SCIRT LEARNING LEGACY
Rebuilding Infrastructure

Programme Management Plan

Story: SCIRT Management Plans

Theme: The SCIRT Model

A plan which introduces SCIRT, its management structure and its set of management plans.

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

SCIRT
Rebuilding Infrastructure

Programme Management Plan

Rev.	Status	Prepared by	Checked by	Date
A	For Review	Mark Rodhouse	D Gibb	10-08-11
B	Approved	Mark Rodhouse	D Gibb	20-09-11
C	Approved	Greg Slaughter	D Gibb	28-02-13
D	Approved	Ian Campbell	R Cameron	28-11-16

Name	Position	Date	Signature
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ACRONYMS, ABBREVIATIONS AND DEFINITIONS

Term	Definition
AA	Alliance Agreement
AOC	Actual Outturn Cost
Board	SCIRT Board
CCC	Christchurch City Council
CERA	Canterbury Earthquake Recovery Authority
EGM	Executive General Manager
EOC	Estimated Out-turn Cost
IRMO	Infrastructure Rebuild Management Office
IST	Integrated Services Team
KPI	Key Performance Indicator
KRA	Key Result Area
MT	Management Team
NOP	Non Owner Participant
NZTA	New Zealand Transport Agency
OPS	Overall Performance Score
PMP	Programme Management Plan
PMS	Programme Master Schedule
SCIRT	Stronger Christchurch Infrastructure Rebuild Team
TOC	Target Out-turn Cost

1   PURPOSE

The Programme Management Plan (PMP) has been developed in accordance with the requirements of Clause 6.1 of the SCIRT Alliance Agreement for the following purposes:

- Introduce the Stronger Christchurch Infrastructure Rebuild Team (SCIRT)

- Introduce the SCIRT management framework

- Introduce the SCIRT management plans

2   INTRODUCTION TO SCIRT

SCIRT has been established by an Alliance Agreement (AA) between CCC, CERA & NZTA (the Owner Participants), and the Non-owner Participants (NOPs) Joint-venture of City Care, Downer, Fletcher Construction, Fulton Hogan, and McConnell Dowell.

SCIRT is tasked with the reconstruction of Christchurch's horizontal infrastructure damaged in the earthquakes of September 4th 2010 and February 22nd 2011 and subsequent aftershocks (herein referred to as the "Programme").

SCIRT will manage the reconstruction and repair of the city's:

- Water Network

- Wastewater Network

- Stormwater Drainage Network

- Roading Network

The rebuild of these networks will create a resilient foundation for the vibrant growth of the city.

2.1   OBJECTIVES AND TARGETS

SCIRT's objectives are provided in Appendix 2, taken from clause 1.1. of the Alliance Agreement (AA).

2.2   CLIENT AND OTHER REQUIREMENTS

Works on the project shall be undertaken in accordance with the requirements of the following

- The Alliance Agreement (AA)

- Requirements and Minimum Standards defined in Schedule 5 of the AA

- The Infrastructure Technical Standards and Guidelines (IRTSG) and other guideline documents and standards as may be agreed between SCIRT Owner Participants to specifically apply to the SCIRT programme

- SCIRT Management Plans

2.3 ALLIANCE CHARTER

The Charter has been developed by the SCIRT Board and the Management Team (MT) and is stated in Schedule 3 of the AA as follows.

What we are here for:

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

Mindsets:

Best for communities
Open to new ways and other perspectives
Collectively we are stronger
Generous with trust
Zero harm
Developing our people

Behaviours:

Listening actively
Having honest conversations
Working together
Having the courage to speak up
Leading by example/ walking the talk
Striving for excellence

The Charter will be displayed on-site in prominent locations and staff will be encouraged to abide by the principles embodied in the Charter.

2.4 LEGISLATIVE REQUIREMENTS

Legislative Requirements may be defined in:

- Statutes
- Regulations
- Approvals
- Licences
- Consents
- Permits

These requirements may dictate the commencement and progress of certain facets of the work.

Specific statutory requirements that have been identified as applying to elements of the Programme have been referenced in the applicable SCIRT Management Plan.

3 SCIRT MANAGEMENT FRAMEWORK

3.1 ALLIANCE ORGANISATION

Refer Appendix 3, SCIRT Organisation Structure.

SCIRT is structured around the concept of an Integrated Services Team (IST) acting in the function of a managing contractor to define, design and document projects of work for construction by five NOP Delivery Teams. The projects are defined by a scope of work, a detailed design, a Target Out-turn Cost (TOC) and a baseline schedule.

The Alliance Agreement requires the following organisational leadership;

- An Alliance Leadership Team (the Board) accountable to Alliance Participants for SCIRT governance, refer clause 3 of the AA

- An Alliance Management Team (MT) responsible for management of the SCIRT programme, led by an Alliance Manager (EGM) who reports to the Board, refer clause 4 of the AA

The Executive General Manager (EGM) is responsible for all aspects of the programme, including the development and maintenance of systems – as well as the surveillance and audit of their effectiveness – in all areas including Safety, Quality, Environment, Commercial, Programming, Construction, Design, Traffic and Community.

Dedicated SCIRT Design teams will be housed in the IST offices. Design Team personnel will be selected from design organisations based locally and engaged as outlined in the Procurement Plan.

The MT and other IST members will be selected from candidates put forward by the SCIRT Owner and Non-Owner Participants and allocated to roles on a "best for project" basis.

