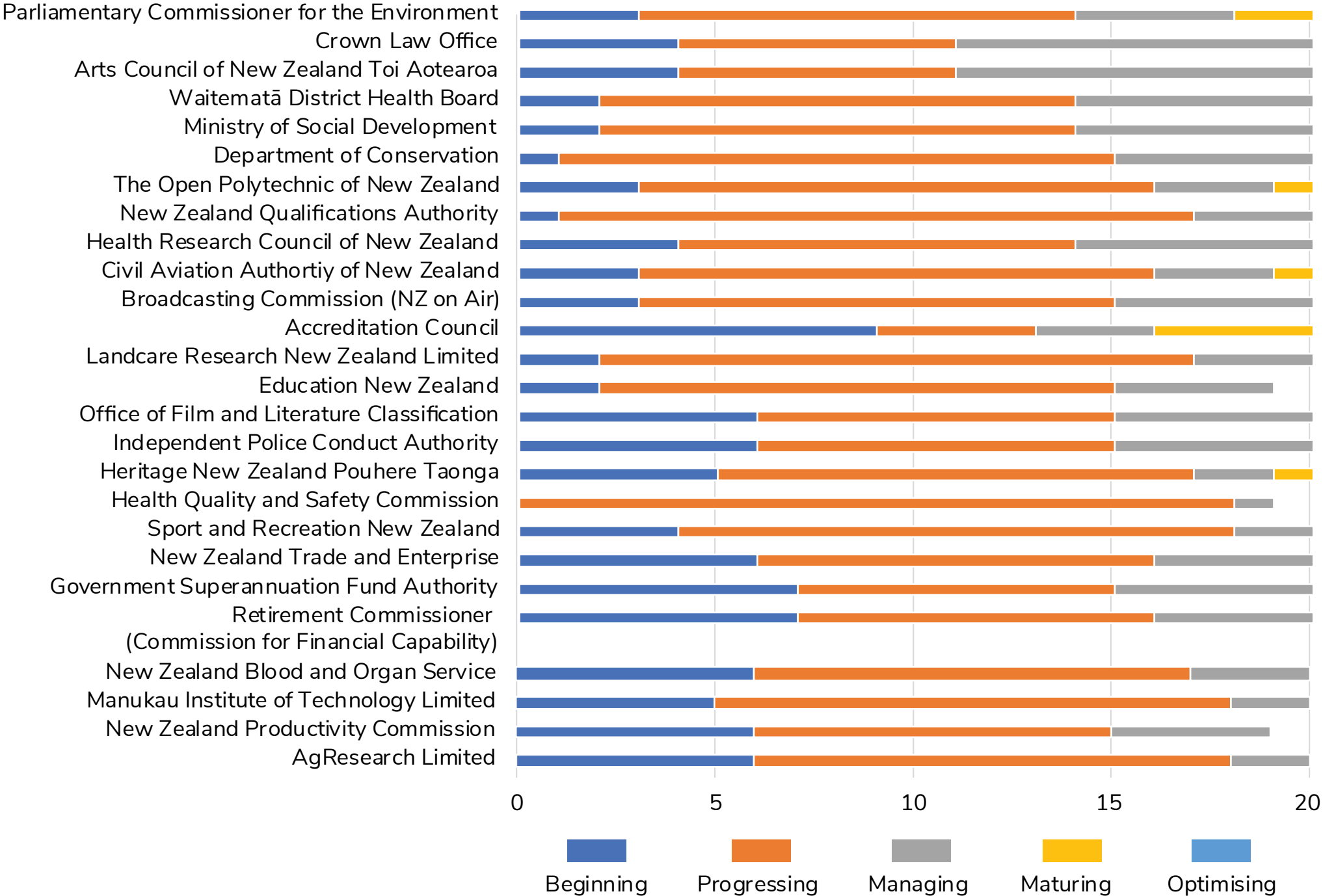
4 Audited organisations and their individual maturity levels can be found in [Appendix 3](#). We will be releasing this information through [data.govt.nz](#) when all audit reports for the cohort year are published.

5 All graphs are ordered by calculating the sum of the ratings by assigning Beginning 1 point, Progressing 2, Managing 3, Maturing 4 and Optimising 5.

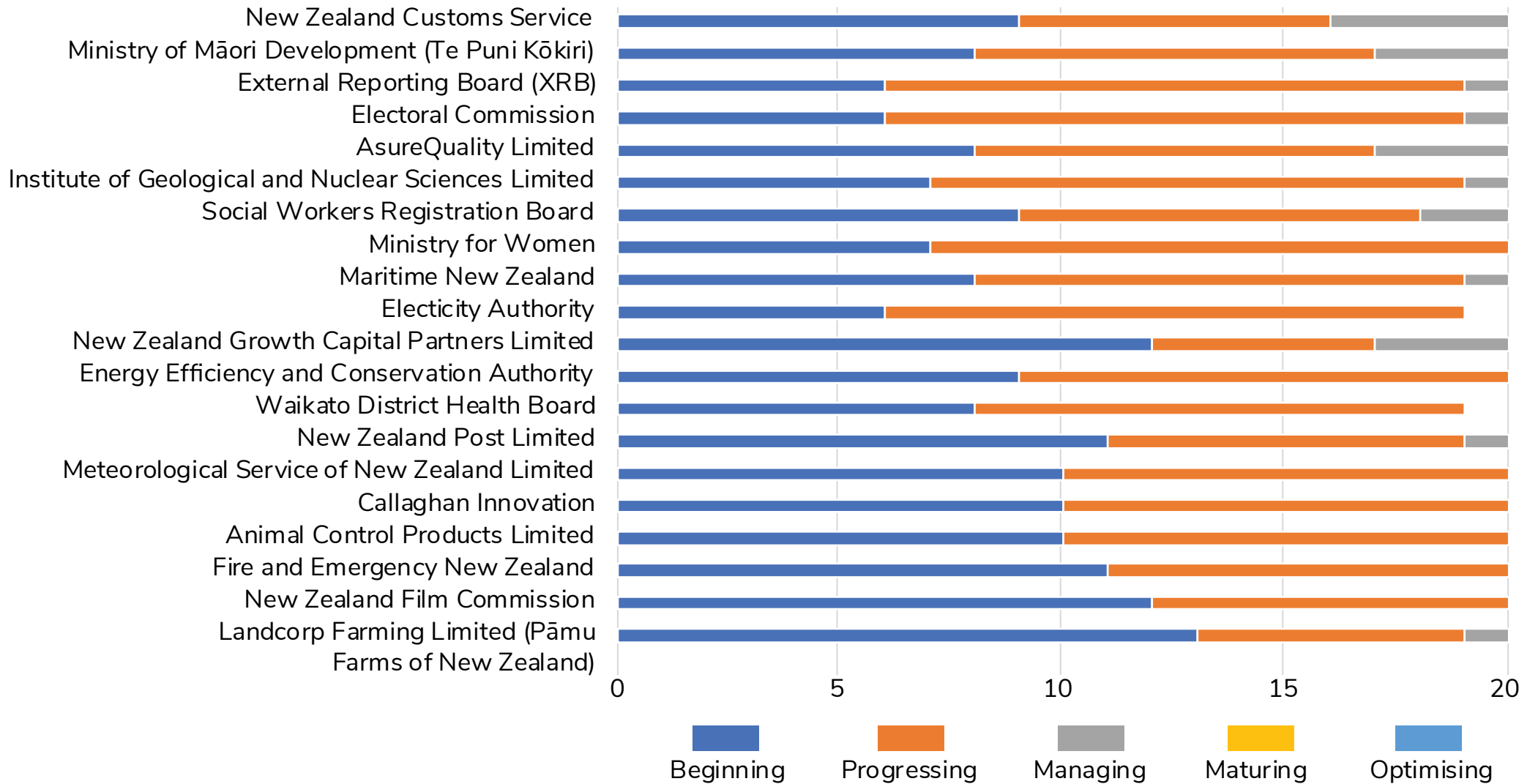
Figure 1: Maturity levels of all audited organisations



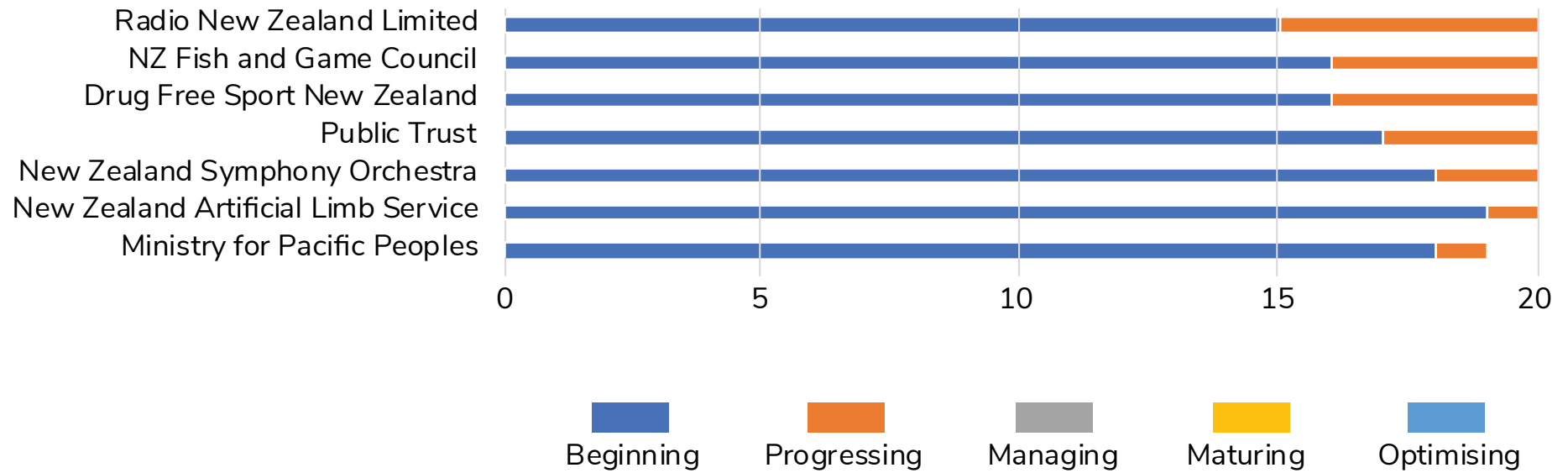
Maturity levels of all audited organisations (continued)



Maturity levels of all audited organisations (continued)



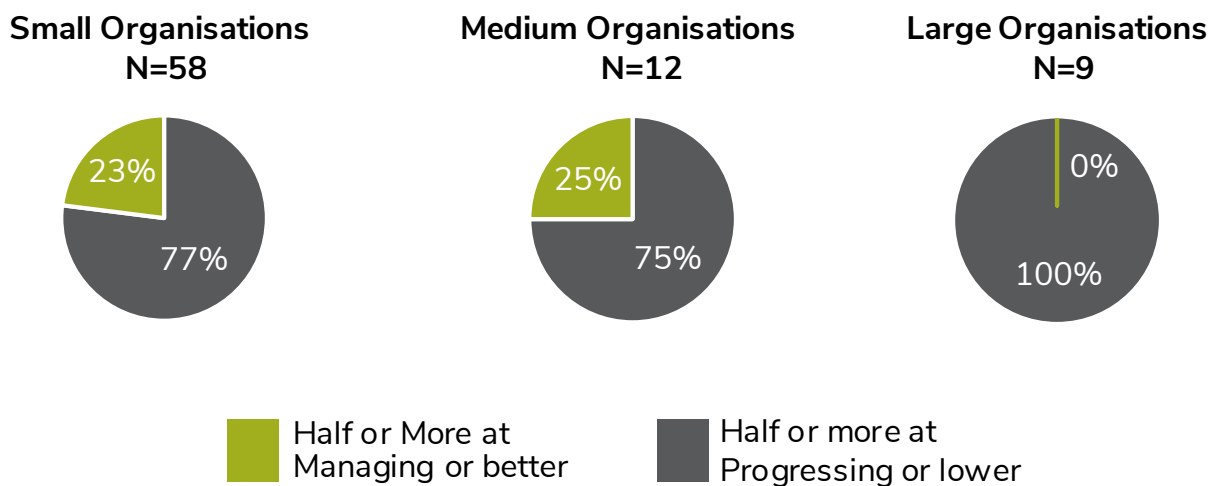
Maturity levels of all audited organisations (continued)



Relationship between an organisation's size and its information management maturity rating

The data shows the small or medium size organisations are more likely to have half or more of their topics at Managing, Maturing and Optimising than large organisations. In Figure 2, the green sections represent the percentage of organisations that have half or more of their topics at Managing, Maturing and Optimising. Organisation size is measured by staff levels: small (1-500 staff), medium (501-3,000 staff) and large (over 3,000 staff) sizes.

