



Te Tari Taiwhenua
Internal Affairs

Project Plan: Preserving the Nation's Memory

Wairere House Whanganui Exit
Version 1.4

IN CONFIDENCE

Document control

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Revision history

Version	Date	Author	Description of changes
1.0	27 June 2018	Mary McLean	Original
1.2	5 July 2018	Mary McLean	Updates after feedback from IKS SLT
1.3	10 July 2018	Mary McLean	General update and feedback from Kevin Moffat
1.4	31 July 2018	Mary McLean	Update following Guardians Kaitiaki meeting 19 July

Distribution list

Name	Role	Group
Peter Murray	Project Executive, Chief Executive (Acting)	DIA
IKS SLT	Leadership Team	IKS
NLLT	Leadership Team	National Library
ALT	Leadership Team	Archives NZ
PtNM Board	Governance Board	DIA-wide
Hanita Shantilal	Manager Property Asset Management	Property Group
Brendon Davies	Manager Planning and Development	Property Group
Brendon Sheppard	Principal Advisor	Property Group
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Shobna Hillman	Team Leader Collection Delivery	National Library
Lay Chin Wan	IKS Business Partner	Finance

Document Approval

Rob Stevens, IKS Portfolio Director at the Department of Internal Affairs as the Project Sponsor, confirms that the budget estimate is an accurate and reliable assessment of the funding needs for this project.

Signature		Date	
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Authorisation

Peter Murray, Chief Executive (Acting) (and PtNM Board executive chair) of the Information and Knowledge Services Branch at the Department of Internal Affairs, confirms that the project plan has addressed all risk issues associated with the business case and that business case outcomes will not compromise maintenance of the ongoing financial viability of Information and Knowledge Services Branch.

Signature		Date	
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Purpose of the Plan

1. The Wairere House Exit Plan will set out the project's goals and objectives. The plan will serve as an agreement between the Project Sponsor, Project Manager and Project Governance Board.
2. The plan will define the following:
 - a. Project purpose
 - b. Business need and requirements
 - c. Scope (and out of scope items)
 - d. Deliverables
 - e. Assumptions
 - f. Constraints
 - g. Project budget
 - h. Project risks
 - i. Project timeline

Business need and requirements

3. It is the Department's obligation to ensure that our documentary heritage is protected and preserved over time, that the risk of loss or damage is reduced, and that it is made accessible to New Zealanders now and in the future. The Department relies on buildings that are fit-for-purpose in order to meet this obligation.
4. Without significant future investment in the Archives New Zealand and National Library of New Zealand facilities, the care and preservation of the holdings and collections continue to be compromised and placed at risk of damage or loss. The Department is at risk of failing to meet its obligations under the Public Records Act 2005 and the National Library Act 2003.
5. The Wairere House facility in Whanganui is at the end of its economic life and is built next to a flood prone river. The collections need to be relocated with urgency and the building disposed. Substantial short and long term capital investment will be required to address building issues to ensure the appropriate preservation management, and to mitigate the risk of ongoing loss and damage to the collections due to water ingress and sub-optimal environmental conditions.
6. Wairere House is not a specialist storage repository. There are a number of known issues that represent a risk to the collections and some require resolution to ensure the safety of the collections.
7. Maintaining sub-optimal facilities will only increase the risk of service failure, resulting in the disruption of services and higher maintenance costs being incurred in the medium term and long term.

8. A building Condition Report was prepared by BECA in June 2018. This included an assessment of the infrastructure, building fabric and services. The report concluded a number of items had only 1 – 4 years of useful life remaining, indicating the maintenance liability will continue to grow.

Project scope

9. The exit plan for Wairere House requires the decant of all Alexander Turnbull Library collections and National Library (fiction and non-fiction) general collections from the National Library storage facility at 1 Bates Avenue, Wairere House, Whanganui.
10. The collections will be relocated to: Rugby House basement room B21C; the National Library Molesworth Street Wellington; **Out of scope**
[Redacted]
[Redacted]
11. The proposed sites for relocation require alterations and building works to prepare them for accepting the collections. This will ensure the collections are stored securely and in appropriate environmental conditions.
12. Extensive pre-decant activities are required to support the relocation of the collections. These activities include: inventory control; listing and description work; conservation and packaging. This will require a staged approach to implementation, the business case indicated up to two years for the completion of this work.
13. Prior to the decant work commencing a review of the operating model and long-term collections setting is also recommended. The delivery of this stream is considered important as this will inform policy development and provide clarity around long-term collection outcomes and ensure they are fit-for-purpose.
14. Project completion date: 30 September 2020.
15. Wairere House currently stores: **Out of scope**
[Redacted] National Library general fiction and non-fiction collections.
16. The following items are **out of scope** for the PtNM project:
Out of scope
[Redacted]
 - b. Ministerial approval and stakeholder consultation regarding the disposal of the National Library fiction and non-fiction collection (excluding NZ authors). This will be led by the National Library. Subject to approval the physical disposal will be completed by the project team.

