SCIRT LEARNING LEGACY
Rebuilding Infrastructure

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.

KRA Management Plan

Story: SCIRT Management Plans

Theme: The SCIRT Model

A plan which defines the framework for performance measurement to align SCIRT with the objectives from the Alliance Agreement objectives.

For more information about this document, visit www.scirtlearninglegacy.org.nz

SCIRT
Rebuilding Infrastructure

KRA Management Plan

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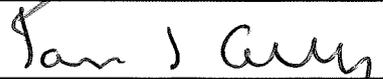
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1.   ACRONYMS, ABBREVIATIONS AND DEFINITIONS

Term	Definition
AA	Alliance Agreement
EGM	Executive General Manager
IST	Integrated Services Team
KPI	Key Performance Indicator
KRA	Key Result Area
OPS	Overall Performance Score
SA	Supply Agreement
SAT	Site Acceptance Test
SCIRT	Stronger Christchurch Infrastructure Rebuild Team

2. INTRODUCTION

2.1 PURPOSE

The Alliance Agreement (AA), which governs the operation of SCIRT, outlines the commercial arrangement for the organisation in Schedule 7: Terms of Compensation.

One component of these terms, Limb 3: Performance Based Payments (as defined in clause S7.4) is calculated on the basis of the performance of the organisation as defined by a series of Key Result Areas (KRAs) and Key Performance Indicators (KPIs).

The purpose of this plan is to:

- Define the framework for performance measurement to align the Stronger Christchurch Infrastructure Rebuild Team (SCIRT) with the programme objectives from the Alliance Agreement;

- Define lead and lag indicators within the Key Result Areas (KRAs) to determine and monitor performance

- Set out the method by which the KRAs are measured and evaluated. These results will be used for construction allocation and calculation of the Pain-share/Gain-share Regime (Limb 3).

This plan details how timely and accurate information relating to the Key Performance Indicators (KPIs) and their related Performance Scores will be obtained and reported at both programme and project-levels.

This plan covers the procedures to produce the Overall Performance Score.

2.2 OBJECTIVES

This plan will support achievement of the Alliance Agreement (AA) objectives in the following specified Key Result Areas;

- Safety

- Value

- Our Team

- Customer Satisfaction, and

- Environmental.

2.3 REQUIREMENTS

The AA specifies the KRAs and KPIs to be measured to evaluate the overall performance of SCIRT, how these KPIs are to be scored, and the formula to be used to build up the Overall Performance Score (OPS).

The AA requires the allocation of Projects to Delivery Teams to be dependent on the individual performance of each of those teams. This plan defines the set of KPIs which lead to a Delivery Performance Score which feeds into the Project Allocation Process described in the Procurement Plan, to meet this requirement.

SCIRT will also use additional KPIs as required, to measure Designer Performance as outlined in the Procurement Management Plan.

2.4 RELATIONSHIP TO OTHER MANAGEMENT PLANS

The KRA Measurement Plan has interfaces with other Management Plans in the programme set.

The functional interfaces are:

- Procurement Management Plan

- Quality Management Plan

- Financial Management Plan

- Estimating Management Plan

- Safety Management Plan

- Environmental Management Plan

- Peak Performance Management Plan

- Value Management Plan

- Stakeholder Management Plan, and

- Design Management Plan

3. OVERALL PERFORMANCE SCORE (OPS)

The AA specified an initial weighting of KRAs in relation to the Overall Performance Score (refer Schedule 8: Key Result Areas). These weightings are subject to periodic review and adjustment by the SCIRT Board.

3.1 OPS CALCULATION

The OPS is calculated as the weighted sum of the scores for the following Key Result Areas (KRA):

KRA	Weighting
Safety	0%
Value	35%
Our Team	20%
Customer Satisfaction	30 %
Environmental	15 %

Although the Safety KPIs are measured, the Safety KRA has not been weighted for the calculation of the OPS score. This is because safety is considered non-negotiable and not linked to performance for the LIMB 3 Pain/Gain model.

These weightings are subject to periodic review and adjustment; refer to Appendix A of this Plan.

3.2 KPI SCORING FRAMEWORK

The SCIRT Board Initially scored the KPIs in accordance with the following framework, but this has been modified with each successive review and change of KPIs:

Score	Performance
80-100	Outstanding
65-80	Stretch
50-65	Minimum Condition of Satisfaction
0-50	Unsatisfactory

Each individual KPI target is used to determine Minimum Condition of Satisfaction (MCOS), Stretch and Outstanding levels will be normalised to be measured within these bands. This will allow for any changes to the targets at a later date to be comparable with historic data for on-going performance measurement.

