

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.

Stakeholder Management Plan

Story: SCIRT Management Plans

Theme: The SCIRT Model

A plan which outlines the scope, approach and key deliverables for communications and stakeholder engagement for SCIRT.

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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Stakeholder Management Plan

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ACRONYMS, ABBREVIATIONS AND DEFINITIONS

Term	Definition
CCC	Christchurch City Council
CERA	Canterbury Earthquake Recovery Authority
CLG	Communications Leadership Group
CSM	Communication and Stakeholder Manager
DPMC	Department of Prime Minister and cabinet
DT	Delivery Team
EGM	Executive General Manager
EQC	Earthquake Commission
HI	Horizontal Infrastructure
HIGG	Horizontal Infrastructure Governance Group
IST	Integrated Services Team
KPI	Key Performance Indicator
KRA	Key Result Area
NZ Transport Agency	New Zealand Transport Agency
NOP	Non Owner Participant
OP	Owner Participant
SCIRT	Stronger Christchurch Infrastructure Rebuild Team
SQE	Safety, Quality and Environment

1 PURPOSE OF THIS PLAN

This Stakeholder Management Plan outlines the scope, approach and key deliverables for communications and stakeholder engagement for SCIRT's horizontal rebuild programme following the Canterbury earthquakes of 2010 and 2011. Refer APPENDIX A for Background.

It sets out the Operational Framework that ensures aligned, co-ordinated and consistent levels of communications and engagement across all channels delivered by the Integrated Services Team (IST) and Delivery Team (DT) communications teams.

This plan provides an overview of the core communications tools and messages that drive the heart of SCIRT's communications, and sets a standard for levels of communication and engagement with the community about SCIRT's work.

1.1 SCOPE

This Stakeholder Management Plan primarily focusses on communications with the residents and businesses of Christchurch.

While its principles drive all SCIRT communications, it does not cover communications with:

- Owner Participant key stakeholders
- SCIRT staff in general
- The Board, HIGG, etc - managed by the executive

It should also be read in conjunction with joint communications plans with SCIRT's Owner Participants:

- Infrastructure Rebuild Campaign Strategic Communications Plan¹
- Canterbury Horizontal Infrastructure Rebuild Communications Plan².

1.2 COMMUNICATION GOAL

The communication team's goal is to set a new benchmark for post-disaster communication.

¹ Infrastructure Rebuild Campaign - Strategic Communications Plan, January 2013

² Horizontal Infrastructure Rebuild Communications Plan, December 2015

1.3 OBJECTIVES

1.3.1 The Alliance Objectives that relate to communications are:

- 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.

1.3.2 Internal Objectives:

- To keep all internal stakeholders informed about SCIRT's progress in a regular, consistent and interesting way
- To celebrate important milestones
- To ensure all communication protocols are communicated to and understood by personnel
- To encourage all project members to act as project message champions, in line with communication messages and protocols
- To proactively identify any emerging issues and ensure these are reported and addressed by the team and that ongoing monitoring occurs
- To identify opportunities to share innovations and build the knowledge and experience of personnel
- To foster a collaborative and supportive culture in the communication team
- To ensure that any external factors that can affect work flow are communicated to the SCIRT team.

1.3.3 External Objectives:

- To identify all stakeholders and provide them with information that meets their needs
- To reinforce the importance of safety around rebuild activities for the community, motorists and our people
- To prepare the community for the intensity of the works programme, to build understanding of what's involved and to build SCIRT advocacy
- To ensure our Owner Participants and all organisations that are part of SCIRT are positioned positively in the community

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- To ensure easy access to information about the rebuild, by ensuring accessibility obligations are met wherever practicable and by taking information into communities rather than expecting them to come to us
- To ensure that all communication decisions represent value for money for the ratepayers of Christchurch and the taxpayers of New Zealand
- To ensure consistency across all Delivery Teams (DTs) in terms of communication systems, protocols and messaging
- To ensure that SCIRT communication is consistent with other key earthquake agency communication, such as Department of Prime Minister and Cabinet, CCC and Earthquake Commission (EQC)
- To ensure that enquiries and complaints are dealt with effectively and efficiently, to a level of service that meets or exceeds our Owner Participants' expectations
- To identify opportunities to promote successes and milestones externally as a means of "taking the community on the journey with us" and building and maintaining tolerance
- To anticipate issues and implement issues management strategies
- To monitor risks and ensure they are managed appropriately
- To ensure key stakeholders are empowered to act as information conduits into the community.

1.4 LEVEL OF ENGAGEMENT

The level of public participation for this programme will be a combination of 'inform' and 'consult' (refer to the International Association for Public Participation Spectrum).

For SCIRT's work, the following approach will apply:

	Inform	Consult
Level of participation	Actively engage community through clear timely communication	Stakeholder feedback actively sought on specific elements of the project including Community Board/Council
Typical examples	Like for like replacement, maintenance, repair	Modification to a street width and associated streetscape

2 CURRENT SITUATION ANALYSIS

The sequence of earthquakes/aftershocks is continuing and is anticipated to be ongoing for decades. The 5.7 earthquake on February 14 this year reinforced that reality for the residents of Christchurch.