¹ The lease expires 31 December 2019 and has four three year renewal options (1 January 2019; 1 January 2022; 1 January 2025; 1 January 2028). The final expiry date is 31 December 2030.

Out of scope

Deliverables

17. The project will deliver the following:
- Execute pre-decant activities for the Wairere House contents.
 - Develop a communications and engagement plan for stakeholders and interested parties including: staff currently located at Wairere House, Iwi, 9(2)(g)(ii) Guardians Kiatiaki of Alexander Turnbull Library, LINZ and Whanganui City Council. Consultation and engagement with Iwi needs to include a consideration to tāonga being moved within three locations: Whanganui, Wellington and Auckland.
 - Prepare the National Library and Archives NZ sites as per the table below:

Deliverables	Description/Format of collections
<p>Rugby House – streamline collection space</p> <p>Action the:</p> <ul style="list-style-type: none">Relocation of the Dorothy Neal White collection from Rugby House to Molesworth StreetIdentification of NZ authors from Wairere House content to be retained and relocated to Rugby HouseDisposal of remaining (NL fiction and non-fiction) collections no longer required <p><i>Project dependency</i></p> <ul style="list-style-type: none">Ministerial approval for the disposal of remaining NL collections no longer required (this will be managed by the National Library)	<p>NL general fiction collection</p> <p>NL general (non-fiction) collection</p>
Out of scope	

Out of scope	
Action the: Installation of shelving and any alterations required to Molesworth Street	Collections relocated from Rugby House room B21C (high use collections) - Corporate Library collection - NL NZ and & Pacific serials and folios collection - NL overseas serials collection - NL newspapers (physical access copy of recent publications)

- d. Execute a full decant of the collections housed in Wairere House Whanganui facility. This includes the packaging, physical move and the logistics associated with decant of the following contents:

Description/Format of collections	Number of items/volume
NL fiction collection	1,840 shelves of 26,527 items
NL general (non-fiction) collection	3,817 shelves of 152,454 items
Out of scope	

- e. The exit of Wairere House is to be completed by 30 September 2020.
- f. The project is to be delivered within the approved budget.
18. The PtNM governance board will formally agree that the Wairere House property is surplus to requirements and can be released to DIA's property team for disposal. This is in alignment with PtNM governance board agreement (18 September 2017) that Wairere House is unsuitable as a long-term storage repository by DIA.

Assumptions

19. Collections currently located at Wairere House are low-use, therefore location is less important than environmental controls, security and cost of storage
20. Collections will be housed in fit-for-purpose DIA (owned or occupied) buildings. This avoids expensive commercial storage.
21. The PtNM project team will work with and keep DIA's property team informed throughout the project.
22. This solution covers a storage period of circa 5-10 years. A permanent solution is undetermined, as such the exit strategy is not a long-term solution.
23. The 2018 PtNM SSBC has an indicative target date of 30 June 2022 for completion of NSR1. A 2019 budget submission will delay this timeline to 2023.

Constraints identified

Capacity constraints

24. Relocating Wairere House contents to other DIA appropriate facilities will have an impact on future storage capacity. It is estimated this action will:
 - a. Reduce National Library future storage capacity by five years. This is due to Rugby House room B21C contents being relocated to Molesworth Street;
Out of scope
25. Undertaking the exit of Wairere House prior to securing funding for PtNM will place more pressure on National Library and Archives NZ facilities in the short to medium term. A Plan B should be considered in the event that investment is not secured in Budget 2019.