Figure 2 shows organisations by size where green sections represent organisations that have half or more of their topics at Managing, Maturing and Optimising



Figures 3-5 show the maturity levels for the sample of audited organisations by size.

Figure 3 Maturity levels for small-sized audited organisations

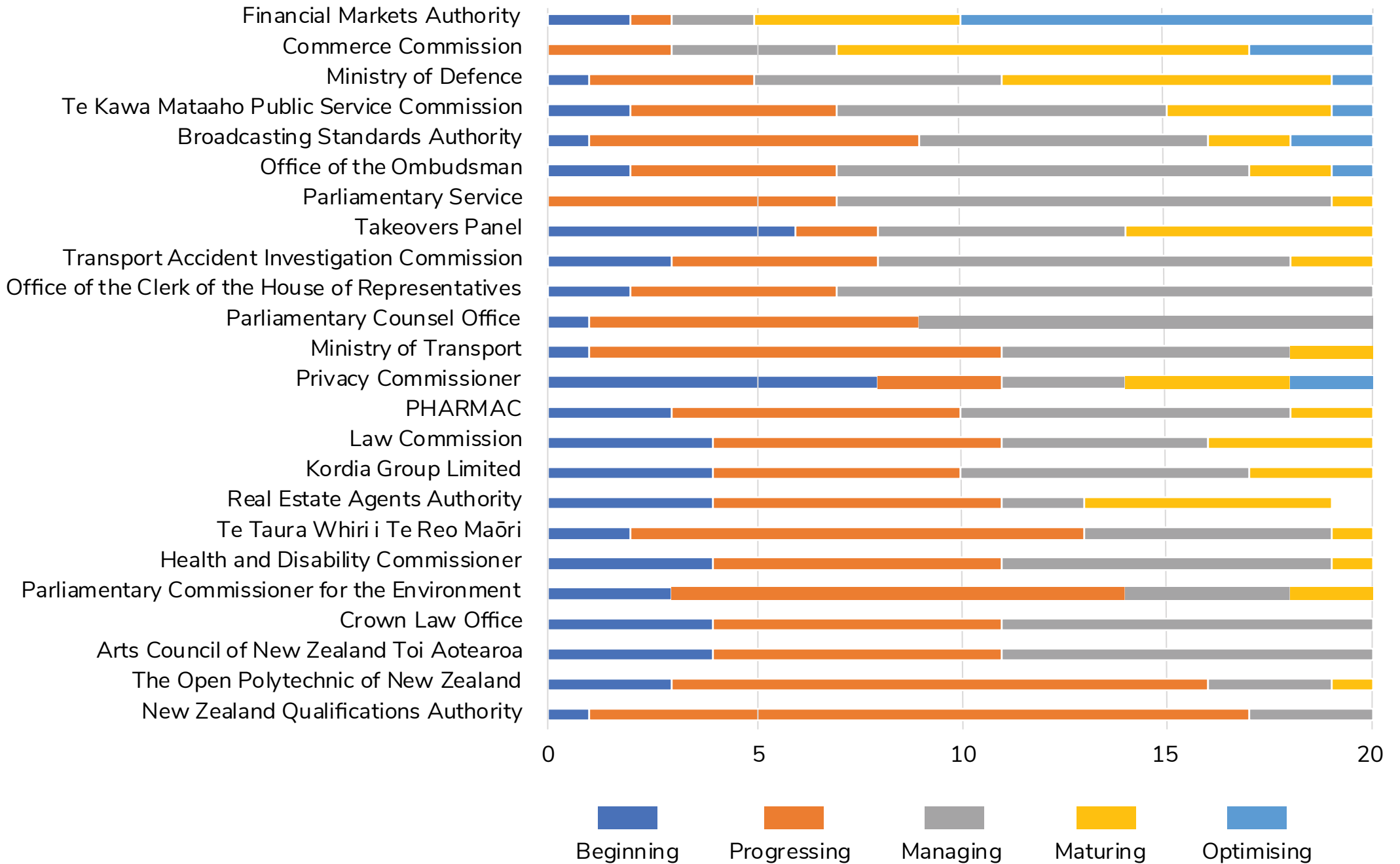


Figure 3 Maturity levels for small-sized audited organisations

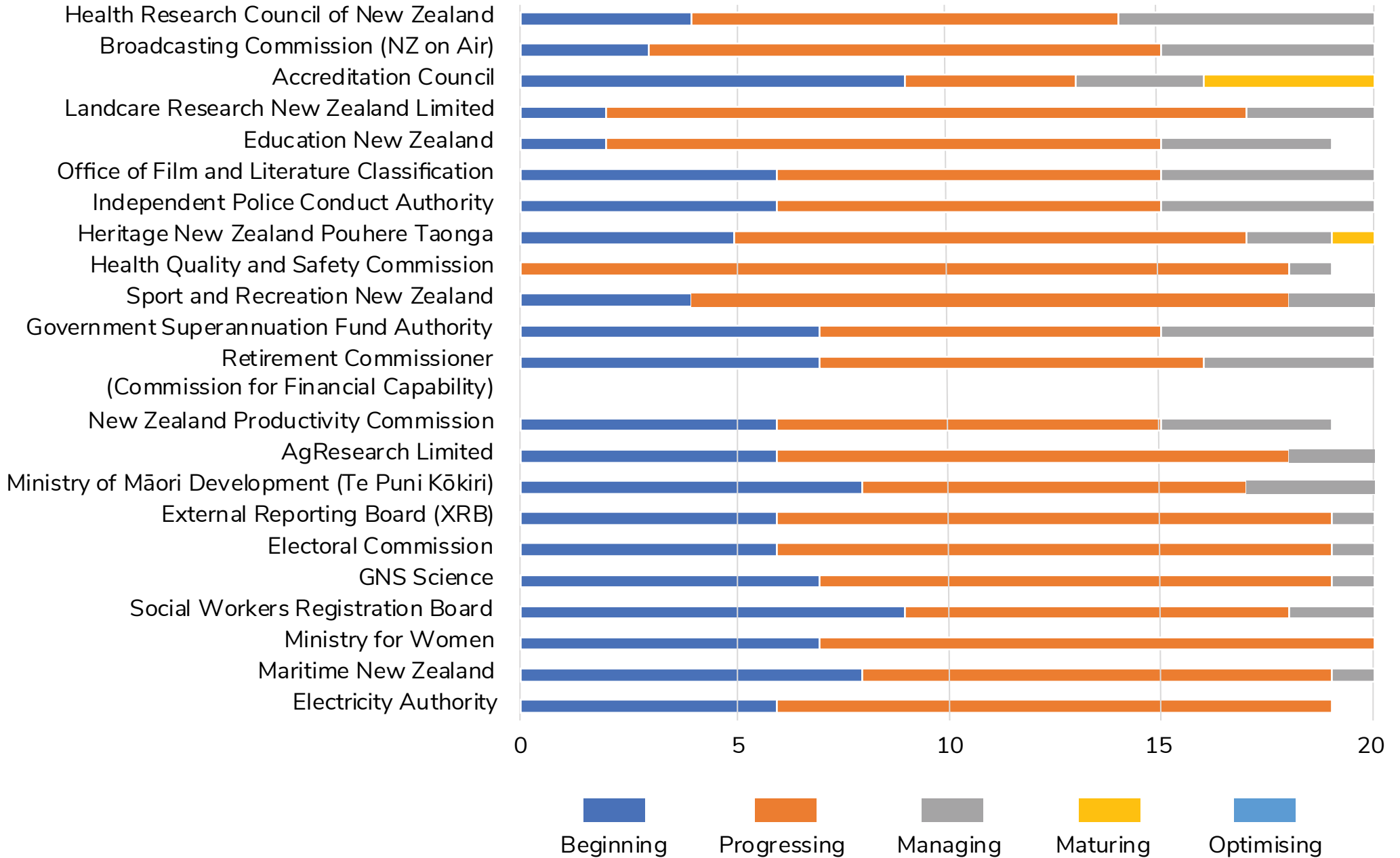


Figure 3 Maturity levels for small-sized audited organisations

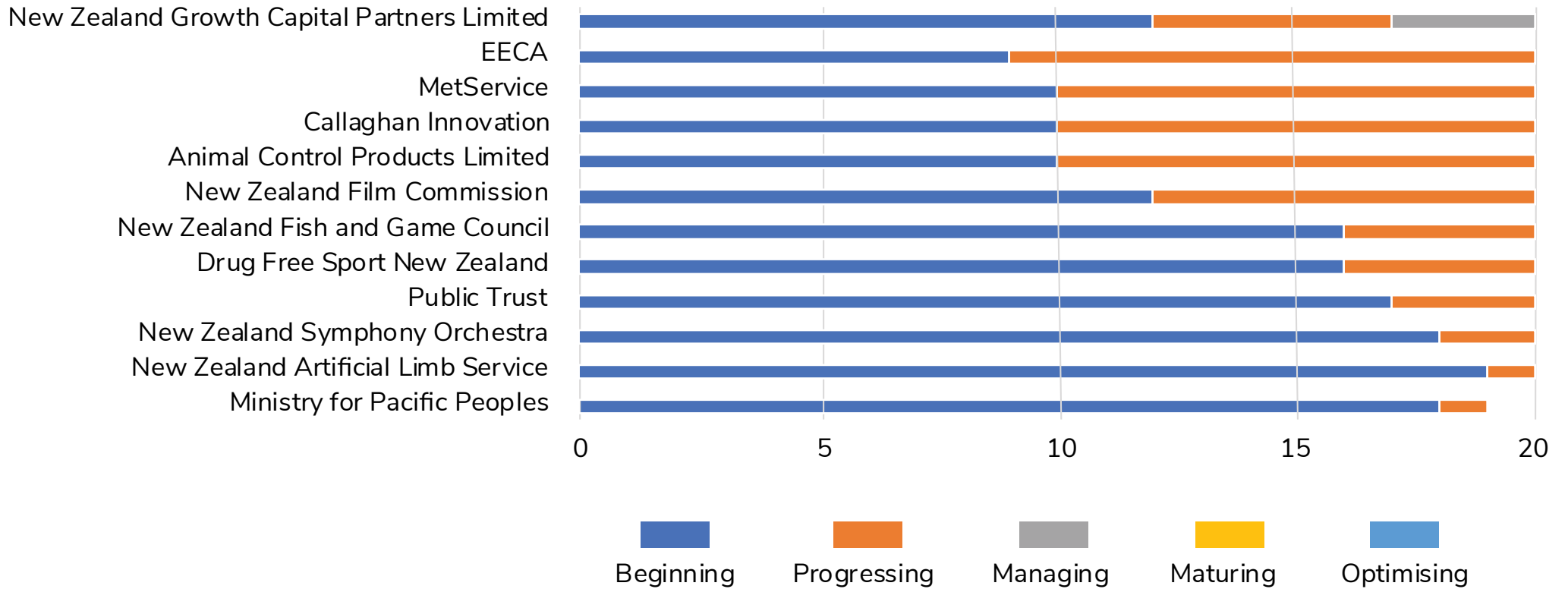


Figure 4 Maturity levels for medium-sized audited organisations

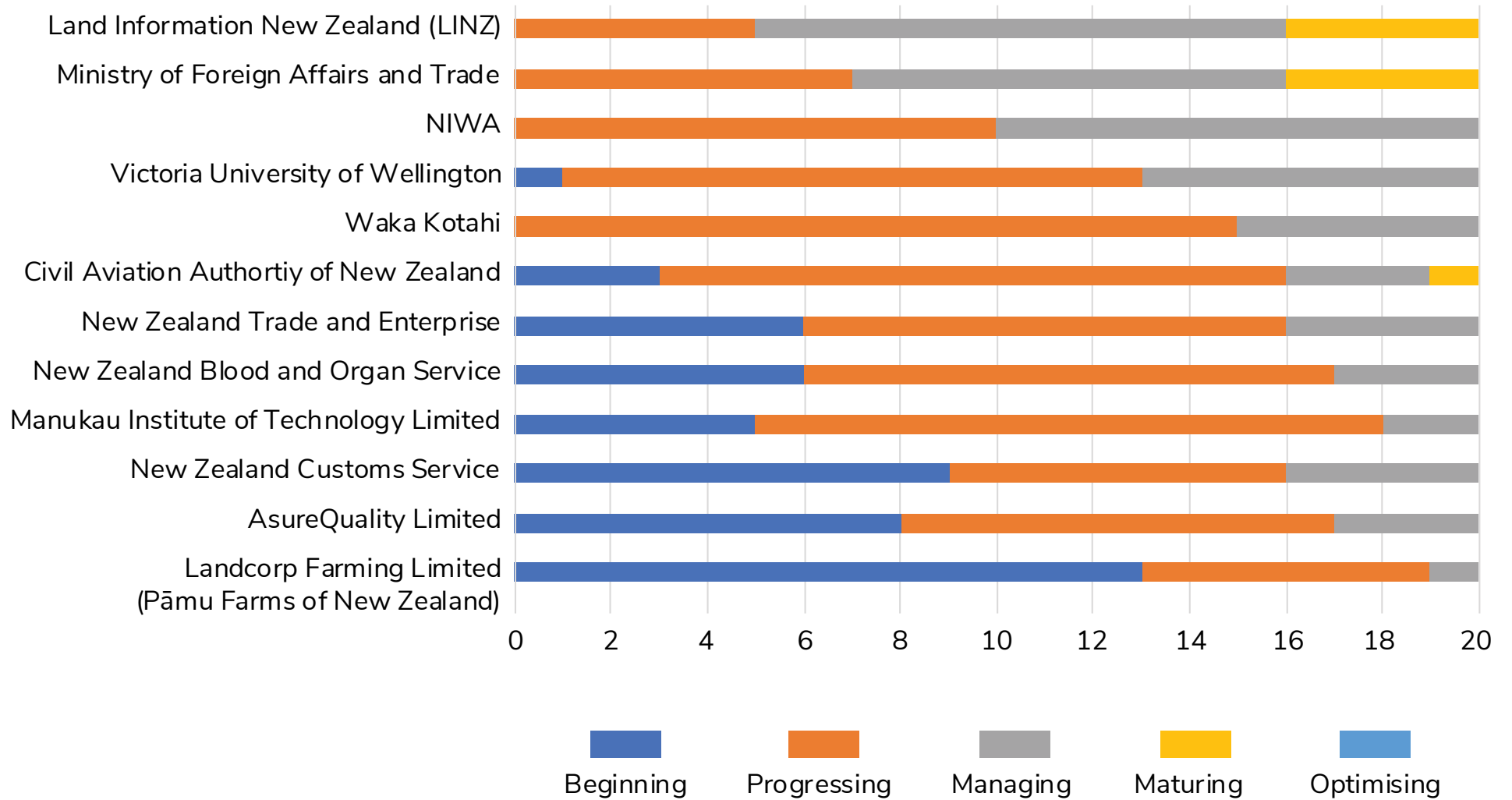
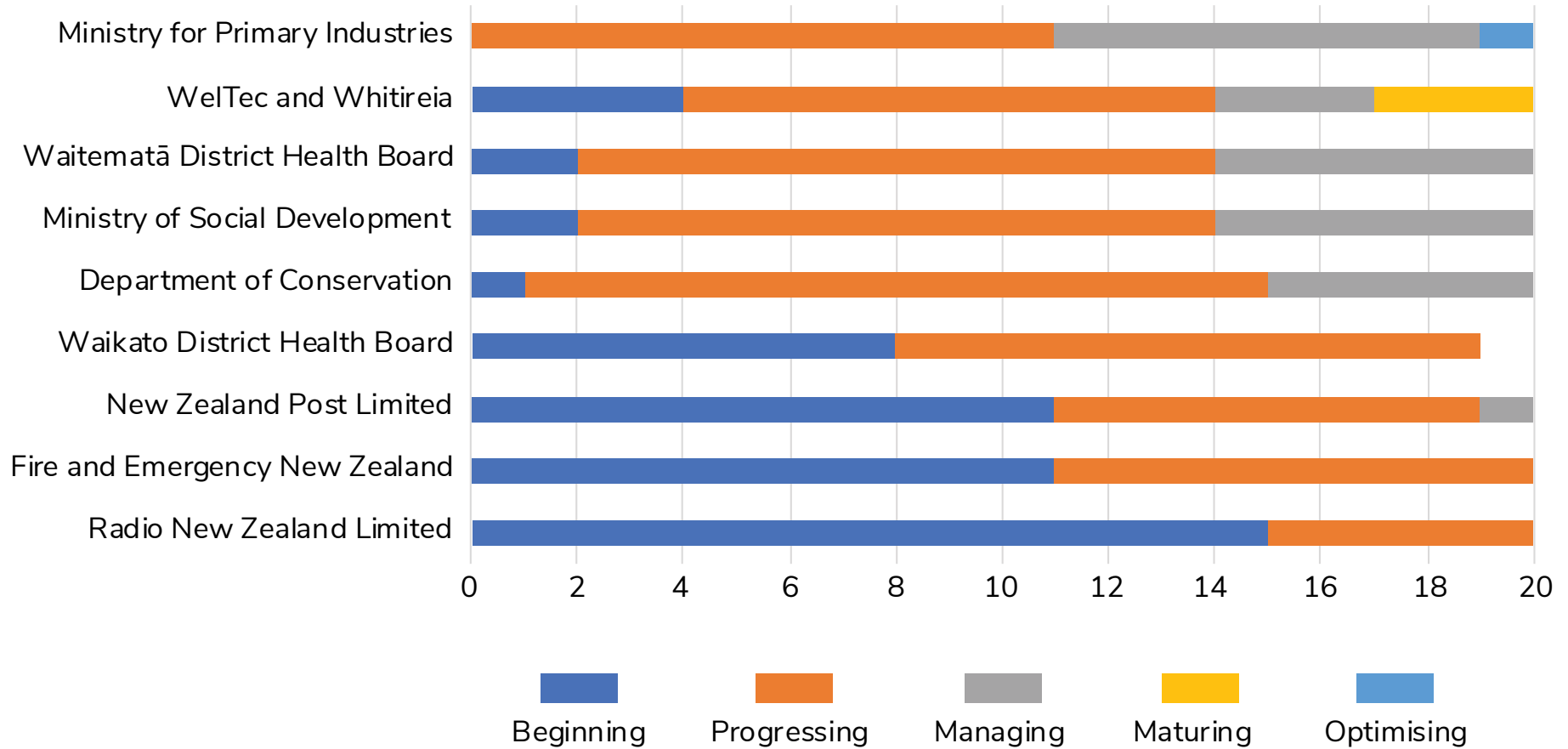


Figure 5 Maturity levels for large-sized audited organisations



Organisations with staff responsible for or dedicated to information management are more likely to have better information management maturity

Our survey of public sector information management occurs every other year and requests all public organisations if they have staff with information management responsibilities or staff with roles dedicated to IM. In our 2021/2022 survey, 77% responded they had some dedicated and specialised IM resources.

