

From: 9(2)(a)
To: 9(2)(a)
Subject: Visit from Stephen Clarke, Chief Archivist - 21 January 2021
Date: Thursday, 14 January 2021 2:49:29 PM
Attachments: [image001.png](#)
[image002.png](#)

Kia ora koutou,

How was everyone's breaks! I hope you all came back relaxed, glowed up and fed!

9(2)(a) got in touch yesterday re: Stephen Clarke visiting the Auckland Regional office on Thursday 21st January 2021 and I managed to talk to him about it further today.

He indicated that he would like to come over to National Library for a meet and greet with all you cool cats as well. We were thinking to spend the morning with him and do a small informal welcome for him with one of spectacular morning teas (aye 9(2)(a) !). And then have some more professional chats and a walkabout the repository. He could then come and do the afternoon with you all if that's okay with schedules etc.? Stephen is also comfortable getting a taxi from us to you and back to the airport as he was frequently up in Auckland for business in his previous role.

Let me know if that works on your end and if you are happy to have him and get to know our new CA – I can pass along to 9(2)(a) for his day planner.

Ngā mihi nui,

9(2)(a)



Email logo



*If you're wondering about the use of pronouns in this signature, you can find [more information](#) about how sharing pronouns can help create a sense of belonging and respect

Released under the Official Information Act 1982

From: 9(2)(a)
To: 9(2)(a)
Subject: Stephen says thanks . . .
Date: Wednesday, 9 February 2022 1:38:01 PM
Attachments: [image001.png](#)

. . . for notes, meeting with Minister went very well.

9(2)(a)



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From: 9(2)(a)
To: [Helen McComb](#)
Subject: Fw: Availability Friday 4 December
Date: Monday, 21 February 2022 6:37:25 PM

From: 9(2)(a)
Sent: Tuesday, December 1, 2020 12:59 PM
9(2)(a)

Cc: 9(2)(a)
Subject: RE: Availability Friday 4 December

I'm available – will be zooming in from home if we go ahead. Probably would be good to go ahead as an opportunity to get to know Stephen. Can we check that he is available and planning to attend?

9(2)(a)

From: 9(2)(a)
Sent: Tuesday, 1 December 2020 7:34 AM
9(2)(a)

Cc: 9(2)(a)
Subject: Re: Availability Friday 4 December

FWIW I'm available.

From: 9(2)(a)
Sent: Tuesday, December 1, 2020 7:22:49 AM
9(2)(a)

Cc: 9(2)(a)
Subject: RE: Availability Friday 4 December

Nope. 9(2)(a) and I are in Christchurch.

From: 9(2)(a)
Sent: Monday, 30 November 2020 7:51 PM
To: 9(2)(a)

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9(2)(a)

Cc: 9(2)(a)

Subject: Re: Availability Friday 4 December

Hi 9(2)(a)

I have a clash for part of meeting but could shift if going ahead

Thanks

9(2)(a)

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From: 9(2)(a)

Sent: Monday, November 30, 2020 10:56:13 AM

9(2)(a)

Cc: 9(2)(a)

Subject: Availability Friday 4 December

Hi

At our NLLT meeting on Friday we discussed if it is going to be worthwhile to proceed with the scheduled combined meeting with Archives on Friday 4 December at 1pm. Based on our conversation we have a number of people away or in other meetings either in Wellington or elsewhere.

Can you please reply with whether you are available to meet or not on Friday.

Thanks

9(2)(a)

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From: [Stephen Clarke](#)
To: 9(2)(a)
Subject: RE: In Confidence
Date: Tuesday, 9 February 2021 1:00:18 PM

Just to follow up and for clarity, I have been invited to be interviewed, but 9(2)(a) is on the Committee and running the interviews with NZDF. That is the role that 9(2)(a) specifically requested him for.

Cheers
Stephen

From: 9(2)(a)
Sent: Friday, 5 February 2021 12:22 PM
To: 9(2)(a) Stephen Clarke <xxxxxxx.xxxxxx@xxx.xxx.xx>
Subject: RE: In Confidence

Kia ora 9(2)(a)

Thanks for your email and for the delayed response. The Christmas break was much needed – feels like a long time ago already. I hope you had a good vacation as well.
With respect to the Government Inquiry – I will raise the point that the Chief Archivist should be included in the interview process. I will do this during my meeting with them to discuss the Terms of Reference. In this way it should be formally recorded.
[@Stephen Clarke](#) how does this sound? Did you ever receive an invite from the secretariat?

Kind regards

9(2)(a)

From: 9(2)(a)
Sent: Wednesday, 27 January 2021 3:30 PM
To: 9(2)(a)
Cc: Stephen Clarke <xxxxxxx.xxxxxx@xxx.xxx.xx >
Subject: In Confidence

Kia ora 9(2)(a)

I hope your year end break was relaxing after the challenging 2020.

Stephen Clarke raised with me some potential concerns with 9(2)(a) continuing on the expert panel as part of the response to the Government Inquiry into Operation Burnham-Formation of the Expert Review Group and review of the New Zealand Defence Force's organisational structure and record-keeping and retrieval processes.

9(2)(a) was approached in the set up of this expert panel 9(2)(a). I was not involved at all in this process.

Once it was clear that 9(2)(a) raised this in confidence before being publicly announced with the chair 9(2)(a).

9(2)(a) requested 9(2)(a) stay on the group based on 9(2)(a).

DIA was not consulted on this by 9(2)(a). The Cabinet paper does not name the Chief Archivist specifically, and I would expect that 9(2)(a) would dig 9(2)(a) toes in if DIA challenged the "Department of Internal Affairs senior official (information governance expertise)".

9(2)(a) and adviser to our Minister on 9(2)(a).

I definitely think the interview process should now incorporate the Chief Archivist for completeness.