3.3 KPIS DEFINITION FOR OPS

The KPIs are reviewed and adjusted periodically by the SCIRT Board to drive ongoing improvement in the performance of the SCIRT organisation in all Key Result areas. Refer to Appendix B for the current KRA/KPI framework.

4. KRA MEASUREMENT-PERFORMANCE MONITORING AND EVALUATION

4.1 Monitoring

Monitoring will be undertaken to ensure accurate recording of KRA and KPI measurements. This will involve both internal and external independent audits. Verification activities will be undertaken in relation to KPI measurement to:

- Identify compliance of the requirements and objectives or this plan

The monitoring process to be utilised includes:

- External Independent audits of information provided by Delivery Teams

- Internal audits of the information provided by the IST

The following documents relevant to monitoring shall be maintained by the relevant IST functional team:

- HSE Forms

- NCRs

- RFIs

- Working and operatives data spreadsheet

- KRA Monthly Record Sheet (on Project Centre)

4.2 Evaluation

The results obtained from monitoring will be evaluated to:

- Measure compliance
- Correct poor performance or behaviours
- Identify the reasons for poor performance
- Address the potential likelihood of future poor performance

From the monitoring activities, conformity with the processes and procedure in the management plan set will be evaluated. Non-conformances will be identified and addressed utilising the systems defined in the Quality Management Plan.

Also the results of monitoring will be evaluated against the programme objectives and targets in identify opportunities for improvement, again, utilising the systems defined in the Quality Management Plan.

These evaluation processes will operate independently of any internal or external audit/review function, and are a core management responsibility.

The topics of non-conformance and opportunities for improvement will be agenda items in regular management meetings and significant issues discussed in reports (see reporting section)

5.   MANAGEMENT PLAN CONTROL

5.1   Authorisation

The initial issue and subsequent revisions to this plan will be authorised by the EGM unless the EGM deems the revision requires endorsement by the Board.

5.2   Distribution

The Plan is a controlled document and shall be distributed and revised in accordance with the SCIRT Quality Management Plan. Hardcopies are Un-Controlled copies. The Controlled copies are maintained in "Project Centre" which is a secure website which supports various project management functions for the Programme including "configuration management" i.e. version control of documents.

5.3   Auditing

5.3.1   Internal Audits (System)

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

Refer to Quality Management Plan for relevant details regarding system audits.

5.4   Management Plan Review and Revision

This management plan is a dynamic document that is current at the time of issue. The process for monitoring and review of the Plan or its implementation and operation are detailed within the SCIRT Quality Plan.

The quality of the information produced under this plan will be measured to assess the effectiveness of the management plan and may initiate a review and revision of the management plan.

Management will conduct a reassessment of the plan for the purpose of continuous improvement. The review will consider the results of management monitoring, audit results, analysis of data, corrective and preventive actions as well as feedback from the Board, EGM, IST, Design Team, Delivery Teams and site personnel. The frequency of the review will typically be as detailed in the Review and Audit section of the Quality Plan.

Implementation of resolutions - from the review will contribute to continuous Improvement.

Revisions to any management plan will always involve the Quality Manager who will take responsibility for ensuring the management plan set remains co-ordinated when revisions occur.

The document may be revised and updated in response to areas identified for improvement, such as:

- Changes in the Requirements and Minimum Standards defined in the AA
- Substantial changes in design or scope, construction sequence, staging, methodology, process or resource
- Requests by any Statutory Authority
- Internal and external audits
- Suggestions and comments from personnel
- Preventative action following a non-conformance
- Necessity for corrective action
- Senior management review
- Recommendations of the Independent Design Verifier, Independent Estimator or Strategic Review Panel

6. RECORDS AND REPORTING

6.1 Project Information, Data & Records Management

The primary location for soft copy filing of all documents and correspondence is in the SCIRT Project Centre system.

For management, storage and archiving of project data please refer to Administration Plan. For IT Systems, including support, security, licenses and usage, please refer to Administration Plan.

The following records are required to demonstrate compliance with this procedure:

The following is a list Procedures, Forms, Processes and other plan documentation referenced in this Procurement Management Plan. This list may be updated at any stage throughout the course of the programme.

6.2 REPORTING

SCIRT will provide a monthly progress (operational) report to the Board. The KRA Measurement Plan will inform the KRA updates to this report.