As at 29 February 2016, SCIRT had completed 86% of its total programme and is on target to complete its work by December 2016³. December 2016 is not the end of the rebuild programme. After SCIRT has finished its programme of work, Council and NZ Transport Agency will continue to repair and rebuild the remaining damaged infrastructure.

2.1.1 Maintaining good will and patience

SCIRT has consistently achieved high levels of customer satisfaction with communications. Community tolerance to date has been high, with more than 90% of respondents regarding roadworks as progress⁴.

However, four years into the rebuild, resident's patience with the rebuild overall is declining⁵ and the desire to see an end to the roadworks and disruption to their daily lives is strong, particularly in the east where SCIRT work is intense.

As SCIRT completes its final push to complete its work by the end of 2016, associated impacts continue to be intense in many areas of the city:

- Accessing underground pipes located within the road corridor often involves major traffic disruptions; detours and significant delays.
- Work will affect residential areas and property access may be restricted over long periods of time.
- Business access and visibility will be affected in many areas. Traffic impacts may put people off patronising businesses.
- There will be ongoing dust, noise and vibration.

Considerable effort will be needed to maintain the good will and patience of the community through to the end of the programme.

³ www.scirt.co.nz/more-progress

⁴ Based on market research results from October 2013 to November 2015, carried out by independent market research organisations using a representative sample of the Christchurch population.

⁵ SCIRT Community Survey, November 2015.

3 KEY MESSAGES

Key messages are the broad themes woven into all verbal and written communication. The use of agreed key messages throughout all project communication is essential to ensure consistency of message by all contractors, consistency with other earthquake recovery agency messaging and to reinforce key programme themes.

The key messages for the programme are:

- SCIRT is repairing the city's publicly-owned roads, water supply, wastewater system and other infrastructure following the earthquakes and aftershocks.
- The SCIRT programme of projects is one of the largest and most complex civil engineering programmes of work ever undertaken in New Zealand.
- 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.
- SCIRT is working closely with the Department of Prime Minister and Cabinet, CCC and other agencies to align planning with other earthquake recovery efforts in the city to ensure an effective, timely and coordinated rebuilding and recovery effort for Christchurch.
- 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
- The SCIRT's programme of work for the infrastructure rebuild will be ongoing for around five years and is expected to cost in the order of \$2.2 billion.
- SCIRT is creating resilient infrastructure that gives people security and confidence in the future of Christchurch.
- The rebuild is a massive task and some projects or areas of work will take priority over others. Determining which parts come first is complex and it is important that there is a robust and transparent planning process in place to drive the work programme over the five years.
- Safety is our number one priority. Safety is your responsibility too. Stay clear and stay alert – keep children and pets at a safe distance. Be on the lookout for changed traffic conditions and drive to the conditions. Stay within the speed limit.
- SCIRT is a partnership formed between Christchurch City Council (CCC), Canterbury Earthquake Recovery Agency (CERA, transitioned to the Department of Prime Minister and Cabinet), NZ Transport Agency, City Care, Downer Construction, Fletcher Construction, Fulton Hogan, and MacDow New Zealand for the rebuild of the city's earthquake-damaged infrastructure.
- Alliance partnerships are a proven way of delivering the best results on major infrastructure projects, including bringing innovation and value for money. All organisations involved commit to working closely together to achieve the best outcome for the city.
- SCIRT DTs were appointed following the 4 September 2010 earthquake because they had a proven track record of working on CCC projects, understood the city and its infrastructure and had the project and construction management capability to manage large-scale contract works.

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- The people of Christchurch are at the heart of this rebuild. We'll give you as much notice before work as possible so you can plan ahead. You can contact us by phoning (03) 941 8999, emailing info@scirt.co.nz or visiting www.strongerchristchurch.govt.nz (or, www.scirt.co.nz)
- SCIRT understands that our communities and businesses have been heavily impacted by the earthquake events and is committed to ensuring communities are impacted as little as possible during the rebuild process.
- SCIRT thanks the people of Christchurch for your patience. We couldn't do it without you.
- Thank you for welcoming us into your community.

4 INTEGRATION WITH OTHER EARTHQUAKE RECOVERY AGENCIES

It is critical that all communication produced for the infrastructure rebuild is consistent with material produced for other earthquake recovery agencies such as the Department of Prime Minister and Cabinet and CCC. This will be achieved through ongoing dialogue with communication representatives from these agencies, sharing of issues and issues management strategies, and sharing potential opportunities.

5 VALUE FOR MONEY

Value for money is a key consideration in all decisions made with respect to communication for the infrastructure rebuild. This will be applied through:

- Identifying synergies with other earthquake recovery agency activities, such as public meetings, public displays etc
- Ensuring all material produced can demonstrate a clear communication need that cannot be met by existing material or communication channels
- Identifying low cost options for information sharing, such as eNewsletters, media releases and web stories
- Keeping the communication team's work flow efficient by ensuring systems are streamlined and effective, and ensuring personnel are allocated appropriately to meet the needs of the entire team.

6 COMMUNICATION RISK REGISTER

The table below outlines the key programme communication risks, risk rating, proposed risk management approach/communication methods, and treated risk rating. This list will continue to be updated throughout the life of the programme.