Delivery Teams will operate within their parent company management systems and in accordance with SCIRT standards and other requirements, to construct projects allocated to them by the IST. The performance of the constructor delivery teams will be monitored and reported on by the IST.

3.2 VALUE FOR MONEY

A key objective for SCIRT is to "Demonstrate best long run Value for Money (VFM)" where VFM can be described as "The achievement of maximum overall benefit to the users of the facility and the wider community (including the broader social aspects) at an appropriate agency cost."

The SCIRT philosophy views VFM not as a separate assessment criteria but rather the outcome of a comprehensively planned and appropriately conducted process where all key requirements are considered.

3.3 PEAK PERFORMANCE

The challenge for the programme is to deliver a number of high performing teams (Board, MT, IST and Delivery Teams) collaborating to produce outstanding outcomes for the people of Christchurch The principles set in the Alliance Charter will be used to drive behaviours within SCIRT to achieve the required culture.

3.4 COMMUNICATIONS

The organisational structure has been configured to allow for clear functional responsibility and direct lines of internal communication. Communication across the Programme will be undertaken at the lowest organisational level practicable to resolve the issue. Members of the IST will be based in a single Programme office to enhance and maintain open and continuous communications.

Communication with affected communities and other programme stakeholders will also be pro-active, open and continuous. Residents and businesses will be kept fully informed of works that will impact upon them. SCIRT will work closely with the Christchurch Transport Operations Centre to minimise disruption to traffic and inform the travelling public. Clear lines of communication will also be established with Utility Network Operators and operational teams within Council and NZTA.

3.5 INTEGRATED MANAGEMENT SYSTEM

SCIRT utilises an Integrated Management System that cascades down from the Alliance Agreement (AA) and the SCIRT Management Plans.

The Management System, when used in conjunction with the NOPs' own Management Systems, is designed to meet the requirements of:

- AS 4801 Occupational Health and Safety Management Systems – Specification with Guidance for Use
- AS/NZS ISO 14001 Environmental Management Systems – Specification with Guidance for Use
- AS/NZS ISO 9001 Quality Management Systems – Requirements

This PMP provides direction to the necessary management plans, procedures, processes and systems required for SCIRT to meet its objectives, obligations and commitments with respect to the Programme.

3.6 RISK AND OPPORTUNITY

Risks and Opportunities will be managed at site, project and programme levels. Pre-start meetings will address the management of health, safety and environmental risks associated with site work. Each project will be subjected to ongoing risk and opportunity analysis, management and review recorded on a live risk register initiated during concept design. Risks and opportunities for the programme as a whole will be evaluated and managed by the Management Team and reported to the Board.

3.7 FINANCIAL CONTROL

The Commercial team within the IST will use actual and forecast cost data to forecast of the Estimated Out-turn Cost (EOC) for the programme. Programme budgets will be agreed by the Board for each financial year and the IST will verify and submit programme payment claims which will be verified by the External Alliance Auditor.

The IST Commercial Team will develop Target Out-turn Costs (TOCs) for each project in consultation with the Independent Estimator (IE). A 'first principles' approach will be taken to the estimating utilising unit rates and productivities agreed with the IE.

Projects will be allocated for construction to the Delivery Teams who will monitor each project in terms of actual cost expended, earned value and duration against the base line TOC and schedule. On completion of a project the Actual Out-turn Cost (AOC) will be compared against the TOC to determine the financial performance.

3.8 KEY RESULT AREAS AND KEY PERFORMANCE INDICATORS

The commercial framework contained in the AA details a mechanism for adjustments to payment for profit and corporate overhead for high performance or poor performance across nominated non-cost Key Result Areas (KRAs).

Performance will be measured by KPIs proposed by the MT and approved by the Board. KPIs will generally be lead indicators to drive the behaviours that will lead to high performance and will be reviewed and revised yearly as objectives are achieved and priorities for further performance improvement evolve.

3.9 SCHEDULE

Design and Delivery Teams will schedule their work in sufficient detail to effectively plan and manage it. The IST will maintain a master schedule for all projects showing baseline, actual and forecast completion dates for all phases of each project. Schedule performance against baseline dates will be monitored and reported.

3.10 QUALITY

Product quality is a key objective for SCIRT. The Quality Team within the IST will work with Designers, Delivery Teams and Asset Owners to identify and resolve quality issues, share lessons learnt and best practice and drive continuous improvement. Delivery Teams will utilise their accredited home organisation quality systems to ensure construction quality.

3.11 APPROVALS STRATEGY

The strategy for obtaining the required planning and environmental approvals is detailed in the relevant Management Plan.

4 SCIRT MANAGEMENT PLANS

4.1 OVERVIEW

The Initial Alliance Agreement signed in May 2011 specified11 Management Plans to be prepared prior to the (final) Alliance Agreement (AA), signed in September 2011.

The AA required this PMP and a total of 20 other management plans to be prepared (including those already prepared). Some of these were subsequently divided into two plans or combined with other plans.

Additional plans were developed during the course of the program as the need arose increasing the number of SCIRT Management Plans to 30 by the end of the programme. These are listed on the Programme Management Plan Map in Appendix 1.

The plans to the left of the PMP Map are generally more about management of the programme, whereas the plans across the top of the PMP Map are generally more relevant to project execution and site activities.

These Management Plans are live documents subject to review and revision as circumstances change and/or objectives are achieved or changed to meet changing requirements and ensure that SCIRT continues to perform and deliver value.

Specific details relating to the interface of individual plans are detailed within each plan.

The following briefly describe the purpose of each of the Management Plans.

