

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.

When SCIRT Comes to Town workshop outline

Story: Business Support Programme

Theme: Communications and Community

A tool, including an outline and run sheet, used by the SCIRT Communication Team when delivering a series of workshops to SCIRT engineers about working around businesses.

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



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When SCIRT Comes to Town – Workshop

Audience

SCIRT Delivery Team Engineers

Timing

3rd August 2015 – 14th September 2015

Purpose

To encourage SCIRT engineers to be more mindful of the impact that SCIRT works have on suburban businesses and increase attendees capability and drive to minimise their impact on businesses where possible.

Overview

The workshop will focus on ways to improve our relationship with business owners and help them through their time with a SCIRT crew working outside their business. We will provide tools such as the 'business impact framework' and 'guidelines for working with businesses' to assist with planning works near businesses. This workshop alone will not instantly "fix" SCIRT's relationship with business owners, but it should increase our engineer's capability to make meaningful changes for the benefit of business owners.

The Bigger Picture

The *When SCIRT Comes to Town* workshop is just one piece of a four part strategy to improve SCIRT's relationship with businesses owners. The three other strategies include activities to challenge and upskill the Management Team and Delivery Leadership Team, SCIRT's subcontractors working near businesses, and Traffic Managers and workers.

Evaluation

A short Survey Monkey Survey will be sent to participants in September to gauge the success of the workshop. Market research will also be carried out on businesses operating near SCIRT sites to see if their satisfaction with SCIRT's impact on their business increases after the training is complete.

Resources needed

- Two - four large 'business impact frameworks'
- A4 'business impact framework' for every attendee
- Guidelines for Working with Businesses for every attendee
- Videos on USB
- Laptop (and projector?)
- Post-it notes for learnings wall
- Pens
- Lollies

Time	Overview	Teaching Activity	Learning Outcome
5 mins	Welcome DLT rep to present. Include explanation of “why I am here”	<ul style="list-style-type: none"> Welcome participants Outline why this is important: research stats, impact on businesses, impact on SCIRT with issue escalation, organisational commitment to improving relationship with businesses. 	<ul style="list-style-type: none"> Provide background for participants and explain why we are here.
15 mins	Introduction & Ice Breaker Kristin to present	<ul style="list-style-type: none"> Introduce facilitator – include a personal story (e.g. why you are passionate about this workshop) Review Workshop Content. Introduce learnings wall Facilitator to introduce the learnings wall. Explain that learnings should be noted on post-its then put on the learnings wall which will be reviewed at the end. Introduce yourself to the group– All attendees introduce themselves to the room. Answer the following: <ul style="list-style-type: none"> Name Role Talk briefly about your current level of experience with business owners and any examples of where you assisted a business during SCIRT work, or what you have learned about working with businesses. Facilitator to record any examples on learnings wall. 	<ul style="list-style-type: none"> Create a sharing and learning environment from the start Check attendees are aware of the plan and what is expected of them Allows facilitator to “gauge the temperature” in the room <p>Key Facilitator Message: Remind. Refresh. Refine.</p>
5min	Meet a business owner Ros to present	<ul style="list-style-type: none"> Watch video of Phil Terry from Hammersley Thai. Note any learnings on the wall. 	<ul style="list-style-type: none"> Hear about a business owner’s experience with SCIRT works.
30 mins	Two sides to every story... Ros and Kristin to present	<ul style="list-style-type: none"> Exercise – work in two teams or four teams if need be. (No more than seven in a team). Team A: You are Colin, the owner-manager of a small lunch bar operating in the suburbs of Christchurch. There are two small dining tables inside your lunch bar for customers who want to sit down. Most customers use the four on-street carparks in front of the business and take their food away. You have been operating for 6yrs. It 	<ul style="list-style-type: none"> Encourage empathy with businesses impacted by SCIRT work – start to think like an impacted business Review existing thinking and process to identify what’s going well or being missed. Acknowledge that there is going to be conflict – 100%

		<p>has been a struggle after all the earthquakes and upheavals. The business is at last getting back to pre-earthquake levels, but is struggling in the face of competition from newer cafes in the area. Use the Impact Framework to identify your key concerns and questions for the SCIRT team (GREY COLUMN) along with the High-Med-Low impact. Also note any action that you might like SCIRT to consider/take in the blue column if time allows.</p> <ul style="list-style-type: none"> • Team B: You are the leader of a team at SCIRT that has planned to do work which will significantly impact Colin's business. You will be repairing a wastewater main, open trenching for 100m to a depth of 4m in front of this business. TM will make the road one way on the other side of the road. Use the Impact Framework to identify the key areas that you have considered for this work (BLUE COLUMN) along with the High-Med-Low impact. Also note any questions you think that the owner of the lunch bar might have for you in the grey column if time allows. <p>Use the Impact Framework hand-out and Guidelines for Working With Businesses to support this exercise.</p> <p>Allow 15 mins to work in groups and 15 mins for the two groups to 'meet' as Colin and the SCIRT engineer.</p> <p>Use 'meeting' to cross reference concerns and considerations – raise consciousness across Team A and B.</p> <p>Consider:</p> <ol style="list-style-type: none"> 1. What were the <u>easiest</u> concerns to identify? 2. What concerns were <u>less easy</u> to identify? What made them less easy? 3. Were there any areas of concern 	<p>guarantee that some experiences of SCIRT will not be 100% positive</p> <ul style="list-style-type: none"> • It helps give people a sense that they have some control over their destiny, instead of being walked all over; very important in a post-disaster situation <p>Key Facilitator Message:</p> <p>Many of the businesses who will be most severely impacted by our work are small businesses. Owners are therefore making a very personal investment in supporting us. We cannot influence every decision made that affects them, but we can always influence <u>how</u> we deliver information about those decisions. Maybe the biggest difference we can make is taking <u>time</u> with the owners to understand them, and follow up with them 100% of the time with information we have promised.</p>
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5min	<p>Meet a business owner II Ros to present</p>	<ul style="list-style-type: none"> • Watch video of Stu from the Purple Weka Café. • Note any learnings on the wall. 	<ul style="list-style-type: none"> • Hear about a business owners experience with SCIRT works.
<p>10 mins</p> <p>Total 1 hour 10 min</p>	<p>Workshop Close Ros to present</p>	<p>Reflect on the learnings wall and thank attendees for their energy and their contributions.</p> <p>Ensure that each person takes a few minutes to reflect on what has been covered.</p> <p>ASK: What is the key learning from today that will make a difference to your role at SCIRT?</p>	<ul style="list-style-type: none"> • Full stop for the workshop. • Listen to ideas for further implementation if required.

