

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.

Central City Programme Engagement Plan

Story: Central City Infrastructure Rebuild

Theme: Programme Management

A copy of the plan outlining the communication and community engagement that supported SCIRT's central city programme and kept Christchurch residents informed about this work.

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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Central City programme

Engagement Plan (as at 18 July 2013)

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1. Purpose of this document

The purpose of this engagement plan is to outline the communication and community engagement that will support SCIRT's central city programme and keep the people of Christchurch informed about this work.

It is intended that this be a living document that provides practical guidance about the actions required of the communication team. As such it will be developed iteratively and be amended as the project progresses.

2. Background

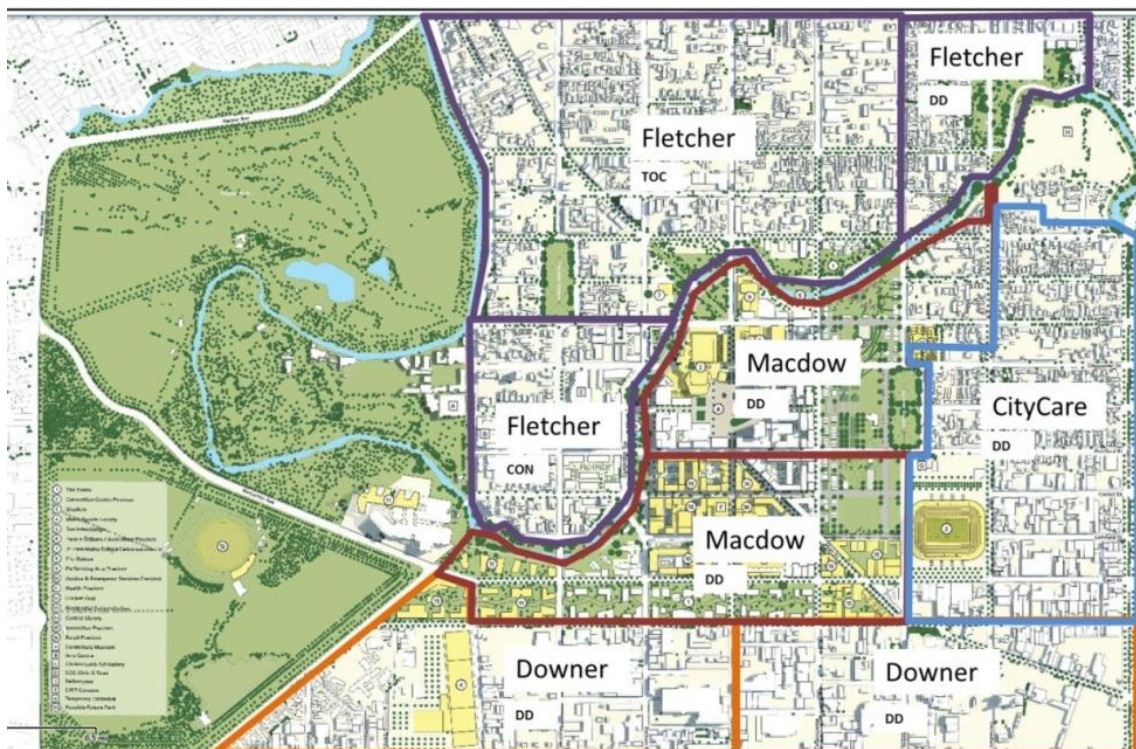
SCIRT began work in the central city in early-mid 2013.

SCIRT is coordinating its rebuild work in central city with other agencies working in this space. This work is being undertaken by the Integrated Services Team (IST). Richard Topham (Project Definition Manager) and Dave Bain (Utilities Coordinator) are leading this and have drafted a programme of work for SCIRT's rebuild work in the central city.

A detailed street level programme for wastewater will be finalised in mid 2013. A detailed street level programme all work will be finalised in September 2013.

SCIRT's programme is broadly divided into quadrants, with four delivery teams each responsible for part of the city:

- Fletcher (northern sector)
- City care (eastern sector)
- Downer (southern sector)
- MacDow (centre)

