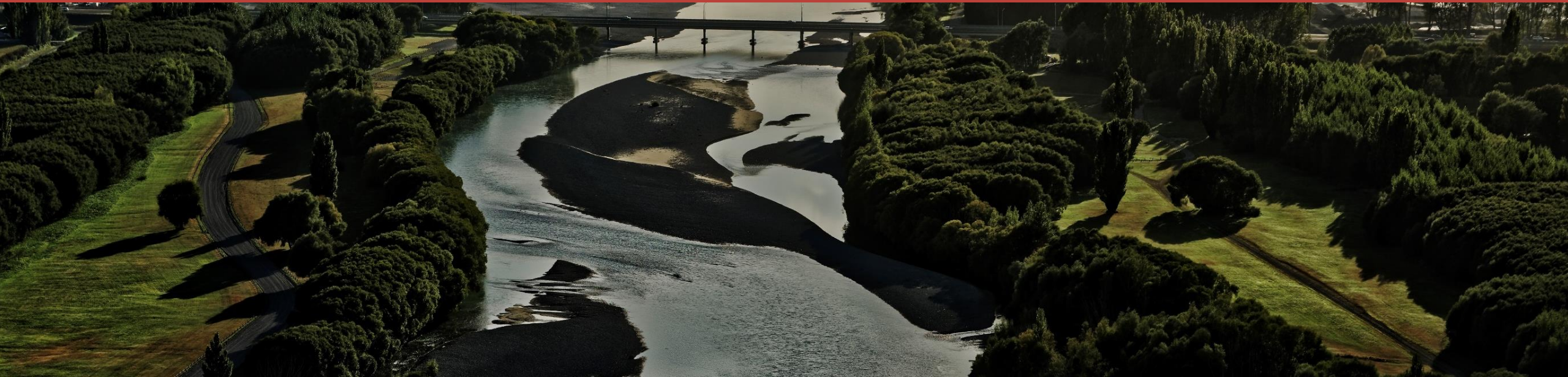


# Crawl/walk/run –responsive engagement

Example - Lees Valley flood repair

November 2021



# Background

- **Like most organisations, Waimakariri is looking to improve stakeholder engagement, social outcomes, and localisation throughout our activities.**
- **In particular, in our communications, consultation, procurement and delivery processes**
- **However, we recognise we have a long way to go to get where we would like to be**

# **Improved practices in Communications / Consultation**

- **In house dedicated comms team including full time graphic designer**
- **More 'early involvement' of comms (not an after-thought)**
- **Use of better software (Bang The Table)**
- **Use of Reference Groups**
- **Drop-in sessions rather than formal meetings / Various time slots**
- **Try to take the message to where people are (markets, shows)**
- **Mix of Facebook / web / newspaper**

# Ongoing challenges on comms

- **Reaching wider community (not just the ‘passionate few’)**
- **Getting feedback early on (preferably not when we are building it)**
  - E.g. cycleways
- **Countering misinformation (especially social media)**
  - E.g. Southbrook Rd
- **Balancing ‘governance’ input with ‘operational’ imperatives**
  - E.g. during flood events

# Improved practices in Procurement

- **New Procurement Policy, Strategy and methods**
- **Prepare 'Procurement plan' outlining objectives, eval criteria etc**
- **Greater focus on 'Public Value' / Specific evaluation criteria for 'social outcomes'**
- **New software to improve consistency, transparency, reporting**
- **Regular engagement with contracting industry**
- **Have set up panels and pre-qualified lists**
- **Less reliant on Lowest Price/more open to 'selected tenderers'**

# Ongoing challenges in Procurement

- **Consistency throughout the organisation**
- **Appropriate 'size and scale' processes**
- **Not over-cooking it**
- **Resourcing the extra effort**
- **Balancing 'social outcomes' with 'best price'**
- **Balancing 'local provider' with 'best price'**

# Improved practices in delivery

- **Works budgeted over several years to avoid rushing**
- **Beginning to prepare in Feb for June financial year**
- **Well defined processes**
  - Preliminary Works Notice (to utilities) and Information Notice (to residents)
- **Targeted senior manager to lead (where necessary, and possible)**
- **Updated progress and forecast spreadsheet, discussed**
  - Monthly by senior management
  - Quarterly at Council Committee level

# Communication during delivery

- **Who is affected?**
  - Residents, road users, ratepayers?
- **How are we best contacting?**
  - Emails, letter drops, Facebook?
- **How / when do we update on changes?**
- **Resourcing**
- **Becoming 'business as usual'**



# One good delivery example – Lees Valley flood repair

- **30-40km of narrow road providing only access to several farms**
- **Heavy rain meant road closed from end May to August**
  - Major slip
  - Several smaller washouts
  - Several bridge abutments
- **Required rapid response, and flexible approach**
  - Rapidly changing information
  - Funding uncertainty
  - Resource / materials availability
  - Weather
  - Resident needs

# Major slip



# Whistler bridge





# Typical washout



# Major slip after repair



# Lees Valley - Communications

- **Flew in twice via helicopter to meet residents**
- **Undertook to update twice weekly**
- **DID update twice weekly**
- **Responsive to resident requirements**
  - Allowed key access where possible
  - Delayed work if clashed
  - Allowed trucks through when needed
- **Kept them informed**



# Lees Valley – Contract response

- **Road mtce contractor (Sicon/Blakeleys)**
- **Road professional services (WSP)**
- **Contractual approach**
  - Collaborative approach with all three
  - All inputted experience and suggestions
  - However, always ensured a clear understanding and allocation of risk
  - Flexibility with contractor in providing access / changing focus
  - Generally ‘cost plus’ pricing
  - Requires trust

# Summary

- **Ongoing journey**
- **Only part way through**
- **Need to decide which improvements will add most value**
- **Takes senior level commitment to improve**
- **Takes time**
- **Improvements often take back seat to BAU**
- **Never complete**



# Questions