

**Waikato Engineering Lifelines Group  
Proposal to form a Group  
Draft Charter**

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## 1. Background

- *Identify hazards and co-ordinate efforts to reduce the vulnerability of Waikato Region's Lifelines to local and regional events*
- *Improve service reinstatement after a major event, so that the community is better able to recover.*

It is proposed that a voluntary group of Lifeline Utility organisations be formed in the Waikato region. This group would not be a legal entity in itself but would remain independent, operating under the auspices of the Emergency Management Office (which forms part of the Waikato Civil Defence Emergency Management Group).

Engineering focused lifelines projects and groups presently exist in most of the urban and provincial centres of New Zealand. Some of these have been in existence for many years and there is a substantial track record of achievements and clear benefits to participating organisations. Additionally, the recent Government mandate as part of the Civil Defence & Emergency Management Act has highlighted the value of Lifeline Groups.

Consequently, it is proposed that a Waikato regional group be formed to meet the following challenges:

- Assist members to meet their obligations under the new CDEM Act
- Coordinate and work to progress the completion of Projects which benefit organisations in the Waikato region.
- Strive to ensure that member organisations gets value for money through their participation, taking into account the need for business cost containment.
- Endeavor to meet ever increasing customer expectations that Lifeline Utilities will deliver secure services.

## 2. National Scene

The Civil Defence Emergency Management Act 2002 requires lifeline utilities to ensure that essential services are continued or restored to key facilities and customers on a priority basis. Lifeline utilities therefore have significant Civil Defence Emergency Management (CDEM) role to play in New Zealand. Lifeline utilities are responsible for strengthening relationships within and across sectors, and individually committing to actions that ensures continuity of operation and delivery of service.

Lifeline utilities are specifically charged with:

- Function at the fullest possible extent during and after an emergency
- Have plans for such functioning
- Participate in CDEM planning at national and regional levels
- Provide technical advice on CDEM issues where required.

The Ministry of Civil Defence and Emergency Management provides guidance and support to the establishment and operation of regional lifeline groups.

### 3. Waikato ELG Objectives

Proposed objectives include:

1. To encourage and support the work of all participants in identifying and mitigating the effects of hazards on lifeline assets and business operations.
2. To facilitate communication between all participants in order to increase awareness and understanding of each organizations interdependencies
3. To create and maintain awareness of the role and importance of Lifelines within the Waikato Region.
4. To promote ongoing research and technology transfer aimed at protecting and preserving the Lifelines of the Waikato Region.
5. To develop best practice approaches to mitigation, preparedness and recovery measures for Lifelines.

**The overall mission of the group would be to:**

**To identify measures and co-ordinate efforts to reduce the vulnerability of Waikato's lifelines to hazard events and to improve service reinstatement after a disaster, so that the community is better able to recover.**

### 4. Membership Benefits

- o *Better outputs*
- o *Reduced costs*
- o *Assured compliance*
- o *Less effort*

Benefits of participation include:

- **Access to best practice risk management concepts** and procedures for network utility and transportation sector lifelines.
- **Enhanced ability** to identify and address interdependence issues with other Lifelines
- **Assured compliance** with the CDEM Act
- **Reduced costs** through the co-coordinated development of outputs that would be expensive and less effective for organisations to develop individually.
- **Reduced resource input and project timelines** through access to the experiences of successful projects in other similar regions and involvement with national Lifeline organizations and CDEM forums

- **Access to relevant activities** such as workshops and exercises organised by the Waikato ELG
- **Ongoing forums** for regular contact and interaction with related sector agencies for the exchange of information, leading to improved regional risk mitigation, preparedness programs and other issues of common interest.

## 5. Membership and Funding

The proposed group would be a voluntary organisation open to and comprising representatives from the Regional Council, territorial authorities, utility networks and other entities as defined in the CDEM Act.

Funding for administration and significant project activity areas would be by annual grant from members. The size of the grant would vary depending on the number of participants and the cost and scope of projects undertaken. An acceptable consistent funding level would be determined and agreed for each year. Members providing a grant would be known as sponsors.