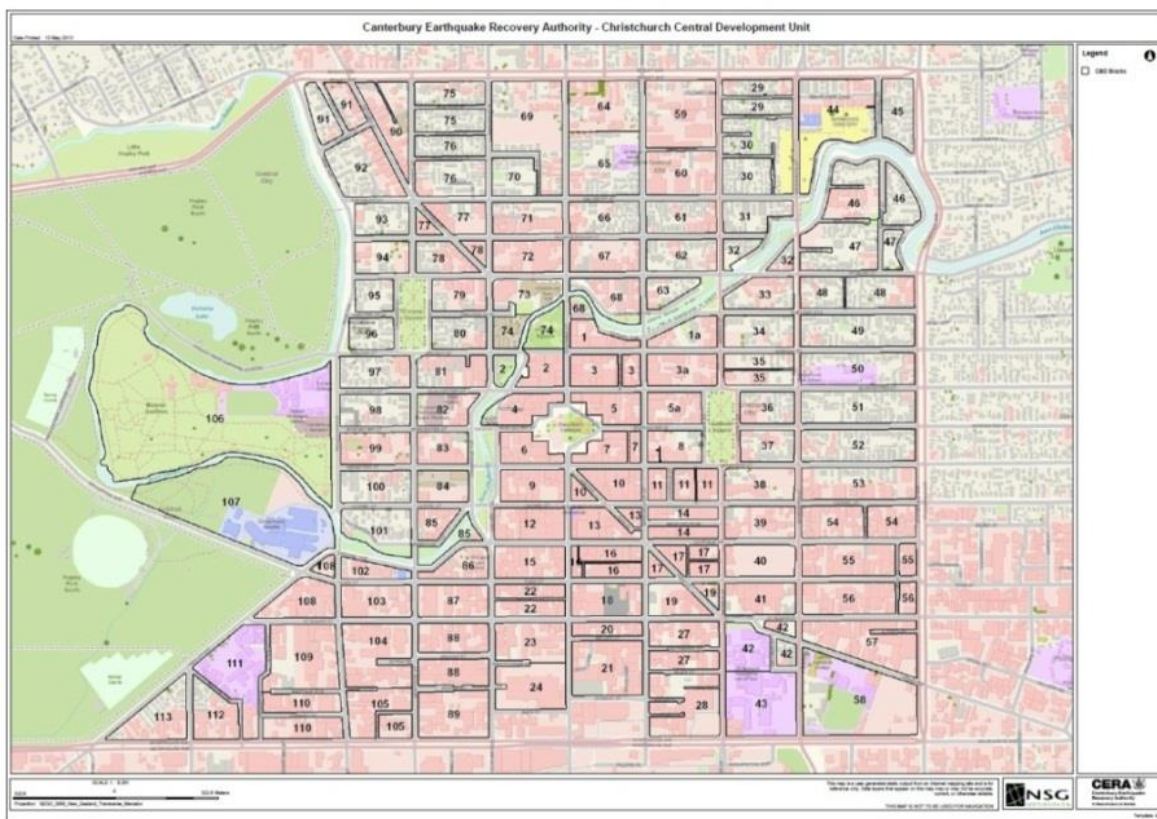


SCIRT has set up a Central City Communication Leadership group

- Purpose - To develop and deliver a SCIRT communication plan for the central city. To ensure members of the group are well informed about work in this area
- Structure - Members include leads and/or key communication staff from each of the four delivery teams and Integrated Services Team
- Operation - The group will exist until work in the central city is complete. It is led from the IST. Meet weekly **Mondays 3-4pm**. A representative attends the monthly Central City ECI coordination meetings.

CERA has set up the Central City Development Unit (**CCDU**). It has two groups that SCIRT is working with.

- The Construction Management Office ensures the rebuild proceeds in a coordinated way
- The Investment Relations Group works with private sector developers in the central city. This group plans to hold 'block parties' that will provide a forum where potential developers can get information about the central city. See map below for CCDU 'blocks'.



Council has set up a 'Rebuild Central' office, which is located in the old Katmandu building in Lichfield Street. Rebuild Central provides case managers to developers/businesses to guide them through Council processes (e.g. building consent processes). It also provides a coordination function, determining whether a proposed development aligns with the programmes of other agencies.

3. SCIRT's communication vision for the central city

To provide the people of Christchurch with outstanding communication and community engagement that grows SCIRT's reputation, on behalf of client organisations, as an

organisation with integrity. Outstanding communication will meet the needs of those affected by our works by being accurate, timely, accessible and coordinated.

4. Communication promise

Best practice community engagement requires the provision of **accurate, timely and accessible information**. It also requires clarity around what people can expect from SCIRT. To manage these expectations SCIRT will need to articulate what aspects of the rebuild are negotiable.

- Non-negotiable: Timing of the programme
- Negotiable: Aspects of on-site planning may be negotiable, particularly with respect to the use of road space. SCIRT commits to:
 - Only taking up enough road space necessary to do the work, while providing a safe on site work environment.
 - Only removing parking if necessary and identify alternative parking options

The Alliance Agreement objectives provide guidance in determining how SCIRT will engage with the people of Christchurch. These objectives are to:

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

In its communications, SCIRT will:

- Be approachable, listen, and be open and honest
- Consider our communities (including businesses) and minimise our impacts whenever this is possible within our operating constraints
- Make the hard technical decisions and be accountable for them.

