SCIRT
Rebuilding Infrastructure

LEARNING LEGACY

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.

Humaneers action learning group presentation - Humaneers – Prioritisation

Story: SCIRT and Red Cross Collaboration

Theme: People and Culture

A presentation delivered by Elizabeth McNaughton and Duncan Gibb at the SCIRT and New Zealand Red Cross humaneers action learning group.

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

Humaneers –

Prioritisation

The birth of Humaneering?

Elizabeth
Humanitarian Advisor

Duncan
Engineer

OBJECTIVES

To highlight the:

- importance of preparedness for recovery

- benefits of 'stopping to think and plan'

- benefits of 'framing action around clear goals and objectives'

- benefits of dealing in facts

Prioritisation

"designate or treat (something) as more important than other things"

"determine the order for dealing with (a series of items or tasks) according to their relative importance"
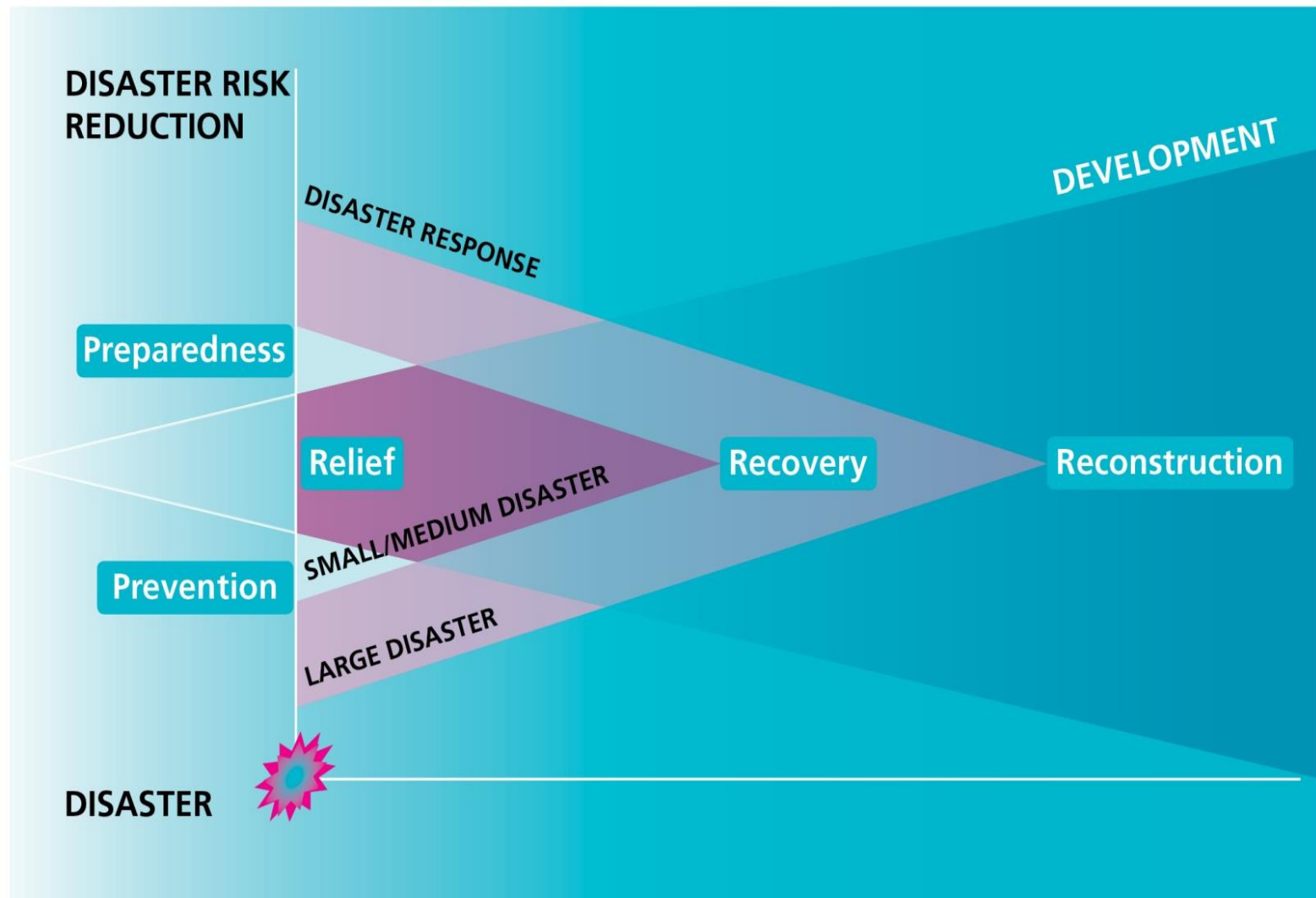
Prioritisation
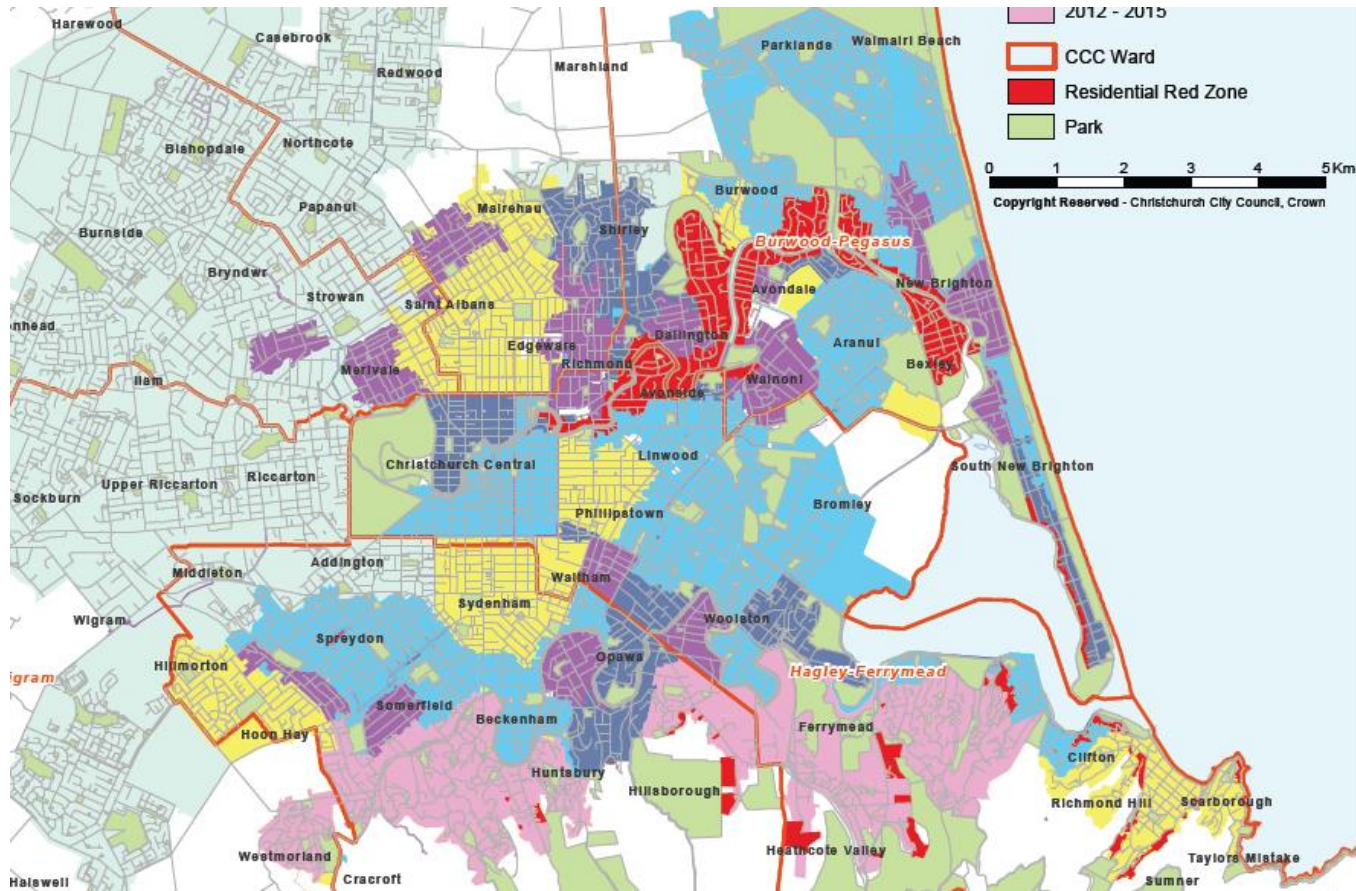
Common principles could apply to:

1. every day activities

2. relationships

3. work

This example:

Programme of Projects to be undertaken in the Rebuild of Horizontal Infrastructure in Christchurch

What were our 'Rules of engagement?

