

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.

Learning Legacy Management Plan

Story: SCIRT Management Plans

Theme: The SCIRT Model

A plan which documents the process SCIRT will follow to identify and pass on learnings from its programme of 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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Learning Legacy Management Plan

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Name	Position	Date	Signature
Ian Campbell	Executive General Manager	August 2016	<i>Ian J. Campbell</i>

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ACRONYMS, ABBREVIATIONS AND DEFINITIONS

Term	Definition
AA	Alliance Agreement
Board	SCIRT Board
CCC	Christchurch City Council
DPMC	Department of the Prime Minister and Cabinet
DTL	Delivery Team Leader
EGM	Executive General Manager
GST	Goods and Services Tax
IE	Independent Estimator
IST	Integrated Services Team
ITP	Inspection and Test Plan
JDE	JD Edwards Accounting System
KPI	Key Performance Indicator
KRA	Key Result Area
MT	Management Team
NZTA	New Zealand Transport Agency
NOP	Non Owner Participant
OPS	Overall Performance Score
PMP	Programme Management Plan
RFQ	Request for Quote
SAT	Site Acceptance Test
SCIRT	Stronger Christchurch Infrastructure Rebuild Team
TOC	Target Out-turn Cost

1 INTRODUCTION

1.1 PURPOSE

This plan documents the process the Stronger Christchurch infrastructure Rebuild Team (SCIRT) will follow to identify and pass on learnings from the establishment and operation of the organisation.

1.2 CONTEXT

The Department of Prime Minister and Cabinet writes:

Nationally and internationally there is a gap in knowledge, practical tools and capacity to prepare for, or recover from disasters. New Zealand has a responsibility to learn from the Canterbury earthquakes to ensure we are better prepared and we therefore also have an opportunity to share our knowledge to better equip leaders and communities involved in disaster recovery and complex challenges.

1.3 SCIRT LEARNING LEGACY

SCIRT has achieved a great deal against the objectives set during its formation and in areas not even contemplated at that time. As a result it has generated legacy beyond expectations. This plan identifies the origins of the legacy, the stakeholders and interested parties and the various avenues for distribution of the wide variety of items involved.

It then defines the objectives, activities, management process and time lines of creating and running an interactive database of legacy material – the SCIRT Learning Legacy. That facility will enable sharing of the knowledge and practical tools from SCIRT together with opinion-pieces that may inform the reader relating to preparation for and recovery from large-scale disasters.

The following table sets out a summary of the origins of the legacy, identifies those parties interested in it and the primary means by which SCIRT facilitates the transfer of material. The final item is the internet facility and web tool, the SCIRT Learning Legacy.

Where does the Legacy of SCIRT come from?	Who is interested in it?	How does SCIRT facilitate the transfer of the Legacy?
<ul style="list-style-type: none"> • Uniqueness • Foundations • Business model • Systems • Culture • Tools 	<ul style="list-style-type: none"> • Local Government • Government • Institutions • Industry • Academia • Disaster 'world'. 	<ul style="list-style-type: none"> • People contacting people • Providing support • Presentations to Forums • Publications of articles • Formal papers • The Internet - the SCIRT Learning Legacy.

1.4 OBJECTIVES

The primary objective of the SCIRT Learning Legacy project is to ensure that appropriate knowledge is captured to meet the needs of the interested parties and made available in a format that gives the best opportunity for the messages to be understood. The project must be completed by the end of March 2017, whilst SCIRT still exists.

1.5 PROJECT SCOPE

The scope of the project is to create and store material within the attached time frames that:

- describes SCIRT as a post-disaster rebuild and recovery entity, its creation, objectives and functions
- identifies learnings from challenges and successes by telling the stories involved, from the whole of the business down to detailed items such as construction methods
- supports as appropriate the transfer of features, systems and data from SCIRT to participants
- presents information for third party interest.

Telling the stories includes:

- Generating material describing or reflecting on key elements of the organisation, its workings and results.
- Storing the material in a central database, grouped under eight key themes and discoverable through an interrogation tool, the Learning Legacy website
- Publication of a SCIRT memento book for SCIRT participants

Identification of items will be the primary domain of a Steering Group. However the Management Team, Delivery Leads and the various teams within SCIRT will be encouraged by the Steering Group to come forward with material from their experience and learning, with a view to inclusion in the learning legacy.

The following table identifies the three areas of activity by which SCIRT is managing the dissemination of the legacy. It also shows the grouping or structure of items in the SCIRT Learning Legacy and the anticipated numbers of items that will be housed there, expressed as a range.