Communication Risk Register			
Issue	Initial risk rating	Proposed management strategy/communication methods	Treated risk rating
Residents are unwilling to put up with high impact activities and ask to be temporarily accommodated elsewhere	H	A protocol has been developed to manage this: SCIRT Temporary Accommodation Protocol.	L
Rebuild fatigue means people are less patient and supportive of SCIRT work	H	Redouble communications effort: focus on what research tells us is most important to people; emphasise progress, and the end is in sight	M
Confusion about who is responsible for road maintenance—SCIRT or CCC/NZ Transport Agency	M	Key message have been created to explain how maintenance is managed	L
Property owners refuse permission for works to occur on their private property e.g. for pressure wastewater tank installation or ground anchor installation	H	Keep liaison with CCC legal team and follow Section 181 obligations as required. Ensure the tone of all communication is appropriate, i.e. respectful, helpful and uses plain language.	M
Complaints about the order in which rebuild works are undertaken i.e. prioritisation of works	M	Key message about engineering benefits and facts that make the order appropriate and logical Ensure there is justification provided in all public communication for why work is occurring in a particular area Ensure feedback is passed onto the design and construction team so that adjustments can be made if appropriate	L
Frustration over delays to project start dates or delays in the midst of projects underway	M	Keep stakeholder well informed about the reasons for any delays and provide regular updates	L
Expectations regarding the finished product e.g. full road replacement versus patching	H	Key messages developed around roading decisions which explain how the type of repair is determined. Implement the Horizontal Infrastructure Communications Plan of proactive communications.	M

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Residents/stakeholders not advised in advance of works	M	<p>Ensure no works occur without advance warning except emergency works</p> <p>Establish agreed levels of service and ensure these are adhered to by all contractors</p> <p>Use a variety of communication methods to help ensure the message gets through e.g. website, flyers</p>	M
Businesses negatively impacted by SCIRT works	H	<p>Implement "Making it our Business" communications plan.</p> <p>Ensure close liason with businesses, and their needs are addresssed where possible.</p>	M
People with special needs having essential services (e.g. power, water) or access cut	H	<p>Promote the emergency contact number</p> <p>Develop a register of residents and businesses for whom underground services and access are critical. Consult this prior to carrying out the works so appropriate alternative arrangements can be made. Continue to update this list as required</p>	M
Safety, particularly for children and pets	H	<p>Include a key message about safety in all project communication</p> <p>Develop a campaign to ensure safety is promoted throughout schools</p>	M
Consultation fatigue	H	<p>Enable stakeholders to 'opt out' of receiving information</p> <p>'Take the temperature' of the community via ad hoc conversations</p> <p>Keep information simple and focussed and in a format that suits them</p> <p>Ensure major communication activities are made known to other rebuild organisations and that SCIRT is aware of their activities to identify synergies and avoid over consultation</p>	L
Active elected representatives	H	<p>Monitor media coverage of the rebuild in general</p> <p>Liaise regularly with CCC community board advisors</p> <p>Ensure elected reps and community board members are given up-to-date information about the project and are welcomed as guests</p>	M
SCIRT messages inconsistent with Department of Prime Minisiter and Cabinet/CCC/EARTHQUAKE COMMISSION messages	M	<p>Ensure close liason with Department of Prime Minisiter and Cabinet/CCC/EARTHQUAKE COMMISSION communication personnel to minimise this risk</p>	L

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Accusations of the communication tools/approach being wasteful of ratepayers' money	M	<p>Ensure the team adopts a 'value for money' approach to all decisions and avoid promoting/marketing that costs money. Rely instead on our good work to speak for itself</p> <p>Ensure all communication collateral has a clearly defined need and that no existing tools exist that could be used instead</p>	L
SCIRT work conflicts with or interferes with private residence repairs	M	<p>Use multiple channels to advise affected residents e.g. work notices, email and door knocking</p> <p>Ensure sufficient notice is given to enable the community and business to plan around SCIRT activities</p> <p>Ensure Housing New Zealand is informed of all works</p>	L
Perception of potential damage to private residences from compaction activities/other activities	H	A process has been developed and communicated to DTs to ensure these risks are identified early and a consistent process is followed. Monitoring will be implemented if deemed necessary.	M
Inconsistent responses to public queries across different project areas	M	<p>Use the CCC customer call centre as the first point of contact for all queries</p> <p>Write standard Q and As, ensure they are kept up to date according to any newly identified issues or requests for information and that these are used to provide any responses</p>	L
Language and literacy barriers in a diverse community	M	<p>Ensure fact sheets and the SCIRT contact card is translated</p> <p>Ensure plain language is used in all communication</p> <p>Include a glossary of terms on the SCIRT website</p> <p>Make contact with a translation service so that it can be utilised if required</p> <p>Include a key message in all communication so that if people need translation services they can contact us</p>	L
Formal consultation for projects impacts on works scheduling	M	Monitor the works programme and be ready to implement consultation if needed	L

7 COMMUNICATION TEAM

7.1 TEAM COMPOSITION

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

The relationship between all people in the wider communication team is based on:

- Respect for the expertise and experience each person brings to the team
- Active commitment to constructive collaboration
- Acknowledgement that a consistent approach to communication across the whole of SCIRT is a Owner Participant requirement
- Commitment to continuous improvement
- Sharing experiences for the benefit of all
- Being willing to ask for and provide help
- Accepting and giving feedback graciously
- Acknowledgment that at times there won't be a consensus, but in the best interests of the people of Christchurch, all team members agree that the majority rules.
- There will be some rare situations where a directive may be given by the Communication and Stakeholder Relations Manager. All team members are required to support decisions.