Business Impact Framework

Area of possible concern	Business concerns and questions (what are the issues that may be faced?)	Actions considered/taken (how have we taken issues into consideration – what will we do?)	Likely impact to business (High-Med-Low)
Access (e.g. visibility, deliveries, special needs)			
Customers (e.g. parking, confusion, safety)			
Employees (e.g. parking, safety, morale)			
Physical impact (e.g. noise, dust, services, traffic flow)			
Duration of work (e.g. dates, delay plans, loss of income)			
Contacting SCIRT			

Business Impact Framework (an example)

Area of possible concern	Business concerns and questions (what are the issues that may be faced?)	Actions considered/taken (how have we taken issues into consideration – what will we do?)	Likely impact to business (High-Med-Low)
Access (e.g. visibility, deliveries, special needs)	<ul style="list-style-type: none"> • Getting into the building? • Delivery of goods, collecting rubbish etc. – especially heavy/bulky? • Wheelchair/elderly access? 		
Customers (e.g. parking, confusion, safety)	<ul style="list-style-type: none"> • Knowing the business is open? • Safe access with no damage to car or risk to family? • Where to park – extra walk? • Convenience? • Loss of existing or new customers' longer term? 		
Employees (e.g. parking, safety, morale)	<ul style="list-style-type: none"> • Access to parking? • Safety of returning to vehicle at night? • Morale? • Convenience? 		
Physical impact (e.g. noise, dust, services, traffic flow)	<ul style="list-style-type: none"> • How noisy and at what times? • How much dust – and how will it be minimised? • What will the end result look like? • Will services be impacted? • How will traffic reach me? 		
Duration of work (e.g. dates, delay plans, loss of income)	<ul style="list-style-type: none"> • Impact of delays on operation of the business? • Best and worst case dates? • Any critical resourcing or materials issues? 		
Contacting SCIRT	<ul style="list-style-type: none"> • Who and availability? 		

Guidelines for Working with Businesses

- For communications personnel, project managers, traffic planners and all who interact with businesses

SCIRT relationships	<ul style="list-style-type: none"> • Collaborate constructively (engineers, traffic planners and communications personnel) to get a “best for communities” outcome.
Type of business	<ul style="list-style-type: none"> • Each business is unique (a café is not the same as a garage). Consider individual needs when planning and communicating.
Wellbeing	<ul style="list-style-type: none"> • Be aware of other things affecting business tolerance e.g. red zones, previous projects.
Relationships with business owners	<ul style="list-style-type: none"> • Ask, listen and accommodate business needs as much as possible. • Communicate early and often so businesses can plan. • Communicate respectfully. • Communicate face to face, even when challenging. • Speak to owners rather than staff. • Visit the project during construction. Make sure it takes business needs into account. Address any concerns promptly. • Give the business owner/manager one point of SCIRT contact. • Nurture the relationship. Ask people how they are doing.
Business support	<ul style="list-style-type: none"> • Go out of your way to help businesses understand how they can engage with customers to encourage ongoing patronage during the work. • Personalise work notices. Include business support messages. Provide copies for customers and staff.
Access	<ul style="list-style-type: none"> • Use road closures and detours as a last resort. • Balance ‘best for communities’, with safety and cost. Consider the commercial impact. Explain why other options are not possible. • Provide safe and navigable footpaths and cycleways e.g. for prams, wheelchairs etc. • Ensure access for stock delivery, and other services.
Parking	<ul style="list-style-type: none"> • Maintain as much parking as possible or provide an alternative.
Information	<ul style="list-style-type: none"> • Business owners adjust their staffing, operating hours, special deals to accommodate our work. • Deliver as promised. Be realistic. Provide regular updates. • Give clear, simple information about traffic impacts.
Visibility	<ul style="list-style-type: none"> • Keep businesses as visible as possible, even at night and on weekends. • Park machinery and vehicles away from business frontage. • Use signs to help customers. Get signs up early; use clear messages.
Noise, vibration, dust, service disruption (water etc)	<ul style="list-style-type: none"> • Minimise impacts that will affect businesses. • Be honest about impacts so businesses can plan ahead. • Actively mitigate noise, dust and vibration (talk to your environment team). • Schedule high impact work around peak customer times.
Finishing the project	<ul style="list-style-type: none"> • Each day affected by SCIRT can mean reduced income for businesses. • Finish and reinstate the site as quickly as possible. • Schedule work activities with the business in mind, not just SCIRT needs. • Be proud. Leave things tidy and professional. Remove all signs and equipment.