I hope this helps you

Nga mihi

9(2)(a)

9(2)(a)



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From: 9(2)(a)
To: 9(2)(a) ; [Stephen Clarke](#)
Subject: RE: In Confidence
Date: Friday, 5 February 2021 12:21:42 PM

Kia ora 9(2)(a)

Thanks for your email and for the delayed response. The Christmas break was much needed – feels like a long time ago already. I hope you had a good vacation as well.

With respect to the Government Inquiry – I will raise the point that the Chief Archivist should be included in the interview process. I will do this during my meeting with them to discuss the Terms of Reference. In this way it should be formally recorded.

[@Stephen Clarke](#) how does this sound? Did you ever receive an invite from the secretariat?

Kind regards

9(2)(a)

From: 9(2)(a)

Sent: Wednesday, 27 January 2021 3:30 PM

To: 9(2)(a)

Cc: Stephen Clarke <xxxxxxx.xxxxxx@xxx.xxxx.xx>

Subject: In Confidence

Kia ora 9(2)(a)

I hope your year end break was relaxing after the challenging 2020.

Stephen Clarke raised with me some potential concerns with 9(2)(a) continuing on the expert panel as part of the response to the Government Inquiry into Operation Burnham-Formation of the Expert Review Group and review of the New Zealand Defence Force's organisational structure and record-keeping and retrieval processes.

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9(2)(a) and adviser to our Minister on 9(2)(a).

I definitely think the interview process should now incorporate the Chief Archivist for completeness.

I hope this helps you

Nga mihi

9(2)(a)



From: [Stephen Clarke](#)
To: 9(2)(a)
Subject: RE: Expert Review Group interview availability [Unclassified]
Date: Friday, 22 January 2021 12:05:48 PM
Attachments: [image001.png](#)

I think I may have to insist on replacing 9(2)(a) in this work, but would appreciate guidance on how best to approach this. There is no question in my mind that this is a statutory role, rather than an 'individual interest' role.

I found a briefing from 9(2)(a), which states, "9(2)(a) in the ERG Chair however 9(2)(a) role on the ERG is not tied to the Chief Archivist role and therefore 9(2)(a) will continue to Chair the ERG. GEK Advice and Compliance are supporting 9(2)(a) in this role and assisting with developing the line of questioning for 9(2)(a) to take to the NZDF interviewees."

I'm afraid I don't agree with this interpretation given it very much appears to be a statutory role, and perspective. Would talking to 9(2)(a) and asking 9(2)(a) perhaps be the best option?

ERG ToR <https://www.defence.govt.nz/assets/publication/file/terms-of-reference-for-expert-review-group.pdf>

From: 9(2)(a)
Sent: Friday, 22 January 2021 11:32 AM
To: Stephen Clarke <xxxxxxx.xxxxxx@xxx.xxxx.xx>
Subject: FW: Expert Review Group interview availability [Unclassified]

From: 9(2)(a)
Sent: Tuesday, 19 January 2021 2:53 PM
To: 9(2)(a)
Subject: RE: Expert Review Group interview availability [Unclassified]

Good afternoon 9(2)(a)

Thank you for your email and confirming your availability for the interview – that is great.

Thank you for introducing Stephen as another potential interviewee, he has reached out to me and I will correspond with him directly.

If the time and date is still suitable for you, I will send through the calendar invitation for Thursday, 28 January 2021 from 1530 – 1630. Closer to the meeting I will send through the information sheet for interviewees and suggested interview questions.

Please do not hesitate if you have any questions.

Ngā mihi,

9(2)(a)

From: 9(2)(a)
Sent: Monday, 11 January 2021 3:24 p.m.
To: 9(2)(a)
Cc: Stephen Clarke <xxxxxxx.xxxxxx@xxx.xxxx.xx >
Subject: RE: Expert Review Group interview availability [Unclassified]

Hi 9(2)(a)

Happy New Year to you too. Apologies for the delayed response – pre- Christmas was a little busy!

Yes I would happy to participate. Just wanted to make you aware that Stephen Clarke was recently appointed to the role of Chief Archivist, so I am guessing should be participating. I've copied in Stephen so he is aware.

Kind regards

9(2)(a)

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From: 9(2)(a)
To: 9(2)(a)
Subject: Re: 9(2)(a)
Date: Monday, 31 January 2022 2:55:32 PM

Yes, those OIAs, wow. Hope to catch up with you soon! Get the gang back together.

9(2)(a)



From: 9(2)(a)
Sent: Monday, 31 January 2022 2:00 pm
To: 9(2)(a)
Subject: Re: 9(2)(a)

Who wants to be a policy wonk anyway

I have total confidence that you'll be marvellous! They're an incredibly lucky group of people to get you as their faithful leader, and you're right, it seems like the right fit for your skills and experience!

I'm very sorry your confidence took a hit last year, especially because you are one of the good ones. I'm glad you're making your glorious comeback.


If it's any consolation have you seen the OIAs about Stephen at the mo? Crikey!

Photo re wfh in red



Sent from my iPhone

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From: 9(2)(a)
To: 9(2)(a)
Subject: RE: 9(2)(a)
Date: Sunday, 30 January 2022 9:33:05 PM
Attachments: [image001.png](#)

I was going to say something else but 9(2)(a) is forever reminding me that email is a Public Record!

From: 9(2)(a)
Sent: Sunday, 30 January 2022 8:25 PM
To: 9(2)(a)
Subject: Re: 9(2)(a)

6 week holiday.....enough said. <shake my head>

9(2)(a)



From: 9(2)(a)
Sent: Sunday, January 30, 2022 7:45:51 PM
To: 9(2)(a)
Subject: RE: 9(2)(a)

TSS are doing 2/3 first week and then 3/2 the next week, Property are doing week on/week off (WFH/WFO).