7.2 PURPOSE STATEMENT

The communication team's purpose is: "To collaborate and share as both one team and as smaller teams to provide coordinated, best practice communication and community engagement about the infrastructure rebuild for and with the people of Christchurch."

7.3 IST

The IST is focussed principally at a programme level, while DTs are principally focussed at a project level. However, there are many situations when DTs will be involved in programme level matters and when the IST will be involved in project level matters.

The key function of the IST is to ensure that communication across the whole of the SCIRT programme is fit for purpose, aligned and delivers on the Alliance Objectives.

The roles and responsibilities of the communication personnel in the IST are as follows:

- Reporting to the Board
- Developing strategic direction, policy and protocols for communications
- Developing strategic policy for how SCIRT engages with particular sectors e.g. education and schools programme

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- The Customer Satisfaction Key Result Area – gathering results and reporting these
- Managing the SCIRT research programme
- Managing communication risks and opportunities at the programme level
- Managing critical stakeholders including elected representatives, media and Owner Participants
- Liaison back through the Owner Participants for all communication matters
- Coordinating programme level public community events e.g. AFFIRM Festival, meetings that cover more than one project or delivery teams (e.g. Aranui vacuum waste water system)
- Coordinating communication stakeholder liaison at the programme level, e.g. with EQC, ECan, Regenerate Christchurch, Community Board Advisors/Community Boards, Call Centre, Migrant Centre, Education Networks
- Providing advice about community engagement as required
- Compilation of monthly stakeholder communication reports, Communications Snapshot; SCIRT Update
- Developing and revising programme level collateral (fact sheets, infographics, translations, display materials)
- Overall coordination of operational matters, principally at the programme level but also at a project level for significant projects and as required
- Coordinating the implementation of and changes to the communication approach for major initiatives such as new wastewater systems, and ensuring consistency of approach across DTs
- Producing communication protocols and procedures
- Liaising back through the Owner Participant organisations for technical operational matters such as the wastewater networks
- Providing advice/problem solving with DTs for any project
- Public enquiries which have escalated beyond a DT or which are more programme than project focussed
- Coordinating media enquiries, media releases/material, media events
- Managing the SCIRT website, web content, Twitter updates
- Developing and issuing weekly Traffic Update and monthly subscriber e-newsletter
- Monitoring media coverage and social media
- Coordinating programme level advertising
- Coordinating photography.

7.4 DELIVERY TEAMS

The key function of DT communication personnel is ensuring all project communication is fit for purpose and delivers on the Alliance Objectives.

This encompasses:

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

7.5 COMMUNICATION LEADERSHIP GROUP

A Communication Leadership Group (CLG) has been established to promote collaboration, best practice and strategic leadership.

The CLG comprises representatives from each DT and the IST. The focus of the CLG is intended to be high level. Topics for inclusion on agendas include: issues and opportunities, emerging trends, protocols/procedures, best practice, and anything else deemed an appropriate use of time.

It is intended that the CLG have a fair amount of flexibility with how meetings are run, with the key proviso being that discussions and decisions adhere to the obligations set out in this plan.

7.6 OTHER SCIRT COMMUNICATION GROUPS

'Sub-committees' are established as required for special tasks or projects, for example, to produce an award application. It is intended that the offer to participate in these committees be extended to anyone with an interest from the wider communication team.

Wider SCIRT communication team workshops are held six monthly. These are for all communication personnel to attend and the intention is that the opportunity to lead a session or be actively involved in organising the workshop be extended to anyone in the wider team.

7.7 REBUILD COMMUNICATION STEERING GROUP

The Communication and Stakeholder Manager will attend regular (approximately fortnightly) Rebuild Communication Steering Group meetings which have been chaired by CERA whose role in this respect may be transferred to the Department of Prime Minister and Cabinet. These meetings include representation from other organisations such as Earthquake Commission, Environment Canterbury, Ministry of Business,

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Innovation and Employment and CCC. This is a key forum for ensuring SCIRT keeps these organisations informed and vice versa.

7.8 CANTERBURY HORIZONTAL INFRASTRUCTURE REBUILD COMMUNICATIONS WORKING GROUP

The Communication and Stakeholder Manager will attend regular (approximately monthly) Canterbury Horizontal Infrastructure Rebuild Communication Working Group meetings which are chaired by CCC. These meetings include representation from CCC, NZ Transport Authority and Department of Prime Minister and Cabinet. Their purpose is to align communications on the HI rebuild across these key agencies and co-ordinate implementation of the Horizontal Infrastructure Communications Plan.

8 STAKEHOLDERS

SCIRT's key stakeholder list is contained in the Key Stakeholder Engagement Plan, and Key Stakeholder Engagement Matrix. It is subject to change and will be updated over the life of the project. A core set of stakeholders will receive high-level programme communication including via the monthly SCIRT Update and SCIRT Communications Snapshot, for example, community board members, Council operational staff. Other stakeholders will be determined according to where works are occurring. For example, if works were planned for McCormacks Bay Road, Redcliffs, information would be provided to all affected residents and businesses, as well as any local community, sporting or special groups in the area.

