

Waikato Engineering Lifelines Group

Business Plan

2007 – 2012

October 2007

**Waikato Engineering Lifelines Group
Business Plan 2007 – 2012**

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1.0 Introduction

1.1 Regional Scene

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

A voluntary group of Lifeline Utility organisations was originally established by Waikato Regional Council as the Waikato Region Lifelines Study in 1997. The study focussed on the effects of natural hazards on electricity, telecommunications, water, gas, road and rail. This group was not a legal entity in itself but remained independent, operating under the auspices of the Emergency Management Office (which forms part of the Waikato Region Civil Defence Emergency Management Group).

From the onset, ten district councils, Transit NZ, Ministry of Civil Defence and Emergency Management and nine utility companies were involved in order to assess the vulnerability of lifeline services to damage from earthquakes, volcanic eruptions and floods. The study was also to identify interdependencies amongst the lifeline services as well as practical strategies for reducing risk.

A formal report was prepared, but with significant gaps, in March 2002 and outlined vulnerabilities of individual authorities / agencies over a significant portion of the Waikato Region.

The Waikato Engineering Lifelines Group as a formal identity was formed in 2004 with the formation of a formal Steering Committee comprised of representatives of various lifeline authorities / agencies and the appointment of a Project Manager.

1.2 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.

In particular, Lifeline utilities under Section 60 of the CDEM Act 2002 are specifically charged with:

- Responsibility to 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 which are considered to be best practice for achieving the desired outcomes.

Lifeline utilities, in terms of the CDEM Act 2002, are identified in Schedule 1 of the Act and have been included in Appendix A for ease of reference.

2.0 Waikato Engineering Lifeline Group Objectives

The Group's overall goals are to:

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

The Groups objectives include:

- To encourage and support the work of all participants in identifying and mitigating the effects of hazards on lifeline assets and business operations.
- To facilitate communication between all participants in order to increase awareness and understanding of each organisations interdependencies
- To create and maintain awareness of the role and importance of Lifelines within the Waikato Region.

- To promote ongoing research and technology transfer aimed at protecting and preserving the Lifelines of the Waikato Region.
- To develop best practice approaches to mitigation, preparedness and recovery measures for Lifelines.

The Waikato Engineering Lifeline Group's mission statement is:

“To reduce the vulnerability of Waikato Region's Lifeline Utilities in local, regional and national emergency events.”

3.0 Membership and Funding

The group is 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 (refer Appendix B).

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

The size of the grant was originally expected to be in the order of \$3,000 to \$5,000 per year but this has been reduced and is based, broadly, on an equal apportionment of the annual operating budget. Should any particular significant Project be identified that inflates the annual budget, additional (specific) contributions for that Project would be sought. Refer Schedule B for the WELG 2007/2008 Operational Budget.

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

4.0 Membership Benefits

- *Better outputs*
- *Reduced costs*
- *Assisted compliance*
- *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

Assist 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 organisations and CDEM forums

Access to relevant activities such as workshops and exercises organised by the Waikato Engineering Lifelines Group

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.