Audited organisations that are performing well, that is with half or more of their maturity topics at Managing or better, are more likely to have staff with IM responsibilities and dedicated IM staff (Figure 6).

Audited organisations that were not performing well, that is with half or more of their maturity topics at Beginning and Progressing, were less likely to have staff with IM responsibilities and far less likely to have staff dedicated to IM (Figure 7).

Figure 6 IM staff levels for organisations that had half or more topics at Managing, Maturing or Optimising levels (N=17)

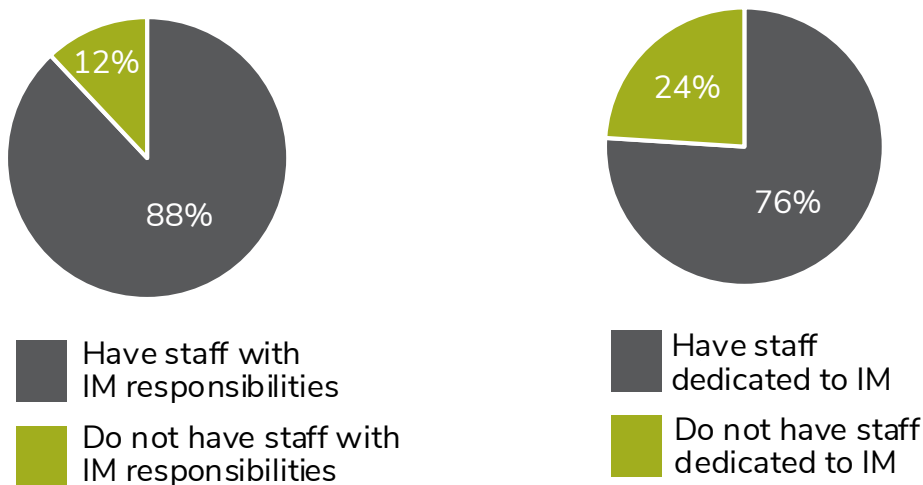
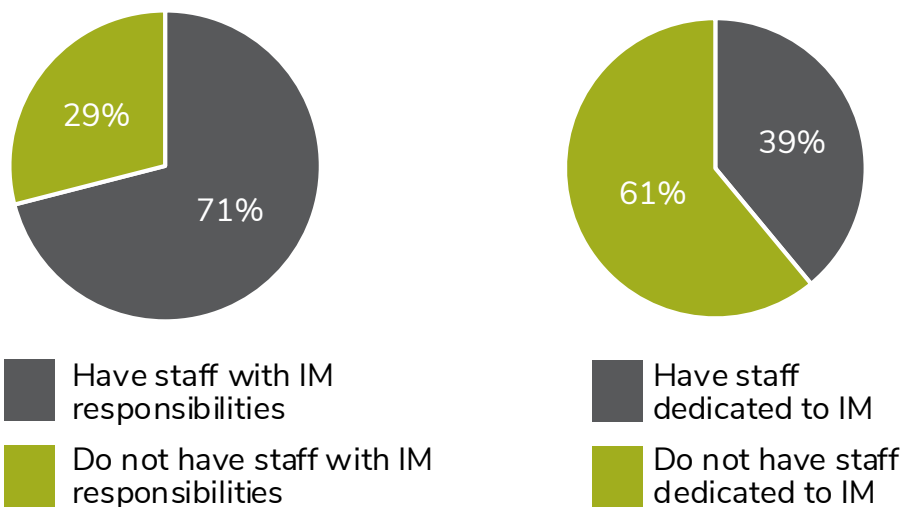


Figure 7 IM staff levels for organisations that had half or more topics at Beginning or Progressing levels (N=66)



The data indicates better results will be possible with staff who are more directly focused on IM, rather than IM as one of several tasks. The audit feedback from organisations show IM resources, funding and capable staff are limited across the sector:

“[New Zealand Trade and Enterprise] has a very small knowledge function responsible for knowledge management. [...] This [audit] report has been helpful in highlighting those areas and we will work with Archives NZ to improve these to the extent that we can (with the resources that we have).”