5. Communication goals

1. To provide accurate, timely and accessible information
2. To give confidence that SCIRT's rebuild is coordinated and well considered
3. To encourage key stakeholders, such as business leaders and elected representatives, to become advocates for SCIRT's work
4. To manage expectations with business, residents, motorists and other stakeholders
5. To build relationships between the residents/businesses in each quadrant and the relevant delivery team

6. Desired communication outcomes

- To ensure stakeholders and community understand the work programme and what is involved with the rebuild of central city infrastructure. Particular focus will be given to the criticality of programme timeframes, effects of construction and traffic management on achieving the overall rebuild of the central city.
- To ensure stakeholders and community are appropriately engaged around the programme and that communications are delivered in a way that meets their needs.

The level of engagement will be determined by referencing the International Association for Public Participation (IAP2) community engagement spectrum and fit with the SCIRT rebuild plan.

- To reassure those who have businesses and/or work in the central city that SCIRT will minimise the effects of the work as much as possible and will work with them to support continued business.
- To reassure residents that we will minimise the effects of the work as much as possible and keep them informed about upcoming work near their home.
- To provide an outstanding level of communication that maintains SCIRT's reputation as an organisation that holds the people of Christchurch at the heart of the rebuild.

7. Communication approach

Communication will have two parallel approaches:

- At the operational level communication will be targeted at those affected by SCIRT works. It will also focus on each delivery team developing relationships with the **local** people that live or work in the quadrant that they are rebuilding. Each project will be supported by a Communication Control Plan (CCP).
- There will also be a **city-wide** approach. It will be targeted towards all people who visit, pass through or represent interests in the central city, as well as those that live or work there. City-wide communications will be guided by this document and will support the operational delivery of the programme

8. Communication activity/tools

City wide communications	Local or project communications
<p>Overarching tools</p> <ul style="list-style-type: none"> • A central city rebuild visual identity (in progress) • Business information pack • Hubs e.g. SCIRT display board and business information packs at Rebuild Central, Council info centre (Rolleston Ave) 	<p>Overarching tools</p> <ul style="list-style-type: none"> • Central city is divided into four areas, with a delivery team allocated to each
<p>Written (hard copy)</p> <ul style="list-style-type: none"> • SCIRT central city pamphlet* (in progress) • Q&As • Signage e.g. billboards • Posters* e.g. at bus stops, expos • Mass media e.g. printed ads, opinion pieces • Other stakeholder publications* e.g. CERA newsletter, Avenues, Chamber of Commerce newsletter (1900 recipients) • Information sheets • Contact cards/magnets 	<p>Written (hard copy)</p> <ul style="list-style-type: none"> • Work notices and updates* • Signage* e.g. work site, 'businesses open' • Posters* e.g. on site • Information sheets* e.g. business pack (in progress) •
<p>Written (electronic)</p> <ul style="list-style-type: none"> • SCIRT website* <ul style="list-style-type: none"> ○ 'SCIRT in the Central City' button (programme, map etc) ○ Link to the LINZ government development plan portal • SCIRT inbox* • SCIRT city wide e-newsletter* e.g. to include central city update (tbc) • Other websites e.g. Transport for Christchurch, LINZ portal (under development) • Twitter* • Response to other agencies • Facebook posts* e.g. Stuff 	<p>Written (electronic)</p> <ul style="list-style-type: none"> • Email* e.g. group email updates • Email traffic alerts (tbc)
<p>Verbal (remote)</p> <ul style="list-style-type: none"> • Phone* 	<p>Verbal (remote)</p> <ul style="list-style-type: none"> • Phone*
<p>Verbal (in person)</p> <ul style="list-style-type: none"> • Key stakeholder briefings* e.g. Council customer services reps, CCDU, CCBA • Community meetings* (large and small) e.g. street meetings, CCDU block parties • Staffed SCIRT display at Rebuild Central (tbc) 	<p>Verbal (in person)</p> <ul style="list-style-type: none"> • Property to property visits/meetings* • Community meetings* (large and small) e.g. street meetings, CCDU block parties • Site walk overs* • Community site tours •