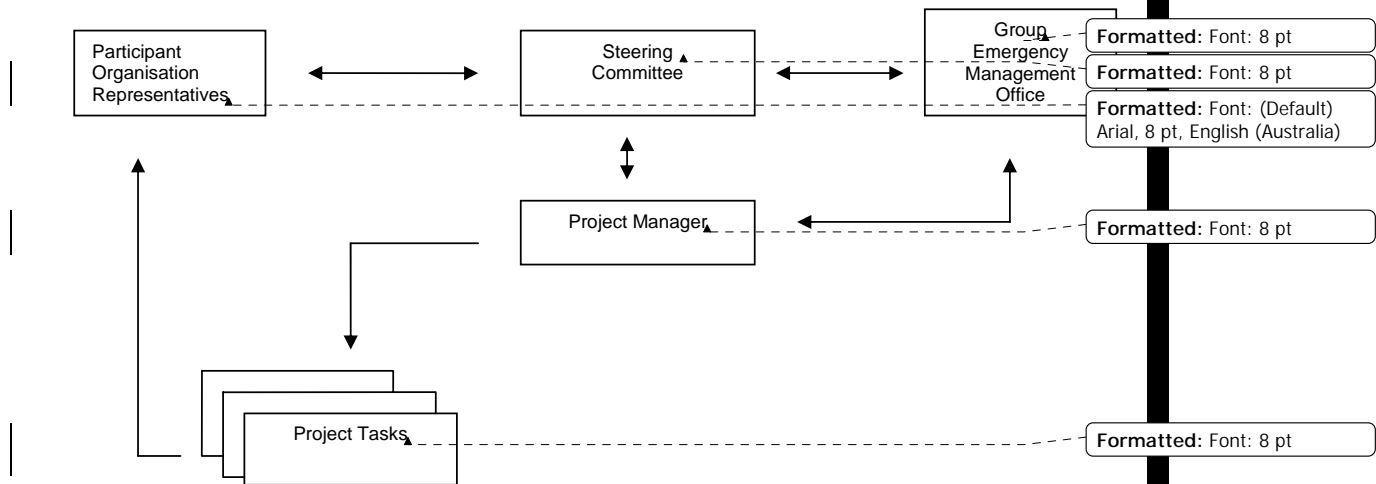
5.0 Structure and Approach

The role and mode of operation of the Waikato Engineering Lifelines Group (WELG) 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. The day-to-day administration, management and technical support is provided by a professional project manager. Decisions regarding group objectives, projects and funding levels are made by a steering committee who may delegate to a sub-committee on an as needs basis.
2. The outputs of Group Project efforts are provided to Participants for application within their respective organisations.
3. The Group holds 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 Waikato Regional Council) takes on the role as funds administrator and enters into contracts for services on behalf of the Waikato Engineering Lifelines Group.

6.0 Communications

The following methods of communications are routinely carried out by the Group as a basis for keeping members and wider agencies informed about its activities.

Website

The website (www.welg.org.nz) provides information on Waikato Projects and external emergency management initiatives and is regularly updated. The website also maximise dissemination of WELG information to members and key stakeholders.

Newsletter

Three-monthly newsletters are circulated to update WELG progress by email.

Emergency Communications Plan

A plan has been prepared and is available to members and personnel involved in the emergency management field. It is a controlled document and for use only during emergency events and should not be available to the public.

7.0 Relationship with Other Groups

7.1 Civil Defence Emergency Management

The Waikato Engineering Lifelines Group works 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.

The relationship between the CDEMG and Waikato ELG is specified through the CDEM Plan to 'ring-fence' responsibilities. For example, it may list hazards and as part of management strategy for infrastructure hazards refer to WELG projects.



The CDEMG through CEG takes 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 assists with providing funding for Waikato ELG projects as they contribute towards the CDEM Plan.

It is intended, at this time, that the Waikato ELG would remain an independent and voluntary group.

WELG shall facilitate the development of links between the Waikato CDEM Group and Lifeline Utilities. The role of WELG is to provide intellectual information to the Waikato CDEM Group. It is not the role of WELG to be physically involved during an emergency event.