Rules of engagement

- Determined by the Board

- Established in initial weeks

- Driven by Value Framework

  - Do the 'Right' work

  - 'Right' work at the 'Right Time'

  - Deliver proven productivity improvement
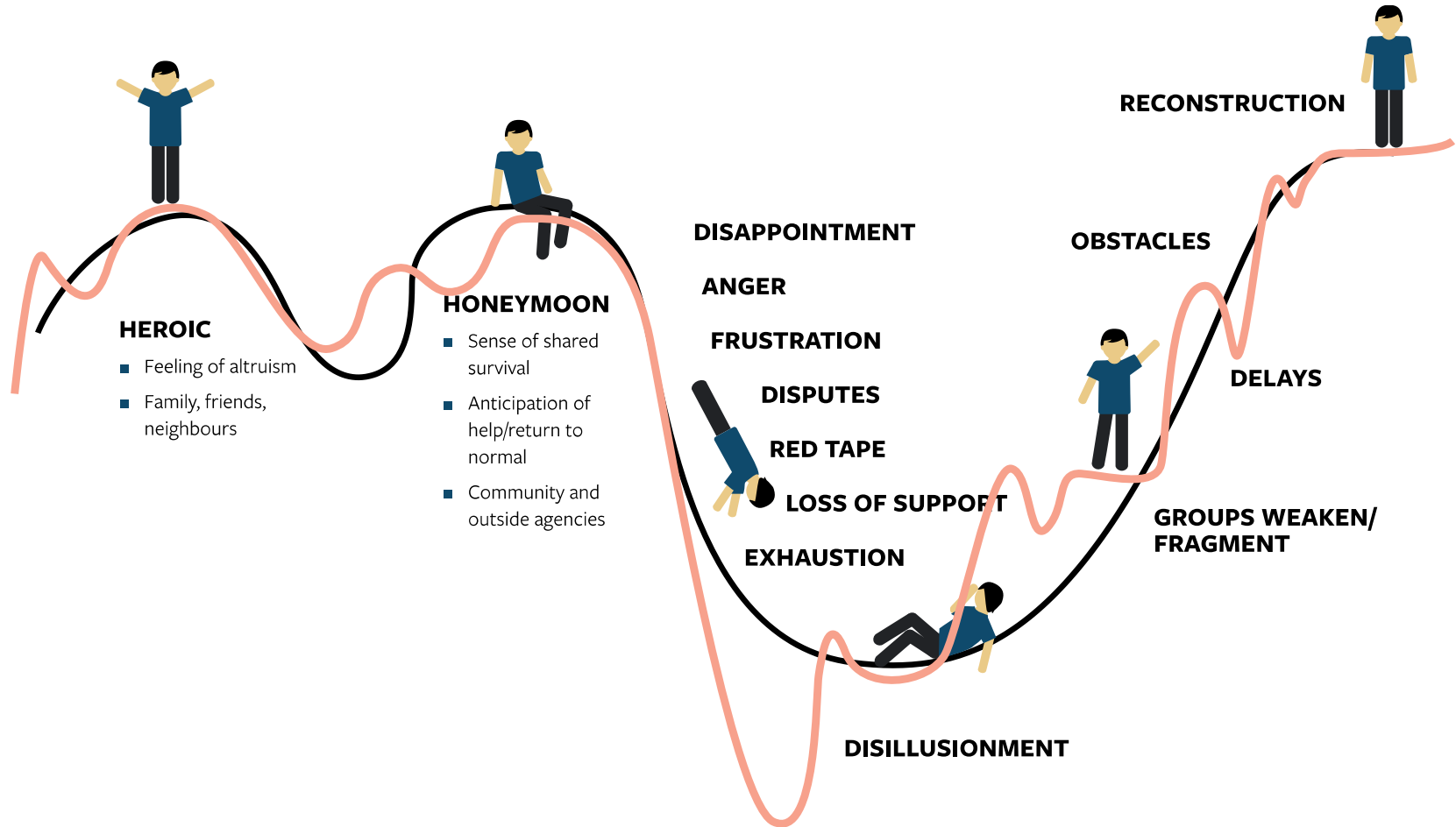
What was happening at the time

- May 2011

- CERA in formation

- CCC reinstating essential services

- Community engagement issues

- Insurance a concern

- People struggling

Integrated Recovery framework

PHASES OF RECOVERY

HEROIC
- Feeling of altruism
- Family, friends, neighbours

HONEYMOON
- Sense of shared survival
- Anticipation of help/return to normal
- Community and outside agencies

