



**Annual Activity Summary and Status Report
from Lifelines Groups and the
National Engineering Lifelines Committee**

National Lifelines Forum

7 & 8 October 2008, Wellington



National Engineering Lifelines Committee

The activities of the National Engineering Lifelines Committee (NELC) for the 2007/08 financial year are summarised in the Annual Report issued in August 2008. Additional copies of this report can be obtained from the National Engineering Lifelines Co-ordinator at db@kestrel.co.nz

The workplan of the NELC for 2008/09 builds upon the previous year's activities, with the key theme being supporting the enhancement of infrastructure resilience. The main activity areas are summarised as follows:

- 1. Promoting Infrastructure Resilience - Supporting Engineering Lifelines Groups**
 - Including attendance at regional Engineering Lifelines Group workshops and meetings, and co-ordination of the National Lifelines Forum
- 2. Facilitate greater interaction between national lifeline utilities, and with CDEM**
 - Supporting Lifeline utility/ CDEM engagement generally
 - Participation in the CDEM Competency Framework project, with a focus on establishing the competencies applicable to the Lifeline Utility Co-ordinator role during response and recovery
- 3. Active research linkage between the lifeline utility and research sectors to enable the effective transfer of research (science to practice)**
 - Monitoring international research on lifelines-related issues, and identifying adaptation needs, including advocacy for further research in specific topics (eg. Infrastructure Resilience methodologies)
 - Enhancing the engagement of the Volcanic Impacts Study Group with national utilities
- 4. Co-ordination of specific projects**
 - Developing a methodology for identifying national hotspots
 - Identification of future mitigation implications from Ruauumoko (with AELG)
 - Liaison with MfE on Climate Change

The current members of the NELC are:

- | | | | |
|-------------------|--------------------------|------------------|--------------------|
| • Dave Brunsdon | <i>NELC Co-ordinator</i> | • Steve Ilkowics | <i>Vector</i> |
| • Ian Cox | <i>Transit NZ</i> | • Alan Walker | <i>MCDEM</i> |
| • Ian Burgwin | <i>Transpower</i> | • Hugh Cowan | <i>EQC</i> |
| • Brigitte Theuma | <i>Telecom</i> | • Andrew King | <i>GNS Science</i> |

Northland Lifelines Group

The Northland Lifelines Group (NLG) was convened by the Northland Regional Council in 2004. Sixteen organisations actively participate in the group (Northland Regional Council, Kaipara District Council, Whangarei District Council, Far North District Council, Transit New Zealand, Whangarei District Airport, Northport, Northpower, Top Energy, New Zealand Refining Company, Transpower, Vector Gas, Vodafone, Telecom, Transpower and the Ministry of Civil Defence & Emergency Management).

Since 2004 the NLG has completed

- *Northland Priority Utility Sites* report and maps.
- *Lifelines Utility Coordination Protocols* for the Northland utilities and the CDEM Group including debriefs on the protocols following real events and training on the protocols for utilities and CDEM staff.
- Various workshops assessing vulnerability to hazards such as pandemic and cyclone.
- Reviewing options for establishing a radio network/channel to provide an alternative emergency communications system for lifeline utility and CDEM communication.

Over the coming year, the Northland Lifelines Group is focusing on a project *Infrastructure Resilience in Northland*. This project has just been mobilised and will start off by developing an infrastructure risk profile for the region. This will be followed by development of regional contingency plans for high risk infrastructure hazards.

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The Auckland Engineering Lifelines Group is still an active group with 24 funding organisation members. The Volcanic Impact Study Group (a committee of AELG) continues to be very active in promoting research into volcanic ash impacts on infrastructure. The AELG Chair continues to represent utilities on CEG.

We completed a review of emergency generation resources in the region, in conjunction with the Auckland CDEM Group.

The Auckland Fuel Contingency Plan was adopted as an operational CDEMG document in February 2008.

Exercise Ruaumoko has taken a lot of focus over the last year. Several workshops were held in the lead-up to the exercise to assess the impact of the upcoming volcanic event on Auckland's infrastructure. Many utilities actively participated during the main phase of the exercise as well.

We also adopted our 2008-10 business plan and intend to concentrate in the next two years on:

- Undertaking a project on the volcanic ash impacts on electricity and telecommunications / broadcasting networks.
- Completing the scoping phase for *Auckland Engineering Lifelines Project Phase 2* and then fully mobilising this project if the need is confirmed.