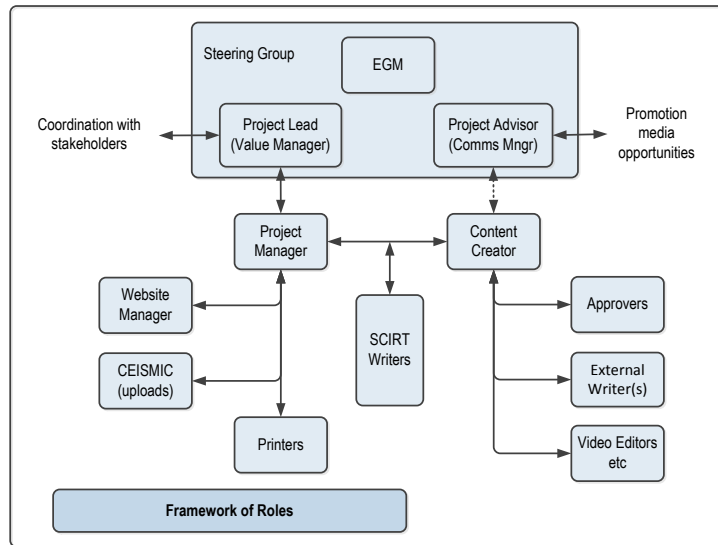
The legacy process has three areas of focus	The SCIRT Learning Legacy is grouped by themes	Numbers of Items for each
<ul style="list-style-type: none"> • Active transfer to participants and stakeholders • Telling the story <ul style="list-style-type: none"> • SCIRT Learning Legacy <ul style="list-style-type: none"> • Presentations and Papers • The Book • Responding to third party interest 	<ul style="list-style-type: none"> • The SCIRT Model • Governance and decision-making • Programme management • People and Culture • Communications and Community • Finance and Business systems • Design • Construction 	<p align="center">3 - 5 12 - 20 15 - 20 5 - 10 15 - 20 10 - 15 15 - 20 15 - 25 Total 90 - 135</p>

1.6 RELATIONSHIP TO OTHER MANAGEMENT PLANS

This plan is substantially independent of other Management Plans, but the activities involved will be carried out to conform to SCIRT processes and conventions.

2 PROJECT ORGANISATION

The project will be headed and structured as follows:



3 KEY ELEMENTS

3.1 ACTIVITY

There are three principal areas of activity:

- identification of material, including setting or time lines and priorities
- management of activities from identification to final result
- production of material, in whatever format is appropriate.

3.2 STEERING GROUP

The Steering Group will drive the overall scope and objectives of the learning legacy, identify material for inclusion (with the support of the Leadership Team), prioritise and direct the project. Final approval of each item will be by the EGM, with legal advice taken on confidentiality or privacy issues as necessary and subject to Board confirmation if needed.

3.3 PROJECT MANAGER

The Project Manager will manage activities needed to create and store useful material that is available through the facility, setting and holding to time lines and managing budget. The scope of this work extends from initial advice of material for inclusion (by the Steering Group), through all stages of production, to the final posting of content, or creation of print material.

The Project Manager will also be responsible for the oversight and management of any revisions to the internet database (a CEISMIC facility) and the web site (managed by Catalyst).

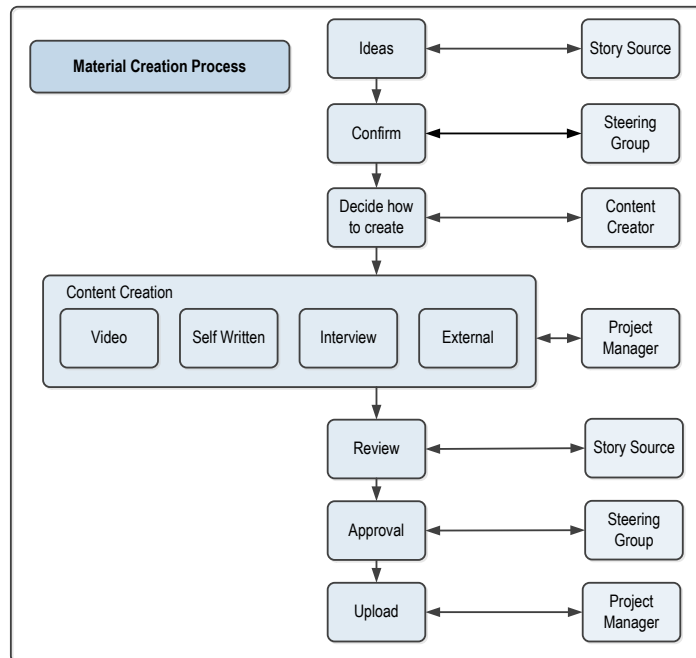
3.4 CONTENT CREATOR

The Content Creator will work collaboratively with the Project Manager and closely with the Project Advisor, to generate content within the scope identified by the Steering Group. The primary function of the role is to conceptualise the form of items and then to have the work created by a range of sources: SCIRT writers (under relevant Leadership Team or technical areas of expertise), external writers (where SCIRT creation is not practicable) or the content creator themselves (where time permits).