SCIRT endeavours to update each Community Board quarterly on SCIRT works generally. Each DT, with support from the Council Client Liason Manager and IST technical and communication personnel, will update the Boards as necessary regarding critical projects⁷.

9 BRANDING

Unless otherwise agreed by the CSM, all visual communication is to be branded using the SCIRT logo and the logo that identifies New Zealand Government and CCC as the programme funders.

At no time should a contractor logo dominate (be larger than) the SCIRT logo or Owner Participant logos, or be used instead of the SCIRT logo. When a piece of communication is for use by all SCIRT contractors, either no contractor logos are to appear on it, or all contractor logos are to appear. For project specific

⁷ Refer Elected Representative and Community Board Protocol, 2015

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communication such as a work notice, the SCIRT logo is to be the dominant logo and the contractor logo the sub-logo.

10 METHODS OF COMMUNICATION

An important factor in determining the methods of communication for the infrastructure rebuild was identifying what pre-existing communication tools and channels could be used before creating new ones. This demonstrates to stakeholders that government is coordinating communication efforts and trying to deliver value for money. Examples include 'sharing space' in communication channels such as the Future Christchurch Update. SCIRT will also cross-promote material from other rebuild organisations that would be of relevance to SCIRT stakeholders.

10.1 COMMUNICATION CONTROL PLANS

DTs are to produce a communication control plan or Communications Plan for all projects. The plans help the communication team to understand the impacts of the work and determine how best to communicate this to affected people.

10.2 PRINTED MATERIAL

10.2.1 Media

The IST will be the conduit between the media and SCIRT. The IST is accountable for ensuring all media responses are approved by each of the Owner Participant organisations. For matters of straightforward updates on individual SCIRT projects a copy for their information is sufficient.

Spokespeople

Strategic matters (such as funding and scope of rebuild activities) will be dealt with by the appropriate Owner Participant/s, or via the Executive General Manager. Refer to the Canterbury Horizontal Infrastructure Rebuild Communications Plan media protocol. For operational matters, the SCIRT Executive General Manager or delegate will act as the SCIRT spokesperson. No one else from SCIRT is permitted to provide responses to the media about any aspects of the infrastructure rebuild, unless given permission by Owner Participants.

Any SCIRT member (or subcontractor) should refer journalist queries to their relevant communication team, who will refer them onto the IST.

Members of SCIRT (or subcontractors) are encouraged to let their respective communication team know if they notice a journalist close to their work site.

Contact between journalists and non-owner participants

SCIRT's Non-owner Participants (NOPs) (City Care, Downer, Fletcher, Fulton Hogan and McConnell Dowell) may want to promote their role within SCIRT and may be contacted directly by journalists seeking articles or responses about the infrastructure rebuild. Each NOP will need to ensure that all media enquiries about the infrastructure rebuild are notified to their respective DT Communication Manager, who in turn will advise the SCIRT CSM. SCIRT is a partnership involving numerous organisations, each playing an

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important role in the infrastructure rebuild. Accordingly, any material produced which focuses on a particular organisation will need to include appropriate reference to the other SCIRT participants, so each participant is fairly represented.

Media releases and responses

SCIRT IST will liaise with the Owner Participants about proactive media opportunities. An opportunities register will be regularly updated and provided to the Owner Participants for consideration.

10.2.2 Advertisements, advertorials and feature stories

There are regular Owner Participant advertisements and other initiatives that SCIRT will contribute to as required. These represent good value for money and cross-promote our relationships with these Owner Participant organisations. Other opportunities will be considered on a case by case basis in consultation with the Owner Participants.

10.2.3 Frequently asked questions

It is essential that SCIRT provides accurate and consistent information to stakeholders and the community, particularly given the scale of the programme and its delivery by numerous contractors.

Frequently asked questions are available on the SCIRT website and provided to the CCC Customer Call Centre, which is the first point of contact for members of the community phoning with queries about the project.

10.2.4 Work Notices

Work Notices will be distributed to affected residences/businesses before work is undertaken in any area. The programme goal is for the community to be notified of works affecting them at least **three days prior** to the works, and **longer for major works** such as road closures:

Stakeholder	Notice required
Resident- LOW impact work	3 days
Resident - HIGH impact work	7-10 days (+face to face where possible)
Sensitive stakeholder (business, school etc) LOW impact work	7 days (+face to face where possible)
Sensitive stakeholder (business, school etc) HIGH impact work	7-10 days (+face to face info gathering on impacts)

The Notices will detail the nature and timing of the works, any potential impacts, explain the necessity of the works, and provide project contact details.

These notices will be distributed to letterboxes (or handed in person to businesses), loaded onto the SCIRT website, and emailed to the stakeholder distribution list. There is a template that is to be used for all work notices as it is critical that written

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communication is consistent in look and written style. All DTs are required to adhere to the template, however it should be noted that there is considerable flexibility regarding how the content is presented.

Overview notices may also be produced for large catchments of work.

10.2.5 Fact sheets

A series of informative fact sheets has been developed for key aspects of the rebuild, including topics such as: building roads; safety around the rebuild works; environmental management; community engagement; assessment, design and planning; the rebuild team; underground services; a programme overview.

These are available on the website and as hand outs as required.

A number of fact sheets have also been translated into Chinese, Korean and Samoan.