DISAPPOINTMENT
ANGER
FRUSTRATION
DISPUTES
RED TAPE
LOSS OF SUPPORT
EXHAUSTION

DISILLUSIONMENT

RECONSTRUCTION

OBSTACLES

DELAYS

GROUPS WEAKEN/ FRAGMENT

SCIRT
Rebuilding Infrastructure

NEW ZEALAND
RED CROSS
RĪPEKA WHERO AOTEAROA
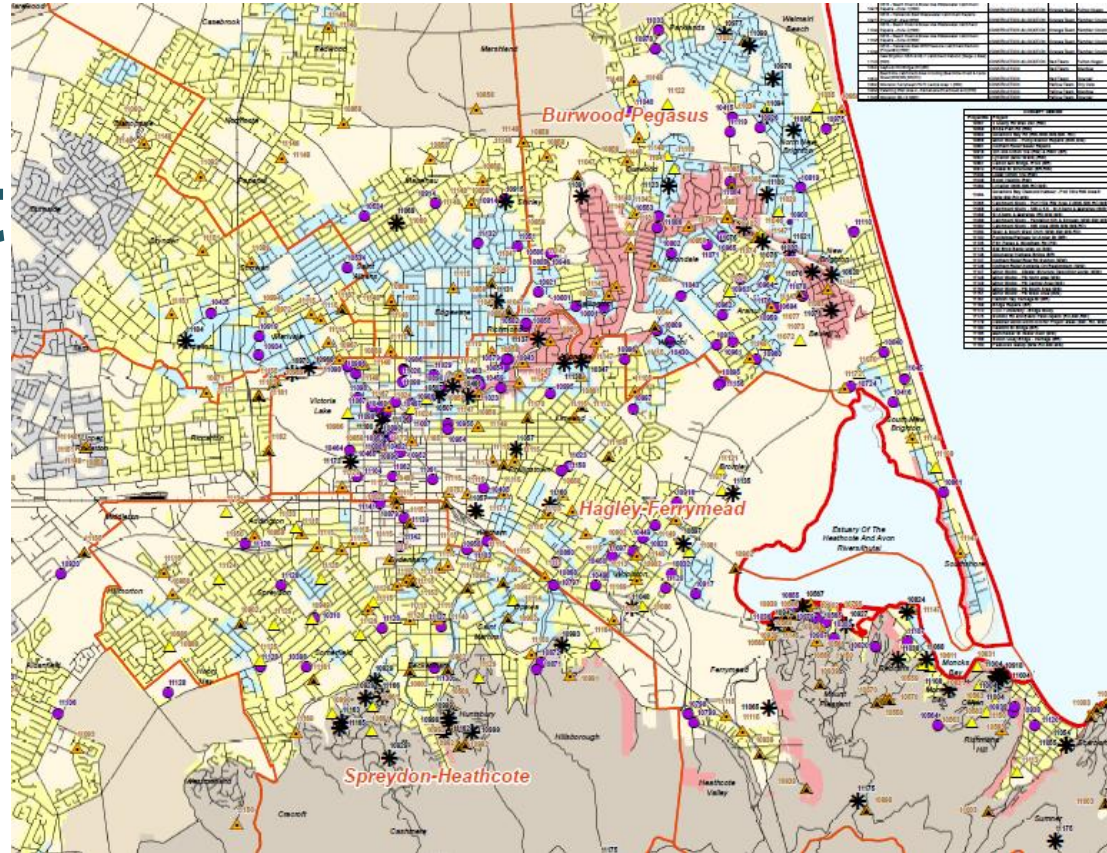
What did we do?

- Define and allocate task – Prioritisation team

- Gather data - asset assessment

- Technical assessment of data

- Engage stakeholders – CERA, CCC, NZTA (buy in required)

What did we do?

- Define additional factors to consider

- Agree relative importance – weighting

- MCA – develop tool/process to rank/order

- Dynamic process – reviewed quarterly

CHALLENGE:

Infrastructure repairs impact communities, community infrastructure, businesses

What did we do?

- Gained 'agreement' from stakeholders

- Created timeline presentation for community – published on website 6 monthly

- Time line dictated delivery sequence

- Construction schedule impacted by –

  - Traffic modelling, network operational requirements, physical constraints

Communicate clear message

HORIZONTAL INFRASTRUCTURE

Benefits the process delivered

- Visible process with Stakeholder buy in

- Informed by current 'best information'

- Visibility for community

- Provided framework to contain political 'interference'

- Engaged and informed broader team

Outcome:

- Rebuild occurred in worst hit areas first

- Community supported

- Community responded in supporting SCIRT

Key principles identified:

- Clear direction – clarity of outcome required

- Alignment between multiple stakeholders

- Agreement of process to be utilised

- Good data to inform process

Key principles identified:

- Open, visible operation / use of data

- Regular engagement of client stakeholders

- Open, visible sharing of outcomes with community and clients

- Informed engaged team