“The [Civil Aviation] Authority is committed to remediating these actions but resourcing and funding is not available in the short and medium term.”

“[The Office of Film and Literature Classification] would like to thank our auditors for their constructive approach to conducting the audit and we look forward to receiving a prioritised list of the recommendations which will allow us to focus our limited resources on the most critical recommendations.”

“[The Takeovers Panel] would like to thank the auditors for their constructive approach to giving feedback while taking the small size and limited resources of our organisation into consideration. We found the audit process very useful and will now create an action plan to incorporate this feedback and further improve our compliance with the Public Records Act 2005.”

IM maturity level topics organisations struggle with the most and the least

Figure 8 shows the topics where organisations had their highest performance.

In the financial year 2019/2020, we reported through the [Survey Findings Report](#) that Topic 4 was one of the highest performing topics. This was mainly due to organisations integrating IM into new business processes to respond to COVID-19. For example, many organisations needed to update their processes to enable their employees to work from home. This meant that organisations prioritised integrating IM into new business processes, which helped to quickly meet our expectations.

Figure 8 Highest performing topics

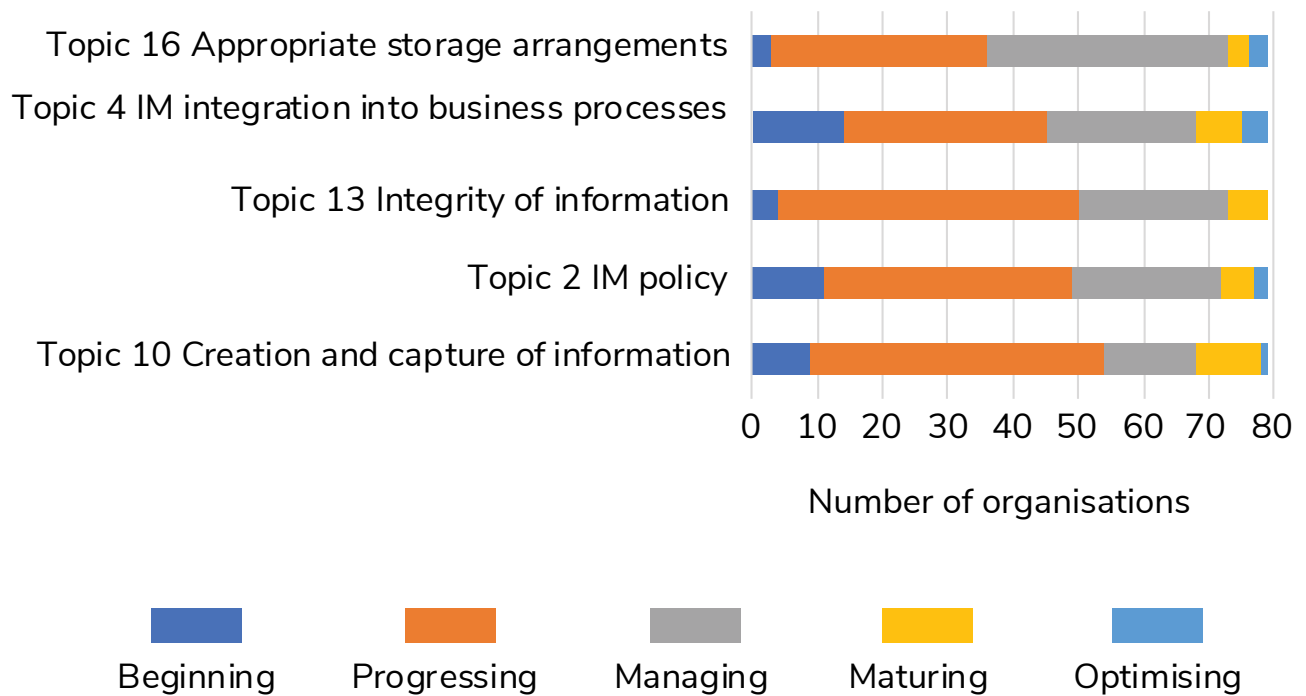


Figure 9 shows where organisations did not perform well, as demonstrated by the fewest Managing, Maturity and Optimising ratings. It is unsurprising that Topic 22: Transfer Te Rua Mahara is a topic where organisations do not typically perform well: Te Rua Mahara is not yet taking digital transfers systematically across the system and transfers of physical records to the Wellington repository are on hold.

Figure 9 Lowest performing topics

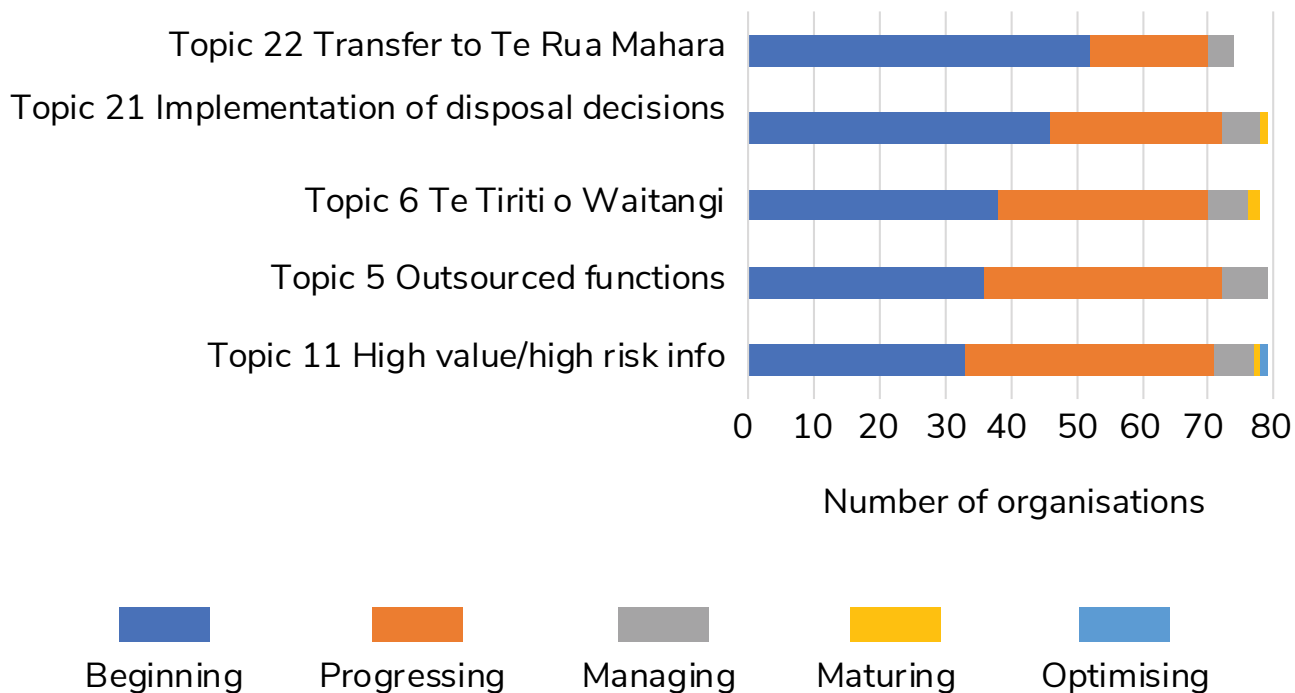
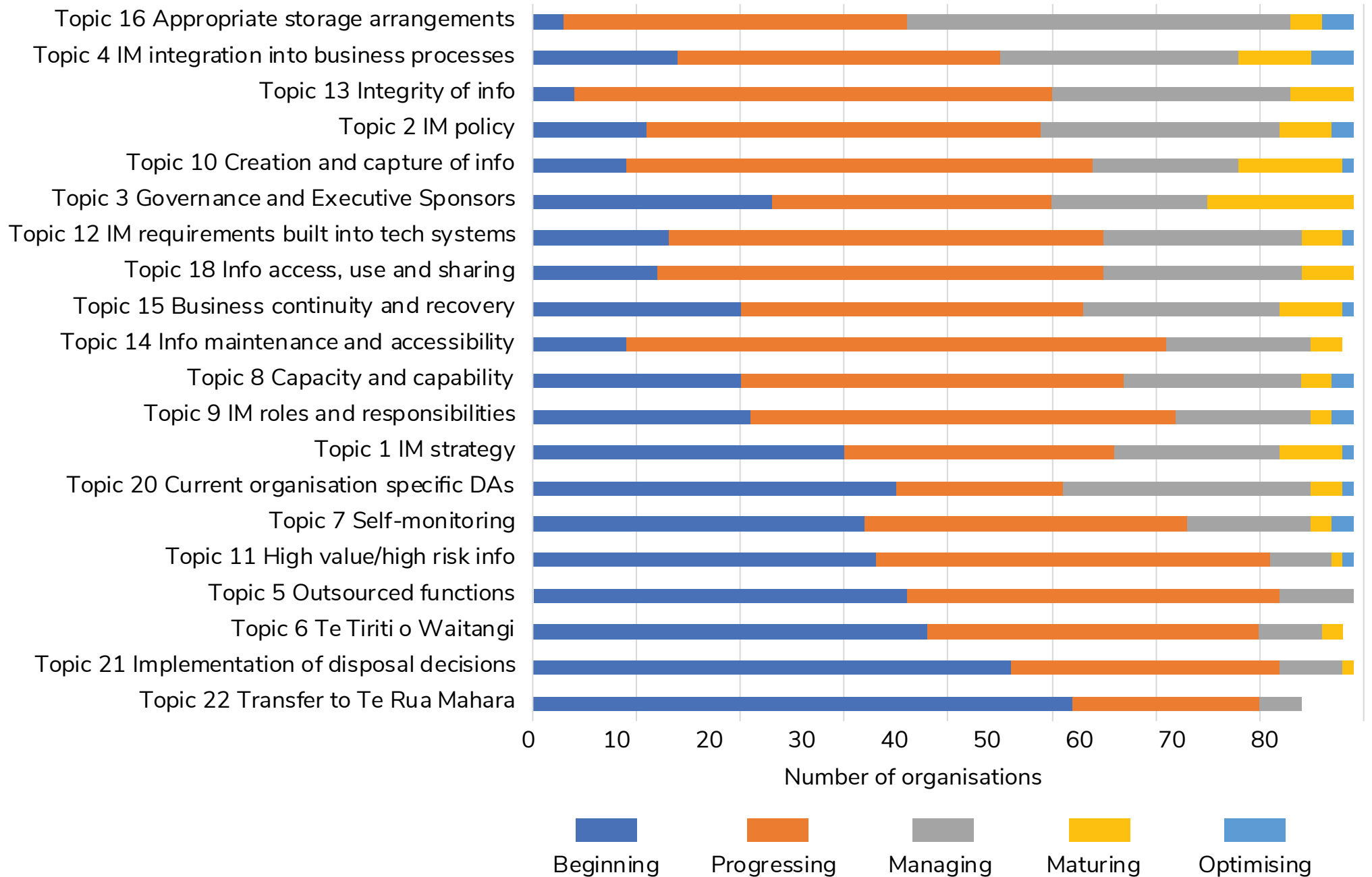


Figure 10 shows all maturity level topics and how well organisations performed in that topic.

Figure 10 Maturity level performance for all topics



Some organisations are performing well, and some are struggling

Figure 11 shows the Financial Markets Authority, Commerce Commission New Zealand, Ministry of Defence, Land Information New Zealand (LINZ) and Ministry of Foreign Affairs and Trade are the top five performers with a significant number of topics meeting 'Managing' level or higher.