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It has been a busy year, especially with the preparation of numerous submissions on key issues relative to lifeline utilities, including the following;

- Standards NZ – Flood Hazard Risk Management DZ9401
- MCDEM – National Distant-Source Tsunami Contingency Plan
- MoH – H5N1 Pre-Pandemic Vaccine
- MoT – Sustainable Transport Discussion Paper
- MfE – Proposed National Environmental Standard on Ecological Flows & Water Levels

The Utility Vulnerability Assessment & Prioritisation Project is continuing with a target of being completed by the end of this financial year and the 2007 – 2012 Business Plan has been signed off by the Steering Committee.

Registrations of interest in a Regional Climate Change Impact Project have been received and a working party is currently being set up to fine tune the Terms of Reference and interview interested parties to ensure that a practical outcome for utilities is achieved.

The year culminated in a well received Annual Seminar in Rotorua in June 2008 and was combined with the Bay of Plenty Lifelines Advisory Group. This enabled, through economies of scale, the former Breakfast Seminar concept to be extended to include a light lunch and thus more time for networking. It also reflected the involvement of a number of the utilities common to both regions.

Ongoing and specific activities to June 2009 are:

- Utility Vulnerability Assessment & Prioritisation Project;
- Climate Change Impact Project;
- Maintenance of the Emergency Communications Plan;
- Pandemic Planning;
- Continuing identification and preparation of submissions on lifeline related discussion papers;
- Maintenance of the web site;
- Increasing involvement with utility companies;
- Supporting Asset Managers in the production and maintenance of their Management Plans, especially in terms of risk management.
- A combined WELG / BOPLAG Annual Seminar in 2009.

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Bay of Plenty

Lifelines Advisory Group



A five year Business Plan has been produced and signed off by the Steering Committee.

The BOPLAG was involved in the preparation of the submissions on key issues in conjunction with the Waikato Engineering Lifelines Group (refer previous page).

The development of the Emergency Communications Plan has commenced with the base working document being sent out to key parties for contact details.

A working party has been set up and is currently meeting to prepare project guidelines, outcomes, methodology and budget for a Utility Vulnerability Assessment & Prioritisation Project for the Bay of Plenty Region.

The year culminated in a well received half day Annual Seminar in Rotorua in June 2008 and was combined with the Waikato Engineering Lifelines Group to achieve economies of scale and to reflect the involvement of a number of the utilities common to both regions.

Ongoing and specific activities to June 2009 are:

- Utility Vulnerability Assessment & Prioritisation Project;
- Completion of the Emergency Communications Plan;
- Continuing identification and preparation of submissions on lifeline related discussion papers;
- Increasing involvement with utility companies;
- Supporting Asset Managers in the production and maintenance of their Management Plans, especially in terms of risk management.
- A combined BOPLAG / WELG Annual Seminar in 2009.

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Hawke's Bay Engineering Lifelines Group

A major event was the strategic workshop of the Steering Committee that was held in February 2008. This was a chance for the Group to re-focus its activities to give maximum benefit to the Lifeline utilities and combine with the adapting structure of the Hawke's Bay CDEM Group. It also set guidelines for effectiveness and desirable activities. These have been circulated to the utilities and were presented at the September 2008 workshop titled "Operational Matters".

One proposal is for more direct communication by the different groups of lifeline utilities with the Steering Committee so that feedback is more regular. Also the long term review of hazards and promoting ongoing risk assessment and mitigation reporting by utilities needs to be systematised.

In its programme for the year the group continued with three major projects: 1) completion and adoption of protocols for lifelines coordination in emergencies, 2), to develop a lifelines cell for emergency response information, coordination and dissemination, and 3), preparing a briefing for immediate reconnaissance following a major disaster.

The second project was continued by outlining a project in two stages developed with the help of the local GIS users group. Fundamental to the communications is envisaged a communications portal that can automatically operate during small events but be an essential tool during a major emergency. The project was divided into a feasibility stage and a development stage. Much effort was put into developing a brief for tenderers to prepare proposals for the feasibility stage. Once agreed this was described to interested parties at a briefing workshop and proposals requested. The extent of consultation required in such a feasibility process has meant additional funding from the CDEM Group would be needed for the project to progress. Alternative and additional sources of funding are being investigated.

The third project has proceeded with the development of briefings for 3 reconnaissance routes that could be flown immediately following a major disaster. Significant effort was made in consulting the utilities in the areas of the routes to identify critical facilities that would be desirably included in the briefing and information about them with photographs where available.

In July one route was flown by helicopter to see how practical the exercise would be. It was deemed a great success but there needs to be much simplification of the tasks for the observer in the air. It also demonstrated the wealth of knowledge of utilities that local pilots have and the potential they have to assist in the exercise. The procedures will be adapted as a result of this exercise and it is intended to repeat the exercise on one of the three routes each year.