Participation on a Steering Committee would be optional for all sponsors. Sponsors could alternatively be involved through receipt of Waikato Group material, attending annual meetings, and participation on specific Projects.

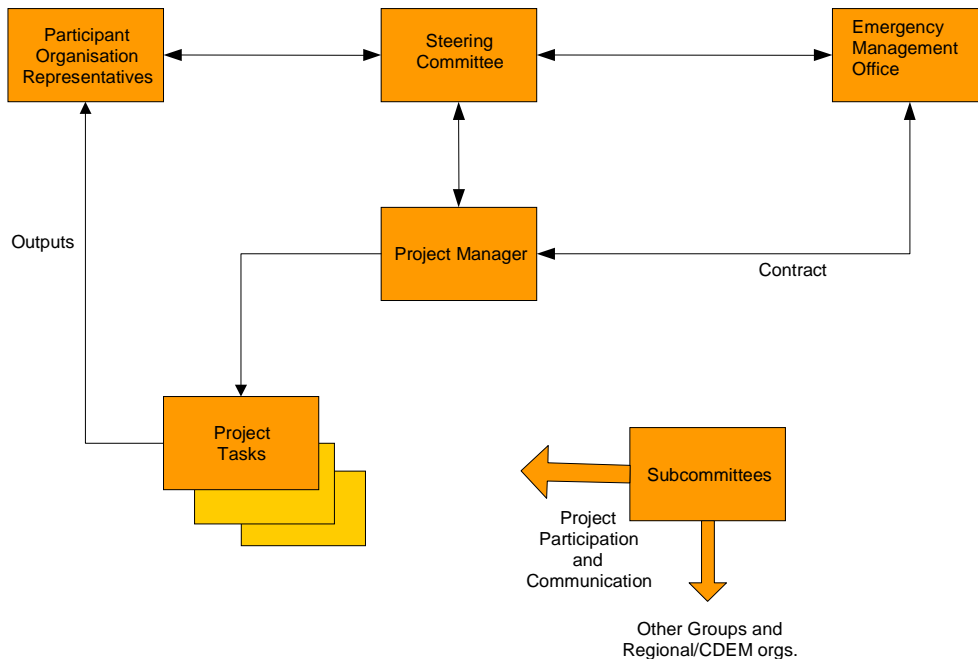
A tiered approach to funding is possible to reflect that for some organisations the benefit of membership will be larger than for others. The size of the grant is expected to be in the order of \$3,000 and \$5,000 per year. Should any particular significant Project be identified that inflates the annual budget, it is expected that specific contributions for that Project would be sought.

## 6. Structure and Approach

The anticipated role and mode of operation of the Waikato ELG can be summarised as:

- **Organising** the execution of specified Projects which contribute to reducing the vulnerability of Waikato's lifelines and improve disaster preparedness planning.
- **Informing** and assisting Lifeline Utilities by providing best practice guidelines and latest developments from within New Zealand and overseas, and communicating through seminars, meetings and electronic media.
- **Facilitating** risk management processes at a regional level by providing regular interfaces between members and with emergency management agencies.
- **Motivating** participants by providing analyses of international incidents and disasters affecting lifelines organisations.
- **Advocating** the importance of lifelines to the community.
- **Coordinating** with other Lifeline Groups.

An indicative Group structure is as follows:



Notes:

1. It is proposed that day-to-day administration, management and technical support will be provided by a professional project manager. Decisions regarding group objectives, projects and funding levels would be made by a steering committee who may delegate to a sub-committee on an as needs basis.
2. The outputs of Group Project efforts would be provided to Participants for application within their respective organizations.
3. The Group would hold meetings for members and interested parties, at which members are encouraged to report on progress made within their organisations on mitigation activities, asset management and disaster preparedness planning.
4. The Emergency Management Office (based at the Regional Council) takes on the role as funds administrator and enters into contracts for services on behalf of the Waikato ELG.