<ul style="list-style-type: none"> • Events (e.g. drop-in, expo, cycle tours) 	
Audio <ul style="list-style-type: none"> • Radio advertisements • Regional TV • Online presentations (SCIRT website) 	Audio <ul style="list-style-type: none"> •
Visual <ul style="list-style-type: none"> • Photographs* • Video* e.g. presentations (Camtasia) • Posters* • TV stories e.g. Canterbury TV 	Visual <ul style="list-style-type: none"> • Photographs* • Video* e.g. time lapse footage • Posters*
Collateral/Resources <ul style="list-style-type: none"> • Central City business information packs (tbc) • Stickers* e.g. bumper stickers • QR code - to link hard copy to website (tbc) • 	Collateral/Resources <ul style="list-style-type: none"> • Central City business information packs (tbc) •
Support for internal stakeholders <ul style="list-style-type: none"> • Central City Communication leadership group • Key messages • Charter with CCDU/CCBA 	Support for internal stakeholders <ul style="list-style-type: none"> • Central City Communication leadership group

** Indicates tools that are currently in use*

9. Stakeholders

Stakeholder	Needs	Relationship manager	Communication approach and contact
Client			
SCIRT/Client Communication Working group (CWG)	To have information to speak with confidence about the situation, distribute information to others, provide context for other decisions	Annemarie Mora (AM)	Weekly meetings
CCDU Communications and Stakeholder Manager (Tina Nixon)	To have information to speak with confidence about the situation, distribute information to others, provide context for other decisions	AM	Weekly meetings with Tina Nixon Tina.Nixon@cera.govt.nz 027 223 2789
CCDU Investment Relations Group communications	To have information to speak with confidence about the situation, distribute information to others, provide context for other decisions	Mary Hay (MH)/ Lisa Perry (LP)	Meet as needed Contact: Sheila McBreen-Kerr
CCDU Construction Management Office	To have information to understand the work programme and its impacts on the overall rebuild programme.	Richard Topham and Dave Bain	Alistair Pearson
Christchurch Traffic Operations Centre (CTOC)	To be aware of SCIRT work and coordinate information provision. Coordination of Transport for Christchurch website	Richard Topham, Angus Bargh	Sonia Pollard Traveller Information Team Leader
Christchurch City Council - Rebuild Central office	To have information to understand the work programme and its impacts on the overall rebuild programme	MH	Permanent SCIRT presence <ul style="list-style-type: none"> • On site display stand • Part time staffing (tbc)

Christchurch City Council – Education team	To have information to understand the work programme and its impacts on the overall rebuild programme	MH	Kathy Graham Road Safety Co-ordinator
Christchurch City Council and CERA – customer services teams	To have information to understand the work programme and its impacts on the overall rebuild programme	MH	Margaret Finnie (City Council) Glenys Thornhill (CERA)

*Key stakeholders e.g. business leaders, community leaders	*for the purpose of this document, a key stakeholder is an influential person/group that can potentially act as an advocate for SCIRT and thereby facilitate the delivery of the programme		
Private sector developers (via CCDU and Rebuild Central)	To have information to understand the work programme and its impacts on the overall rebuild programme	Richard Topham and Dave Bain	Direct and through agencies and networks
Central City Business Assoc	To work collaboratively with SCIRT and have information to effectively lead their members and support the community through the programme	Richard Topham, Dave Bain and AM	Develop a shared communication charter.
Christchurch Chamber of Commerce	To have information to effectively lead their members/communities and support the community through the programme	AM, MH, LP	Tbc
Ngai Tahu	To be consulted about projects that will affect culturally sensitive areas	Anita Collie MH	As part of consent process Briefings
CanCERN, Red Cross, CETAS etc	To have information to effectively lead their members/communities and support the community through the programme	MH	Briefings
Customer call centres		MH	Briefings

Representative groups – elected (central and local government)	To have information to effectively lead their constituents and support the community through the programme	IST and DTs	Advice via client liaison group, seminars, memos
Representative groups – non-elected e.g. residents groups, Spokes, Royal Foundation for the Blind	To have information to effectively lead their members and support the community through the programme	IST and DTs	Meet on request
Community groups e.g. sports groups, church groups e.g. RSA	To have information to effectively lead their members and support the community through the programme	IST and DTs	
Internal stakeholders e.g. SCIRT and Council staff	To have information to support implementation of the programme	IST and DTs	
Delivery teams	To have information to effectively lead engagement and support implementation of the programme	DTs	Direct and through Delivery Managers
Schools (Boards of Trustees, principals, parents, students)	To have the information required to minimise disruption, and maximise safety, for school users.	DTs	On project by project basis, via visits to schools
Media	To receive accurate information about the programme	Frances Adank	SCIRT media spokesperson Amanda Healy (refer SCIRT Media Protocol)

General public			
Those who live and work in the central city		IST and DTs	
Regular through traffic e.g. commuters, taxi, parents		IST and DTs	
Occasional through traffic e.g. tourists (and operators)	Canterbury tourism	IST and DTs	
Transport operators e.g. bus, trucking companies, couriers	Red Bus	IST and DTs	