10.2.6 Infrastructure rebuild information stands

A number of (unstaffed) information stands specifically branded for the SCIRT infrastructure rebuild programme are sited around the city at key community hubs, including at most CCC libraries and service centres. These will include overarching details of the rebuild and hold information such as newsletters, fact sheets and Work Notices.

10.2.7 Programme contact cards

SCIRT produces two types of contact cards—one for DTs and one for members of the IST. These cards can be handed out to members of the community with questions about a project. The cards show SCIRT's phone number, email address, website and postal address. The contact cards have also been translated into Chinese, Korean and Samoan.

Each DT has its own contact cards branded with their contractor branding in addition to the SCIRT branding.

10.2.8 Project signage

A signage protocol and template have been developed for all SCIRT project areas. These identify which contractor is carrying out the work and are to be put in place on all projects.

10.3 WEB BASED COMMUNICATION TOOLS

10.3.1 SCIRT website

The SCIRT website is located at www.strongerchristchurch.govt.nz or www.scirt.co.nz (with a redirect). It is vital the website is updated regularly so that it is a reliable source of information about the infrastructure rebuild.

10.3.2 e-Newsletters

The SCIRT website enables people to subscribe to receive e-Newsletters about the rebuild. E-Newsletters will be distributed monthly, or as needed.

10.4 FACE-TO-FACE COMMUNICATION

10.4.1 Emotional impacts of the earthquakes

People are affected by the earthquakes/aftershocks in different ways. It is likely that the communication team will come across people who may need assistance with the earthquake that falls outside the scope of SCIRT. SCIRT communication personnel should be ready and willing to provide contact details for other earthquake recovery agencies such as Earthquake Commission, Department of Prime Minister and Cabinet and CCC.

The team may also come into contact with residents, businesses and other stakeholders who may not be coping well with their current situation. They may be unaware of what other support is available or unable to access support for a variety of reasons. In this situation we have a "duty of care" to do the "right" thing. We can assist these people by informing them about or referring them to other support providers/specialists that may be able to help or provide further assistance. The SCIRT Support Referral Protocol sets out how to handle these situations.

10.4.2 Answering questions from the community or stakeholders

It is important that information about the infrastructure rebuild comes from well-informed sources and that the information is correct and approved for the public domain. The people best placed to answer questions from the community and other stakeholders are the CCC Customer Call Centre and the SCIRT communication team.

All other SCIRT personnel are requested in their programme inductions and through ongoing internal communication, to avoid discussing the infrastructure rebuild with the general public. Common sense should be applied. It is absolutely fine for people to be polite and answer simple questions, for example:

Question: "What are you doing?"

Answer: "We are working for SCIRT to repair underground services and roads."

Question: "Who do you work for?"

Answer: "We work for [insert name of contractor]."

However, no field staff should discuss **why** the work is being done, or engage in any speculation about the way work is programme or the way work is being undertaken. If asked anything other than a simple question by the community, field staff should provide the enquirer with a copy of a contact card and suggest the person contact the CCC Customer Call Centre for more information.

10.4.3 Public meetings/open days

Public meetings or open days will be used as required to enable face-to-face contact between the public and SCIRT personnel about projects requiring formal consultation

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and projects of a highly technical nature, such as pressure sewer systems or retaining walls.

The CLG will agree on which approach is best to apply to each situation.

10.4.4 Door knocking

Members of the SCIRT communication team will door knock affected residents/businesses when works are expected to have a high impact, or if access to property will be affected. For example, if works will be ongoing on someone's footpath for several weeks, the residents and owners should be notified in person.

10.4.5 School visits

When SCIRT is working close to an educational facility, the relevant DT will normally ask the relevant person whether they would like a visit from the project team to talk to the students about the work SCIRT is doing. There is a good variety of shared resources available to take into schools. These can be reserved for use using Sales Force. It's important that the visit to the school be informative, that the content is discussed in advance with the school, and that the visits constitute value for money.

10.4.6 Interactive display materials

SCIRT has developed a range of display materials that have interactive components. Each of these can be used to help inform the community about key aspects of the work we do. The displays are available for the IST or DTs to use.

10.4.7 Briefings

The programme aims to ensure all interested parties receive information about SCIRT work in a proactive manner.

Over the life of the rebuild there will be numerous requests and invitations from a variety of organisations wanting a briefing. Attendance at these meetings will be determined on a case by case basis, recognising it will not be feasible to accept every invitation. It is important that a consistent, fair and transparent approach be used to determine attendance.

10.5 CORRESPONDENCE

10.5.1 Email

The programme's email address is info@scirt.co.nz. This email inbox will be monitored by the IST Communication Team throughout the day. All email is to be responded to by the team **within 24 business hours of receipt (excluding weekends)**, however the close out time will be dependent on the matter being addressed.

10.5.2 Other written correspondence

The team will endeavour to respond to written correspondence (excluding email) within **three working days** (excluding weekends) of receipt, however the close out time is dependent on the matter being addressed.

10.6 PHONE CALLS

The CCC Customer Call Centre will be the advertised first point of contact for phone enquires about the infrastructure rebuild. The Call Centre phone number (03 941-8999) will be promoted in all written communications.

Two phone numbers will be given on each Works Notice:

- The DT's free phone number that will connect people during office hours. This will be diverted to a site engineer, for out of hours emergencies.
- The CCC Call Centre phone number, for questions/comments about other CCC matters or projects.