## 7. Previous Work

The Waikato Region Lifelines Project first commenced back in 1997 shortly after the initiation of the Auckland, Wellington, and Canterbury Regional Councils projects. The project was primarily only based on three natural hazards – flooding, volcanic eruptions, and earthquakes. However, the new CDEM environment has taken on a much more holistic approach meaning that all hazards must now be considered for CDEM planning purposes (i.e. biological, technological, and natural).

However, due to a number of unforeseen circumstances the project lost momentum and little progress has been made over the last four years. Up until that time, Environment Waikato had been working closely with utility agencies in completing a series of vulnerability analyses to identify those systems/areas most at risk and their interdependencies as a basis for a Plan.

The new CDEM legislation has therefore provided an excellent opportunity and a much clearer framework to review and re-initiate the project. It is therefore envisaged that the new group will build on what has already been achieved.

## **8. Communications**

### **Website**

It is proposed to establish a website so that information on Waikato Projects and external emergency management initiatives are regularly updated and communicated. The website would also maximise dissemination of Waikato ELG information to members and key stakeholders.

### **Newsletter**

Three-monthly newsletters would be circulated to update Waikato ELG progress by email.

### **Emergency Contact List**

This would be developed for rapid inter-lifeline communications in emergencies - updated 3 monthly.

## **9. Relationship with Other Groups**

### **Civil Defence Emergency Management**

It is important that the Waikato ELG work closely with (though remaining independent of) the Waikato Civil Defence Emergency Management Group (CDEMG) to ensure that the work undertaken by each is integrated and works to improve disaster management systems for the Waikato region.

The current guidelines for lifelines organisations as published by the Ministry for Civil Defence and Emergency Management leave participation in lifelines groups, a voluntary activity.

Waikato CDEMG and the proposed Waikato Group will need to meet and agree on a general philosophy for interaction. It is anticipated that this would be facilitated at a Coordinating Executive Group (CEG) level with the Lifelines Group Steering Committee.

The CDEM Best Practice Guide (BPG1/03) provides information on the roles of lifelines groups and their interaction with the CDEM sector, however the following issues are relevant:

- CEG are the generalists and provide the overview and Waikato ELG are the infrastructure specialists.
- Coordination of lifelines would be difficult through the main CDEMG and some form of lifelines coordination group would be beneficial for lifelines utilities.
- Lifelines Groups work best for regional rather than sub-regional needs.
- Lifelines Groups work predominantly in the first 2R's (risk reduction, and readiness).

- The relationship between the CDEMG and Waikato ELG could be specified through the CDEM Plan which could be used to ‘ring-fence’ responsibilities. For example, it may list hazards and as part of management strategy for infrastructure hazards refer to Waikato ELG projects.
- The CDEMG through CEG could take on an annual peer review role of Waikato ELG work to make sure the work is satisfactorily addressing CDEM Plan needs and provide advice as to where gaps exist in regional infrastructure emergency planning.
- The CDEMG may be able to assist with providing funding for Waikato ELG projects as they contribute towards the CDEM Plan.

It is intended that the Waikato ELG would remain an independent and voluntary group.