Local businesses – small scale e.g. dairy, crèche		DTs	
Local business – large scale e.g. The Warehouse		DTs	
Local residents		DTs	
Cyclists (and advocacy groups)		IST and DTs	
Pedestrians and other footpath users (and advocacy groups)		IST and DTs	

Sensitive Receptors : Northern Sector (Fletchers)			
Canterbury Cheesemongers (Montreal Street)		DTs	
The Coffee House (Montreal Street)		DTs	
Christchurch Civic Offices (Hereford Street)		IST and DTs	
HSBC Building/CERA offices (Worcester Street)		IST and DTs	
Rebuild Central (Lichfield Street)		IST and DTs	
Sensitive Receptors : Eastern Sector (City Care)			
Sensitive Receptors : Southern Sector (Downer)			
Police (St Asaph Street)			
Hospital (St Asaph/Hagley Ave)			
St Johns			
Catholic Cathedral (Ferry/Barbadoes)			

Marian College (Ferry/Barbadoes)			
Hagley College (Hagley Ave)			
Christchurch Polytech (Madras)			
South City/New World (Durham/Colombo)			
Paknsave (Moorhouse)			
Countdown (Moorhouse)			
Restaurants on St Asaph and Madras			
Barretta restaurant			
Café Valentino			
Catholic Cathedral church			
Sth City Christian Centre			
BMW car yards			
Nissan car yards			
Moorhouse Ave car yards			
Wilson's car parking lots			
CCC car parking lots			
EPIC BNZ (St Asaph/Manchester)			
Smiths City (Colombo)			
Baby City (Colombo)			
Sensitive Receptors : Central Sector (McConnell Dowell)			
Property owners		DTs	

Businesses o IRD building in Cashel Street, o HSBC Tower in Worcester Boulevard (CERA) o Civic Building in Hereford Street, o Technology Centre, o Rendezvous Hotel / Ibis Nicky – Innovation precinct blogger			
Developers o Antony Gough, o Ernest Duval, o Miles Middleton o Westpac and Goodman Group o Leighs Construction and the Buchan Group, o Lichfield holdings o properties around Poplar Street earmarked for the innovation precinct, o Devonia Holdings, o Tim Glasson o Angus Macfarlane			
Retailers – o Ballantynes, o Restart, o Alice in Videoland, o New.Regent Street retailers South City			
Constructors o Hawkins Construction o CERES Environmental Naylor Love			
Commercial tenants			
Residents Group AND Advocates			
Community groups - RSA			

Sports group			
Church groups – Oxford Baptist Church (celebrating 150 th in October 2013)			
Tenants			
Those who live and work in the central city			
Community at large			
Regular through traffic			
Occasional through traffic			
Transport operators e.g bus, trucking companies, couriers			
Red Bus Metro Tour operators			
Cyclists			
Pedestrians and other footpath users			
Tourists/operators			
Stakeholders			
o Canterbury District Health Board			
o Ngai Tahu			
Government Departments – Ministry of Justice (Cambridge Terrace)			
o Courthouse and Ministry of Education			
o Emergency Services – Fire and Police			
Christchurch City Council, as owner			

<p>Community leaders</p> <ul style="list-style-type: none"> o Hagley- Ferrymead Community Board members <p>Christchurch City Council (as client and stakeholder)</p>			
<p>Internal stakeholders e.g SCIRT and Council staff, McConnell Dowell Construction</p>			

<p>sensitives:</p> <p>Antony Gough – The Terrace</p> <p>Leigh Construction and the Buchan Group,</p> <p>New Regent Street retailers</p> <p>Tram and bus operators</p> <p>Canterbury District Health Board</p> <p>Ministry of Education</p> <p>Ministry of Justice</p> <p>Emergency Services – Fire and Police</p> <p>Cathedral Grammar</p> <p>Christs College</p> <p>Christchurch East</p> <p>The Christchurch Press</p> <p>Christchurch City Council</p> <p>Ngai Tahu</p> <p>Canterbury Historic Places Trust</p>			
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10. Communication risks