Archives need to get Tahuu to do week on/week off (WFH/WFO) the same as the rest of Lev 2 at Archives otherwise we have to schedule am tea, pm tea and lunch breaks..... in the staff room/kitchen.


I will get it sorted tomorrow when Stephen is back from his 6 week holiday.....

Reason for splitting teams at Archives is so that if one staff member gets Covid then the whole team they sit near have to WFH.

As you know Research Services, Digitisation, Preservation and ASA's cannot really WFH. So we have a different scenario to address at Archives compared with some workplaces where WFH is easy.

Talk more Monday

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From: 9(2)(a)
To: [Helen McComb](#)
Subject: OIA: Closure of Transformation Board
Date: Friday, 25 February 2022 7:46:29 AM

Out of scope



9(2)(a)



From: 9(2)(a)
Sent: Thursday, 11 November 2021 4:07 pm
To: 9(2)(a)
Subject: Re: Closure of Transformation Board

Whoa, there you go...

Not really the best way to communicate with you cc'd.

9(2)(a)



From: 9(2)(a)
Sent: Thursday, 11 November 2021 3:34 PM
To: 9(2)(a)
Subject: FW: Closure of Transformation Board

From: Stephen Clarke
Sent: Thursday, 11 November 2021 3:01 PM
To: 9(2)(a)


Cc: 9(2)(a)



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Subject: Closure of Transformation Board

Kia ora koutou

As you are aware in June we engaged an external Consultant to undertake a review of the Transformation Programme. As an outcome of the review we are in the process of disestablishing the Transformation Directorate in its current format.

Therefore, I have decided to formally close down the Transformation Board governance role. The establishment of increased governance measures through Digital Foundations, Tāhuhu, the Archives Leadership Team and the transition to a new Archives Portfolio Management Office (APMO) approach means that there is duplication in the Transformation Board role.

Delivery against the 2057 Strategy remains our organisational priority, and I'd like to thank you for the time and effort you have put in to governing this programme with me.

The newly-forming APMO are in the midst of development of a new portfolio framework for Archives. This will include a governance review which will include the appointment of independent advisors. Your advice and guidance has been appreciated and valuable; and Archives have taken learnings forward into the redesign of this new governance approach.

My team will be in touch with all projects/programmes managers reporting in to the Transformation Programme to advise them of new accountability and governance reporting lines, based on advice from the APMO team.

Thanks again for your contributions. Please let me know if you have any queries or would like to discuss further.

Ngā mihi
Stephen

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From: 9(2)(a)
To: [Helen McComb](#)
Subject: OIA: Project Exec AIMS
Date: Friday, 25 February 2022 7:47:47 AM

9(2)(a)

From: 9(2)(a)
Sent: Monday, 8 November 2021 9:07 pm
To: 9(2)(a)
Cc: 9(2)(a)
Subject: Re: Project Exec AIMS

Kia ora koutou,

My thoughts (and prayers) may not be particularly valuable or relevant here, but it would seem 'risky' to swap out the PjExec at this late stage of the implementation and delivery, especially given (a) how close to finishing the project we are with 9(2)(a) as PE who understands the project and has sponsored it thus far, and (b) how reliant Tāhuhu is on the success of AIMS for completion. I think a swap is a bad idea at this time.

9(2)(a)

From: 9(2)(a)
Sent: Monday, 8 November 2021 8:15 PM
To: 9(2)(a)
Cc: 9(2)(a)
Subject: Project Exec AIMS

Hi 9(2)(a)

You mentioned that Stephen had written to 9(2)(a) and possibly others re his decision/wish to move the AIMS project executive role away from the Tāhuhu programme to the new Archives NZ Director Digital Delivery. He has not done me the courtesy of discussing this with me and I am unsure of the reason for this wish to remove me. I believe this is contrary to the decision of the Tāhuhu Board re governance.

I can only respond that a change in project exec at this late stage in the project would be a great mistake and is in fact a project risk on the risk register. The project team are horrified at the suggestion.

In my view I should remain as exec on behalf of Tāhuhu programme until delivery is complete and the project handed over to the business – and the new Director Digital Delivery will then be the business owner. There may be good reason when the new Director starts on 6 December to replace 9(2)(a) as Senior User on the steering committee.

9(2)(a)



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From: 9(2)(a)
To: 9(2)(a)
Subject: Re: Proposed Structure
Date: Monday, 8 November 2021 6:07:42 PM

A further 'oversight'! Let me know if you want to chat about this m. I'm in office tomorrow.

9(2)(a)

From: 9(2)(a)

Sent: Monday, November 8, 2021 5:07:06 PM

To: 9(2)(a)

Subject: Re: Proposed Structure

Nor is there an 9(2)(a), one of the functional leads he keeps going on about.

Also just heard Stephen (though he has not had the courtesy to talk to me about it) has written to say he wants to replace me as Project exec for AIMS.

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From: 9(2)(a)

Sent: Monday, November 8, 2021 2:45:27 PM

To: 9(2)(a)

Subject: Re: Proposed Structure

And, I suppose the key concern is no Director, Transformation in any of that. An oversight.

9(2)(a)

From: 9(2)(a)

Sent: Monday, 8 November 2021 1:29 PM

To: 9(2)(a)

Subject: FW: Proposed Structure

My colleagues have been busy whilst I have been away.

From: 9(2)(a)

Sent: Monday, 8 November 2021 7:52 AM

To: 9(2)(a)

9(2)(a)

Subject: RE: Proposed Structure

Tāmaki edits complete.