If the CCC Call Centre is unable to answer questions from the public they will be referred to the DT for response. The project team will endeavour to respond to all enquiries referred by the call centre within **3 business hours**, however the close out time will depend on the matter being addressed. SCIRT also has a general phone number for the IST premises at Magdala Place.

10.7 RECORDING THE SCIRT STORY

It is important to keep a record of the works undertaken during the infrastructure rebuild with a view to producing a record of the rebuild journey. To this end, numerous photographs, time-lapse photography and video footage is being gathered as a record of works and thought will be given to how best to put this together for future posterity.

11 TRAFFIC MANAGEMENT

The Construction Management Plan details how SCIRT will manage temporary traffic impacts.

Forewarning the public and all key stakeholders of expected traffic delays and disruption will be a critical part of keeping people informed. Traffic impacts will be detailed in relevant public communication about project works. In the case of significant changes a media release may be appropriate. Weekly traffic updates are produced and distributed to key stakeholders including media.

It is vital that information about traffic management is correct in all written communication, so all communication material must be checked and approved by the relevant traffic manager prior to its public release.

A key message will be used extensively in project communication urging people to "be on the lookout for changed traffic conditions and drive to the conditions. Allow for

possible detours and delays to your journey." Reference will also be made to the Transportforchch website where users can find out about roadworks.

12 COMPLAINTS MANAGEMENT

It is important that the way complaints are received and managed by the SCIRT communication team is consistent across DTs and that the process is auditable. The process is set out in the Complaints Management Protocol.

13 CRISIS MANAGEMENT

Communication in the event of emergencies/incidents or critical incident is detailed in the Emergency Response Plan and Crisis Management Plan.

14 SPECIAL EVENTS

14.1 PROGRAMME CELEBRATIONS

Special celebrations and events are coordinated as required, for example, for the launch of SCIRT in September 2011 and to mark the half way point.

14.2 SITE TOURS

From time to time SCIRT may receive requests from community/stakeholder groups wishing to visit project areas. SCIRT will consider these requests on a case-by-case basis, recognising it will not be feasible to accept every invitation. It is important that a consistent, fair and transparent approach be used to determine attendance.

Site tours are an excellent way to help build understanding of projects and the SCIRT programme by allowing people to see the work in more detail.

15 INTER-TEAM COMMUNICATION

15.1 MEETINGS

The following regular internal meetings will facilitate the flow of information throughout the SCIRT communication team, with our Owner Participants, and with the wider SCIR team:

Composition	Purpose	Frequency
IST communication team	<ul style="list-style-type: none">To ensure that issues are identified and proactively managedTo discuss opportunities	Weekly

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	<ul style="list-style-type: none"> To monitor and manage resourcing To ensure SCIRT is functioning well at a strategic and operational level 	
Communication Leadership Group (IST representatives and leads from each DT)	<ul style="list-style-type: none"> To ensure that issues are identified and proactively managed To discuss opportunities To monitor and manage resourcing To ensure SCIRT is functioning well at a strategic level To encourage strategic problem solving in a relational manner by the wider team 	Monthly, or as needed Strategic focus
Wider SCIRT communication team workshops	<ul style="list-style-type: none"> A chance for the whole team to interact and hear from guest speakers, learn or share new skills and experiences All about professional development 	Six monthly or as agreed
DT communication meetings	<ul style="list-style-type: none"> As required by the teams—this is for the DTs to determine 	As determined by the teams
All staff: Friday Communications	<ul style="list-style-type: none"> To share matters of interest and importance with the wider team 	Hosted by the Communications team @ six weekly

Action lists must be produced and distributed to all interested parties for all internal meetings.

15.2 INDUCTIONS

All personnel who will be part of the IST will undergo an induction covering topics such as workplace health and safety, environmental management and quality. A key inclusion will be SCIRT's expectations in relation to 'community relations', including:

- Our commitment to keeping people informed
- Treating our communities with respect and with consideration for the potential emotional impact the earthquakes may have had
- Media and elected representative protocols
- Communicating with the public.

15.3 INTERNAL PUBLICATIONS

From time to time, parent organisations will want to promote their role in the infrastructure rebuild and may prepare information for publications. It is vital that all communication that refers to SCIRT is approved by the CSM and that it includes appropriate reference to SCIRT's Owner Participant organisations (funders) and the other SCIRT partners.

16 APPROVAL PROCESS

It is vital that communication released about the infrastructure rebuild is factually correct, satisfies branding requirements and represents the SCIRT Owner Participants and other partners appropriately. This includes materials prepared for conferences, journals or presentations, which need to be approved by the Executive General Manager and the CSR. M.

In some cases material will require Owner Participant approval and this will be coordinated through the CSR. M.

17 MONITORING, MEASUREMENT AND EVALUATION

17.1 MONITORING

SCIRT is committed to monitoring its performance and identifying opportunities for improvement or areas where a different approach might be needed for communication.

17.2 MEASUREMENT

The Board has identified 'Customer Satisfaction' as a Key Result Area (KRA). We are delivering this programme of projects for the customer, that is, the stakeholders and communities of Christchurch, and therefore it is essential that we measure their level of satisfaction. We need to ensure our customers know what we are doing and how we are doing it, and that they are satisfied with the process and the outcome.