4.2 HORIZONTAL INFRASTRUCTURE REBUILD STRATEGY MANAGEMENT PLAN

The Canterbury Earthquake Recovery Act of 2011 required the Canterbury Earthquake Recovery Authority (CERA) to develop a Recovery Strategy, for the Minister, for authorisation by Cabinet. Once Authorised this Strategy set the framework for the reconstruction, rebuilding and recovery of Canterbury.

SCIRT developed a Christchurch Horizontal Infrastructure Recovery Strategy to inform both;

- The CERA Recovery Strategy and be consistent with it in turn, and

- The process of Project Definition and Design.

The Strategy addressed infrastructure scope and standards and related to adjacent Authorities and to infrastructure by providers other than CCC.

This plan influenced the scope of programmed work for investigation, design, construction, handover and maintenance.

Until the plan was produced programme work focused on providing interim level of service and permanent reinstatement of infrastructure that was unlikely to be changed by the plan. There was nevertheless some risk of abortive work in that initial phase of the programme, and for that reason preparation of the plan was given urgency.

4.3   IRMO TO SCIRT TRANSITION MANAGEMENT PLAN

This describes in detail how the transition from the IRMO mode of operation to the SCIRT mode of operation will take place after signing of the Alliance Agreement. This changeover date is 1 September 2011. The plan is supported by a detailed schedule (SCIRT Transitions Plan.mpp)

4.4   RISK MANAGEMENT PLAN

This Plan describes how risks to the programme and opportunities for the programme are to be identified and managed. It sets out a formal risk identification, assessment and control planning methodology. This methodology results in a set of risk treatment actions and opportunity treatment actions for inclusion in other Management Plans. This plan also defines a methodology for the estimation of risk time and cost allowances.

4.5   CRISIS MANAGEMENT PLAN

This Plan has been developed to provide SCIRT with a clear framework and guidelines regarding process and communication in the event of a crisis, to ensure the negative impacts of a major incident or event are minimised.

It is to be read and used in conjunction with the SCIRT Emergency Response Plan

4.6   EMERGENCY RESPONSE PLAN

The purpose of this plan is to outline the function, roles and responsibilities of SCIRT and the resources within its control in the physical response to an emergency event or any other major incident affecting programme works.

It is to be read and used in conjunction with the SCIRT Crisis Management Plan and Christchurch City Council's Emergency Response Plans.

4.7   VALUE MANAGEMENT PLAN

This plan identifies what will define value for the programme and explains processes that will measure the achievement of value outcomes.

4.8   KRA MANAGEMENT PLAN

Schedule 8 of the AA established 5 Key Result Areas (KRAs) for the programme. This plan details these and the Key Performance Indicators (KPIs) developed to measure performance in these areas.

It also provides the relative weighting of KRAs and KPIs to determine an Overall Performance Score (OPS) and details what information the KPIs require to be collected and how it is to be collected.

4.9 STAKEHOLDER MANAGEMENT PLAN

This plan outlines the strategic framework to guide IST and Delivery Team communication activities for the rebuild project to ensure that stakeholders are kept informed at all stages. It ensures that SCIRT communications regarding the infrastructure rebuild is consistent with communications by the Government and Council and acceptable to them.

This plan details what and how SCIRT will communicate with stakeholders that include:

- Communities and individual residents and businesses in the immediate locality of programme works

- Other groups, individuals and businesses affected by SCIRT rebuild work, traffic management and other activities

- The wider Christchurch and New Zealand communities

- Elected representatives, the media and interest groups

4.10 HUMAN RESOURCES MANAGEMENT PLAN

This Plan describes how issues related to personnel working on the programme are addressed. Participant organisations employ personnel on SCIRT's behalf and so this plan defines how SCIRT interacts with home organisation Human Resources Systems.

This plan also describes how Learning and Development needs are met, how the community impacts of an influx of personnel to work on the programme are mitigated and procedures to rehabilitate injured personnel in the event of an incident.

4.11 PEAK PERFORMANCE PLAN

This Plan provides a map for building and sustaining outstanding performance. It outlines the people and culture related activities undertaken across SCIRT to facilitate the development and sustaining of high performing teams across SCIRT.

This plan was substantially reviewed and revised each year to tailor it to the varying requirements at different stages of the programme.

4.12 INTERNAL COMMUNICATION PLAN

This plan sets out how SCIRT will carry out internal communication over the life of its programme of works including any programme wide planned communication instigated by the SCIRT Board, Management Team or Leadership Team for multiple people in the IST, clients, Delivery Teams, contractors, consultants and suppliers.

4.13 PROCUREMENT PLAN

This Plan describes how materials, plant, services and subcontractors will be procured for the programme and how SCIRT will engage with local industry to ensure supply chain capacity meets programme demand.

This plan also details how projects will be allocated to Design and Delivery Teams.

4.14 FINANCIAL MANAGEMENT PLAN

This Plan outlines how timely and accurate information relating to estimating, actual project costs, future commitments, and total forecast cost will be managed and reported for each project phase in the Programme.

It also describes the compensation terms and procedures to be used in the commitment and payment of costs to the programme and the procedures for payments between all participants along with how the programme will be insured.

4.15 ESTIMATING MANAGEMENT PLAN

This Plan outlines how the component costs will be estimated and aggregated to generate Target Out-turn Costs (TOCs) for projects and the programme as a whole by the IST estimating team, working in parallel with the Independent Estimator.

4.16 FRAUD RESPONSE PLAN

The purpose of this plan is to proactively address the risk of fraud and to lay out the actions that SCIRT will take when any suspected fraud is reported or discovered.

