

Lessons learned from one of New Zealand's most challenging civil engineering projects: rebuilding the earthquake damaged pipes, roads, bridges and retaining walls in the city of Christchurch 2011 - 2016.

## Communication Leadership Group - Charter

**Story:** Communication Team Role and Purpose

**Theme:** Communications and Community

---

A document that outlines objectives and ways of working collaboratively, which team members signed to show their commitment.

This document has been provided as an example of a tool that might be useful for other organisations undertaking complex disaster recovery or infrastructure rebuild programmes.

For more information about this document, visit [www.scirtlearninglegacy.org.nz](http://www.scirtlearninglegacy.org.nz)



This work is licensed under a [Creative Commons Attribution 3.0 New Zealand License](https://creativecommons.org/licenses/by/3.0/nz/).

The authors, and Stronger Christchurch Infrastructure Rebuild Team (SCIRT) have taken all reasonable care to ensure the accuracy of the information supplied in this legacy document. However, neither the authors nor SCIRT, warrant that the information contained in this legacy document will be complete or free of errors or inaccuracies. By using this legacy document you accept all liability arising from your use of it. Neither the authors nor SCIRT, will be liable for any loss or damage suffered by any person arising from the use of this legacy document, however caused.

## Communication Leadership Group: CHARTER

Purpose	Objectives <i>(What will help to keep us on track)</i>	Ground Rules <i>(How we will behave together)</i>
<p>To collaborate and share as both one team and as smaller teams to provide coordinated, best practice communication and community engagement about the infrastructure rebuild for and with the people of Christchurch.</p>	<ul style="list-style-type: none"> <li>• Staying connected to the vision and SCIRT purpose – leadership; SCIRT Stakeholder Management Plan and objectives; the Alliance Objectives and the SCIRT Hierarchy of Commitment</li> <li>• Adherence to SCIRT obligations around communication approach and material</li> <li>• Better understanding of each other’s work environments</li> <li>• Shared problem solving</li> <li>• Updates from Annemarie</li> <li>• Information sharing</li> <li>• Clarifying and understanding the rationale behind decisions</li> <li>• Supporting each other and giving each other an energy boost</li> <li>• Sharing perspectives</li> <li>• CLG members act as conduits between CLG and their respective comms teams</li> <li>• Keep behaviours ‘above the line’ i.e. solution focussed; professional; open; recognising the IST and Delivery Teams are in this together and are one team; respecting one another’s roles.</li> </ul>	<p><b>Meeting administration</b></p> <ul style="list-style-type: none"> <li>• Rotate the Chair Function amongst those CLG members who are happy to Chair</li> <li>• Rotate the minute taking function</li> <li>• Create a list for chairing/minute taking</li> <li>• Send Agenda Items/Issues to Chair by 12pm Friday</li> <li>• Circulate meeting minutes to the team by COB on Thursday</li> <li>• Refer to decision/discussion/notes/action for each agenda item and stay focussed with discussion and contribution</li> <li>• Have TLG member attend each month</li> </ul> <p><b>Approach to meetings</b></p> <ul style="list-style-type: none"> <li>• Be on time</li> <li>• Stick to agenda timelines or negotiate a change as a group</li> <li>• Include creativity in decision making/processes (see next dot point)</li> <li>• Decision making needs to align with ‘SCIRT Hierarchy of commitment’ and “ Alliance Objectives”</li> <li>• Have SCIRT Hierarchy of commitment sign and Alliance objective sign at meetings</li> <li>• Call ‘background conversations’ in an appropriate way</li> <li>• Be present (both physically and mentally – don’t check phones; answer phones outside; have phones on vibrate only; don’t do other work at the same time</li> <li>• Bring passion and energy</li> <li>• Respect and assist the Chair</li> <li>• Listen actively and don’t waffle</li> <li>• Have fun</li> <li>• Have hard conversations in an appropriate way</li> <li>• Be open to new ways and ideas, using appropriate behaviour</li> <li>• Be mindful of participating and supporting participation</li> <li>• Confirm understanding as the meeting progresses because sometimes we don’t really understand even if we think we do</li> <li>• Stay focused on the ‘big stuff’ not ‘rats and mice’</li> <li>• Imagine we are on TV; is our behaviour appropriate?</li> <li>• Guest speakers can attend, however only with advance notification and agreement of the CLG</li> <li>• Other communication personnel from delivery team hosting the meeting (plus City Care team) are invited to attend the meetings up until the operational update.</li> </ul>

Signed by all CLG members on .....