Resource and funding constraints

26. The Budget section of this report sets out the anticipated costs to undertake this project. Savings can be made through avoided maintenance costs and further capital expenditure on Wairere House.
27. National Library current funding issues means they are operating with reduced FTE's, this may impact on their capacity to support this initiative. Any resource provided by the business to undertake decant activities may not be able to be absorbed by the business, and costs may escalate if backfill is required.

Timeline constraints

28. The sites proposed for relocation need building works undertaken to prepare them for accepting the collections. This work is yet to be formally scoped and costed. Once the project is fully scoped the timeline indicated may not be sufficient.
29. Consultation with stakeholders regarding the disposal of the National Library general collections may not be able to be completed within the allocated timeframe, or stakeholders oppose the disposal.
30. Pre-decant activities will take up to two years to complete.

Budget

31. The total budget estimated for this project is \$2.948M. This is made up of \$1.280M Capex and \$1.668M Opex. The details are as follows:

Activity	Cost ²	Capex/Opex
Alteration costs Molesworth Street (new shelving)	\$200,000 (provisional costing TBC)	Capex
Alteration to Rugby House room B21C (new shelving)	\$500,000 (provisional costing TBC)	Capex
Out of scope		
Purchase packaging boxes	\$101,100	Opex
Pre-decant costs (includes reconfigure/rationalise space in RH) – National Library collections	\$70,000 (note that this work commenced in 2017/18 this \$70k is additional to the \$55k funded in 2017/18)	Opex
Relocate contents from Rugby House B21C to Molesworth Street (5,444 shelves and 160 drawers of microfilm)	\$30,000 (estimate @ 2 boxes per shelf @ \$2.75 per box)	Opex
Disposal of NL collection	\$60,000	Opex
Out of scope		
Logistics and transportation (ex Wairere House)	\$189,000 (as per SSBC for P Nth location) \$20,000 (additional cost to move to Wgtn) Out of scope	Opex
Removal of existing shelving at Wairere House	\$50,000	Opex

² The costs are supplied or extracted from: 2018 SSBC and CHP Taupo Ltd

Project resource - project manager 100% and project coordinator 50% (for 12 months)	\$357,000	Opex
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32. \$1.391M of these budgeted costs are included in the 2018 PtNM business case.

Out of scope

34. The balance of the funding required (\$1.898M) will be provided from PtNM budget in 2019/20 and 2020/21, providing a successful outcome in Budget 2019. If PtNM cannot provide on-going financial support, the funding will be sought from DIA in financial years 2019/20 and 2020/21.

35. No budget allocation has been included for third party storage costs. However storage costs from an external provider have been estimated at \$750k - \$925k per annum for 7,000LM. The Wairere House contents equal 12,500LM.

Out of scope

Risks

37. A number of risks have been identified with regard to the delivery of this project and project dependencies, these include:
- Any outcomes arising from the newly established National Archives and Library Institutions Ministerial Group that may impact on the PtNM project;
 - Any direction to re-scope the PtNM project, this may impact on timing and resourcing for this project;

- c. The outcomes of the collections setting review and policy development, and how this may impact collections rationalisation;
 - d. If Ministerial approval is not granted for the disposal of the National Library general collections, this will mean other storage options for these collections will need to be sourced. This will impact on resourcing and cost;
 - e. If the 2019 budget submission is unsuccessful, funding to complete the project will need to be sought from DIA.
38. Resource, funding and capacity constraints have also been identified. (refer Constraints section).

Timeline

39. The table below provides a high level timeline for project completion on 30 September 2020.

Deliverable	Timeline
NL fiction collection <ul style="list-style-type: none"> • Identify NZ Authors and relocate • Disposal 	31 December 2018 (NZ authors identified as at 30 June 2018)
Disposal of NL general (non-fiction) collection (including Ministerial approval)	31 December 2018
Develop communications and engagement plan	31 December 2018
Pre-decant activities – Inventory control, listing and description – Out of scope <div style="background-color: black; height: 15px; width: 100%;"></div> <div style="background-color: black; height: 15px; width: 100%;"></div>	Commence September 2018 and continue through to 30 July 2020
Out of scope <div style="background-color: black; height: 100px; width: 100%;"></div>	
Complete alterations (Rugby House Room B21C)	30 August 2020
Installation of shelving and alterations to Molesworth St – for contents of RH room B21C	30 August 2020
Out of scope <div style="background-color: black; height: 15px; width: 100%;"></div>	