4.17 ADMINISTRATION MANAGEMENT PLAN

This Plan outlines the administration, data management and reporting processes, services and IT applications that will be used to support effective management of the infrastructure rebuild programme.

4.18 CLOSE DOWN ACTIVITIES MANAGEMENT PLAN

This Plan documents the process that SCIRT will follow to efficiently and effectively ramp down the delivery of its programme of work, demobilise facilities and resources and wind up the organisation upon completion of the programme.

4.19 LEARNING LEGACY MANAGEMENT PLAN

This plan documents the process that SCIRT will follow to identify and pass on learnings from the establishment and operation of the organisation.

4.20 ASSET INVESTIGATION PLAN

This plan details how asset condition information is to be collected and processed to assist the later processes of Project Definition (described in the Scope Management Plan) and Design.

The plan includes management of the legacy information inherited from IRMO as well as new Asset Condition Information.

4.21   SCOPE MANAGEMENT PLAN

This plan describes how work is determined to be within the scope of the SCIRT rebuild programme. It also details how that work will be divided into discrete projects and how the scope of each project will be defined and confirmed.

4.22   PROJECT PRIORITISATION MANAGEMENT PLAN

This plan describes the framework, principles and process of project prioritisation and how the sequence in which projects are carried out is determined.

4.23   SCHEDULE MANAGEMENT PLAN

This Plan details programme scheduling requirements and how those requirements will be met including:

- Programme scheduling – aggregating the schedules for the hundreds of projects in the programme into a master schedule for programme planning and reporting

- Summary Project scheduling – creating and monitoring progress against target schedules for project progression through all phases of project execution

- Detailed design and construction phase scheduling for all projects, supporting the allowances made for those phases in the summary schedules and enabling the effective planning and execution of the work

4.24   DESIGN MANAGEMENT PLAN

This plan details how Concept and Detailed Design work for the programme is to be managed and performed and the systems and processes that will be implemented to support that. The design process includes an early contractor involvement (ECI) process that enables Delivery Teams to provide constructability and other advice to designers throughout the design development process to help ensure optimal and safe design.

4.25   UTILITIES MANAGEMENT PLAN

This Plan describes how SCIRT will manage the coordination with Utility Authorities and Utility relocations during the design and construction phases of the Rebuild Schedule.

It also details the measures and processes required to be followed by constructors to ensure services are located on site and strikes are avoided.

4.26   CONSTRUCTION MANAGEMENT PLAN

This Plan describes how SCIRT will undertake construction of the Christchurch horizontal infrastructure rebuild works. It identifies key risks that have significant potential impact upon the successful delivery of the construction works and how these will be managed.

This plan details, with reference to other plans where appropriate:

- The respective roles and responsibilities of IST and Delivery Team personnel and coordination mechanisms

- Planning requirements, including the Early Constructor Involvement (ECI) process

- Site establishment and Temporary Works requirements

- Traffic Management requirements

- Requirements for the control and management of the rebuild works

- Commissioning and Handover requirements

- How construction support facilities will be provided

4.27   CENTRAL CITY DELIVERY MANAGEMENT PLAN

This plan describes how SCIRT will manage the specific risks associated with undertaking the construction of the Christchurch horizontal infrastructure rebuild works within the central city area (bounded and inclusive of the '4 Avenues').

4.28   HEALTH AND SAFETY MANAGEMENT PLAN

This plan details SCIRT requirements, standards and expectations regarding the management of health safety on the programme, to achieve zero harm.

It provides a framework for alignment of the different NOP health and safety management systems and for continuous improvement throughout the course of the programme to achieve a new industry benchmark in health safety performance.

The plan describes how the IST and Delivery Teams will collaborate to achieve these outcomes and how information and performance data will be collected and reported.

4.29   QUALITY MANAGEMENT PLAN

This plan describes how the IST and Delivery Teams will collaboratively ensure the SCIRT programme consistently complies with set specifications, design and industry quality standards during every phase of project execution.

It provides a framework for alignment of the different NOP quality management systems and sets expectations regarding progressively improving quality performance throughout the course of the SCIRT programme of works.

The plan also details the information to be collected to support reporting at a programme level and to provide for direct comparison of Delivery Team performance.

In addition to the core focus on delivering product quality this plan also addresses:

- Handover Management

- Auditing and Review

- Records Management

4.30 ENVIRONMENTAL MANAGEMENT PLAN

This plan details SCIRT requirements, standards and expectations regarding environmental management on the programme, to achieve zero environmental harm.

It provides a framework for alignment of the different NOP environmental management systems and for continuous improvement throughout the course of the programme to achieve a new industry benchmark in environmental performance.

The plan describes how the IST and Delivery Teams will collaborate to achieve these outcomes and how information and performance data will be collected and reported.

5 PERFORMANCE MONITORING AND EVALUATION

Conformity with the processes and procedures in the Management Plan set will be monitored and the results measured against the objectives and targets of the programme.

The quality of the products and services produced by the programme will also be measured to assess the effectiveness of the management plans and may initiate a review and revision of the management plan utilising the process described under 6.4 Management Plan Review and Revision.

5.1 MONITORING

A systematic monitoring and measuring process involving inspection and testing fulfil a two-fold purpose to:

- Ensure product conformity to contractual and statutory requirements
- Provide an ongoing risk management process and early warning of hazards

The monitoring and measuring process to be utilised comprises monitoring by management and structured inspections and audits as detailed in:

- SCIRT Quality Management Plan
- SCIRT Health and Safety Management Plan
- SCIRT Environmental Management Plan.