Figure 11 Highest performers in managing information

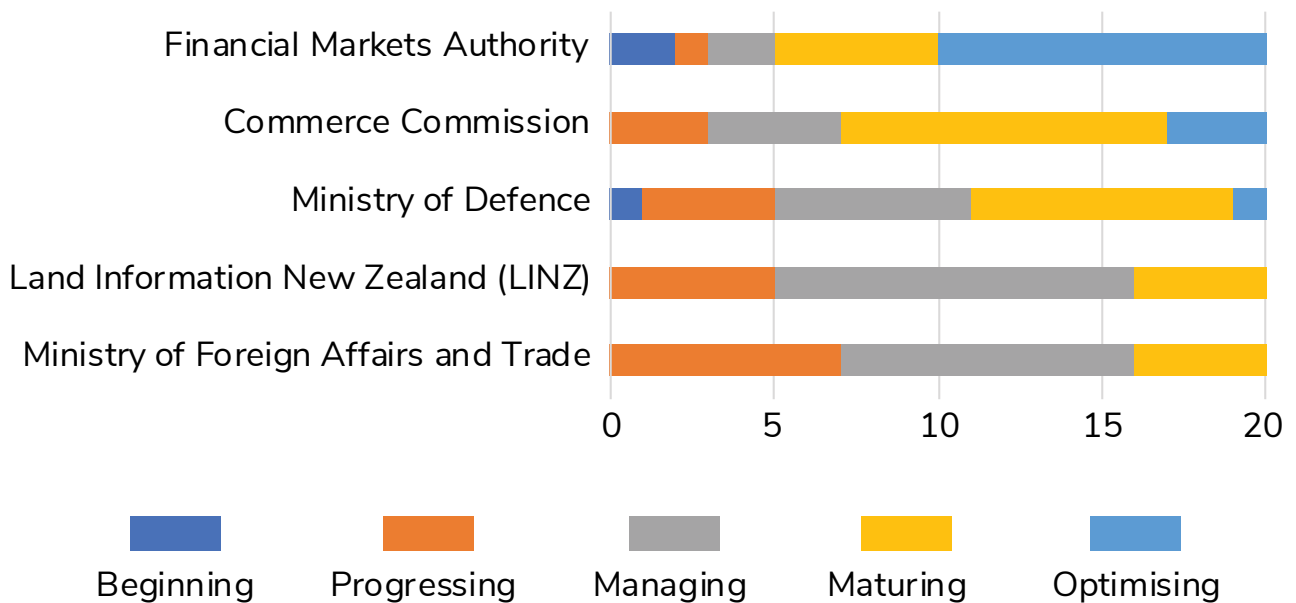
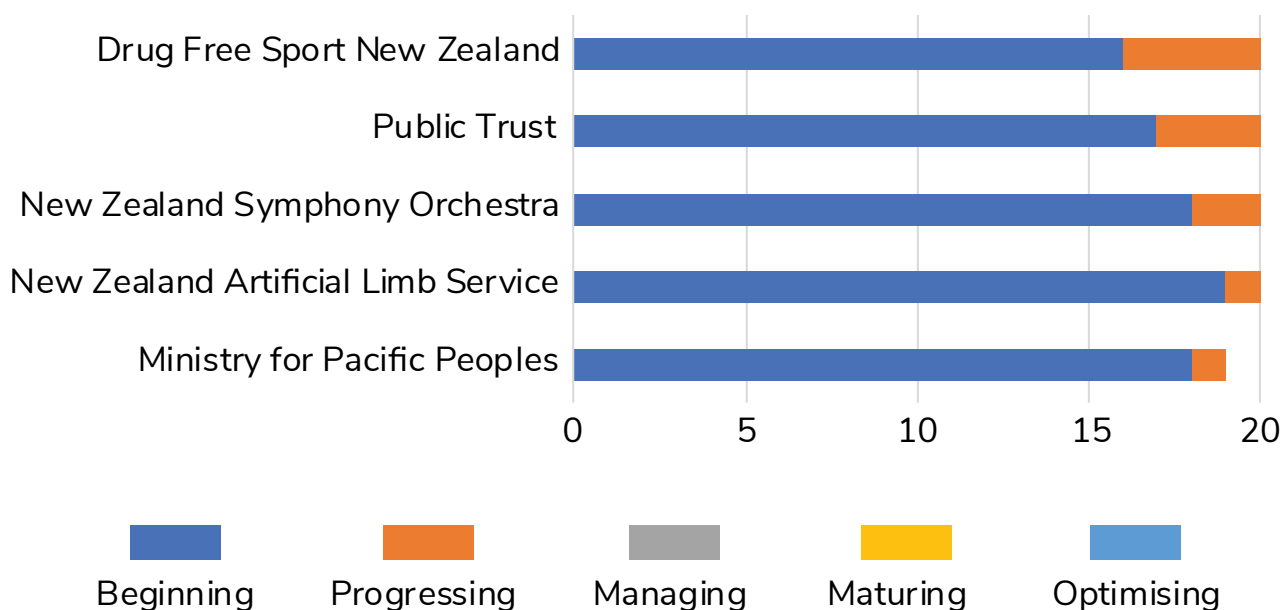


Figure 12 shows the New Zealand Artificial Limb Service, New Zealand Symphony Orchestra and Ministry for Pacific Peoples⁶ had mostly Beginning maturity levels. Closely following those organisations were Public Trust and Drug Free Sport New Zealand, with slightly more topics at the Progressing level.

Figure 12 Lowest performance in managing information



Organisations found the recommendations from the auditors were helpful in deciding their next steps to improve their IM maturity. Te Rua Mahara acknowledges and commends the work and progress Ministry for Pacific Peoples, New Zealand Artificial Limb Service, New Zealand Symphony Orchestra, Public Trust have made in implementing their audit action plan. These organisations have addressed many of their audit priority recommendations and are actively working toward improving their IM.

⁶ Ministry for Pacific Peoples was audited in 19 topics. The Te Tiriti o Waitangi topic was deemed 'not applicable'.

Common audit priority recommendations

Each audited organisation receives a list of recommendations to improve their information management. These recommended actions relate to a topic area from the Information Management Maturity Assessment. From the audit report, Te Rua Mahara identifies the recommendations for an organisation to prioritise. Organisations develop and report back to Te Rua Mahara on an action plan to address these recommendations. Common prioritised recommendations are:

- develop and implement an information management strategy
- review information management capacity
- create Information Asset Register (IAR)
- create disposal implementation plan
- develop organisation-specific Disposal Authority.

Tracking the 2020-2022 survey responses⁷ that correspond to the five most recommended audit actions showed some improvement trends (refer to table 1). Recently, the number of organisations that reported 'up to date' Information Asset Registers (IARs) increased significantly. The improvements include an increase in organisations completing self-monitoring activities, undertaking authorised destruction of digital information and developing or using an IAR.

⁷ Survey questions in 2019 were different from 2020-2022 survey. 2019 survey responses have been removed for clarity and accuracy.

Most recommended audit actions

Audit recommendation: Develop and implement an information management strategy

Survey response year	2020	2021	2022
Percentage of organisations that report self-monitoring	70%	76%	84%
Percentage of organisations that report using an information management policy for self-monitoring	52%	54%	57%

Audit recommendation: Review information management capacity

Survey response year	2020	2021	2022
Number of information management staff across all responding organisations (in FTE)	579	646.9	677.2
Percentage of organisations that report having dedicated information management resources	79%	79%	77%

Audit recommendation: Create Information Asset Register (IAR)

Survey response year	2020	2021	2022
Percentage of organisations that have or are developing IAR	48%	55%	59%
Number of responding organisations that report their IAR is 'up to date'	29	24	44
Number of responding organisations that report their IAR is 'used'	34	36	38

Audit Recommendations: Create disposal implementation plan and Develop organisation-specific Disposal Authority

Survey response year	2020	2021	2022
Percentage of organisations that completed 'some form' of destruction	58%	56%	57%
Percentage of organisations that destroyed physical info	52%	52%	51%
Percentage of organisations that destroyed digital info	26%	29%	34%

Organisations find the audit programme valuable

In their individual audit reports, organisations can comment on their experience in the audit programme. The feedback we received from audited organisations was overwhelmingly positive.

“We have found the [audit] process to be valuable and the ‘maturity assessment’ approach to your analysis, reporting and recommendations to be particularly helpful for our next steps as we tackle our Records and Information Management challenges” – Drug Free Sport New Zealand

“We are incredibly grateful of [the auditor’s] approach to the audit, the manner in which the report was developed, and how they engaged with us throughout. It enabled us to step back and examine how we manage information and records. Using the principles of Kaitiakitanga and being guided by our values, we look forward to strengthening all areas identified in the audit.” – Pharmaceutical Management Agency

As part of the audit programme, organisations are asked to develop action plans to address their prioritised audit recommendations. An action plan is not mandatory but, to date, only five organisations have not provided Te Rua Mahara with an action plan. This indicates most organisations understand the value of the audit recommendations.

Te Rua Mahara follows up with organisations that provide action plans to assess their information management progress and offer support.

During these follow-up meetings, many organisations reported making strides in implementing their action plans and improving their information management. For example, following their audit, the Ministry for Pacific Peoples created a new information management strategy and roadmap and information policy. The Ministry provided information management training for their staff which improved engagement between the business and their IT team. These actions moved the Ministry for Pacific Peoples out of the Beginning maturity and into Progressing for the relevant topics.

In their feedback, most organisations expressed an eagerness to continue to work with Te Rua Mahara and intended to further improve their information maturity, after the audit:

“Mana Whanonga Pirihiimana Motuhake, the Independent Police Conduct Authority has found the Public Records Act Audit of its Information Management practices to be a hugely beneficial exercise, it has afforded the Authority the opportunity to pause and focus on this vital area of our organisational capability. On behalf of the IPCA, we thank the [auditing] staff for engaging with our staff in such a positive and constructive way, we have gained many valuable insights that will help us develop our capability in this area.” -Independent Police Conduct Authority

“We have found the recommendations to be insightful and in line with some of our own current thinking on improving the delivery of our information management responsibilities. [...] Overall, we found both the audit process and the report a very helpful process and we look forward to improving our practices as set out [in the audit report].” -Ministry of Transport

We recognise and appreciate the work each organisation has done to participate in the audit programme. Our data shows organisations struggle with having enough information management staff with the right skills to meet the requirements of the PRA. We acknowledge under those constraints a comprehensive information management audit (which occurs every 5-10 years) as well as a biennial survey may put extra pressure on the business. After considering direct feedback from organisations, we have decided to survey organisations about their information management practices every other year instead of annually and did not conduct a survey in 2023.

Te Rua Mahara key highlights 2022-23



Key highlights for 2022-23 are:

Royal Commission of Inquiry into Historic Abuse

- Identified recordkeeping issues
- Supported redress actions
- Listed and indexed care records

Te Tai Awatea

- Work began on the new Archival building in 2020/21
- Will be open to the public in 2026

Compliance

- Followed up on 12 new incidents of possible non-compliance

Collections

- Continued improvements to service

Regulatory uplift

- Project focuses on finalising a regulatory operating model and developing an operational strategy to improve the role of Te Rua Mahara as a regulator

Royal Commission of Inquiry into Historic Abuse

Over 2022/23, Te Rua Mahara continued to enable access to a large quantity of records to support the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions Te Kōmihana Karauna mō ngā Tūkino o Mua ki te Hunga i Tiakina e te Kāwanatanga i Tiakina hoki e ngā Whare o te Whakapono (RCI).

Up to 30 June 2023, Te Rua Mahara provided digitised versions of 15,324 items from our archival holdings for use in the RCI's work (an item is a distinct record, like a personal file, piece of correspondence or minute book). These items were made up of 1,852,244 individual digital images (pages, for example).

The RCI has been investigating what happened to children, young people and vulnerable adults in State and faith-based care in Aotearoa New Zealand between 1950-1999. The RCI has highlighted the significance of access to care records for individuals. As the focus of the response moves towards redress, individuals and agencies will continue to require access to records of their time in care. International experience has shown this demand is likely to increase as the Redress Scheme is introduced, agencies review case files for redress purposes and adult care-leavers and their families seek to:

- reconstruct their life stories
- resolve questions of identity
- find out about medical history
- reflect on their lives
- reunite with family, whānau, iwi, marae, language and culture⁸.

