WAIKATO ENGINEERING LIFELINES GROUP

PROJECT MANAGER

TERMS OF REFERENCE / JOB DESCRIPTION

1.0 OVERVIEW

Waikato Regional Council, the regions Territorial and Road Controlling Authorities, major utility operators and business interests, have recently formed a Steering Committee to progress an 'Engineering Lifelines Project for the Waikato region. The objectives of the Project are:

• To assess the vulnerability of regionally significant engineering lifelines services to damage from all relevant hazards including ground shaking (earthquake), local and distant volcanic eruption, tsunami/storm surge, severe wind storm, hazardous substances spill, flood, fire and slope instability.

• To identify practical strategies for reducing the risk or impact of such damage and for providing for response and/or reinstatement following such events.

• To communicate, at least annually, the issues to organisations involved in the management of these services and to raise the awareness of the public to their importance, so as to ensure that appropriate measures are put in place.

It is intended that the Waikato Engineering Lifelines Project will draw on the expertise and methodology already developed in similar projects already under way throughout New Zealand.

2.0 ENGINEERING LIFELINES PROJECTS

Engineering Lifelines is a term used to describe all of the engineering services forming the infrastructure of a community. Typically, they include services such as water, wastewater, drainage, gas, and power. telecommunications, and transportation (road, rail, sea, air). The Waikato Engineering Lifelines Project will initially be limited to essential regional infrastructure. The project will:

- assess the vulnerability of these regionally important distribution networks to damage from a number of natural hazards,
- assess the interdependence of these networks to determine how damage to one will affect the operational capabilities of others, and assist in establishing priorities for mitigation and restoration measures,
- identify practical strategies for reducing the risk or impact of major damage,

- establish practical strategies for the provision of essential services to the community pending reinstatement of normal services following major damage,
- establish priorities for the reinstatement of services following major damage, and develop a plan which provides for the reinstatement of services, taking account of interdependence needs,
- communicate the issues to the senior management of the distribution networks and organisations involved in the project and to those directly responsible for the management of the networks.
- raise the awareness of the public to the issues involved and the importance of the Waikato Engineering Lifelines Project.

Key elements of the Engineering Lifelines Project that makes it different to individual utilities' emergency contingency plans or lifeline studies in isolation are:

• It will investigate the effects of one, or more, hazard scenarios on all the engineering lifelines together, rather than studies of services in isolation. This enables the interdependencies of one lifeline on another to be identified, and also enables areas where a number of engineering lifelines are highly vulnerable in one location (critical areas) to be identified.

• It will look at the same hazard scenarios across all the engineering lifelines, so as to achieve a realistic and consistent approach.

Engineering Lifelines Projects are dynamic studies of the Region's infrastructure. A commitment both financial and in kind for several years may be required from the organisations taking part. The level of commitment will vary depending on the scope of the project, the stage the project is at, and the number of organisations taking part.

A hazard event affecting Waikato has obvious implications for the community and the rest of the country. The value to the community of an engineering lifelines project is readily apparent, particularly when the consequences of non-action are considered.

3.0 CO-ORDINATION TO ACHIEVE THE OBJECTIVES OF THE PROJECT

The Project structure is shown in Appendix 1. The Project relies on input from a large group of organisations who are either directly involved in the project, or who are interested in the project and its outcomes. It is anticipated that this group would meet once or twice per year for a workshop or seminar on the project's progress.

The Steering Committee comprises senior technical and management staff from a number of the organisations represented (see Appendix 2 for a list of the Steering Committee members). The group meets regularly to make decisions on overall project direction, budget projection, timeframes, providing information on management and technical issues, and making recommendations to respective Councils and company executives.

The Steering Committee will direct the Project Manager to ensure that the Project is carried through to a successful conclusion in a cost effective and efficient manner. This will require the coordination of input from a large number of individual service providers who will work through Task Groups chaired by members of the Steering Committee.

4.0 THE POSITION

The Committee intends that the successful Project Manager will be employed for the duration of the project, however the project is dependent on the availability of funding from a number of organisations and their commitment to the project will be reviewed annually. The Project Manager will therefore be employed for an initial period of twelve months, with the possibility of extension for further periods of the same duration, subject to funding being available and the satisfactory performance of the Project Manager as determined by the Steering Committee. Performance will be assessed against a number of criteria developed in consultation with the successful applicant and the Steering Committee. The weekly time commitment required of the Project Manager will vary depending on the stage the Project is at. The Project Manager will need to assure the group that he/she can make this commitment.

The Project Manager will report directly to the Steering Committee.

Specific tasks include:

4.1 In consultation with the Chair of the Steering Committee, prepare agendas and minutes for Steering Committee meetings, keep the Committee fully informed on progress of the Project and make recommendations, as appropriate, to ensure the Project objectives and timelines are met,

4.2 Develop Task Group briefs, project timelines and budget requirements for approval by the Committee,

4.3 Ensure that the Project takes full advantage of the experience and knowledge gained from other similar projects including the Auckland, Christchurch and Wellington projects (it is envisaged that the Project Manager will attend a Lifelines Forum in Auckland or Wellington),

4.4 Co-ordinate and facilitate the work of the Task Groups, in conjunction with the Chair of each group (it is envisaged that the Project Manager would attend most of the Task Group meetings to ensure this task is achieved),

4.5 Ensure ongoing consultation with key parties throughout the process,

4.6 Develop and implement a marketing and communications strategy for the Project,

4.7 Organise workshops,

4.8 Give presentations to different groups on the Project as required,

4.9 Be active in assisting to secure funding for the Project.

5.0 SKILLS REQUIRED

It is anticipated that the Project Manager will be someone:

• with demonstrated ability to manage a complex project of this nature,

• experienced in team-leading and facilitation,

• able to motivate participants,

• with an engineering, or technical, background, or a good understanding of the way in which most of the engineering services are provided in the region,

• who has a strong commitment to the project and a good understanding of the value of engineering lifelines projects,

• who demonstrates a good understanding of the methodology used in other engineering lifelines projects,

• with excellent presentation and communication skills.

6.0 BASIS OF PAYMENT

It is anticipated that a total budget of $40,000 will be available for the project manager costs in the first year of the project, however this budget will only be confirmed in early July 1998. Tenderers should take this anticipated budget into account in their tender submissions.

Because of the complex nature of the Project, it is accepted that it is difficult for tenderers to provide fixed prices for the various elements of the work, even though this would be desirable. For this reason, it is proposed that tenderers should indicate an hourly rate and should also provide expected target budgets for the individual elements of the work.

Clause 4 indicates the various specific tasks to be covered and it is suggested that this list should provide the basis of the target budgets indicated above.

7.0 CONDITIONS OF ENGAGEMENT

The conditions of engagement will be as those contained in the “Short Form Agreement for Consultant Engagement (Commercial)” attached as Appendix 3.

8.0 GENERAL

It is anticipated that the administration component for the Project will be provided by the Project Manager, and this should be built into the tender submissions. Administration for the Task Groups will be met by those Groups. However, any overflow should be able to be met by the Project Manager.

The successful applicant will be required to sign a non-disclosure agreement, to protect participating organisations from the unauthorised use of confidential and sensitive information, which the Project Manager may be a party to.