5.2 EVALUATION

Included within each of the Management Plans there will be a defined process and responsibilities assigned for the evaluation of performance measurements against the programme objectives and targets in order to decide on appropriate corrective and preventive actions to reduce the likelihood of future non-conformance, or to exploit opportunities to increase the likelihood of meeting objectives.

The results obtained from monitoring and measuring will be evaluated to:

- Correct poor performance

- Identify the reasons for poor performance
- Address the potential likelihood of future poor performance

System procedures relating to non-conformances are detailed in the Quality Management Plan.

More serious non-conformances in the OH&S and the environmental management systems including accidents, dangerous occurrences and incidents will be addressed through the more comprehensive investigation process provided for in the relevant management plans.

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).

6 MANAGEMENT PLAN CONTROL

6.1 AUTHORISATION

Initial authorisation is in accordance with the AA, Section 6.1.1. All plans are also authorised by the EGM and will be submitted to the Board for approval in the first Board meeting following the execution of the AA.

Subsequent revisions to plans will be authorised by the EGM unless the EGM deems 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. 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.

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

The PMP 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.

Site management will conduct a reassessment of the PMP 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, MT, 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 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.

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 Board monthly report

The EGM will provide a monthly progress report to the Board with supporting data that shall include:

- Physical progress
- Summary Status of active Projects by phase & progress toward completion
- Programme costs to date vs budget and Forecast Final Out-turn Costs

- Programme risks

- OPS and individual KRA performance (KPIs for the month and trends over time)

- Performance statistics in the following areas:

    o   Health and Safety

    o   Quality

    o   Value

    o   Environmental

    o   Community & Stakeholder Relations

    o   Human Resources

    o   Professional Services

    o   Construction Delivery

    o   Project completion & Handover

7.2.2   Reporting Systems

The management and reporting of data required for Board and other purposes will be via the IT network business systems described in the Administration Management Plan.

The primary reporting tool, Hi-viz, combines data from other systems to provide desk-top reports tailored to specific purposes and audiences. Access to view and download reports on Hi-viz will be provided to SCIRT personnel and Stakeholders, with access to some reports restricted to meet confidentiality requirements.

7.2.3   Report Details

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

8   ROLES AND RESPONSIBILITIES

The responsibility for meeting the key requirements of this plan are assigned primarily to the roles identified in the table below.

The limits of Delegated Authority for the Board and MT are defined in Appendix 4.

SCIRT Programme Management Plan Responsibility	Role Executive General Manager	Human Resources Manager	Community Stakeholder Manager	HSEQ Manager	Delivery Manager	Professional Services Manager	CCC Interface Manager	Value Manager	Commercial Manager
Plan Issue/Revision authorisation	Owner			Assist					
Performance Monitoring and Evaluation	Owner			Assist				Assist	Assist
Plan Review	Owner	Assist	Assist	Assist	Assist	Assist	Assist	Assist	Assist