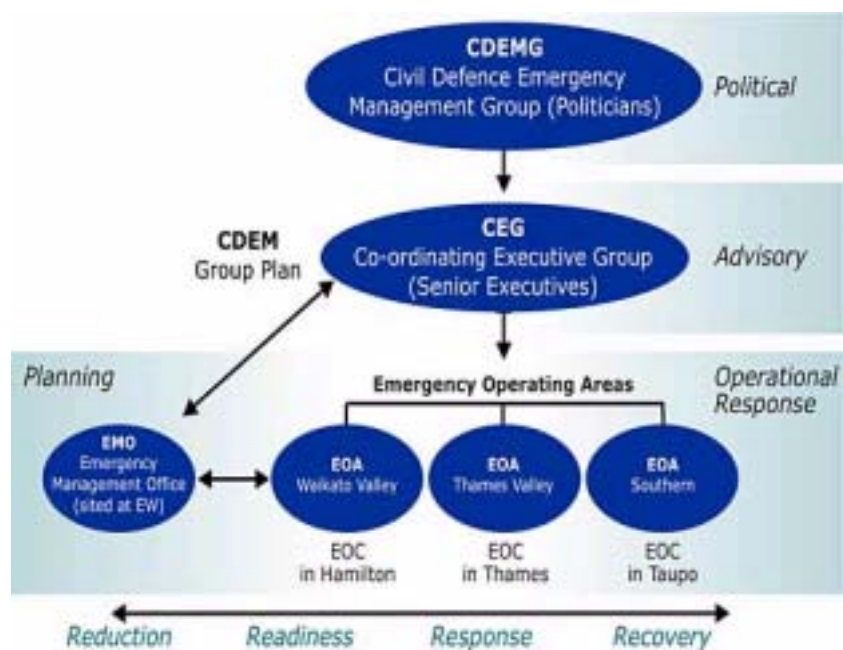


Figure 1: The Waikato CDEMG model.

7.2 Other Lifelines Groups

The WELG maintains 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.

7.3 Other Industry Organisations

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

8.0 Waikato Engineering Lifelines Group Projects

8.1 Completed Projects

- Climate's Long-term Impacts on New Zealand Infrastructure (CLINZI) – Hamilton Case Study (Joint Project) – *The report outlines the impacts of gradual climatic changes on Hamilton City infrastructure systems and services.*
- Emergency Communications Plan – *The document contains emergency contact names / numbers for the lifeline utilities, government agencies, etc, throughout the Waikato Region and includes maps identifying items of strategic importance.*
- Annual Seminars – *Annual event with WELG members and other interested parties invited to hear topical high level presentations and the opportunity to network.*

8.2 Routine Projects

- WELG website updating
- Newsletters – prepared and distributed quarterly
- Annual Seminars
- Emergency Communications Plan updates quarterly
- General administration
- Attendance at the Annual National Lifelines Forum
- Pandemic planning – Project Manager is a representative on the CEG Pandemic Working Party
- Climate Change – Project Manager involved in a National Lifelines Climate Change Working Party.

8.3 Current Projects

- Utility Vulnerability Assessment & Prioritisation Project – *identification of individual utility vulnerabilities and interdependence with other utilities* – first stage of project to be completed by November 2007 and second stage completion yet to be determined.
- WELG Business Plan – draft document prepared for consultation.
- Climate Change – involvement with climate change prediction modelling
- GIS in Emergency Management
- Annual Seminar 2008

8.4 Potential Future Projects

- Utility Vulnerability Assessment & Prioritisation Project – *extend the current project to obtain additional critical incident points within the region and include parties that may not have been involved in the original project.*
- Disruptions to fuel supplies – *effects at a local and regional level and how they would impact on lifeline utility business continuities during both specific events and as an infrastructure failure in itself.*
- Alternative Transport Routes – *identify alternative routes in the event of closures of main routes.*
- Critical resources planning – *identification of critical resources and their availability that may be needed during an emergency event i.e. generators, machinery, materials, people, etc.*
- Combined exercise with Auckland Engineering Lifelines Groups – *identify the impact on the Waikato Region in the event of a significant volcanic event in Auckland.*
- Climate change on the Hauraki Plains – *demonstration of the potential impacts of climate change would include impacts on industry as well as infrastructure.*
- Volcanic eruption – *detailed impacts of a significant volcanic eruption on the southern emergency operating area, particularly Taupo.*

[Note: these are potential projects to be considered.]

