SCIRT
Rebuilding Infrastructure

LEARNING LEGACY

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 – How we operate

Story: Communication Team Role and Purpose

Theme: Communications and Community

A document providing an overview of the SCIRT Communication Team including its purpose, objectives and decision-making processes.

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

Communication Leadership Group – How we operate

Contents

Our Objectives

The Alliance Agreement objectives (outlined below) provide guidance in determining and measuring the indicators. The Alliance Objectives require SCIRT to:

- Maintain an open and honest dialogue with all residents over the rebuild effort:
    - o Work to ensure messages to communities are coordinated with other rebuild efforts.
    - o Be proactive with communication and make it face-to-face where possible.
    - o Do what we say we will do.
    - o Communicate in simple language.
- Maintain high levels of customer service in the rebuild effort:
    - o Build rapport with affected residents and go the extra mile where required.
    - o Coordinate all works to minimise disruption to the customer.

What we are here for:

"Creating resilient infrastructure that gives people security and confidence in the future of Christchurch"

SCIRT Communication Team Purpose Statement

"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."

Communication Objectives

Internal Objectives:

- To keep all internal stakeholders informed about the project's progress in a regular, consistent and interesting way

- To celebrate important milestones

- To ensure all project communication protocols are communicated to and understood by personnel

- To encourage all project members to act as project message champions, in line with communication messages and protocols

- To proactively identify any emerging issues and ensure these are reported and addressed by the project team and that ongoing monitoring occurs

- To identify opportunities to share innovations and build the knowledge and experience of project personnel

- To foster a collaborative and supportive culture in the communication team

- To ensure that any external factors that can affect work flow are communicated to the project team.

External Objectives:

- To identify all stakeholders and provide them with information that meets their needs

- To reinforce the importance of safety around rebuild activities for the community, motorists and our people

- To prepare the community for the intensity of the works programme, to build understanding of what's involved and to build project advocacy

- To ensure our clients and contracting companies are positioned positively in the community

- To ensure easy access to information about the rebuild, by ensuring accessibility obligations are met wherever practicable and by taking information into communities rather than expecting them to come to us

- To ensure that all communication decisions represent value for money for the ratepayers of Christchurch and the taxpayers of New Zealand

- To ensure consistency across all contractors in terms of communication systems, protocols and messaging

- To ensure that SCIRT communication is consistent with other key earthquake agency communication, such as CERA, Council and EQC

- To ensure that enquiries and complaints are dealt with effectively and efficiently, to a level of service that meets or exceeds our clients' expectations

- To identify opportunities to promote successes and milestones externally as a means of "taking the community on the journey with us"

- To anticipate issues and implement issues management strategies

- To monitor risks and ensure they are managed appropriately

- Ensure key stakeholders are empowered to act as information conduits into the community.

Communication Team

Team composition

The SCIRT wider communication team is made up of people in the Integrated Services Team (IST) and the Delivery Teams (City Care, Downer, Fletcher, Fulton Hogan, McConnell Dowell). Each member of the wider communication team plays a vital role in ensuring SCIRT communication is to a very high quality.

In essence, the IST's role is focussed at a programme level, while Delivery Teams have a focus mostly at the project level. However, in many cases, for example for critical communication projects, the IST and DTs will work collaboratively to ensure the communication approach is to a high quality and this will consider both programme and project matters.

The relationship between the DTs and IST is based on:

- Mutual respect for the expertise and experience each person brings to the team
- Collaboration
- Acknowledgement that consistency across DTs is critical for retaining SCIRT's public reputation
- A willingness to challenge the status quo with a view to improving the efficiency and effectiveness of our communication
- Sharing of experiences for the benefit of all
- Not being too proud to ask for help or to confirm that a proposed approach is the 'right' approach
- Accepting and giving feedback graciously, acknowledging it is intended to get a better outcome
- Acknowledgment that at times we won't all agree, but in the best interests of the people of Christchurch we will agree that the majority rules. The exception is when there is a rare directive from the Communication and Stakeholder Relations Manager.

The communication team's purpose statement is: "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."

The roles and responsibilities of the IST collectively:

- Ensuring communication is consistent across Delivery Teams so that all affected stakeholders receive the same type of information and the same level of service, irrespective of the Delivery Team.
- Works with Delivery Teams to ensure that opportunities for collaboration between project teams are identified and capitalised on to minimise the duplication of effort and maximise coordination and consistency.
- Identify risks and opportunities for the programme

The roles and responsibilities of the Delivery Teams

- Ensuring all project communication is consistent with that of other DTs
- Ensuring all project communication takes account of other DT projects in the vicinity and that where opportunities arise that communication efforts are collaborative with other DTs and/or IST
- Ensuring project and programme communication is in keeping with the communication objectives
- Contributing to SCIRT programme communication initiatives as appropriate, e.g. attending public displays that are programme level such as the A and P Show
- All other activities determined to be appropriate and relevant to each individual Delivery Team.
-

Communication Leadership Group

The role of the Communication Leadership Group is to ensure that we can achieve our wider communication team purpose: 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.