APPENDIX 1: PROGRAMME MANAGEMENT PLANS MAP
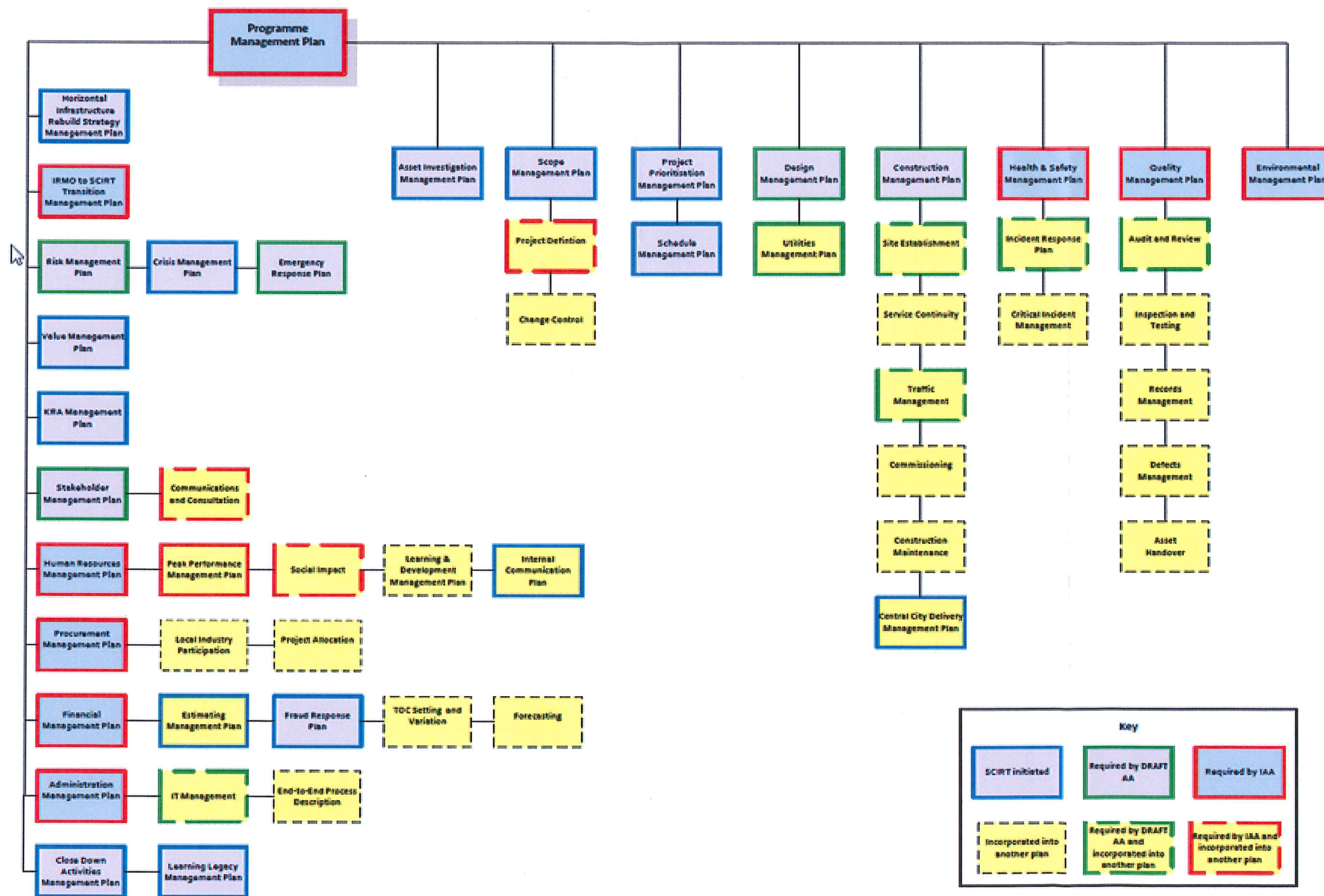
APPENDIX 2: ALLIANCE OBJECTIVES

a) Lift the zero harm performance of all Alliance Participants on the project to industry best practice in NZ:

   i) Total Reportable frequency rate (TRIFR) 10 per 1,000,000 man hours worked, 12 month rolling average.

   ii) Zero Department of Labour notices issued;

   iii) Zero environmental infringement notices issued.

b) Demonstrate best long run value for money and demonstrate environmental responsibility;

   i) Maintain a cost database which demonstrates increasing productivity and resource utilisation as the work progresses;

   ii) Undertake work by matching capability to the scale and complexity of the work;

   iii) Provide a key reference for construction costs for the total rebuild effort across Christchurch;

   iv) Reduce and recycle to eliminate waste.

c) Maintain an open and honest dialogue with all residents over the rebuild effort:

   i) Work to ensure messages to communities are co-ordinated with other rebuild efforts (e.g. housing);

   ii) Be proactive with communication and make it face to face where possible;

   iii) Do what we say we will do;

   iv) Communicate in simple language.

d) Maintain high levels of customer service in the rebuild effort:

   i) Plan the work so when we go in we do it once, do it quickly and do it well;

   ii) Build rapport with affected residents and go the extra mile where required;

   iii) Present ourselves as tidy and professional and be conscious of the impact our work has on residents going about their normal day to day lives;

   iv) Coordinate all works to minimise disruption to the customer.

e) Establish for all residents, an interim level of service for water, wastewater, stormwater and roading within six months:

   i) Make urgent and temporary reconnection of services a priority as this will improve quality of life and increase confidence in the rebuild effort;

   ii) Keep people in their houses where practically possible to increase wellbeing and take pressure off other infrastructure;

   iii) Acknowledge that this means there will be some additional cost if subsequently houses are retired or rebuilt.

f) Quickly protect the environment and reduce future health hazards:

   i) Stop pumping raw sewerage into the Avon and Heathcote rivers within four months;

   ii) Rehabilitate the environment and clean up all residual waste within 12 months;

   iii) Minimise further health hazards due to a winter lift in the water table.

g) Do the right thing right, at the right time to the right standard every time. Complete the rebuild effort to prescribed standards with minimal rework:

i) Complete the rebuild work in accordance with the network and facilities rebuild strategy;

ii) Undertake the work in the correct priority order to achieve best value for money whilst minimising the impact on the community;

iii) Incorporate innovations and greater resistance to withstand subsequent seismic events;

iv) Ensure whole life performance of new assets meets industry asset management standards.

h) Return the built assets to the Christchurch City Council (CCC) with proof they will be more resilient than they were before:

i) Clearly articulate long term asset performance;

ii) Comply with appropriate infrastructure design standards;

iii) Hand over asset information and operations manuals which set a benchmark for New Zealand;

iv) Accept a defects liability of one year minimum for each project.

i) Incorporate ideas currently not known:

i) Work hard on innovations at all levels;

ii) Break down unsustainable cost structures on assets or services to ensure CCC has the lowest whole of life cost structures moving into the future;

iii) Disseminate all new ideas to all infrastructure providers throughout New Zealand.

j) Co-ordinate the work with others doing rebuild work:

i) Establish a forum to share planning efforts;

ii) Co-ordinate work within areas to avoid excessive disruption;

iii) Adjust priorities to ensure co-ordinated work is undertaken;

iv) Maximise use of underground trenches and/or trenchless technology to accommodate all services.

k) Rebuild Christchurch ensuring the infrastructure sector maintain a sustainable market condition:

i) Establish the lowest cost structures to the rebuild effort;

ii) Maximise the use local resource to deliver the work;

iii) Eliminate labour rates increasing by preventing additional level of remuneration;

iv) Maintain appropriate systems to ensure and prove the market is sustainable.

l) Purposefully lift the capability of the sector wide workforce:

i) Return CCC embedded resources back to the CCC as more capable than when they went in;

ii) Lift the capability of all sub contractors;

iii) Establish greater capability for current specialist infrastructure activities;

iv) Do something meaningful to reduce the level of unemployment in Christchurch;

v) Target delivering a new wave of skilled resources into the market.