Risk	Mitigation
Internal risks	
<ul style="list-style-type: none"> Lack of coordination within SCIRT 	<ul style="list-style-type: none"> Set up monthly Central City ECI coordination meetings (led by Richard Topham) Generate a schedule of internal and external meetings
<ul style="list-style-type: none"> Lack of coordination with CCDU/Council and private property developers 	<ul style="list-style-type: none"> The IST project leads have been working with CCDU and the City Council, to ensure SCIRT's programme is also coordinated with developers. CCDU/SCIRT - Anchor Project Design Co-ordination weekly meetings (communications rep to attend) Provide a SCIRT presence at Rebuild Central Development of a joint strategic communication plan between the SCIRT, CCDU, CCC, to include: <ul style="list-style-type: none"> Charter – between the parties. Protocols – between the parties and additional SCIRT specific ones Key messages – between the parties and additional SCIRT specific ones List of key contacts/ organisational chart with contact details – for all parties to share FAQ's – between the parties and SCIRT specific ones Business Pack – SCIRT specific but can be shared if required.
<ul style="list-style-type: none"> Lack of coordination with the CCBA 	<ul style="list-style-type: none"> Attend the Central City Business Association Board Meeting (Chaired by Antony Gough).
<ul style="list-style-type: none"> Lack of understanding of CCBA decisions/actions 	<ul style="list-style-type: none"> Receive CCBA meeting minutes
<ul style="list-style-type: none"> Central City tram route (planned reopening unconfirmed date) 	<ul style="list-style-type: none">
<ul style="list-style-type: none"> Lack of consistent communications between delivery teams 	<ul style="list-style-type: none"> The Central City Leadership group (CCWG) to have oversight of all communications in the central city Delivery teams will establish shared communications processes/ protocols/ templates, agreed by all

	<p>delivery teams, to ensure customers receive the same level of service</p> <ul style="list-style-type: none"> • Delivery teams will prepare Communication Control Plans for all projects. Critical projects will be brought to the CCWG for review.
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External risks	
<ul style="list-style-type: none"> • Traffic impacts - Lack of acceptance of high traffic impacts 	<ul style="list-style-type: none"> • High levels of information provision to assist road users navigate around the city e.g. <ul style="list-style-type: none"> • Work notices in letterboxes • Meetings with businesses and residents • Vehicle access restriction notices • Freecall hotlines • Email • Signage on work sites • Advertising in newspapers • E-newsletters (subscribe at www.strongerchristchurch.govt.nz) • Twitter @SCIRT_info • www.strongerchristchurch.govt.nz website lists all SCIRT work throughout the city • www.transportforchch.govt.nz website lists all traffic changes in the city • Variable message signs alert road users to traffic changes
<ul style="list-style-type: none"> • Difficulty with communicating the complexity of traffic impacts of all the agencies involved in the rebuild. 	<ul style="list-style-type: none"> • Active promotion about SCIRT work through the Transport for Christchurch website, Twitter and other applications (There is also a mobile version of the site and links and links to iphone and Android apps) • Development of a public web portal, led by Land Information New Zealand (LINZ), that brings together all government development plans. A first draft is expected for internal review in September 2013, with public release anticipated around the end of the year.
<ul style="list-style-type: none"> • Frustration from business because of loss of trade 	<ul style="list-style-type: none"> • Visits to all businesses with provision of resources to assist them (the business information pack)
<ul style="list-style-type: none"> • Poor level of understanding by general public, and business community, about the complexities of construction works 	<ul style="list-style-type: none"> • Produce a 'Civil Engineering 101' fact sheet and series of posters:
<ul style="list-style-type: none"> • Lack of clarity around what aspects of the construction methodology are 	<ul style="list-style-type: none"> • Provide clear key messages around negotiable aspects of the central city

negotiable	rebuild
<ul style="list-style-type: none"> Perception of poorly coordinated works 	<ul style="list-style-type: none"> Provide clear key messages around our robust prioritisation process and the coordination with other rebuild agencies Provide a SCIRT presence at Rebuild Central Produce an 'Integrated Planning 101' fact sheet explaining: <ul style="list-style-type: none"> Booking road space and traffic management. Developing a programme and the other key players.
<ul style="list-style-type: none"> The disruption caused by physical works being exacerbated by (perceived) poor communication 	<ul style="list-style-type: none"> Face to face communication, where possible
<ul style="list-style-type: none"> SCIRT works/traffic management disrupting community events in the central city, such as the Ellerslie Flower Show 	<ul style="list-style-type: none"> Identification of community events around the city
<ul style="list-style-type: none"> Lack of understanding by business leaders about construction methodology of effects 	<ul style="list-style-type: none"> Prepare construction methodology fact sheet Suggest that CCBA invite businesses that have been affected by SCIRT's work (e.g. Eastgate Mall, Edgeware shops) speak with them to describe the experience.
<ul style="list-style-type: none"> Reach/cost of distribution of written materials 	<ul style="list-style-type: none"> Use other agencies publications as vehicles for SCIRT central city communications e.g. <ul style="list-style-type: none"> CCDU's 'Invest Christchurch' (distributed monthly) Share an Idea newsletter (contact is Petrea Downey 941 8529)
<ul style="list-style-type: none"> Potential impacts on heritage buildings from construction activities, such as sheet piling. 	<ul style="list-style-type: none"> Pre-condition assessment reports need to be considered on a project by project basis, with particular reference to heritage buildings.