- The Communication Leadership Group (CLG) will comprise representatives from each Delivery Team and the IST:

- a 'communication coordinator' from each Delivery Team who will act as the Delivery Team's representative at weekly SCIRT communication team meetings and who will be the conduit back to the Delivery Team. Each Delivery Team will also nominate an alternate who will replace the communication coordinator when that person is unavailable.

- Client Liaison Case Manager (refer to section 7.5 for more information)

- All IST communication personnel.

The focus of the CLG will be high level. It will be a forum where each member will discuss issues and opportunities, emerging trends, protocols/procedures, problem solve, bring to the table concerns or feedback from Delivery Teams, amongst other things. Any detailed operational issues are to be taken 'off line' to resolve between the relevant IST communication coordinator and the Delivery Team. The outcome of that discussion can then be brought back to the CLG to share for the benefit of the wider team. As the conduit into and out of the CLG, it will be the responsibility of each respective communication coordinator to keep their teams informed and to capture feedback to bring to the CLG.

The specifics of how the CLG will function will be determined by the CLG members at early meetings. Considerations include: record keeping, timing, topics to be covered, method for reaching decisions/taking things off line. There will be a focus on collaboration across Delivery Teams and with the IST as appropriate.

Systematic internal audits will be undertaken to monitor compliance with this plan and to allow the plan to be assessed for suitability, relevance and effectiveness. The auditor will be a suitable person who is independent of the activity being audited.

Various audits are undertaken, including but not limited to:

- IST-level Internal Audits
- NOP-level Internal Audits

Refer to Quality Plan Audit section for more details.

CLG Meetings

Things to think about when bringing an agenda item to the CLG:

1. What are you looking for from the CLG? E.g. a decision, general feedback
2. What are the implications of the matter for (a) your delivery team/IST and (b) for the wider SCIRT communication team?
3. What are the risks involved?
4. What are the opportunities?
5. What would you like the outcome to be and why?
6. Is what you are proposing in keeping with the SCIRT mind sets/values; what we are here for statement; and SCIRT communication team purpose?

SCIRT Communication Team – Decision making matrix. Our guiding principles

- Respectful interpersonal communication
- Keep the SCIRT communication team purpose in mind. Best practice includes *accessibility* (various tools and plain language)
- Keep the SCIRT mindsets/values and behaviours in mind
- Decisions will not be 'one size fits all'. We will be flexible and pragmatic, while trying to apply things consistently across the city
- We want to continuously improve. Let's keep raising the bar if possible and appropriate
- It will not always be possible to have a consensus. If we don't personally agree, we agree to personally uphold a decision with our words and deeds in the CLG and elsewhere
- **Collaboration is critical to our success**. Opportunities for collaboration should be seized as they help minimise duplication of effort, promote consistency and encourage learning across our teams
- The final say for communication matters will rest with the Communication and Stakeholder Relations Manager (CSRM)
- If there is a difference of opinion between a DT Project Director and the CSRM, this will be negotiated through the Delivery Managers.

Situation	Process to be followed	Decision makers
Proposed changes to wording on standard documents e.g. PSS/vacuum information/FAQs etc	• Present suggestion to CLG for endorsement • Standard documents updated and made available to all	• CLG • CSRM if no resolution can be reached by CLG
Seeking feedback for (formal) consultation projects	• Written information **must be** supported by face-to-face opportunities to give feedback • Generally, if a project affects a park or recreation area and is 'significant', the wider community must be given the chance to provide input, so communication must reach wider than the immediate area. This means a public meeting or open day.	• NA. Delivery Team has responsibility to meet obligation for face to face opportunity.
Agreeing on the approach to take for Critical Communication Projects	• DT and IST will discuss the project and agree on CCP • CCP activated • Report back on ongoing basis to CLG as part of standard agenda	• DT and IST • CSRM if no resolution can be reached by CLG
Agreeing on when and how more than one DT need to collaborate	• Opportunities for this type of collaboration should be identified in the CLG as part of review of upcoming works • Opportunities for collaboration should be supported and brought to the CLG for information	• DT and IST through CLG • CSRM if no resolution can be reached by CLG

Which communication tools are used for PSS, vacuum, retaining wall etc to ensure a consistent city-wide approach	• Any change in the approach **must be** brought to the CLG because consistency is critical to our reputation and our key stakeholders having confidence in us. Delivery teams cannot make these decisions on their own. There must be consistency.	• DT put idea to CLG for endorsement • CSRM if no resolution can be reached by CLG
Projects where the IST and Delivery Teams will work together e.g. A and P Show, community meetings/engagement for Critical Communication Projects	• IST should have a role in helping determine the approach taken. This needs to be a respectful conversation where the expertise of all is factored in.	• IST will come up with the proposal and bring to CLG for endorsement • CSRM if no resolution can be reached by CLG
Directives from the Communication and Stakeholder Relations Manager	• These are to be followed as the will generally originate from the clients, from the Board, from the GM. • At other times, it will just be a decision considered of such importance that it should just be done as requested.	• No decision needed.