APPENDIX 3: SCIRT ORGANISATION STRUCTURE
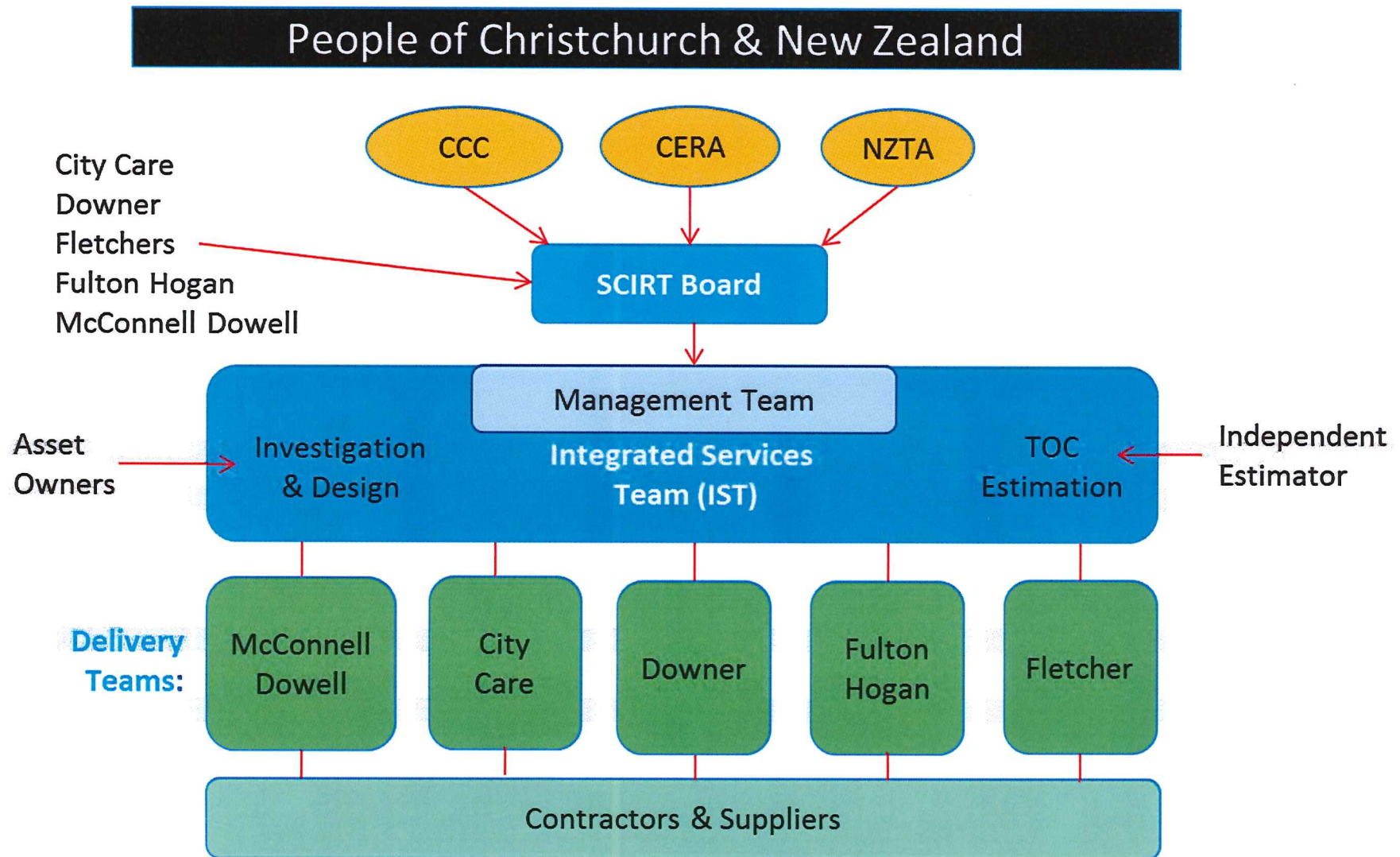
APPENDIX 4: SCIRT DELEGATED FINANCIAL AUTHORITY