APPENDIX A

Waikato Engineering Lifelines Group

TERMS OF REFERENCE

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Waikato Engineering Lifelines Group (WELG) Steering Committee

1. Background

Lifelines Groups are voluntary organisations that act as facilitators to promote reduction (mitigation) and readiness work to be carried out by their members. Their emphasis is on educating and motivating by developing and providing best practice information. They also provide a technical forum with appropriate degrees of confidentiality enabling engineering and physical risk management issues of interdependency to be addressed.

2. Purpose of Document

- To outline a process that fosters good working relationships and the application of best practice risk and asset management principles
- To provide a basis for fulfilling the requirements of Section 60 of the Civil Defence Emergency Management Act 2002 (CDEM) Act which requires all lifelines utilities to:
 - Ensure they can function to the fullest possible extent before, during & after an emergency (even at a reduced level)
 - Have Business Continuity Plans (BCPs) in place
 - Participate in CDEM Plan development and other relevant initiatives
 - Provide technical advice on CDEM issues
 - Develop inter-utility arrangements
 - Establish planning & operational relationships
- To provide for the establishment of the Committee in fulfilment of the obligations set by the WELG at their first meeting in May 2004
- To set out the functions, authority, and duties of the Committee and its members
- To outline the administrative arrangements of the Committee.

3. Purpose of Steering Committee

(Hereafter referred to as "The Committee"):

- To oversee the day to day running of the WELG by providing both technical and administrative support
- To make decisions on behalf of the WELG (such as priority of projects, funding levels, plan/strategy development).

4. Functional Relationships:

- Regional and National Lifeline Utility Companies
- Waikato CDEM Group and its member organisations
- Lifelines Project Manager

5. Meeting Frequency:

At least three monthly or as often as required

6. Meeting Venue:

To be rotated amongst The Committee members.

7. Membership Tenure:

- To maintain momentum, knowledge and experience, members will be strongly encouraged to serve as long as they can.

8. Reporting Structure:

- Generally autonomous and self-resourcing, but linked to the CDEM Group through the Coordinating Executive Group (CEG)
- The Committee (and WELG) is therefore a voluntary group comprising representatives of territorial authorities, the Emergency Management Office, and major utility and transportation sector organisations
- Progress reports to the Waikato Engineering Lifelines Group (WELG) through newsletters, personal contact and a website
- Quarterly progress reports to the CEG

9. Committee Structure

It is recommended (to ensure ongoing cross-sector representation) that membership of The Committee be comprised as follows:

- Preferably 8-10 members, comprised as follows:
 - At least 3 members representing Territorial Authorities (preferably senior roading and utility staff)
 - At least 2 members representing the energy sector (e.g. electricity companies)
 - 1 from another sector (such as telecommunications)
 - 1 from a national lifelines agency (such as Transit NZ or Transpower)
 - 1 from the EMO (based at Environment Waikato)
 - 1 from the MCDEM (optional)
 - 1 Chairperson (appointed within The Committee)
 - 1 Deputy Chairperson (as above)
 - 1 Administrator (as above)

10. Membership:

The current member agencies that comprise The Committee are:

- WEL Networks
- South Waikato District Council
- Ministry of CDEM
- Transit NZ
- Emergency Management Office (based at EW)
- Matamata Piako District Council
- Waipa District Council

- Genesis Energy
- Sponsors and other members may be co-opted onto The Committee (or attend as observers/advisors) as required
- Sponsors can alternatively be involved through receipt of WELG material, attending annual general meetings, and involvement in specific projects.

11. Responsibilities of Members / Ground Rules:

Each member of The Committee will be expected to:

- Foster effective communication linkages amongst CDEM, Utilities and Emergency Services
- Attend all meetings or arrange for deputies to attend.
- Ensure that shared or obtained information is treated in a confidential manner and utilised only to meet the approved WELG objectives. No information is to be used for any form of commercial gain or competitive advantage.
- Follow up action items (including the delegation of tasks to other members)
- Contribute technical expertise and resources to maintain an effective group and response capability
- Champion the project with other lifeline utilities and within your own organisation
- Provide to The Committee (and wider group if necessary) relevant information or reports that may be useful for lifeline project purposes
- Participate in the preparation of a Lifelines Plan for the Waikato CDEM Group region
- Oversee a subcommittee based on a specific project task

12. Annual Meeting:

The Committee will hold an annual seminar for sponsors and interested parties at which Committee members will report on projects and topical issues. Guest speakers would also be invited.