9(2)(a)

From: 9(2)(a)

Sent: Friday, 5 November 2021 4:02 PM

To: 9(2)(a)

Subject: FW: Proposed Structure

The digital preservation P numbers look right. I think P0077 9(2)(a) is very multipurpose across regulatory and digital, but that can be discussed in consultation. Deleted operational policy as a separate box as it's a function within System Strategy and Standards, not a separate team. Sorry, I can't see the miro anymore, but I thought we weren't aggregating the principal advisors now, I may be wrong. Earlier in the year we'd decided not to fill P7917 Principal Advisor Operational Policy but to use the funding to cover regulatory needs, notably a JD for a role to upskill our tech knowledge to ensure that regulatory products work in current IM environments, e.g. using 365 or developing a new disposal approach. There is a draft JD for that approach, which I think is still important and still affordable.

A complication in describing the digital preservation analysts – long story, skip it if you like, but it might need explaining in the proposal. We have 9(2)(a) both sitting on position P3498.

9(2)(a)

, which had been put on hold for all but high earners. 9(2)(a) gave notice and we recruited for P3498 and appointed 9(2)(a). This was good progression for 9(2)(a) and we also gazumped another offer that she was considering. 9(2)(a)

9(2)(a) is working with HR on creating another digital preservation analyst role that would replace the Digital Preservation Process Administrator (DPPA) role P6443 that 9(2)(a) has vacated. DPPA has a slightly lower salary range. The digi pres positions would change from being 2 x DPA, 2 x DPPA to 3 x DPA, 1 x DPPA. The other DPPA role is vacant. 9(2)(a) was OK with this interim position, but it might perplex others in HR looking at the proposal.

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From: 9(2)(a)
To: [Helen McComb](#)
Subject: OIA: Transformation Directorate changes
Date: Friday, 25 February 2022 7:52:40 AM
Attachments: [image001.png](#)

9(2)(a)

From: 9(2)(a)
Sent: Monday, 1 November 2021 5:53 pm
To: 9(2)(a) >
Subject: Re: Transformation Directorate changes

I reread Stephen's lengthy reply to you...and I'm not entirely sure what he's saying.

9(2)(a)

From: 9(2)(a)
Sent: Monday, November 1, 2021 5:26:55 PM
To: Stephen Clarke <xxxxxxx.xxxxxx@xxx.xxxx.xx>
Cc: 9(2)(a)
Subject: Re: Transformation Directorate changes

So are you saying the message should have been that 9(2)(a) is acting Director Transformation for the interim?

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From: Stephen Clarke <xxxxxxx.xxxxxx@xxx.xxxx.xx>
Sent: Monday, November 1, 2021 1:07:40 PM
To: 9(2)(a)
Cc: 9(2)(a)

Subject: RE: Transformation Directorate changes

Kia ora 9(2)(a)

This was an oversight on my part, as things got quite compressed last week, I'd be happy to meet to discuss. I should have let you know directly of the planned change to the interim reporting lines. This is a temporary measure until we can decide upon what the next steps are, and doesn't change any position or reporting line as they stand currently, it just replaces one set of acting arrangements for another. The ALT has been discussing optimising the functional alignments that will enable the two new positions to operate (Director Digital Delivery and Kaihautū) and to contribute to the organisation effectively, and we are thinking through how we can support the Director Strategy role now that Louise is settling into the position. Over the next 3 years, or so, while you're seconded away from your substantive position we need to ensure that the Strategy 2057 outcomes are delivered. If any planned changes affect your return to the substantive position we will work with HR to ensure that the Department's processes are followed.

Ngā mihi

Stephen

From: 9(2)(a)

Sent: Saturday, 30 October 2021 8:06 AM

To: Stephen Clarke <xxxxxxx.xxxxxx@xxx.xxx.xx>

Cc: 9(2)(a)

Subject: FW: Transformation Directorate changes

Good morning Stephen

I was a little surprised to receive this notification of changes from 9(2)(a) and not from yourself since they seem to greatly affect my substantive role. I am of course aware of the conversations at ALT about teams moving to the new Digital Delivery Directorate and the transformation function being disbanded and replaced by a PMO. I understood that this is in preparation for the correct staff consultation processes although I do note in 9(2)(a) email that Monday's arrangement is "interim".

9(2)(a)

[Redacted]

Ngā mihi

9(2)(a)

From: 9(2)(a)

Sent: Friday, 29 October 2021 2:24 PM

To: 9(2)(a)

Subject: Transformation Directorate changes

Tēnā koutou katoa,

Today is my last day as 9(2)(a) and a member of the Archives Leadership Team. I have enjoyed being a part of the successes that we have achieved over the last 8 months and the challenges that came with reduced staff resource onboard due to secondments.

In June an external consultant undertook a review of the Transformation Programme. One of the recommendations was to establish an Archives Portfolio Management Office (APMO) to provide oversight of all projects and initiatives underway at Archives NZ.

From Monday the following roles and responsibilities will transition on an interim basis to 9(2)(a)

- 3 x Transformation Programme – Programme Manager, Programme Co-ordinator, ODM-BC
- 16.5 x Te Maeatanga Digitisation Programme – Manager, Ops Team Leader, 2 Archivists, 12.5 Digi Assistants
- 5 x Te Rautaki Whakaatea Backlog Programme – 2 Snr Archivists, 3 Archivists
- CRM 9(2)(a)
- Steering Group member
- DDGC Project Executive

From Monday I will transition back to my substantive part-time role of 9(2)(a)

My focus for the next 3 months will be to work on the following activities/initiatives:

- Support the establishment of an APMO to provide a clearer picture of projects and resources
- Mātauranga Māori
 - Delivery of Dynamics of Whanaungatanga courses for 60 staff in November
 - Promotion of Te Wānanga o Aotearoa te reo courses for 2022
- Champion Meeting Room technology fit outs for Archives NZ
- Tāhuhu SME - Lev 8 staff work area and meeting rooms
- Develop and co-ordinate the delivery of an Archives Induction Programme in 2022
- Manage (co-ordinate) activities/initiatives that will have a change impact on our people – tools, systems, structures and processes.