11. Community events calendar

- Calendar is kept in SCIRT Salesforce database

12. Key messages

Central City Rebuild Joint Agency Key Messages

26 August 2013

Scale and intensity

- Rebuilding the city is a huge task on a scale never seen before in New Zealand. It will be busy because that's what's needed to get the job done.
- We're working fast on underground services and roads now so work can start soon on key community, business and residential projects.
- The rebuild of Christchurch's Central City is unprecedented and you are part of it (*throw to relevant website for more information*).

Planned and coordinated

- There is a plan; everyone is working together to rebuild our Central City:
 - Christchurch City Council, Canterbury Earthquake Recovery Authority and NZ Transport Agency are working with SCIRT to coordinate infrastructure repairs and manage traffic.
 - Christchurch Central Development Unit is managing the rebuild of key community facilities and coordinating private development within the four avenues.

Alignment and timing

- Doing things in the right order is important: fixing underground services and roads comes first, followed by major building projects, and we're coordinating schedules so the rebuild progresses as quickly as possible.
- We're using purpose-build technology to make sure we've got our planning and coordination right.

Traffic

- You'll see dozens of work crews in the Central City as work ramps-up. We ask for your patience as you drive through the city – we're in this together and we all want to rebuild the Central City as quickly as possible.
- Key agencies are working to keep traffic moving. Plan ahead, stay informed and allow extra time. Find out the latest road information at www.transportforchristchurch.govt.nz

Open for business

- The Central City is open for business during the rebuild – be part of it. We encourage you to make the extra effort to support Central City businesses.

Generic messages

- There is about \$160 million worth of damage to this infrastructure in the Central City, the area between Bealey Avenue, Fitzgerald Avenue, Deans Avenue and Moorhouse Avenue.
- The infrastructure rebuild is critical to supporting the renewal of the central city.
- Our planning is robust.
- This is a complex and challenging programme of work. We are working closely with other agencies to deliver a coordinated approach to the central city rebuild
- **How much damage is there to the infrastructure in the CBD? What are we dealing with?**

The majority of the wastewater pipes in the Central City were damaged during the earthquakes, particularly those constructed from earthenware materials, all of which were built in the 1880s. Significant damage was also caused to the Stormwater network, pavements, footpaths and bridges.

- Work will affect nearly every street in the Central City at some time. The time needed to finish each piece of work will depend on the level of damage.
- Generally wastewater will be fixed first as it is deepest underground service. To minimise disruption, SCIRT will then repair the stormwater and fresh water pipes before repairing roads in a 'one pass' approach wherever possible

Programme

- SCIRT is working closely with Council, CERA, utility providers, private developers and land owners to coordinate and schedule the horizontal rebuild as part of the wider recovery process.
- Work is being timed to support the delivery of other work such as the Anchor Projects and large private developments such as the Retail Precinct.
- A detailed street level programme for wastewater will be finalised in mid 2013.
- A detailed street level programme all work will be finalised in September 2013.
- SCIRT's work programme in the central city is coordinated with other agencies
- SCIRT couldn't proceed with the work inside the cordon due to safety hazards
- **How are we coordinating with other work that is happening in the Central City?**
We are currently working with the CCDU and the CCC teams to coordinate our work with other works programmes to provide an integrated approach to rebuilding and repairing the infrastructure.

Business

- We realise that access and parking for business is a critically important. We aim to minimise disruption as much as possible and work with businesses to mitigate the effects of our work
- We will work to support local businesses during these works.
 - We talk to business about their needs e.g. parking and access and keep them updated about progress and changes
 - We will provide support for businesses to communicate the impact of the works on their customers
- We realise access and parking is critically important to business. We will do what we can to support you in this.
- SCIRT is actively working to support local businesses:
 - We provide businesses with a checklist outlining when, where, why, and how our work will occur well in advance so you can prepare
 - We talk to business about their needs e.g. parking and access
 - We keep businesses updated about progress and changes
 - We provide a key contact person and a hotline number
 - We offer help businesses communicate with their customers by offering posters information hand outs
 - We encourage people to support businesses in the CBD with advertising and website stories

Traffic management

- Traffic management plans are prepared by SCIRT and approved by CTOC
- Traffic management plans create a safety zone around the work. The aim of this is to both keep workers and other road users safe.

- We will put robust traffic management measures in place to support your travel around the central city during these works
- We will do our best to minimise delays but motorists need to plan for their journeys.
- We will talk to those directly affected by any road works to minimise disruptions where we can
- **How do we ensure that the city can cope with the traffic impacts?**
Extensive modelling and planning is done to ensure that delays are minimised and the work programme is optimised to keep the traffic moving. However, with work of this nature there will be traffic delays while the work takes place and you may need to allow extra time to get between your destinations.