6.2.1   Programme-level report

Report Element	Contribution from KRA Measurement Plan
• Monthly Board Report, Appendix 11	Data output records for each KRA KPI

6.2.2   Project-level report

Report Element	Contribution from Financial Management
• SQE Monthly Report	• Logged on Project Centre • Monthly Timesheet Hours
• Delivery Performance	• Financial and throughput reporting • Logged on Project Centre
• Project Construction Verification Audit Reports	• Logged on Project Centre
• Team & Wellbeing Surveys	• Logged on Project Centre
• Operatives in Training	• Logged on Project Centre
• Telephone Survey	• Logged on Project Centre
• Key Stakeholder Survey	• Logged on Project Centre
• Face to Face Survey	• Logged on Project Centre
• Ownership developing a Skilled Workforce reports	• Logged on Project Centre
• Environmental Culture reports	• Logged on Project Centre
• Project Verification Audits	• Logged on Project Centre

6.2.3   Report Details

The Administration Plan includes a reporting section describing report design and documentation protocols.

7.   ROLES AND RESPONSIBILITIES

Executive General Manager	
Reports to	Board
Authority for	Overall management, performance and delivery of all aspects of the programme and its day-to-day planning and administration.
Key Responsibilities	▪ Prepare project reports where requested. ▪ Assign appropriate responsibilities and authority to programme personnel. ▪ Review and authorise this KRA Management Plan. ▪ Ensure that the Programme Policies and System Procedures are understood and effectively implemented by Programme personnel.

DELIVERY MANAGER	
Reports to	EGM
Authority for	Overall management, performance and delivery of all construction aspects of the programme and its day-to-day planning and administration.
Key Responsibilities	▪ Demonstrate commitment to KRA leadership. ▪ Review and where necessary assist with KRA reporting. ▪ Development of KRA management plan in conjunction with other participants. ▪ Deployment of adequately skilled and trained staff to the programme. ▪ Staff development and training. ▪ Assess effectiveness of how well the KRA management plans have/will be communicated to employees and subcontractors. ▪ Attendance at KRA meetings and workshops.

KRA CHAMPIONS	
Report to	EGM
Authority for	Manage and review the preparation and implementation of the KRA Management Plan and overall KRA performance.
Key Responsibilities	▪ Champion KRA performance and deliverables ▪ Ensure that Alliance policies and system procedures are clearly understood and effectively implemented by programme personnel. Including subcontractors. ▪ Ensure KRA targets are set and managed. ▪ Ensure that KRA records are being captured within the reporting system. ▪ Assist with KRA investigations. ▪ Ensure adequate resources in auditing supplier and subcontractor, KRA management systems.

KRA MANAGER (Delivery Team)	
Reports to	Delivery Team Leader
Authority for	Participate in the development, management, review and implementation of this KRA Management Plan including liaising with applicable statutory authorities and resolution of KRA matters that may arise on site.
Key Responsibilities	▪ Participate in the initial and subsequent reviews of this KRA Management Plan. ▪ Review Subcontractors' KRA documents including procedures. ▪ Coordinate KRA activities on site including monitoring and measuring. ▪ Ensure personnel are aware of their responsibilities and to improve their capabilities. ▪ Resolve disputes that may arise in respect of KRA Deliverables. ▪ Record and resolve non-conformances ▪ Maintain KRA records. ▪ Audit supplier and subcontractor, KRA management systems.
PROJECT MANAGER (Delivery Team)	
Reports to	Delivery Team Leader
Authority for	Participate in the development, management, review and implementation of this KRA Management Plan within the Delivery Team
Key Responsibilities	▪ Facilitate the success of the KRA Manager [who may be the same person]
DELIVERY TEAM LEADERS	
Report to	Delivery Manager & Home Organisation Manager
Authority for	Implementation of the KRA Management Plan.
Key Responsibilities	▪ Demonstrate commitment to KRA leadership. ▪ Development of KRA management plan in conjunction with other participants. ▪ Deployment of adequately skilled and trained staff to the programme. ▪ Staff development and training. ▪ Assess effectiveness of how well the KRA management plan has/will be communicated to employees and subcontractors. ▪ Attendance at KRA meetings and workshops
PROJECT ENGINEERS & SITE ENGINEERS	
Report to	Project Manager
Authority for	Implementation of the KRA Management Plan.
Key Responsibilities	▪ Maintain KRA management services system records. ▪ Maintain a high standard of KRA Deliverables.