Feel free to contact me if you have any questions.

Ngā mihi,

9(2)(a)



Te Tari Taiwhenua
Internal Affairs

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From: 9(2)(a)
To: [Helen McComb](#)
Subject: OIA: For review: Te Ara Tahi key messages
Date: Friday, 25 February 2022 7:51:39 AM

9(2)(a)



From: 9(2)(a)
Sent: Monday, 1 November 2021 12:56 pm
To: 9(2)(a)
Subject: RE: For review: Te Ara Tahi key messages

Stephen educated us on the Roman origins of the word 'campus' where an encampment was established outside each village that the Romans conquered, so he was asserting that 'campus' had strong colonising overtones. I'm not convinced that anyone else felt that the Roman conquering origins of the world still held in the 21st century, given most of us were entirely unawares of its etymology.

Having said all that, the word 'Archive' comes from Greek origin of 'archivae' (or close to that, I've forgotten precisely, but recall roughly) which has its roots in the magistrate or judge in the town...and we know that the Ancient Greeks were not totally an inclusive society, etc, etc, such that someone could probably have a problem with the term 'Archives'. Tricky stuff this can be.

It's all English or Great British to me!

9(2)(a)



Released under the Official Information Act 1982

From: 9(2)(a)

Sent: Monday, 1 November 2021 12:23 PM

To: 9(2)(a)

Cc: 9(2)(a)

Subject: RE: For review: Te Ara Tahi key messages

Comment came from Stephen.....anyone know why it's emotive?
I've also asked Stephen for a suggestion.

9(2)(a)

From: 9(2)(a)

Sent: Monday, 1 November 2021 12:19 PM

To: 9(2)(a)

Cc: 9(2)(a)

Subject: Re: For review: Te Ara Tahi key messages

Precinct was similarly discounted some time before, as even more unfriendly than 'campus'. Did this latest comment come from Stephen and/or 9(2)(a)? There was discussion at TPRC SteerCo last week in the topic. Not sure we have a new placeholder yet. And...the TPRC crowd can't make this call on behalf of Tāhuhu.

(I've cc'd 9(2)(a).)

9(2)(a)

From: 9(2)(a)

Sent: Monday, November 1, 2021 11:55:11 AM

To: 9(2)(a)

Cc: 9(2)(a)

Subject: FW: For review: Te Ara Tahi key messages

Kia ora koutou

We're finalising the key messages for Te Ara Tahi and in review SLT have asked that we replace the word "campus" in the 'campus operating model'. I understand that it was previously precinct? Is there another established naming convention for this shared space??

Ngā mihi nui

9(2)(a)

A large grey rectangular redaction box covers the majority of the page content below the '9(2)(a)' label.

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From: 9(2)(a)
To: [Helen McComb](#)
Subject: OIA: Stephen farewell - Thursday 4 November
Date: Friday, 25 February 2022 7:49:24 AM

9(2)(a)




From: 9(2)(a)
Sent: Thursday, 28 October 2021 3:39 pm
To: 9(2)(a)
Subject: Fw: 9(2)(a) farewell - Thursday 4 November

What does it say about my state of mind, that when I saw this email, I immediately sat upright and thought "Oh, *he's* leaving?!?!" until I realised it was our 9(2)(a). Lol. Doh.

9(2)(a)



From: 9(2)(a)
Sent: Thursday, 28 October 2021 3:34 PM
9(2)(a)



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9(2)(a)

Subject: 9(2)(a) farewell - Thursday 4 November

Kia ora koutou

You will probably have heard, but sadly 9(2)(a) last day is Thursday 4 November before he 9(2)(a)

A card will be on my desk from tomorrow for signing and an envelope for contributions towards a gift.

Cheers and thanks in advance.

9(2)(a)

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From: 9(2)(a)
To: 9(2)(a)
Subject: RE: HRA PjEx
Date: Friday, 8 October 2021 11:18:00 AM

Yes 9(2)(a) mentioned that we needed to have a serious talk to Stephen about his attitude towards Tāhuhu

From: 9(2)(a)
Sent: Friday, 8 October 2021 10:23 AM
To: 9(2)(a)
Subject: HRA PjEx

Hi 9(2)(a),

I had a catch-up with 9(2)(a) this morning and I was asking about the recent Monday meeting with Stephen that I couldn't make due to another appointment...he mentioned that he'd broached the matter of you and 9(2)(a) taking on the PjEx positions for HRA and HPL, respectively. I presume 9(2)(a) told you he got some push-back (from Stephen)...but the Programme isn't going to change its position on this governance change! I will be supporting you and 9(2)(a) taking up these roles 200% (100% for each of you).

9(2)(a)



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From: 9(2)(a)
To: 9(2)(a)
Subject: Re: request to set up meeting with 9(2)(a)
Date: Friday, 8 October 2021 9:52:20 AM

Thanks 9(2)(a),

I'm pleased that 9(2)(a) is now onboard with being PE for HPL! He and I talked last week about this as he said he'd demured from taking the role (I think you and 9(2)(a) had discussed with him), but I encouraged him to reconsider as it makes all the sense given where we're at, and that 9(2)(a) was going to take on HRA PE role, so it was a match made in Tāhuhu Heaven. I'm disappointed (and a little surprised) about the Chief Archivist's reaction...but probably par for this course.

And, 9(2)(a) staying on as RSR PE is also sensible and helps enrol Alexander Turnbull Library much more into Tāhuhu for the long-run.