#### *Background*

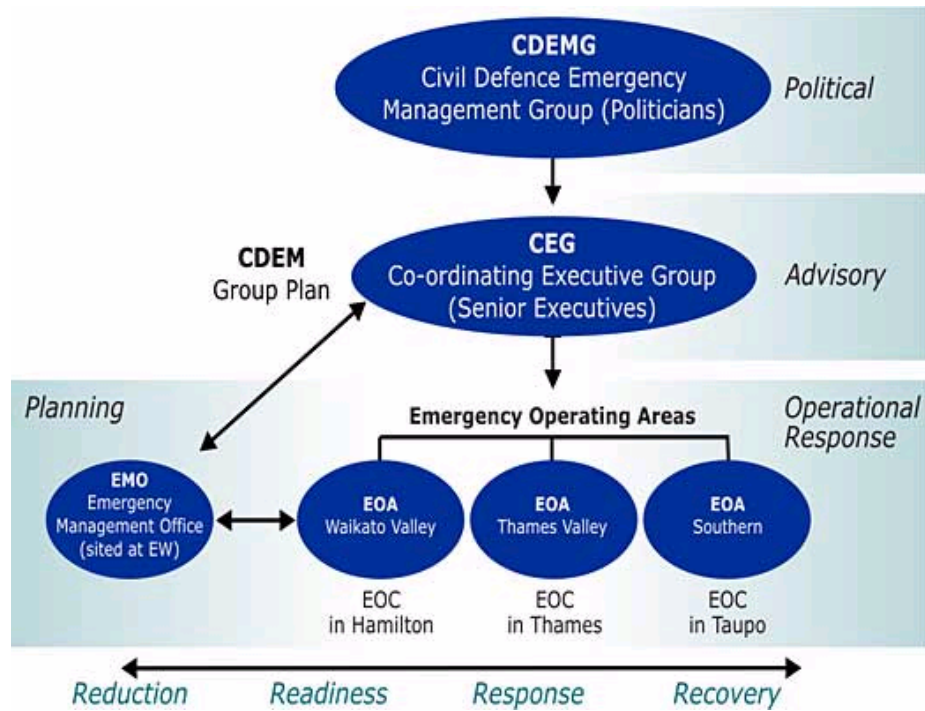
The Waikato CDEM Group formed on 9<sup>th</sup> May 2003 as a requirement under the Civil Defence Emergency Management Act 2002. The group’s structure is outlined below.

- **A CDEM Group** – a governing body (consisting of the Mayor or Chairman of each local authority in the Waikato Region – see map). This Group is responsible for all CDEM activities in the Waikato Region.
- **A Co-ordinating Executive Group (CEG)** (comprising the Chief Executive of each member council and representatives from emergency services (for example, police, fire, health and ambulance agencies)). The function of the CEG is to advise the CDEM Group, to implement Group decisions and develop and implement the CDEM Plan.
- **An Emergency Management Office** – this office provides administrative and planning support to the CDEM Group.
- **Emergency Operating Areas** - three groupings consisting of district councils in the Waikato Region have joined together to provide local and regional responses to emergencies. The three areas are:
  - Thames Valley (Thames Coromandel, Matamata Piako, and Hauraki District Councils).



- Waikato Valley (Hamilton City Council and Waitomo, Otorohanga, Waikato, and Waipa District Councils).
- Southern (Taupo and South Waikato District Councils).

The Waikato Valley EOA will also serve as the Group EOA for emergencies that go beyond the capabilities and/or resources of any of the local EOAs.



**Figure 1:** The Waikato CDEMG model.

- **Waikato CDEMG Plan** – The CDEMG Plan effectively sets out how the CDEMG will operate in both non-emergency and emergency periods. CDEMG Plans specifically address the:
  - Hazards and risks to be managed by the Group
  - Civil Defence/Emergency Management measures necessary to manage the hazards and risks
  - Objectives of the plan and the relationship to the National CDEM strategy
  - Provision of resources for the activities of group members
  - Arrangements for declaring states of emergency, and cooperation and coordination with other Groups.

The CDEM Plan will be divided into five sections, as follows:

- Part 1 Introduction
- Part 2 Strategic Section
- Part 3 Operational Section
- Part 4 Administrative Section
- Part 5 Supporting Documents

The Waikato ELG is likely to form an underpinning component of the operational section of the CDEM Plan by providing specific contingency information for reference or inclusion in the plan.

### **Other Lifelines Groups**

The Waikato ELG would maintain close links with other Lifelines Projects and Groups around the country through the National Lifelines Coordination Group. As well as facilitating communication between groups, National Lifelines Coordination activities also involve undertaking projects of benefit to all Lifelines Groups.

### **Other Industry Organisations**

There is always a concern of overlapping or repetitive initiatives being undertaken by various industry groups. The Waikato ELG website would keep a list of these that are underway and each member of the Waikato ELG has a responsibility to ensure industry initiatives within their sector that are relevant to Waikato ELG work are identified and duplication minimised.