There will be an ongoing and potentially increasing need to supply agencies with copies of records held at Te Rua Mahara so they can be provided to people who were in care.

Recordkeeping issues identified by the Royal Commission of Inquiry

Evidence provided to the RCI has identified significant recordkeeping issues.

These include:

- failures in creation, completeness, accuracy, retention and in managing records in accordance with legislative and regulatory requirements
- failure to provide access to information, when required
- major disparities in power and control between the people in charge and the people in care and their advocates.

Survivors provided evidence that their rights were denied when they attempted to have wrong information corrected. Witnesses provided evidence that previous enquiries were thwarted by agencies' failure to provide information that would have corroborated reports of abuse. Systemic issues such as failure to set up robust recordkeeping systems and processes and inadequate monitoring and audit enabled poor recordkeeping. This led to false information and abuse to continue undetected. Witnesses provided evidence on the power of records, both positive and negative, in their lives. The evidence shows a lack of understanding or consideration of Māori culture in the way records were created and managed.

8 Studsrød, I & Enoksen, E (2022) 'But then again, in the end, I decided to apply for redress': stories of ambivalence from survivors of institutional abuse. *Nordic Social Work Research* <https://doi.org/10.1080/2156857X.2022.2155217>; Murray, Suellen (2015) *Supporting adult care-leavers: International good practice*. Bristol: Policy Press

The recordkeeping deficiencies were strong enablers of continuing abuse and contributed to disconnecting people from their life stories, culture, language, education, marae, home village, access to other rights and whakapapa as well as whānau and other advocates. They were also strong contributors to failures to adequately respond to reports of abuse, support redress claims or understand basic facts such as how many people were in care, the reason they were there, their experiences, their ethnicity and how many had disabilities. The issues discussed in the hearings and reports are being analysed to determine the legislative responsibility of Te Rua Mahara and to identify actions to address them. A plan of action for our strategic response to the Inquiry has been developed, and Te Rua Mahara is also working with the Crown Response Unit on an agency-wide strategic response.

Support for redress actions

As the number of items requested by the RCI investigators reduced after 30 June 2023, attention moved towards support for the Crown response to the recommendations set out in the [Redress report](#) led by the [Crown Response Unit](#). The Crown Response Records Working Group is working on five initiatives to improve records processes for survivors.

Te Rua Mahara is leading work on two of these initiatives:

- extend work on cataloguing, indexing and digitisation of care records to improve the findability of information in record and continuing digitisation of public archives of this type.
- bring forward a sector-based review of disposal authorities with the involvement of survivors and care leavers.

Te Rua Mahara is providing advice and support for three of these initiatives:

- design and implement principles to provide access to records that recognise the unique information needs and rights of survivors and care leavers
- development of a new central website on care records, providing care leavers, survivors, whānau and their support people with practical advice on how and where to access their records, their rights to access and influence records and on what to expect from the experience
- design a new records support service for survivors.

Listing and indexing of care records

Care records relating to individuals are difficult to locate if files have not been listed by name and if records relating to multiple people have not been indexed. The number of items listed or indexed is rapidly increasing, greatly improving findability. Work on this initiative continued in 2023/24.

Listing and indexing of care records progress

2022-2023	Over entire project
17,422 items listed	28,876 items listed
155,416 names indexed	238,613 names indexed

Royal Commission of Inquiry Digital Transfer

Section 33 of the Inquiries Act 2013 creates an expectation that those RCI records that are to be retained should be transferred to the Chief Archivist as soon as is reasonably practicable after an inquiry reports and closes. This will ensure that the RCI records that should be retained for future reference are preserved, protected and, as appropriate, made available.

In 2022, a work plan was initiated to support an early transfer of the RCI's exclusively digital records into the Chief Archivist's custody.

The discovery phase of the work plan covers four areas:

- ensuring the appropriate disposal authorisation required for managing a transfer was in place and fit for purpose
- establishing the appropriate access settings required to protect the privacy of those who participated in or contributed to the RCI
- reviewing and documenting the nature of the RCI's records, metadata and systems subject to the transfer, which includes ensuring a clear understanding of the relevant descriptive and relationship metadata to provide the proper context for the records
- testing the capabilities and functionality of the systems at Te Rua Mahara to confirm these can accommodate the large and complex digital transfer as some of the functionality in the AIMS/Collections platform has not yet been used to support a born-digital transfer.

The work on the transfer continues during 2023/24. Te Rua Mahara is working closely with the Inquiries Directorate and Information and Data Team in DIA and with the RCI itself until it closes.

Chief Archivist's Disposal Moratorium and Protection Notice for Care records

On 28 March 2019, the Chief Archivist issued a General Notice under section 20 of the PRA, placing a moratorium on the disposal of any records relevant to the RCI as set out in its Terms of Reference. The intent was to protect any information held by public offices which could have been relevant to the RCI.

As the Crown turned its attention to its response to the RCI's findings and questions of redress, the need to ensure the records required to support these processes has come to the fore. Te Rua Mahara is working with the Crown Response Unit to establish the scope for a new Protection Notice to provide targeted protection for the records of Care currently held by public offices. The new Protection Notice is intended to be more targeted than the Moratorium by being limited to information designated as care records, and allowing for those care records to be transferred between agencies or to the custody of the Chief Archivist where appropriate. This targeted Protection Notice will intend to balance the needs of the Crown to ensure the records required for its response and redress work are protected, while allowing most agencies to carry out their disposal responsibilities, and to account for the expectations and needs of the care experienced themselves.

New archival building

Construction is underway on the new archival building for our nation's taonga and heritage. This new building will provide a state-of-the-art archives repository and specialist facilities for Te Rua Mahara, Te Puna Mātauranga o Aotearoa National Library of New Zealand and Ngā Taonga Sound & Vision.

Taranaki Whānui Te Atiawa representatives and design agency Tihei, have worked alongside architects Warren & Mahoney to co-design this building with a te ao Māori world view, connecting the building to the whenua it sits on and acknowledging the people that lived here before.

The building is expected to be open to the public in 2026.

Learn more about the [features and facilities of Te Tai Awatea and the co-design process.](#)



Compliance

Te Rua Mahara seeks to ensure New Zealand's public offices and local authorities maintain robust, accountable and transparent recordkeeping. We champion information management best practice and provide guidance and advice on good recordkeeping.

How we find out about potential non-compliance issues

There is a variety of ways that Te Rua Mahara may be notified about a potential breach of the PRA or the Standard. These can include:

- self-reporting from a public office and/or local authority
- notification from Te Rua Mahara staff members working in other areas
- media reports and proactive monitoring/environmental scanning by Te Rua Mahara
- referrals from external regulators, such as the Office of the Ombudsman Tari o te Kaitiaki Mana Tangata.

We assess each case of potential non-compliance against the Standard and the requirements of the PRA. Cases of non-compliance offer an opportunity for business improvement. Our response is not punitive.

We continue to work closely with the Office of the Ombudsman on issues. Under section 28(6) of the Official Information Act 1982 and section 27(6) of the Local Government Official Information and Meetings Act 1987, the Ombudsman may notify the Chief Archivist when an information request has been refused by an organisation for reasons relating to information management. The relevant teams in our organisations work together to ensure coordination of what are often overlapping issues.

Over the 2022/23 year, we followed up on twelve new incidents. We closed seven assessments, put one on hold and the assessment of four continued in 2023/2024.

Direction to Report to the Chief Archivist – MBIE

In December 2021, Ministry of Business, Innovation and Employment were issued a direction to report (DTR) under section 31 of the PRA. The DTR sought details about information management at Immigration New Zealand (INZ). This compliance action was taken following a complaint about their recordkeeping practices.

The complaint raised concerns about:

- legacy issues previously reported to Te Rua Mahara
- recordkeeping practice of INZ surrounding a visa application
- recordkeeping practice at INZ for managing digital recordings of interviews
- data entry in the application management system at INZ.

MBIE supplied a full and detailed response on 18 February 2022. We assessed the response against the issues raised and the Ministry's obligations under the PRA and the Information and records management standard.

We finalised our report in December 2022. It made nine recommendations for INZ to uplift its compliance with the PRA and the Information and records management standard. MBIE accepted these recommendations. We have planned two six-monthly check-ins to see how they are progressing.

Non-compliance themes

The most common themes identified across our non-compliance assessments in 2022/23 were:

- Creation and capture
- Access to information
- Disposal of records.

When assessing the notified incidents, often more than one theme of non-compliance was involved.

Collections search improvements

Te Rua Mahara is committed to a reliable records search platform supporting access and transparency of government information. This includes ensuring people can easily access the services and information they need.

Since the launch of the Collections search system in February 2022, there have been performance issues and potential privacy concerns. As a precautionary approach, Te Rua Mahara temporarily removed public access to the site on three occasions. The updates implemented in January 2023 resolved most major issues. Te Rua Mahara is actively working with the vendor on a programme of prioritised improvements to take place in 2023/24.

Regulatory uplift

Te Rua Mahara is seeking to improve its regulatory capability and the public records system. The main initiatives of the regulatory uplift project focus on a clearer operating model for Te Rua Mahara as a regulator and relevant performance measures, while clarifying our high-level and operational strategies. There will also be work on ensuring we are working effectively with other entities involved in the public records system across government.

Proof of concept – Machine learning tools and hyperscale cloud capabilities

From February to July 2022, Te Rua Mahara led work on a proof of concept which showed that machine learning tools have the potential to auto-classify digital public records and surface information of interest to Māori.

Our current systems for sorting, maintaining, and ensuring the accessibility of this information were designed with paper records in mind. There are now huge stores of digital information and data held by public offices, from databases with millions of emails to legacy systems and shared drives full of content. This information needs to be appraised by agencies in line with policy documents called disposal authorities to determine how long information will be kept and what will happen to it – usually either destruction or transfer to Te Rua Mahara. It is no longer possible for people to sort through all of this information manually. Without looking for new approaches to appraisal, disposal, and searching for information within our archives it is inevitable that there will be gaps in the memory of government.

Te Rua Mahara wanted to see if machine learning tools and hyperscale cloud capabilities can help to sort this information and solve other information and archival challenges that have arisen in the digital era. Te Rua Mahara received funding from the Digital Government Partnership Innovation Fund to carry out a proof of concept (PoC) from February to July 2022. The PoC aimed to test if it was possible to use these tools to:

1. **Streamline the appraisal process**, specifically whether auto-classification could determine the appropriate disposal authority to apply to information and records
2. **Identify material of importance to communities**, specifically whether available tools could identify and surface information of interest to Māori.

We worked with agencies (the Ministry of Justice and Ministry for Primary Industries), technology partners (Microsoft and AWS) and information management experts for the PoC. The aim was to test if machine learning and cloud computing tools could classify data in line with disposal authorities – the rules for keeping or disposing of information. We also tested whether these tools could surface information of interest to Māori.

We worked together in a nimble and iterative way to develop this PoC and through issues like where the data would live and how to keep it safe, and what key outcomes we wanted to test in this small-scale experiment.

Within the limited timeframe available, both Microsoft and AWS successfully developed solutions using their suites of tools that could auto-classify records and also find Māori subject headings within records. With further training, the models would likely become more accurate, and further refinement and consultation could help ensure the relevance and accuracy of the Māori records identified.

The potential of these technologies is huge, and we want to continue developing processes and approaches to help to address the challenges we have and to grasp opportunities. For future work in this area, we will need to get the right resources in place, work alongside Māori, and ensure that the wider processes are fit for purpose and in line with the Algorithm Charter. We also need to think about the wider information context across government. For example, it is likely for any large-scale project to be successful we will need to rethink how we develop disposal authorities and ensure an all-of-government ontology is built and available.