9(2)(a)

From: 9(2)(a)
Sent: Friday, 8 October 2021 9:45 AM
To: 9(2)(a)
Subject: FW: request to set up meeting with 9(2)(a)

Hi 9(2)(a),

Further to our brief discussion on Stephen Clarke passing the HRA project executive role to 9(2)(a) the current thinking is: HPL is separated from HRA project (which goes in build/delivery) and 9(2)(a) takes over the HPL project executive role; 9(2)(a) stays on as the RSR project executive. Meeting proposed below is to discuss these changes with 9(2)(a) including to explain new Quality and Configuration Group's role.

9(2)(a)

From: 9(2)(a)
Sent: Friday, 8 October 2021 9:31 AM
To: 9(2)(a)
Cc: 9(2)(a)

Subject: request to set up meeting with 9(2)(a)

Hi 9(2)(a)

Can you please work with 9(2)(a) to get a meeting with 9(2)(a) and (in order of importance) 9(2)(a) 9(2)(a) Sometime next week. I'm happy to move things in my calendar to make it work. Most important is to have 9(2)(a) meet with him – 9(2)(a) and I will come if we can make it.

45 minutes preferred.

Meeting title: Update on Tāhuhu Governance going forward

Purpose of meeting: To inform 9(2)(a) of the proposed new governance arrangements for Tāhuhu build projects - RSR, HRA and HPL, and to get his feedback on the approach.

Thanks,


9(2)(a)



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From: 9(2)(a)
To: 9(2)(a)
Subject: RE: Air NZ to fly direct to Tasmania
Date: Monday, 12 April 2021 8:10:01 PM

Out of scope



Mr Clarke recently made his first appearance at a CAARA meeting since 2010 and did ok. I do recall him now as that 2010 gathering in Melbourne was my maiden CAARA event.

Out of scope



From: 9(2)(a)
Sent: Friday, 19 March 2021 4:53 PM
To: 9(2)(a)
Subject: Re: Air NZ to fly direct to Tasmania

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Out of scope

But, I'm irrepressible (apparently), so bouncing back. It's been...interesting...interacting with 9(2)(a) Chief Archivist, Stephen Clarke (you seen him at CAARA meet ups yet?) A little (or a lot) awkward at first, but it's just something to work through.

He's a very different character to me, but then, that makes sense, otherwise 9(2)(a)

9(2)(a)

Out of scope

9(2)(a)

Out of scope

9(2)(a)

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From: 9(2)(a)
To: [Helen McComb](#)
Subject: OIA: Tāhuhu build projects business owners, project executives and steering committee chairs
Date: Friday, 25 February 2022 7:57:59 AM

9(2)(a)

From: 9(2)(a)
Sent: Friday, 12 February 2021 4:46 pm
To: 9(2)(a)
Subject: RE: Tāhuhu build projects business owners, project executives and steering committee chairs

WTF? Okay, this isn't what we expected, so yes, let's help clarify this for the CA and make sure you're kept safe.

Our collective understanding was that 9(2)(a)
9(2)(a) This is the model that supports the TRPC work and the other project development. I could set this down in the paper that I'm taking to the Tāhuhu Board later this month...that could be helpful in cementing the commitment from the partners.

9(2)(a)

From: 9(2)(a)
Sent: Friday, 12 February 2021 12:14 PM
To: 9(2)(a)
Cc: 9(2)(a)
Subject: RE: Tāhuhu build projects business owners, project executives and steering committee chairs

FYI the impression that Stephen seems to have that 9(2)(a) is a concern to me. 9(2)(a)

9(2)(a)

From: 9(2)(a)

Sent: Tuesday, 9 February 2021 11:20 AM

To: 9(2)(a)

Cc: 9(2)(a)

Subject: Fwd: Tāhuhu build projects business owners, project executives and steering committee chairs

Hi all

Here is the original email, should help to make sense of the email I was trying to send from my PC!

Thanks 9(2)(a) for helping, sorry I can only work off my mobile

9(2)(a)

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From: 9(2)(a)

Sent: Tuesday, February 2, 2021 8:50 AM

To: 9(2)(a)

Subject: FW: Tāhuhu build projects business owners, project executives and steering committee chairs

FYI

From: Stephen Clarke <xxxxxxx.xxxxxx@xxx.xxxx.xx>

Sent: Tuesday, 2 February 2021 8:32 AM

To: 9(2)(a)

Subject: RE: Tāhuhu build projects business owners, project executives and steering committee chairs

Hi 9(2)(a)

Fine with the approach, but currently I'm light on Directors. I am recruiting for 9(2)(a) role, and I'll need to recruit to 9(2)(a) now that 9(2)(a). I only have 9(2)(a) currently, who are 9(2)(a). Using the regional archivists could be another option but there is the logistical issue.

Cheers

Stephen

From: 9(2)(a)

Sent: Monday, 1 February 2021 7:09 PM

To: 9(2)(a)

Cc: 9(2)(a)

Subject: Tāhuhu build projects business owners, project executives and steering committee chairs

Hi Stephen 9(2)(a),

With the start up of the Regional Shared Repository (RSR) and Heke Puna Library (HPL) building projects late last year (including development of requirements and appointment of the external PMs and design consultants) we have been reviewing Tāhuhu resourcing and governance structure for these projects.

The Heke Rua Archives (HRA) and HPL projects together must deliver on the “documentary heritage campus” while the RSR must critically meet Library and Archives joint needs for long-term storage.

Tāhuhu project leads have been rearranged to better meet this need; 9(2)(a) to lead both the HRA and HPL; and 9(2)(a) to lead the RSR. 9(2)(a) is finishing up with DIA in the next few weeks and 9(2)(a) focus will be more on supporting Ngā Taonga. More work is required to review all resources to ensure the right capacity and capability is available across these projects.

Currently all three projects report to the Combined Build Projects Steering Committee, and 9(2)(a) is the Chair. The scale of the projects means this will quickly become unmanageable and as you know 9(2)(a). At the December 2020 meeting the Combined Build Projects Steering Committee agreed that the RSR project should have its own steering committee but HRA and HPL remain combined to ensure the solution is fully integrated (delivering a documentary heritage campus).