SUPERVISORS	
Report to	Project Manager
Authority for	Supervision of forepersons, safety coordinators, employees, subcontractors and suppliers to ensure compliance with the requirements of the KRA Management Plan.
Key Responsibilities	- Implementation of KRA toolbox talks and inspections and testing, monitoring and measuring activities on site. - Assist with training as required. - Carry out surveillance of employees and Subcontractors for compliance with KRA Management Plan. - Conduct and collate weekly / daily inspections as required. - Assist in maintenance of KRA document control and handling.
FOREPERSON	
Reports to	Supervisor(s)
Authority for	Supervision of employees, subcontractors and suppliers to ensure compliance with the requirements of the KRA Management Plan.
Key Responsibilities	- Supervise inspection and testing, monitoring and measuring activities on site. - Assist with training as required. - Carry out surveillance of employees and Subcontractors for compliance.
SUBCONTRACTORS & SUPPLIERS	
Report to	Project Manager
Authority for	Not Applicable
Key Responsibilities	- Establish and maintain appropriate KRA records of their works. - Follow instructions given by Alliance Supervisory staff. - Adhere to the Alliance KRA Management Plan, as it applies to their personnel on site. - Cooperate fully with the general provisions and requirements of the KRA Plan.

APPENDIX A: CURRENT KRA RATINGS FOR OPS

OPS Calculation

The OPS is calculated as the weighted sum of the scores for the following Key Result Areas (KRA):

KRA	Weighting
Safety	0%
Value for Money	35%
Our Team	20%
Customer Satisfaction	30%
Environmental	15%

These weightings are subject to periodic review and adjustments, with last adjustment being applicable from 1 July 2015.

Appendix B: KRA FRAMEWORK

(From 1 July 2015, updated 9 Sept 2015 to show new bands in *Our Team: Developing a Skilled Workforce*

Updated 13 Oct 2015 to remove *'Near Miss reports'* text from *Safety section 1, item 1.1*)

1 SAFETY

Why Important?	'Zero Harm' is a non-negotiable philosophy regarded as a foundation to business success for all of our people and communities we operate in.						
Objective	1.1 Achieve the buy-in from our people that all injuries can be prevented by encouraging safety assurance through hazard reports, near miss reports, safety audits and identify opportunities to reduce or mitigate critical risks. 1.2 Establish accountability for all teams for this critical programme risk.						
KRA Weighting	0% (not impacting Limb 3 calculations)						
KRA champion	David Hanham						

KPIs	KPI WEIGHTING	MEASURE	TIMING OF MEASURE	MCOS	STRETCH	OUTSTANDING
1.1 Measure of Safety Engagement - Awareness	60%	Quality of Safety Auditing (Monthly assessment of delivery team on-site safety auditing done by site staff. Monthly audit reviews undertaken randomly will assess behaviours, leadership, improvement opportunities and close out of actions.)	Recorded monthly Reviewed six monthly	70-79%	80-89%	90-100%
1.2 Protection of Utility Services	40%	Utility strikes per services passed	Recorded monthly Reviewed six monthly	99.5% – 99.84%	99.85% - 99.99%	100% - No strikes

2 VALUE

Why Important?	Delivery of Value is a foundation element of the SCIRT infrastructure rebuild and is a necessary reassurance for taxpayers and ratepayers that the rebuild program is being carried out in the best possible manner from SCIRT functions and for projects from inception to handover.					
Objective	The key performance indicators (KPIs) of this key result area are selected to provide specific focus beyond the intended value management framework. 2.1 The measurement is intended to create and maintain a focus on business throughput by providing a measure for every project under construction, based on the rate of spend. It is summed across the delivery teams and the programme and changes over time will be visible. The measure is separate from Earned Value Analysis reporting but is based on the same data. 2.2 Is intended to highlight commitment and effectiveness to the activities covered in the audit subjects that extend across the board of site activity.					
KRA Weighting	35%					
KRA champion	Rod Cameron					

KPIs	KPI WEIGHTINH G	MEASURE	TIMING OF MEASURE	MCOS	STRETCH	OUTSTANDING
2.1 Delivery Performance	50%	The rate of completion of projects measured by spend compared with the average spend from 5%-95% of baseline as submitted into Earned Value Reporting, expressed as a % of baseline.	Recorded and reviewed monthly	100% (i.e. predicted rate) to <105%	105% – <110%	110% and above capped at 125%
2.2 Quality of Construction	50%	A scoring from the monthly project verification audit, with values based on the quality of actions recorded in a wide range of site quality control processes (and not just 'Yes/No' presence or absence of actions).	Measured for one project per delivery team per month	60 - <70% Score	70 – <80%	80 - 100%