Our proposed next step to build on this PoC is to continue work on approaches to auto-classification of digital records and information under general disposal authorities. We expect that auto-classification approaches will make a significant positive impact to information managers and agencies more broadly, as it will allow them to carry out their work more efficiently.

Key definitions

View a list of [definitions](#) for terms used in this report.

Appendix 1: The Public Records Act 2005 and Te Rua Mahara

Te Rua Mahara is the guardian of New Zealand's public archives. Our name in te reo Māori means 'the repository of the thoughts and memories of government'. We oversee the government recordkeeping framework and support and monitor the public sector to ensure each organisation complies with its obligations under the [PRA](#).

What the Act does

The PRA provides a regulatory framework for information management across the public sector. Under the PRA, government and public sector organisations are required to create and maintain full and accurate records of their activities. This supports government business and helps to ensure accountability and transparency.

The PRA also establishes the statutory role and duties of the Chief Archivist, which include:

- leading information management practices across the public sector
- setting standards for public sector information management
- authorising the disposal of records when they are no longer required for business purposes
- advising and supporting organisations so they can comply with the requirements of the PRA.

Who the Act applies to

Two types of organisations are covered by the PRA, each with different compliance requirements. These are public offices and local authorities.

The PRA applies to around 3000 organisations, including school boards of trustees (which make up around 2500 of these). The services delivered and functions performed by these entities vary widely, as does the range and complexity of the information generated.

A wide range of organisations are defined as public offices, including government departments, Crown entities, state-owned enterprises, school boards of trustees and Government Ministers. Also subject to the PRA are local authorities, defined as regional councils, territorial authorities and council-controlled organisations.

The importance of our role as regulator

Under the PRA, we are the government regulator of information created by the public sector. With the shift to digital technologies, our role is even more important as we assist public sector organisations to understand best practice methods of digital records creation, accessibility, preservation and archiving.

The Chief Archivist issues standards for public and local authority records under section 27 of the PRA. The Information and Records Management Standard is mandatory across the public sector.

Our Monitoring Framework helps us to understand information management practice across the public sector. It includes an [Survey](#) of public sector information management, the [Information Management Maturity Assessment](#) and our [audit programme](#) (providing a point-in-time view of information practice within an organisation). This framework helps us to focus on the right areas of assistance, guidance and intervention.

Appendix 2: The audit programme

Introduction

The PRA audit programme is a cornerstone of our [Monitoring Framework](#), complementing the annual survey of public sector information management. Audit provides a point-in-time snapshot of the state of recordkeeping of individual public offices. The audit identifies the maturity levels of an organisation's information management practices and generates actionable recommendations for improvement.

Audit scope and methodology

The audit programme covers over 200 public offices. We are not mandated by the PRA to audit local authorities. Some public offices are not yet included in the scope of the programme, including schools and Ministers of the Crown.

The key audit contact within each organisation is the Executive Sponsor, the person in an organisation who has strategic and executive responsibility for overseeing its information and records management. Ahead of an audit, organisations are asked to complete the Information Management Maturity Assessment. This self-assessment provides an understanding of the areas and questions that will be covered in the audit.

PRA audit process

Pre-Audit



- Notification of the start of the audit process
- Engagement meeting between Te Rua Mahara and the organisation
- A letter of engagement: scope and dates for the organisation's audit
- Evidence gathering and completion information management Maturity Assessment by the organisation
- Identifying onsite contacts and interviewees

In-Audit



- Interviews
- Focus groups
- Inspections
- Draft audit report

Post-Audit



- Right of reply / review of draft audit report
- Final audit report
- Chief Archivist letter
- Publication of final audit report and Chief Archivist letter

Follow Up



- Creation of an action plan with Te Rua Mahara for the organisation based on recommendations from audit

The audits are based on the requirements of the Standard and the PRA, as represented by the information management Maturity Assessment.

The audit programme assesses the maturity of information management practice across 20 topics grouped into eight categories: governance, self-monitoring, capability, creation, management, storage, access and disposal. Using this assessment provides a basis for workable recommendations for improvement to be made and measured. A simplistic compliance 'pass or fail' approach would not be helpful, given the complexity of information management in the government context and the widely varying size, functions and structures of public offices. Measuring maturity across a broad range of important components allows targeting of areas for improvement.

Independent auditors conduct onsite and/or virtual audit activities including interviews, focus groups and storage assessments of physical and digital records (as appropriate). The auditors meet with the Executive Sponsor, specialist staff, general staff members and contractors.

Follow-up after audits

Improving information management within an organisation is a continual process and there is a huge variance in the maturity levels of New Zealand's public offices. It has been three years since Te Rua Mahara reintroduced the PRA audit programme and introduced the Information Management Maturity Assessment. The feedback to date has been positive with public offices reporting the experience motivated them to reflect on and improve their practices internally.

The process

Te Rua Mahara provides follow-up with organisations audited within the year. After an audit, an organisation receives a final audit report and letter from the Chief Archivist that prioritises areas for improvement based on the auditor's recommendations. A follow-up discussion about the audit process is also offered.

Each organisation is then tasked with producing an action plan to address the priority recommendations. An organisation has six months to submit the action plan to Te Rua Mahara.

Te Rua Mahara meets with each organisation six months after the action plan is produced to discuss improvement activity and provide support, where possible. Another meeting is scheduled to conclude the audit follow-up, two years after an organisation's audit.

Appendix 3: List of audited organisations

Note - If a maturity rating is N/A, it means the auditors have deemed that topic 'Not Applicable' for that organisation.

Published Audited Organisation Name	<ul style="list-style-type: none"> Beg – Beginning Pro – Progressing Man – Managing Mat – Maturing Opt – Optimising 																			
	Topic 1: IM strategy	Topic 2: IM policy and process	Topic 3: Governance and Executive Sponsor	Topic 4: IM integration into business processes	Topic 5: Outsourced functions and collaborative arrangements	Topic 6: Te Tiriti o Waitangi	Topic 7: Self-monitoring	Topic 8: Capacity and capability	Topic 9: Roles and responsibilities	Topic 10e: Creation and capture of information	Topic 11: High-value/high-risk information	Topic 12: IM requirements built into technology systems	Topic 13: Integrity of information	Topic 14: Information maintenance and accessibility	Topic 15: Business continuity and recovery	Topic 16: Appropriate storage arrangements	Topic 18: Information access, use and sharing	Topic 20: Current organisation-specific disposal authorities	Topic 21: Implementation of disposal decisions	Topic 22: Transfer to Te Rua Mahara
Accreditation Council	Beg	Pro	Mat	Mat	Beg	Beg	Man	Pro	Beg	Mat	Beg	Mat	Man	Man	Beg	Pro	Pro	Beg	Beg	Beg
AgResearch Limited	Man	Pro	Man	Pro	Beg	Pro	Beg	Pro	Beg	Pro	Pro	Pro	Pro	Pro	Beg	Pro	Pro	Pro	Beg	Beg
Animal Control Products Limited (Orillion)	Beg	Pro	Pro	Pro	Pro	Beg	Beg	Pro	Pro	Beg	Pro	Beg	Pro	Pro	Beg	Pro	Beg	Beg	Beg	Beg
Arts Council of New Zealand Toi Aotearoa (Creative New Zealand)	Beg	Man	Pro	Man	Beg	Pro	Pro	Pro	Man	Man	Pro	Man	Man	Man	Beg	Man	Man	Beg	Pro	Pro
AsureQuality	Pro	Pro	Beg	Pro	Pro	Beg	Pro	Beg	Beg	Man	Beg	Man	Pro	Pro	Pro	Man	Pro	Beg	Beg	Beg
Broadcasting Commission (NZ on Air)	Man	Pro	Man	Pro	Pro	Beg	Pro	Pro	Pro	Pro	Pro	Pro	Man	Pro	Pro	Man	Man	Pro	Beg	Beg
Broadcasting Standards Authority	Man	Opt	Mat	Opt	Pro	Beg	Man	Man	Pro	Pro	Pro	Pro	Man	Man	Pro	Man	Man	Mat	Pro	Pro
Callaghan Innovation	Pro	Pro	Beg	Pro	Beg	Beg	Beg	Pro	Beg	Pro	Beg	Pro	Pro	Pro	Beg	Pro	Beg	Pro	Beg	Beg
Civil Aviation Authority of New Zealand	Pro	Pro	Beg	Pro	Beg	Beg	Pro	Man	Pro	Pro	Man	Mat	Pro	Man	Pro	Pro	Pro	Pro	Pro	Pro
Commerce Commission New Zealand	Opt	Mat	Mat	Opt	Pro	Pro	Mat	Mat	Opt	Mat	Mat	Mat	Mat	Man	Mat	Man	Mat	Pro	Man	Man
Crown Law Office	Pro	Man	Man	Man	Pro	Beg	Pro	Man	Man	Pro	Pro	Man	Man	Pro	Pro	Man	Man	Beg	Beg	Beg
Department of Conservation	Pro	Man	Pro	Beg	Pro	Pro	Pro	Man	Pro	Man	Pro	Man	Pro	Pro	Pro	Pro	Pro	Man	Pro	Pro
Drug Free Sport New Zealand	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Pro	Pro	Beg	Beg	Beg	Beg	Pro	Beg	Beg	Pro	Beg
Education New Zealand	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Man	Pro	Pro	Pro	Pro	Pro	Man	Man	Man	Beg	Beg	N/A
Electoral Commission	Pro	Beg	Pro	Pro	Beg	Pro	Pro	Pro	Pro	Man	Pro	Pro	Pro	Pro	Beg	Pro	Pro	Beg	Beg	Beg
Electricity Authority	Beg	Pro	Beg	Pro	Pro	Beg	Beg	Pro	Pro	Pro	Beg	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Beg	N/A
Energy Efficiency and Conservation Authority	Beg	Pro	Pro	Pro	Beg	Beg	Beg	Pro	Pro	Pro	Beg	Beg	Pro	Pro	Beg	Pro	Pro	Pro	Beg	Beg
External Reporting Board (XRB)	Beg	Pro	Beg	Pro	Pro	Pro	Beg	Beg	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Man	Pro	Pro	Beg	Beg