The purpose of this email is to seek your suggestions and agreement on the business owners, project executives and steering committee chairs. Membership of the committees also needs review/refresh but this can be done once these key positions are agreed. There is a significant responsibility and time commitment for these roles (indicatively 15-20% FTE) and therefore I suggest sharing the load across a number of people.

As a starter I suggest the following approach with names to be further considered:

Tāhuhu Project	Business owner	Project Executive (PE)	Steering Committee Chair
HRA	Archives NZ (Chief Archivist)	Archives NZ director?	Combined Steering Committee <i>Chair:</i> HPA Project Executive

HPL	National Library (Nat. Librarian)	National Library director?	<i>Deputy Chair:</i> HPL Project Executive
RSR	National Library (Nat. Librarian)	National Library director? (a different person to HPL)	<i>Chair:</i> RSR Project Executive, preferably different to HRL PE <i>Deputy Chair:</i> Archives director, preferably different to HRA PE

It is also important that Ngā Taonga Sound & Vision have a good representation on the various project steering/governance groups, however to take on a PE role it is necessary to be a DIA employee. I am otherwise open to suggestions on how to best achieve this.

Ngā mihi,
9(2)(a)



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From: 9(2)(a)
To: 9(2)(a)
Subject: RE: 9(2)(a)
Date: Thursday, 21 January 2021 2:45:45 PM
Attachments: [image003.png](#)
[image004.png](#)

That's so lovely, thank you 9(2)(a) I miss you folks too...but 2021 is a new year and a new chapter for everyone. I've had a good month away from work and am back to my normal self again. Stephen will do fine and will need all the support you can all provide him, which I know you all will.

Take good care of yourself and ride the Red Rocket (safely, of course!)

9(2)(a)



From: 9(2)(a)
Sent: Thursday, 21 January 2021 2:24 PM
To: 9(2)(a)
Subject: 9(2)(a)

Hey 9(2)(a)

Hope you are having a great start of 2021

Stephen visited today and I really missed you when he was walking around with 9(2)(a). Couldn't feel the vibe that you always brought whenever you have visited That smile and fun way of talking to people.

But however he is a nice person to work with and will get there.

Take Care

Kind Regards

9(2)(a)



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From: 9(2)(a)
To: [Stephen Clarke](#); 9(2)(a)
Subject: RE: Archives meeting this morning
Date: Tuesday, 23 February 2021 7:52:37 AM

Kia Ora Stephen

The Chief Archivist has had a slot at our all of staff meetings for the past two Chief Archivists.

9(2)(a) asked 9(2)(a) some time ago if you wanted to continue to contribute to the staff meetings and our understanding was that you had agreed hence the slot was maintained.

How about we sort this in time for the next one with 9(2)(a)

We were in the process of improving our process for putting papers up for decisions to ALT as part of the establishment of the Office of the Chief Archivist (along with the other work on reshaping the business). 9(2)(a) was in charge of this.

We can continue this work. Just giving 9(2)(a) some time to get his feet under the desk for his new role.

Ngā manaakitanga, nā

9(2)(a)

From: Stephen Clarke
Sent: Tuesday, 23 February 2021 7:40 AM
To: Archives Leadership Team <xxxxxxxxxxxxxxxxxxxxxxxx@xxx.xxx.xx>
Subject: Archives meeting this morning

Morena,

I discovered this morning that I had been put on the agenda for the Archives meeting at 9am this morning. This was only because I sent an email last night requesting the agenda. Obviously I have no time to prepare a presentation now, so I have declined.

It seems to be symptomatic of a broader issue of not receiving notification for things with decent notice, with the chance to prepare, give feedback or digest things in advance of meetings. Therefore instead of making decisions at meetings we end up discussing the paper. We can always have discussions, but we need to make sure we note if someone is for approval (has been circulated and had feedback, etc), is an opens paper (has been through an inclusive drafting process) or is a genuine discussion paper to prompt debate (is high level and conceptual). Also cover memos or exec summaries would be really useful.

Can we as a leadership team devote some time to setting processes and expectations for everyone on when papers are circulated, the period they should be circulated by, and comment/feedback processes in advance of circulation please? We could also develop templates for different types of papers, strategic, operational, business case, discussion paper, for approval etc.

Ngā mihi

Stephen

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Kia Ora Helen

Below is a transcript of a conversation in Teams.

Ngā mihi

9(2)(a)

[7/12/2021 12:01 pm] 9(2)(a)

I don't think you're grumpy that was a stupid remark.

[7/12/2021 2:00 pm]

Thank you- he made it sound as though that was the reason my Dirdctorate needed to be split

[7/12/2021 2:07 pm] 9(2)(a)

Yeah sorry I felt like I should call him out but I didn't want to make a big hoo haa and embarrass you.

[7/12/2021 2:08 pm] 9(2)(a)

TBH I'm probably reaching peak grumpiness myself this week hahaha

[7/12/2021 2:08 pm] 9(2)(a)

9(2)(a)

[7/12/2021 2:24 pm] 9(2)(a)

I can't take him seriously in that hat anyway.

[7/12/2021 2:24 pm] 9(2)(a)

I gave him that to wear :-)

laugh 1

[7/12/2021 2:25 pm] 9(2)(a)

Oh dear - my face is creaking with the effort

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27/09/2021 8:39 am

9(2)(a) and Stephen Clarke are you both feeling sorted for this morning? Need anything?