Measuring our performance for this KRA will also help to ensure all 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 local community and stakeholders respect and trust SCIRT and are supportive of the engagement process.

SCIRT will use market research carried out by an independent market research company to measure our performance for this KRA. A combination of results from the following surveys will be used to determine both KPIs:

- community in areas where work is underway or recently finished (face-to-face survey, 3 times per annum, reducing to once in 2016)
- a representative sample from the wider Christchurch community (telephone survey, 6 monthly, possibly reducing to once in 2016)
- identified representatives from key stakeholder organisations (every 6 months reducing to once in 2016)

18 MANAGEMENT PLAN CONTROL

18.1 AUTHORISATION

Initial authorisation is in accordance with the AA, Section 6.1.1. All plans are also authorised by the Executive General Manager 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 Executive General Manager unless the Executive General Manager deems the revision requires endorsement by the Board.

18.2 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.

18.3 AUDITING

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

Various audits are undertaken, including but not limited to:

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

Refer to Quality Plan Audit section for more details.

18.4 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.

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, Management Team, IST, Design Team, DTs 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.

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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 Schedule 5 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
- 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.

19 RECORDS AND REPORTING

19.1 RECORD KEEPING

19.1.1 Communication material produced by SCIRT

The IST will store all material relating to the IST on the Magdala Place common share drive.

DTs are expected to store materials relating to their projects in a suitable location where they can be accessed by the communication personnel in their teams.

19.1.2 Contact database

Sales Force, which is a web-based database, will be used to record all contact with stakeholders. This will include names and contact details, the nature of the contact (e.g. a complaint or an enquiry), the date and time of the contact and how the matter was closed-out.

It will be the responsibility of each communication team member to ensure records of their interaction with stakeholders is saved as soon as possible into Sales Force, including records of all stakeholder meetings.

19.2 REPORTING

The communication team will produce a monthly communication Snapshot which reports on communication activities, interesting stories, media coverage, achievements

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and market research results. These reports are sent to the Community Board Advisors for their respective Community Boards.

19.3 LEARNING LEGACY

SCIRT is working in discussion with other rebuild organisations on the development of an online tool to capture and disseminate learnings from its experience through a Learning Legacy website. All relevant communication materials will be recorded.

APPENDIX A

BACKGROUND

On 22 February 2011 a magnitude 6.3 earthquake hit Christchurch resulting in 181 fatalities and causing substantial damage to the city's infrastructure. This followed a magnitude 7.1 earthquake in September 2010. Since then a number of aftershocks have occurred and seismic activity continues⁸.

The earthquakes caused widespread damage across Christchurch, especially in the central city and eastern suburbs. Significant liquefaction affected the eastern suburbs and suburbs adjacent to rivers.

The February 2011 earthquake was the second-deadliest natural disaster recorded in New Zealand (after the 1931 Hawke's Bay earthquake), and fourth-deadliest disaster of any kind recorded in New Zealand. Nationals from more than 20 countries were among the victims.

The New Zealand Government declared a state of national emergency following the earthquake, which stayed in force until 30 April 2011.

It has been estimated that the total cost of rebuilding to insurers to be around NZ\$15-16 billion, making it by far New Zealand's costliest natural disaster, and the third-costliest earthquake (nominally) worldwide.

Thousands of private properties were significantly damaged by the earthquake events. Repair requirements range from minor to major, with some properties being deemed unsafe and designated for demolition. Some former residential areas are no longer deemed suitable for housing and the Government will determine their use.

On 3 May 2011 the SCIRT Initial Alliance Agreement (IAA) was entered into to manage the rebuild of the city's earthquake-damaged horizontal infrastructure. This arrangement supersedes the previous contractual arrangements between CCC and the contractors (Infrastructure Rebuild Management Office), whereby each contractor was responsible for repairing infrastructure in discreet geographic areas.

The Alliance Agreement (AA) took effect on 1 September 2011.

Effective communication with stakeholders and the community is critical to the success of the rebuild programme. This communication plan details the communication activities to be undertaken to facilitate the reinstatement of services throughout the city.

Not all Christchurch's damaged infrastructure repairs are being undertaken as part of the SCIRT programme. Some of the less critical repairs will be carried out by CCC and NZ Transport Authority as part of their ongoing asset maintenance programmes.

⁸ Christchurch experienced a 5.7 earthquake on 14 February, 2016

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SCIRT Programme Details

Title	Stronger Christchurch Infrastructure Rebuild Team (SCIRT)
Scope	The infrastructure rebuild is a programme of projects underway to repair or replace Christchurch's services (roads, water supply, storm water and waste water systems and other infrastructure) damaged by the September 2010 and February 2011 earthquakes and aftershocks.
Team	The head contractual agreement for SCIRT is an alliance formed by Christchurch City Council (CCC), Canterbury Earthquake Recovery Agency (CERA), New Zealand Transport Agency (NZTA), City Care, Downer Construction, Fletcher Construction, Fulton Hogan, and McConnell Dowell.
Cost	Estimated to be around NZ\$2.2 billion
Funders	Funding is being provided through Local and Central Government
Duration	Around five years, with the alliance expected to complete the programme by the end of 2016
Location	Throughout the city of Christchurch where horizontal infrastructure has been damaged