SCIRT — Rebuilding Infrastructure

Revision 1

Delegated Limits of Authority

Refer to the Procurement Plan for definition of terms	SCIRT Board	Executive General Manager	Commercial Manager	Delivery Manager	Professional Services Manager	Design Manager	Value Manager	HR Manager	Comms and Stakeholder Manager	SCIRT Manager	CDC Interface and Quality Manager	Admin Purchasing Officers (Finance Manager, Commercial Analyst, Executive Assistant and Receptionist)	Note
SCIRT Supply Chain													
Issuing Request for Tenders	No limit	20M	10M	10M	5M	1M	nil	nil	nil	nil	nil	nil	To supply, labour, materials and plant for special projects
Subcontract	No limit	5M	1M	nil	nil	nil	nil	nil	nil	nil	nil	nil	Agreement for Supply of Materials available to all NOPs for the programme works
Supply Agreement	No limit	5M	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	Procurement of consultants
Professional Services Agreement	No limit	5M	2M	100k	5M	1M	20k	20k	20k	20k	20k	nil	Sobs threshold above where a more specialised procurement contract is required
Purchase Orders/ procurement of goods and services	No limit	200k	100k	100k	100k	100k	20k	20k	20k	20k	20k	2k	Purchasing Officers have delegated authority to procure goods and services included in approved budgets with invoices approved by the budget owner.
Settlement of Subcontract Claims	No limit	1M	500k	100k	50k	nil	nil	nil	nil	nil	nil	nil	
SCIRT Programme Management													
Programme Scope Change	No limit	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Work Package Target Out-turn Cost (TOC)	No limit	20M	10M	10M	nil	nil	nil	nil	nil	nil	nil	nil	
Work Package Scope/TOC Change	No limit	2M	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	
SCIRT Asset Purchase & Disposal (CAPEX)	No limit	50k	50k	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Operating Leases (e.g. vehicles)	No limit	50k	50k	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Approving Staff Training	No limit	10k	5k	5k	1k	1k	1k	1k	1k	1k	1k	nil	
Staff Related Costs	No limit	10k	5k	5k	1k	1k	1k	1k	1k	1k	1k	nil	
Entertainment	No limit	10k	1k	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Sponsorship	No limit	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Administration													
Limb 3 Distributions/Call Ups	No limit	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Limb 2 Distributions	No limit	10M	5M	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Insurance	nil	✔	✔	✔	nil	nil	nil	nil	nil	nil	nil	nil	
Release of Retentions & Guarantees to Suppliers/Subcontractors	nil	✔	✔	✔	nil	nil	nil	nil	nil	nil	nil	nil	
Entering into rental property leases (short term housing)	nil	✔	✔	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Engagement of Legal Advisors	✔	✔	✔	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Accounts Payments													
Approval of Annual Accounts	nil	✔	✔	nil	nil	nil	nil	✔	✔	✔	✔	nil	
Approval of Creditor Invoices	nil	✔	✔	✔	✔	nil	nil	✔	✔	✔	✔	nil	
Approval of Alliance Budget	✔	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Approval of Creditor Payments (2 signatures)	nil	✔	✔	✔	✔	nil	nil	nil	nil	nil	nil	nil	
Approval of Expense Claims (Direct Reports)	nil	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	nil	
Communications													
Communications with News Media	nil	see note	nil	nil	nil	nil	nil	nil	see note	nil	nil	nil	As per Stakeholder Management Plan operational issues only
Communications with Elected Officials	nil	✔	nil	nil	nil	nil	nil	nil	✔	nil	nil	nil	
Communication with Owner Participants	see note	✔	nil	nil	nil	nil	nil	nil	✔	nil	nil	nil	As agreed at Board meetings
Communications with Board	✔	✔	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Communications with Authorities	nil	✔	nil	nil	nil	nil	nil	nil	nil	✔	nil	nil	
Communications with External Designers	nil	✔	nil	nil	✔	✔	nil	nil	nil	nil	nil	nil	
Request for Information (RFI)	nil	✔	✔	✔	✔	✔	nil	nil	nil	nil	nil	nil	
Notice of Requirements (NOR)	nil	✔	nil	✔	nil	✔	nil	nil	nil	nil	nil	nil	Input into process of assessment
Work Scope Change request (WSC)	nil	✔	nil	nil	✔	✔	nil	nil	nil	nil	nil	nil	
Engineering Change Proposal	nil	✔	nil	nil	✔	✔	nil	nil	nil	nil	nil	nil	
Communications to Delivery Teams/Subcontractors/Suppliers	✔	✔	✔	✔	✔	✔	nil	nil	nil	✔	nil	nil	Communications limited to discipline stream
Site Instructions to Delivery Teams/Subcontractors/Suppliers	nil	✔	nil	✔	✔	nil	nil	nil	nil	nil	nil	nil	Site Instructions limited to discipline stream
Documentation													
Policies	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	nil	
Plans	nil	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	nil	
Design Documentation	nil	✔	nil	nil	✔	✔	✔	nil	nil	nil	nil	nil	
Management Systems Procedures	✔	✔	nil	nil	✔	✔	✔	✔	✔	✔	✔	nil	
Process Procedures/Work Method Statements (Special Projects)	nil	✔	nil	nil	✔	nil	nil	nil	✔	✔	nil	nil	
Construction Method Statements (Special Projects)	nil	✔	nil	nil	✔	nil	nil	nil	✔	✔	nil	nil	
Safe Work Method Statement (Special Projects)	nil	✔	nil	nil	✔	nil	nil	nil	✔	nil	nil	nil	
Inspection & Test Plans (Special Projects)	nil	✔	nil	nil	✔	✔	nil	nil	nil	✔	nil	nil	
Design Schedule	nil	✔	nil	nil	✔	✔	nil	nil	nil	nil	nil	nil	
Global Schedule	nil	✔	nil	nil	✔	✔	nil	nil	nil	nil	nil	nil	
Complaints	nil	✔	nil	nil	✔	✔	nil	nil	✔	✔	✔	nil	
NCR's	nil	✔	nil	✔	✔	✔	nil	nil	nil	nil	✔	nil	
Personnel													
Secondment and Return of salaried staff	✔	recomm	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Request for staff from Alliance Partners	nil	✔	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Staff Recruitment	nil	recomm	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Staff Travel	nil	✔	nil	nil	nil	nil	nil	✔	nil	nil	nil	nil	
Adjustment to leave provisions (annual, sick, study etc.)	✔	recomm	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Approval of annual leave for direct reports	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	nil	
Review and adjustment of staff salaries	✔	recomm	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	
Approval to initiate disciplinary procedures for salaried staff	✔	see note	nil	nil	nil	nil	nil	nil	nil	nil	nil	nil	SCIRT initiate and manage processing through home organisation's HR procedure

Approved:

Date: 11/9/13