8/09/2021 8:18 am

Stephen Clarke good luck for your speech today! Naturally you will have said nice things about each of us 🙄

8/09/2021 11:08 am

That was great! Nice work Stephen

9(2)(a)

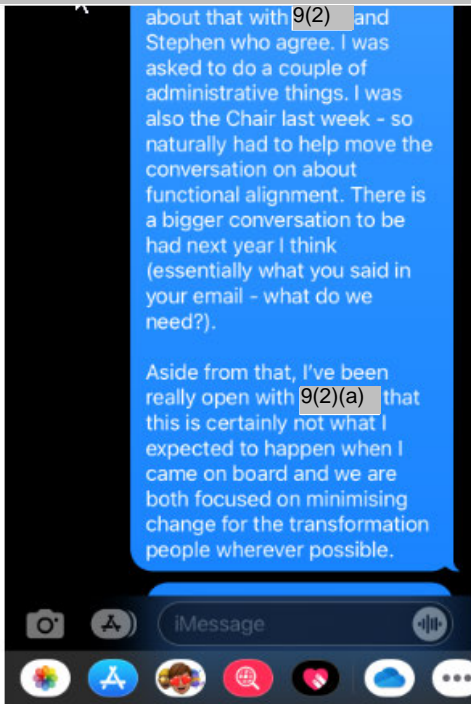
Kia Ora 9(2)(a) Thanks for your message; I really appreciate it. It's a pretty interesting and awkward time all around.

I'm not involved in any of the HR processes or decision making - I've been really clear about that with 9(2)(a) and Stephen who agree. I was asked to do a couple of administrative things. I was also the Chair last week - so naturally had to help move the conversation on about functional alignment. There is a bigger conversation to be had next year I think (essentially what you said in your email - what do we need?).

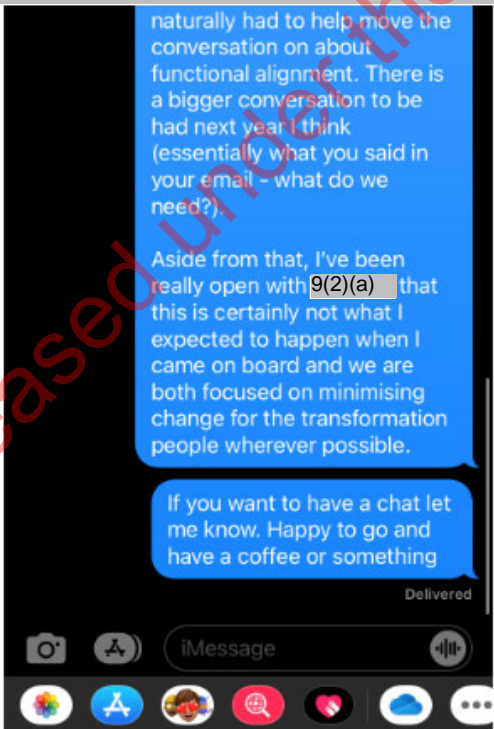
iMessage

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9(2)(a)

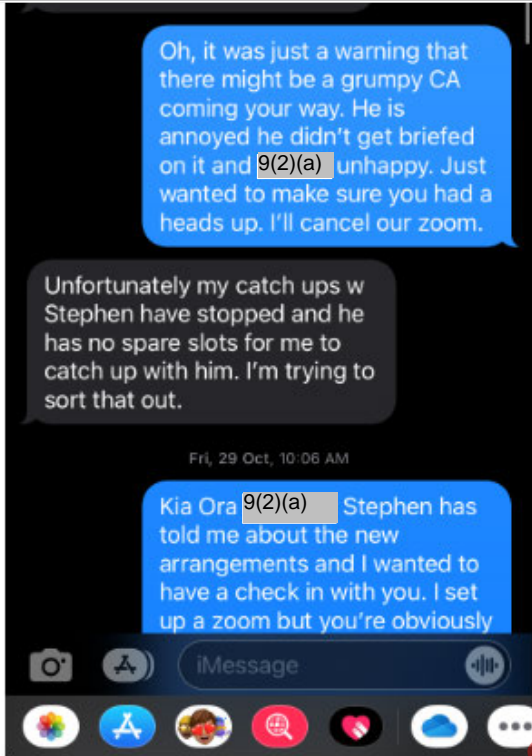


9(2)(a)



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9(2)(a)



2/

16/09/2021 6:02 pm

Kia ora 9(2) two things I wanted to connect with you on but tomorrow is my Friday off so please excuse this IM. The first one is that apparently one of the departments across from MG was closed to staff today to deal with a rodent infestation. I've heard this second hand, but wondered if we need to do an extra 'sweep' in the repository just to check none have braved crossing the road.

The second is just following up on the work re: objectional material that Paul James gave a shout out to on the comms email. I don't want Hoani to ask Stephen about it and he is put on the spot...and also want to make sure we connect with them on sensitive content stuff. Thanks 😊

27/09/2021 9:35 am

❤️ 1

Stephen is now talking about the importance of an inclusive culture

21/10/2021 12:02 pm

She should know about the bid (I hope!!) But I just don't know if she is aware that 9(2)(a) Stephen are annoyed

9(2)(a)



24 Feb 2021, 5:09 PM

[Redacted]

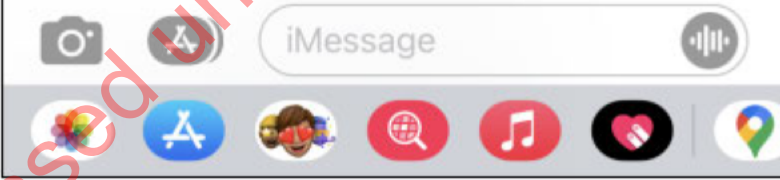
[Redacted]

[Redacted]

[Redacted]

Can I talk in confidence? I'm really struggling with something related to our new boss and not sure how to handle it cause I don't think I'm being sensitive

Yes, of course, give me a call.



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