3. OUR TEAM

Why Important?	The outcomes delivered by a high performing team are strongly impacted by first having skilled resources and then building success by creating a shared and well communicated vision, goals and objectives. Measuring the enrolment and wellbeing of the team to achieve these outcomes enables a proactive plan for creating a challenging and stimulating team environment that delivers results
Objective	3.1 will measure the success in enrolling all sub-teams into the goals and objectives of the broader SCIRT team. This KPI can be impacted by the IST, the Delivery teams and the Clients. 3.2 is focused on delivering an outcome of up-skilled resources for the programme and leaving a legacy of an improved training model for the Industry. The success of this is reliant on stakeholder (primarily Delivery Teams') contribution and participation to this training model.
KRA Weighting	20%
KRA champion	Belinda de Zwart

KPIs	KPI WEIGHTING	MEASURE	TIMING OF MEASURE	MCOS	STRETCH	OUTSTANDING
3.1 Alignment and Involvement of the Team - Involvement of partners in establishing SCIRT standards - Demonstration of collaboration	50%	Survey of the Team to assess levels of involvement and interaction between Client, Board, MT and Delivery Teams. Questions will be created with the assistance of specialist 'Survey' support and attached as separate document. Questions may be changed over the course of the Programme to capture key relevant information.	Recorded monthly Reviewed six monthly	65 - <75 % positive feedback from survey	75 - <85%	85 - 100%
3.2 Developing a Skilled Workforce	50%	Number of operatives (site engineers, supervisors and below) enrolled in and completing NZQA Qualifications pathways (including verified SCIRT competency modules). A +30% weighting is applied to Level 4 and crew leader qualifications and a +50% to subcontractors	Data collected and reviewed bi-monthly	32-36	37-39	40+

4. CUSTOMER SATISFACTION

Why Important?	We are delivering this programme of projects for the people of Christchurch, and therefore it is essential that we measure their level of satisfaction. We need to ensure our customers and key stakeholders know what we are doing and how we are doing it. We need to know that they are satisfied with the process and the outcome.					
Objective	• All SCIRT teams are highly committed and go out of their way to achieve the highest possible standards during construction and community engagement. • The desired outcome is that the community and key stakeholders respect and trust SCIRT and are satisfied with the engagement process.					
KRA Weighting	30%					
KRA champion	Linda McGregor					

KPIs	KPI WEIGHTING	MEASURE	TIMING OF MEASURE	MCOS	STRETCH	OUTSTANDING
4.1 Community satisfaction with communication and product	75%	A combination of results from two surveys will be used to determine 4.1 : • Community in areas where work has finished (face-to-face survey, carried out 2 to 4 weeks after work package completed, reported every 3 months). • A representative sample from wider Christchurch community (telephone survey, 6 monthly, reported every 6 months).	KRA scores updated whenever new survey is completed	65 – <75%	75 - <85%	85 - 100%
4.2 Stakeholder satisfaction with communication and product	25%	Identified representatives from key stakeholder organisations (Online quantitative survey conducted six-monthly)	Six monthly	55 – <70%	70 - <85%	85 - 100%

5. ENVIRONMENT

Why Important?	To deliver an environmentally sensitive rebuild and minimise impacts during and after construction
Objective	5.1a To develop environmentally aware people who proactively identify environmental incidents, opportunities and initiatives in the field, and act on them.
	5.1b Promote innovative and sustainable construction practices which add value to the rebuilding of Christchurch.
	5.2a Eliminate environmental non-compliance events.
	5.2b Build robustness into the Environmental Auditing process.
KRA Weighting	15%
KRA champion	David Hanham

KPIs	KPI WEIGHTING	MEASURE	TIMING OF MEASURE	MCOS	STRETCH	OUTSTANDING
5.1 Legacy Achievement Goal	60%	Monthly assessment of progression against legacy achievement goal framework.	Recorded monthly Reviewed six monthly	1 – 9 points	10 – 20 points	> 21 points
5.2 Environmental Assurance	40%	**Quality of Environmental Auditing** Monthly assessment of Delivery Teams on site environmental auditing done by site staff. The focus and scoring is related to quality of the compliance delivery, leadership and close out of actions.	Recorded monthly Reviewed six monthly	Audit score 70 - <80%	80 - <90%	90 - 100%

APPENDIX C: HOW WILL WE MEASURE THESE KPI'S?