Traffic issues

- Temporary traffic management (signs, cones, barriers and fences) helps keep road workers and road users safe. There will be lane reductions and sometimes a street will be temporarily closed. Often our work requires us to remove parking.
- Careful thought goes into all traffic management decisions. SCIRT works with Council, CERA and NZTA to understand the traffic impacts for each worksite and also the combined impact of all worksites across the network.
- There is a limit to the number of work fronts that can be open at one time, while allowing traffic to continue to flow
- While SCIRT attempts to minimise disruption, there will be traffic delays
- Motorists need to plan their journeys and make considered choices about how and when to travel

Construction methodology

- SCIRT will talk to people directly affected by road works so that disruptions can be minimised. In some instances the way work proceeds can be altered to reduce disruptions e.g. working in school holidays
- SCIRT crews work at night in particular situations when it is safe and critical to do so. For example, CCTV footage inside pipes or brick barrel pipe lining often has to happen when the liquid level in pipes is low – when most people are in bed. Busy intersection work may also happen at night, but generally night work is limited because:
 - Brightly-lit roadworks and noisy machinery at night are intrusive on the community, particularly when there are people living nearby.
 - Night work is less productive, costs more and is more dangerous for both road users and workers. It is difficult to light trenches adequately at night.
- SCIRT plans its work to minimise impacts while still getting the rebuild done. Unfortunately the nature of the work means that some dust, noise, temporary traffic changes and changes to access are unavoidable.

Safety

- Because safety is paramount we are restricted to working outside the cordon
- Traffic management is required to ensure the safety of our workers
- Slow down around road works
- Keep clear of road works
- You don't have to wear high-vis to be a rebuild hero – we all have our part to play in the rebuild

Progress and planned works

- **What is already underway?**
Wastewater repairs are already underway north of the Avon River within the 4 Avenues as well as an extensive programme of relining and strengthening of brick barrel trunk sewers to provide network stability for the wider rebuild programme.

- **Who will be working in the city? Where and when?**

Due to the extent of the damage and the prioritisation of the work to support the delivery of other works programmes, there will be multiple delivery teams undertaking the infrastructure repairs within the central city at any one time. This will continue through to mid-2016 to complete the repairs.

- **What impacts will there be? What should people expect?**

Traffic lanes will be restricted during our work under temporary traffic management. This work will affect every business at some point in time and it will be a challenge for many businesses. It will be necessary that SCIRT work with the CCDU, the CCC and the business owners to minimise disruption as much as possible, but there will be noise and dust along with heavy machinery whilst this work is undertaken.

13. Action plan

Date	Task	Actions	Status
May 2013	Work underway in the northern and southern sectors	Delivered as per each CCP	Ongoing
June 2013	Meet CCDU communication advisor to discuss SCIRT's central city programme	IST - Mary/Annemarie 29 May	Complete
	Develop SCIRT central city pamphlet	Kristin developing content	Underway
	Q&As on the SCIRT website	AM/MH/LP	
	'SCIRT in the Central City' button	AM/KS	
	Generate a schedule of internal and external meetings	MH	Underway
	SCIRT display board to Rebuild Central	MH	Underway
July 2013	SCIRT programme of work to website		
	Development of a joint strategic communication plan between the SCIRT, CCDU, CCC	AM/MH/LP	
	Produce a 'Civil Engineering 101' fact sheet and series of posters, e.g. <ul style="list-style-type: none"> o Dewatering o Trenching o What's under the road? o The tools for the job o Health and Safety o Traffic management 	AM/MH	Underway
	Produce an 'Integrated Planning 101' fact sheet explaining: <ul style="list-style-type: none"> o Booking road space and traffic management. o Developing a programme and the other key players. 	AM/MH	
August 2013			
September 2013	LINZ is working with SCIRT to build a public web-based 'portal', which will bring together all government development plans. This is being led by Julian Carver. The first draft will be available for internal review in September 2013, with public release anticipated around the end of the year.		
29 September	central city street walk through		

14. Central city meeting schedule (tbc)

Monday	Tuesday	Wednesday	Thursday	Friday
CCDU/SCIRT - Anchor Project Design Co-ordination 1-2.30pm (CERA, CCC, SCIRT tech & IST comms)				
Central City Communication Leadership group 3-4pm (IST & DT comms)				

Additional meetings:

- CCDU/SCIRT communication managers' operational group meetings (AM) – day tbc
- Monthly Central City ECI coordination meetings (Richard Topham)