The content creator will also be responsible for obtaining approval of items in final form before upload, which will generally be provided by the Steering Group and any technical or management expert supporting its creation.

3.5 WORKFLOW

The workflow is outlined as follows:



3.6 LEARNING LEGACY FACILITY

The learning legacy material will be housed in the University of Canterbury CEISMIC internet database that was established as an archive for earthquake imagery and a wide variety of data. This has dual advantages of a high level of security and the ability to be transferred to National Archives when required in future.

Access to the data is gained via a web-based interrogation tool named **SCIRT Learning Legacy**. That will give simple page presentations explaining SCIRT and the broad intention and contents of the site. A user can either navigate the site or search for information by queries to identify material of interest.

Items will be displayed as pick, lists with a concise summary plus short story of each and may have one or more attachments of larger size such as detailed stories or original reference documents (both in pdf format), or video.

3.7 EQ RECOVERY LEARNING

The Department of the Prime Minister and Cabinet (DPMC) is bringing together the collective learning from the Canterbury earthquakes and amongst other initiatives, is developing **EQ Recovery Learning**, a website as a platform for sharing. It is anticipated that it will contain SCIRT items that describe its high-level principles, its establishment, governance and funding, whereas the SCIRT Learning Legacy will describe workings, tools and activities of SCIRT from a practical standpoint.

The two initiatives are symbiotic and a close working relationship has developed between the teams that will continue until SCIRT is demobilised in 2017.

4 TIME FRAMES

4.1 DATES

The following dates are important in defining the completion of SCIRT, because they set the time frames that the SCIRT Learning Legacy will need to conform to:

Construction Completion is set for 31 December 2016, by which time the Delivery Teams and the IST will substantially reduce in size.

Practical Completion is 31 March 2017 (which is 90 days from the last of the construction projects having finished at 31 December 2016), by which time all but the commercial teams will have closed down.

4.2 SCHEDULE

The time line schedule of primary activities is shown in Appendix A

5 COPYRIGHT & DISCLAIMER

The SCIRT Learning Legacy has been reviewed by CCC legal team, which has advised that the New Zealand Government Open Access and Licencing (NZGOAL) framework covers the concept and that SCIRT learning should be shared as open access, unless it contains copyright from others, in which case permission to share should be sought. In CCC view, 'very little material requires restricted access, in line with the project (SCIRT programme) goals of sharing and dissemination'.

The sharing will therefore be via Creative Commons copyright, with the class designation shown for each item or attachment.

Items will include a general disclaimer that the material is provided in good faith.

6 MANAGEMENT PLAN CONTROL

6.1 AUTHORISATION

Initial authorisation is in accordance with the Alliance Agreement, Section 6.1.1. All plans are also authorised by the Executive General Manager and will be submitted to the Board for endorsement.

Subsequent revisions to plans will be authorised by the Executive General Manager unless they deem the revision requires endorsement by the Board.

6.2 DISTRIBUTION

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

6.3 AUDITING

Systematic internal audits will be undertaken to monitor the 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.

6.4 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.

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 of 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.
- Necessity for corrective action.
- Senior management review.

7 RECORDS AND REPORTING

7.1 PROJECT INFORMATION, DATA & RECORDS MANAGEMENT

The primary location for soft copy filing of all documents and correspondence is in the SCIRT Project Centre system, where a dedicated location and management process has been set up for item final issue, prior to upload to CEISMIC

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

7.2 REPORTING

7.2.1 Monthly report to Board

SCIRT is committed to providing a monthly progress report to the Board. This Management Plan will contribute to this report as outlined below:

- Progress updates on Learning Legacy Activities.
- Issues requiring elevation.
- Significant non-conformances with plan.
- The course of action proposed in response to any significant delays or non-conformances with this plan.