Published Audited Organisation Name	<ul style="list-style-type: none"> Beg – Beginning Pro – Progressing Man – Managing Mat – Maturing Opt – Optimising 																					
	Topic 1: IM strategy	Topic 2: IM policy and process	Topic 3: Governance and Executive Sponsor	Topic 4: IM integration into business processes	Topic 5: Outsourced functions and collaborative arrangements	Topic 6: Te Tiriti o Waitangi	Topic 7: Self-monitoring	Topic 8: Capacity and capability	Topic 9: Roles and responsibilities	Topic 10e: Creation and capture of information	Topic 11: High-value/high-risk information	Topic 12: IM requirements built into technology systems	Topic 13: Integrity of information	Topic 14: Information maintenance and accessibility	Topic 15: Business continuity and recovery	Topic 16: Appropriate storage arrangements	Topic 18: Information access, use and sharing	Topic 20: Current organisation-specific disposal authorities	Topic 21: Implementation of disposal decisions	Topic 22: Transfer to Te Rua Mahara		
Financial Markets Authority	Mat	Opt	Mat	Opt	Beg	Pro	Opt	Opt	Opt	Opt	Opt	Opt	Man	Mat	Mat	Opt	Man	Opt	Mat	Beg		
Fire and Emergency New Zealand	Pro	Pro	Beg	Beg	Beg	Beg	Pro	Pro	Pro	Pro	Beg	Beg	Pro	Beg	Beg	Pro	Beg	Pro	Beg	Beg		
Government Superannuation Fund Authority	Beg	Pro	Pro	Man	Man	Beg	Pro	Pro	Beg	Pro	Beg	Pro	Man	Pro	Man	Man	Pro	Beg	Beg	Beg		
Health and Disability Commissioner	Man	Pro	Man	Man	Beg	Pro	Pro	Man	Pro	Man	Pro	Pro	Man	Man	Mat	Man	Pro	Beg	Beg	Beg		
Health Quality and Safety Commission	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Man	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	N/A		
Health Research Council of New Zealand	Beg	Man	Beg	Pro	Pro	Man	Beg	Pro	Pro	Man	Pro	Beg	Pro	Pro	Man	Pro	Pro	Man	Pro	Man		
Heritage New Zealand Pouhere Taonga	Beg	Man	Pro	Man	Beg	Mat	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Beg	Beg	Beg		
Independant Police Conduct Authority	Pro	Pro	Pro	Man	Beg	Beg	Man	Beg	Pro	Pro	Pro	Pro	Man	Pro	Beg	Man	Pro	Man	Beg	Beg		
Institute of Geological and Nuclear Sciences Limited (GNS Science)	Pro	Pro	Beg	Pro	Beg	Pro	Beg	Beg	Pro	Beg	Pro	Beg	Pro	Pro	Man	Pro	Pro	Beg	Pro	Pro		
Kordia Group Limited	Man	Man	Mat	Man	Pro	Beg	Pro	Pro	Pro	Man	Man	Man	Man	Pro	Mat	Mat	Pro	Beg	Beg	Beg		
Land Information New Zealand (LINZ)	Man	Mat	Man	Man	Pro	Man	Man	Pro	Man	Mat	Man	Mat	Mat	Man	Man	Man	Man	Pro	Pro	Pro		
Landcare Research New Zealand Limited	Beg	Pro	Man	Pro	Pro	Man	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Man	Pro	Beg		
Landcorp Farming Limited (Pāmu Farms of New Zealand)	Pro	Beg	Beg	Beg	Beg	Beg	Beg	Pro	Beg	Pro	Beg	Pro	Pro	Beg	Pro	Man	Beg	Beg	Beg	Beg		
Law Commission	Pro	Pro	Man	Mat	Pro	Pro	Pro	Man	Man	Man	Pro	Man	Mat	Pro	Beg	Mat	Mat	Beg	Beg	Beg		
Manukau Institute of Techonology	Beg	Pro	Pro	Man	Pro	Pro	Pro	Beg	Pro	Pro	Beg	Pro	Pro	Pro	Pro	Pro	Pro	Man	Beg	Beg		
Maritime New Zealand	Pro	Pro	Pro	Pro	Beg	Beg	Pro	Pro	Beg	Pro	Beg	Pro	Pro	Beg	Man	Pro	Pro	Beg	Beg	Beg		
Meteorological Service of New Zealand Limited (MetService)	Pro	Pro	Beg	Pro	Pro	Pro	Beg	Beg	Beg	Pro	Beg	Beg	Pro	Pro	Pro	Pro	Beg	Beg	Beg	Beg		
Ministry for Pacific Peoples	Beg	Beg	Beg	Beg	Beg	N/A	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Pro	Beg	Beg	Beg	Beg	Beg		
Ministry for Primary Industries	Man	Man	Pro	Man	Pro	Pro	Pro	Pro	Pro	Man	Pro	Man	Pro	Pro	Opt	Man	Pro	Man	Man	Pro		
Ministry for Women	Beg	Beg	Beg	Pro	Pro	Pro	Pro	Beg	Pro	Pro	Beg	Pro	Pro	Pro	Pro	Pro	Beg	Pro	Beg	Beg		
Ministry of Defence	Mat	Mat	Mat	Mat	Pro	Pro	Man	Mat	Man	Mat	Pro	Man	Man	Pro	Man	Opt	Mat	Mat	Man	Beg		

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	Beg	Pro	Man	Mat	Opt	Beg	Pro	Man	Mat	Opt	Beg	Pro	Man	Mat	Opt	Beg	Pro	Man	Mat	Opt
Ministry of Foreign Affairs and Trade	Mat	Mat	Mat	Man	Man	Pro	Man	Mat	Man	Pro	Pro	Man	Pro	Pro	Pro	Man	Man	Man	Man	Pro
Ministry of Māori Development (Te Puni Kōkiri)	Beg	Pro	Beg	Pro	Beg	Pro	Beg	Pro	Pro	Pro	Beg	Man	Pro	Beg	Man	Man	Pro	Pro	Beg	Beg
Ministry of Social Development	Man	Pro	Man	Pro	Pro	Beg	Pro	Pro	Pro	Pro	Pro	Man	Pro	Pro	Man	Man	Pro	Man	Pro	Beg
Ministry of Transport	Man	Man	Pro	Man	Pro	Pro	Pro	Pro	Pro	Mat	Beg	Man	Mat	Pro	Pro	Man	Man	Man	Pro	Pro
National Institute of Water and Atmospheric Research Limited (NIWA)	Pro	Man	Pro	Pro	Man	Pro	Pro	Man	Man	Pro	Pro	Man	Man	Pro	Pro	Pro	Man	Man	Man	Man
New Zealand Artificial Limb Service	Beg	Pro	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg
New Zealand Blood and Organ Service	Pro	Pro	Pro	Pro	Beg	Beg	Pro	Pro	Beg	Pro	Beg	Pro	Pro	Man	Pro	Man	Pro	Man	Beg	Beg
New Zealand Customs Service	Man	Beg	Man	Beg	Pro	Beg	Beg	Pro	Beg	Beg	Pro	Pro	Pro	Pro	Man	Man	Pro	Beg	Beg	Beg
New Zealand Film Commission	Beg	Pro	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Beg	Beg	Beg	Beg
New Zealand Fish and Game Council	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Pro	Beg	Pro	Pro	Pro	Beg	Beg	Beg	Beg	Beg	Beg
New Zealand Growth Capital Partners Limited	Beg	Beg	Pro	Beg	Beg	Beg	Beg	Beg	Beg	Pro	Beg	Pro	Pro	Man	Pro	Man	Man	Beg	Beg	Beg
New Zealand Post Limited	Beg	Pro	Beg	Pro	Pro	Beg	Beg	Beg	Beg	Beg	Beg	Pro	Pro	Pro	Man	Pro	Pro	Beg	Beg	Beg
New Zealand Productivity Commission	Pro	Pro	Pro	Pro	Beg	Beg	Pro	Man	Pro	Pro	Beg	Man	Pro	Pro	Beg	Man	Man	Beg	Beg	N/A
New Zealand Qualifications Authority	Pro	Man	Pro	Pro	Pro	Pro	Pro	Beg	Pro	Pro	Pro	Pro	Pro	Pro	Man	Pro	Pro	Man	Pro	Pro
New Zealand Symphony Orchestra	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Pro	Beg	Pro	Beg	Beg	Beg	Beg
New Zealand Trade and Enterprise	Pro	Pro	Beg	Pro	Pro	Pro	Beg	Beg	Pro	Man	Beg	Pro	Pro	Man	Pro	Man	Pro	Man	Beg	Beg
New Zealand Transport Agency (NZTA)	Pro	Pro	Pro	Pro	Pro	Pro	Man	Man	Pro	Pro	Pro	Pro	Pro	Pro	Man	Man	Pro	Man	Pro	Pro
Office of Film and Literature Classification	Beg	Pro	Man	Man	Beg	Beg	Pro	Pro	Pro	Pro	Man	Pro	Man	Pro	Beg	Man	Pro	Beg	Pro	Beg
Office of the Ombudsman	Mat	Man	Mat	Man	Pro	Beg	Man	Opt	Man	Man	Beg	Man	Man	Pro	Pro	Man	Man	Man	Pro	Pro
Parliamentary Commissioner for the Environment	Pro	Pro	Mat	Mat	Beg	Pro	Beg	Man	Man	Pro	Pro	Pro	Pro	Pro	Beg	Man	Pro	Man	Pro	Pro
Parliamentary Counsel Office	Beg	Man	Pro	Man	Pro	Man	Man	Pro	Pro	Man	Pro	Pro	Man	Pro	Man	Man	Man	Man	Pro	Man
Parliamentary Service	Man	Man	Mat	Man	Man	Pro	Man	Man	Man	Pro	Pro	Pro	Pro	Pro	Man	Man	Man	Man	Man	Pro

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	Beg	Pro	Man	Mat	Opt	Beg	Pro	Man	Pro	Pro	Beg	Man	Man	Man	Man	Man	Pro	Man	Beg	Beg
Pharmaceutical Management Agency (PHARMAC)	Mat	Man	Mat	Pro	Pro	Pro	Pro	Man	Pro	Pro	Beg	Man	Man	Man	Man	Man	Pro	Man	Beg	Beg
Privacy Commissioner	Beg	Mat	Man	Opt	Beg	Beg	Pro	Pro	Mat	Mat	Beg	Pro	Man	Mat	Beg	Opt	Man	Beg	Beg	Beg
Public Trust	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Beg	Pro	Beg	Pro	Pro	Beg	Beg	Beg	Beg
Radio New Zealand Limited	Beg	Beg	Beg	Beg	Beg	Pro	Beg	Beg	Beg	Beg	Beg	Beg	Pro	Pro	Beg	Pro	Pro	Beg	Beg	Beg
Real Estate Agents Authority	Pro	Man	Mat	Mat	Beg	Beg	Mat	Pro	Pro	Mat	Beg	Pro	Mat	Man	Mat	Pro	Pro	Pro	Beg	N/A
Retirement Commissioner	Pro	Pro	Pro	Man	Pro	Beg	Beg	Pro	Pro	Pro	Beg	Pro	Man	Pro	Beg	Man	Man	Beg	Beg	Beg
Social Workers Registration Board	Man	Pro	Pro	Beg	Beg	Beg	Beg	Pro	Pro	Pro	Beg	Pro	Pro	Beg	Pro	Man	Pro	Beg	Beg	Beg
Sport and Recreation New Zealand	Pro	Pro	Pro	Pro	Pro	Pro	Beg	Pro	Pro	Pro	Beg	Pro	Pro	Pro	Man	Beg	Pro	Pro	Beg	Man
Takeovers Panel	Beg	Man	Man	Mat	Man	Beg	Beg	Pro	Mat	Mat	Pro	Man	Man	Man	Mat	Mat	Mat	Beg	Beg	Beg
Te Kawa Mataaho Public Service Commission	Man	Man	Mat	Mat	Pro	Pro	Opt	Man	Pro	Mat	Man	Man	Man	Man	Pro	Man	Mat	Pro	Beg	Beg
Te Taura Whiri i Te Reo Māori (Māori Language Commission)	Mat	Man	Pro	Man	Pro	Man	Pro	Man	Man	Pro	Pro	Pro	Pro	Pro	Pro	Man	Pro	Beg	Pro	Beg
The Office of the Clerk of the House of Representatives	Beg	Man	Man	Man	Man	Beg	Pro	Man	Man	Man	Man	Pro	Man	Pro	Man	Man	Man	Man	Pro	Pro
The Open Polytechnic of New Zealand	Man	Pro	Pro	Man	Pro	Pro	Beg	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Man	Pro	Mat	Beg	Beg
Transport Accident Investigation Commission	Man	Man	Mat	Man	Beg	Beg	Beg	Man	Pro	Man	Pro	Man	Man	Mat	Man	Pro	Man	Man	Pro	Pro
Victoria University of Wellington	Man	Man	Man	Pro	Man	Man	Man	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Pro	Man	Pro	Beg
Waikato District Health Board	N/A	Pro	Beg	Pro	Beg	Beg	Beg	Beg	Beg	Pro	Beg	Beg	Pro	N/A	Pro	Pro	Pro	Pro	Pro	Pro
Waitematā District Health Board	Beg	Man	Man	Man	Beg	Pro	Man	Pro	Pro	Pro	Pro	Pro	Man	Pro	Pro	Pro	Pro	Man	Pro	Pro
Whitireia and WelTec	Beg	Man	Pro	Man	Beg	Mat	Beg	Pro	Pro	Mat	Pro	Pro	Mat	Pro	Pro	Pro	Pro	Man	Pro	Beg



Te Rua Mahara o te Kāwanatanga

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