13. Key Functions of the Committee:

The key functions of The Committee will be to:

Strategic

- Facilitate the hazard and risk management process at a regional level by providing regular interfaces between members and the emergency management agencies
- Educate wider lifelines agencies by providing best practice guidelines
- Advocating the importance of lifelines to the community
- Coordinate with other lifelines groups and ensure ongoing awareness of benefits
- Maintain good working relationships with sponsors and wider members to ensure ongoing support and involvement

Specific

- Recommend an annual work programme and budget for consideration by the wider group sponsors
- Oversee work undertaken by the Project Manager
- Identify projects for the coming year
- Market and distribute information

14. Variations:

- Any member of The Committee may at any time propose a variation, deletion, or addition to this document by putting the wording of the proposed variation, deletion, or addition to a meeting of The Committee.

SIGNED by each Steering Committee member:

DATE: _____

APPENDIX B

Civil Defence Emergency Management Act 2002

Schedule 1

SCHEDULE 1

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Lifeline utilities

PART A—Specific Entities

1. Radio New Zealand Limited and Television New Zealand Limited.
2. The company (as defined in section 2 of the **Auckland** Airport Act 1987) that operates Auckland international airport.
3. The company (as defined in section 2 of the Wellington Airport Act 1990) that operates Wellington international airport.
4. The airport company (as defined in section 2 of the Airport Authorities Act 1966) that operates Christchurch international airport.
5. The entity (being an airport authority as defined in section 2 of the Airport Authorities Act 1966, whether or not it is also an airport company as defined in that section) that operates the primary airport at Bay of Islands, Blenheim, Dunedin, Gisborne, **Hamilton**, Hokitika, Invercargill, Napier, Nelson, New Plymouth, Palmerston North, Queenstown, Rotorua, Tauranga, Wanganui, Westport, Whakatane, or Whangarei.
6. The port company (as defined in section 2(1) Of the Port Companies Act 1988) that carries out port-related commercial activities at **Auckland**, Bluff, Port Chalmers, Gisborne, Lyttleton, Napier, Nelson, Picton, Port Taranaki, **Tauranga**, Timaru, Wellington, Westport, or Whangarei.
7. The Grey District Council, acting as the Greymouth harbour authority and owner and operator of the Port of Greymouth under Parts IV and VI of the Local Government (West Coast Region) Reorganisation Order 1989, Part 39A of the Local (30veimment Act 1974, and section 16 of the Local Government Amendment Act (No 2)1999.

PART B—Entities carrying on certain businesses

1. An entity that produces, supplies, or distributes **manufactured gas or natural gas** (whether it is supplied or distributed through a network or in bottles of more than **20kg** of gas).
2. An entity that **generates electricity** for distribution through a network or **distributes electricity** through a network.
3. An entity that **supplies or distributes water** to the inhabitants of a city, district, or other place.
4. An entity that provides a **waste water or sewerage network** or that **disposes of sewage or storm water**.
5. An entity that provides a **telecommunications network** (within the meaning of the Telecommunications Act 1987).
6. An entity that provides a **road network** (including state highways).
7. An entity that produces, processes, or distributes to retail outlets and bulk customers any **petroleum products** used as an energy source or an essential lubricant or additive for motors for machinery.
8. An entity that provides a **rail network or service**.