7.2.2 Report Details

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

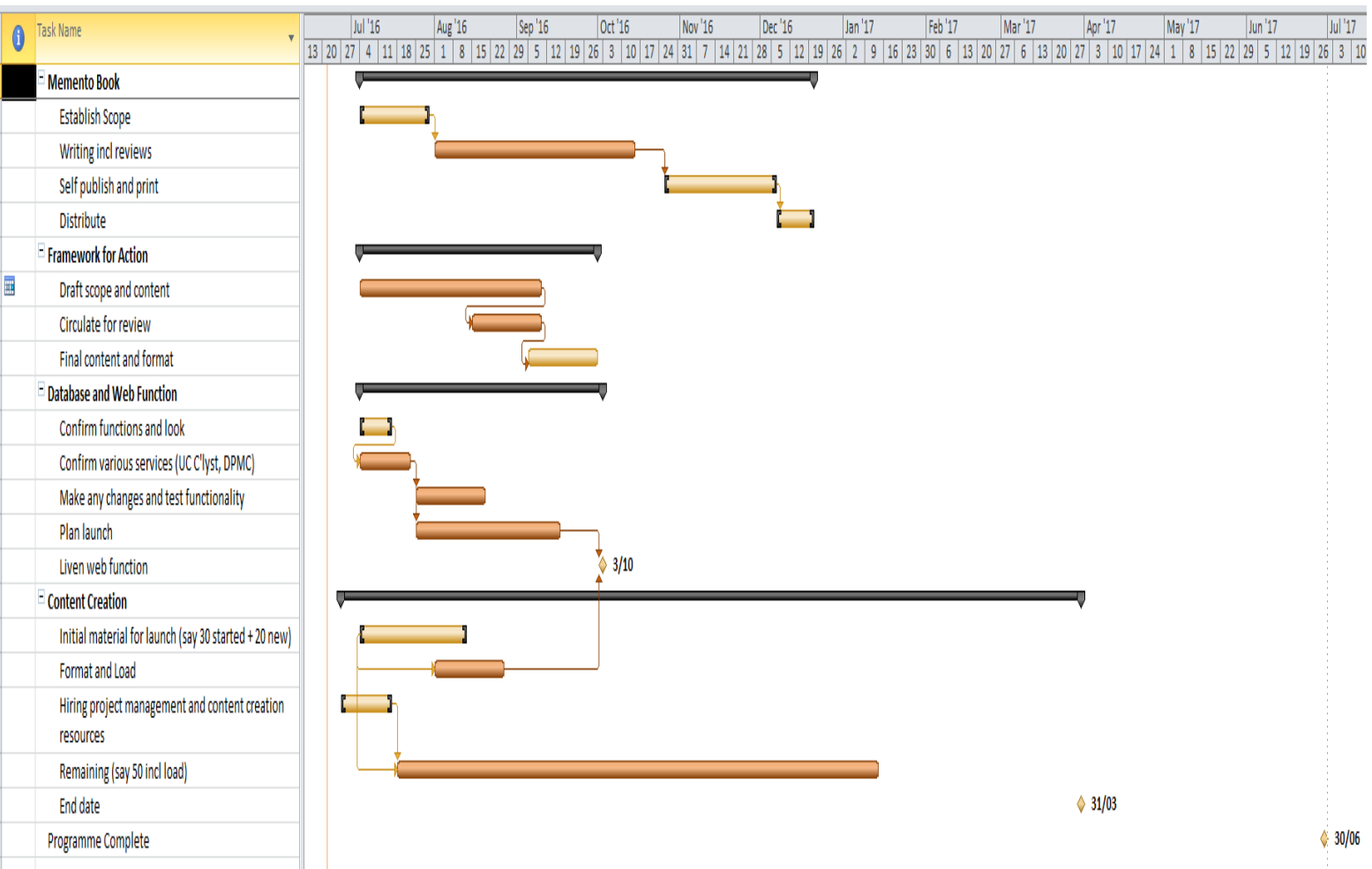
8 ROLES AND RESPONSIBILITIES

SCIRT Learning Legacy Activities Management Plan	Responsibility							
Role	Executive General Manager	Human Resources Manager	Community Stakeholder Manager	SQE Manager	Delivery Manager	Professional Services Manager	Value for Money Manager	Commercial Manager
Plan Issue/Revision authorisation	Own		Assist				Assist	
Auditing				Own			Assist	
Plan Review	Own		Assist				Assist	

APPENDIX A

TIME LINE

The following figure shows a summary of activities of the Learning Legacy and key dates.



APPENDIX B

LIST OF STORIES

A pdf copy of the current list of stories can be viewed at G:\Value\Learning Legacy\Stories Listing. At time of writing Rev B is an initial listing of potential stories, shown grouped under theme. This is a live document which will be updated from time to time as the scope of stories evolves.