How will we measure these KPIs?

1. Safety

The Delivery Team audit monthly which is reviewed 6 monthly by the SCIRT Zero Harm Advisor who leads investigation, and supported by at least one additional auditor.

KPI 1.1 Measure of Safety Engagement - Quality of Safety Auditing

- Monthly assessment of delivery team on-site safety auditing done by senior operational personnel. Monthly audit reviews undertaken will assess behaviours, leadership, improvement opportunities and close out of actions.

KPI 1.2 Protection of Utility Services - Utility strikes per services passed

- Utility strikes per services successfully crossed referenced with information from utilities co-ordinators and sourced directly from utility provider.

- The Delivery Team reports and forms will be collated in their own system, with all information reported monthly through Project Centre, and reviewed 6 monthly.

- The consolidated data from the IST and Delivery Teams shall be reported monthly from Project Centre to provide the KRA monthly results, and communicated to the IST and Delivery Teams.

2. Value

KPI 2.1 Delivery Performance
- In July 2015 this measure was amended to be a simple calculation from project financial information and not a separate measurement or reporting process. The rate of completion of projects measured by spend compared with the average spend prediction from 5%-95% of baseline (as submitted into Earned Value Reporting) expressed as a % of baseline.

KPI 2.2 Project Quality Construction Review
- One project per month per delivery team is selected at random for review and scoring of quality assurance audit processes documented and managed at site. Each is conducted by two coordinators and two site managers.

- Assessment is by a standardised methodology developed by SCIRT. Values are based on the quality of actions recorded in a wide range of site quality control processes (and not just 'Yes/No' presence or absence of actions).

- All results are recorded in Project Centre for monthly reporting of KRA achievement.

3. Our Team

KPI 3.1 Alignment and Involvement of the Team

- The team will be surveyed to assess levels of involvement and interaction between the Client, Board, IST and Delivery Teams every 6 months.

- An independent research supplier will undertake the survey using a representative sample from the Client, IST and Delivery teams to provide the results in report format to be uploaded into Project Centre.

- The results of the Surveys will be included in the Monthly Board Report and stored on Project Centre.

KPI 3.2 Developing a Skilled Workforce

- The Delivery Teams will submit a register via Project Centre with the number of Operatives on-site enrolled in and completing NZQA qualifications for their own staff, and their Sub Contractor partners on a bi-monthly basis to the HR Team.

- An approved list of qualifications is held by the SCIRT Training Manager. Any changes to this list should be submitted via that role and then verified by unanimous agreement by the SCIRT Training Forum.

- The registered qualifications and completions will be verified by the IST HR team against the agreed list of relevant qualifications and be measured as a percentage of the total number of operatives in the workforce (this data comes from the Achievement Report), along with a score for completions.

- The register will be provided to the Commercial team on a bi-monthly basis for calculation of the KPI and reported within the Board Report.

4. Customer Satisfaction

KPI 4.1 Community and stakeholder satisfaction with communication and product, KPI 4.2 Stakeholder satisfaction with communication and product

- For KPI 4.1 , an independent market research supplier will survey residents and businesses in areas undergoing SCIRT rebuild works and the wider Christchurch community about their satisfaction with product and communication using the following tools:

    o Quarterly survey (face to-face) of residents located in streets where there is ongoing work and incomplete streets for review of the finished product and communication (representative sample)

    o Six monthly survey (telephone) of the wider Christchurch community for review of satisfaction of product and communication

- For KPI 4.2, an independent market research supplier will conduct a six-monthly survey (online) of a specific group of key stakeholders for review of finished product and communication.

- The reports will be uploaded into Project Centre and reported monthly within the Board Report.

5. Environmental

These reports and forms will be completed both by the IST and by Delivery Teams. Refer to KRA Framework for metrics.

KPI 5.1 Legacy Achievement Goal

- Monthly assessment of progression against legacy achievement goal framework. The consolidated data from the IST and Delivery Teams shall be reported monthly from Project Centre.

KPI 5.2 Environmental Assurance - Quality of Environmental Auditing

- Monthly assessment of Delivery Teams on site environmental auditing done by site staff. The focus and scoring is related to quality of the compliance delivery, leadership and close out of actions

- The Delivery Team reports and forms will be collated in their own system, with all information reported monthly through Project Centre.

- The consolidated data from the IST and Delivery Teams shall be reported monthly from Project Centre.