SCHEDULE A

WELG Steering Committee Members & Sponsors

Waikato Engineering Lifelines Group Steering Committee Members	
Alex Shaw (Chairman)	South Waikato District Council
Adam Munro	Environment Waikato
Bill Ashurst	Genesis Energy
George Ridley	Matamata-Piako District Council
Greg Gallop	Ministry of Civil Defence & Emergency Management
Barrie Herlihy	South Waikato District Council
Kaye Clark	Transit New Zealand
John Mills	Waipa District Council
Alan Harrop	WEL Networks
Graham Mearns	Vodafone NZ Ltd
John Harris (Project Manager)	John Harris Consultancy

Waikato Engineering Lifelines Group Sponsors	
Waikato Region CDEM Group	Environment Waikato
Genesis Energy	Hamilton City Council
Hauraki District Council	Matamata-Piako District Council
Mighty River Power	Powerco
South Waikato District Council	Taupo District Council
Thames Coromandel District Council	The Lines Company
Transit NZ	Unison
Waikato District Council	Waipa District Council
Waipa Networks	Waitomo District Council
WEL Networks	Vodafone NZ Ltd
Ministry of CDEM	Contact Energy Geothermal
Transpower New Zealand Ltd	

SCHEDULE B

**WELG 2007/2008 Operational Budget & Funding Revenue
& Apportionment**

Table 1: 2007/2008 WELG Work Programme and Budget

Cost Centre	Activity	Budget 06/07	Budget 07/08	Work Activities
WELG Administration	Administering Authority (EW)	\$6,000	\$5,000	Budget preparation, invoicing, financial reports, contract management.
	Project Manager	\$14,000	\$14,000	Minutes of meetings, budget preparation, preparation of agenda reports for Steering Committee meetings & workshops
		\$20,000	\$19,000	
WELG Projects	Vulnerability Workshop	\$9,500	\$6,000	Workshop Planning, resources, attendance, & follow-up by Project Manager, catering
	Emergency Comms. Plan	\$5,000	\$2,000	Maintenance/updating by Project Manager
	Communications	\$5,000	\$5,000	Maintenance of website, quarterly newsletters
	Business Plan	\$500	\$1,000	Business Plan
	Climate Change	\$500	\$7,000	Climate change involvement & possible project
	Annual Seminar	\$6,000	\$6,000	Preparation, attendance & follow-up by Project Manager, venue hire, catering, guest speaker expenses
	Information Management	\$1,500	\$1,500	Support & provision of information/advice to EMO and Min of CDEM projects, including GIS Mapping, Alternative Transport Routes
	Special Projects	\$1,500	\$1,500	Administrative support for Including Load Management, Incident Management Systems
	Pandemic	\$2,000	\$2,000	Support & provision of information/advice on pandemic planning
	\$41,500	\$32,000		
Other Conferences, Seminars, Workshops	National Forum	\$2,000	\$1,500	Attendance of Project Manager
	AELG Annual Seminar	\$1,000	\$1,000	Attendance of Project Manager or Project Advisor, including expenses
	General	\$2,000	\$0	Attendance of Project Manager or Project Advisor, including expenses
	Liaison Meetings	\$1,500	\$2,500	Support/attendance of Project Manager, including expenses
	\$6,500	\$5,000		
Total		\$68,000	\$56,000	

Table 2: 2007/2008 Funding Apportionment and Revenue

WELG Project Member	Contribution (\$)
Councils:	
Waipa DC	2,500
Thames Coromandel DC	2,500
Taupo DC	2,500
South Waikato DC	2,500
Matamata Piako DC	2,500
Waikato DC	2,500
Waitomo DC	2,500
Hauraki DC	2,500
Environment Waikato	2,500
Hamilton City Council	3,000
Sub-Total	25,500
Utility Companies:	
WEL Networks	2,500
Powerco	2,500
Mighty River Power	2,500
The Lines Company	2,500
Genesis Energy	2,500
Waipa Networks	2,500
Unison	2,500
Transit	2,500
Vodafone	2,500
Contact Energy Geothermal	2,500
Transpower	2,500
Sub-Total	27,500
Waikato CDEM Group:	3,000
TOTAL	56,000