As a result of the strategic workshop we are developing a number of projects to undertake in future years. One such project is the need to identify priority utility sites and recovery priorities following a disaster.

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Taranaki Lifelines Advisory Group

The Taranaki Group has representatives from Methanex, New Plymouth District Council, Stratford District Council, South Taranaki District Council, Contact Energy, PowerCo, Vector, Chorus, Port Taranaki, Liquigas, Shell Todd Oil Services, Origin Energy, Transit, and Toll Rail.

The group meets regularly on a quarterly basis and also meets at each member's site to get an understanding of each others' role and interoperabilities.

In the last 12 months the Taranaki Group has taken a significant step forward, with two Lifeline Utility Co-ordinators having been appointed for the CDEM Group. As a direct result of this, an operating plan for the region has been developed and accepted by all the providers in the region.

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Manawatu Wanganui Lifelines Advisory Group

Group Meetings

On 13 December 2007, the Group met to discuss:

- How members would like to see the Lifelines Project Report updated and how GIS should feature in this, including preferences around what hazard and network information should be made available to members and others. It was agreed that online access to the Regional Council GIS should be explored as part of this.
- An update of the CDEM Group Plan.
- Julie King and Warren Gray from MfE provided an excellent overview of predicted impacts on lifeline utilities from Climate Change, followed by an interactive session for each utility sector. Coastal hazards from sea level/groundwater rise and damage from higher winds and increased amounts of salt spray were some of the areas discussed.

On 27 May 2008, the Group met to discuss:

- Risk mitigation measure progress and procedural and planning work arising from the Lifelines Project (2005).
- Shane Bayley gave a demonstration of some commonly available software and equipment that can be used as collaboration tools to make the management of emergencies a little easier.
- Horizons Regional Council gave a presentation on options and progress toward online availability of lifelines utility and hazard information.
- Members were updated on National Arrangements for Lifeline Utility Coordination.

Lifelines Event Centre.

The Chair and Regional Council staff are working on developing an online version of the GIS lifelines hazards and engineering maps to be updated continuously by each lifeline organisation. There would be various levels of access and increased levels of detail could be added to help with a more operational focus.

The idea is that the web version would become a 'Lifelines Event Centre' that can be updated by each lifeline provider as operational status changes - particularly during emergencies - to reflect things like road closures, power and water outages and resource requirements. The consensus among the group is that this is the next sensible step in the evolution of the 'Lifelines Project' and it contains some exciting possibilities around sharing of information and emergency response and recovery.

The requirements will further discussed at the next group meeting planned for the end of November 2008. Group members have been asked to budget \$5,000 pa ongoing for this and other lifelines initiatives. Some of the utilities that operate throughout multiple regions are expressing concerns about this work because they fear different requirements from other regional lifelines groups will lead to duplication of effort. The Chair's view on this is that there are sometimes diseconomies of large scale and these larger players may need to accept that the geographical extent of lifelines groups cannot be tailored just to meet the size they have chosen to grow their business to. Nevertheless, a national scale 'Lifelines Event Centre' may be sensible and possibly even achievable.

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At the WELA AGM held in Masterton on 5 September 2008, Colin Wright, CEO Carterton District Council, was re-elected Chairman of the Executive Committee. The feature session at the AGM was a presentation on the *It's Our Fault* programme by Russ J Van Dissen of GNS Science. The presentation consisted of an overview of the programme and results to date, particularly those most relevant to the Wairarapa.

Of the six projects on the three year plan adopted in 2007, two were completed during the year. They are:

- Priority Emergency Routes. Hardcopies and discs have been supplied to major lifeline utilities. Copies are also available from the WELA Secretary.
- Priority Utility Sites for Response and Recovery – a joint project with WeLG

Two other projects have been started and are expected to be completed in the current year's programme. They are:

- Audit and Mitigation of Risk to Lifelines (updating the 2002 WELA Report).
- Local lifelines interaction during Response and Recovery.

Of the remaining two projects on the three year plan, 'Fuel Supply in the Wairarapa' has still to be started and the 'Study of the Tararua Segment of the Wellington Fault' has been deferred until the results of *It's Our Fault* become available.

A further joint project with WeLG covering the assessment of infrastructure 'Hotspots' in the Wellington Region is expected to start this year.

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Following its re-organisation last year, WeLG has been implementing the new arrangements which comprise:

- a Steering Committee providing overall strategic planning and co-ordination
- Sector groups to ensure sector-based issues are discussed and sector-specific projects identified; and
- cross-sector project activities

The establishment of the new Steering Committee which meets approximately quarterly has been effective in getting engagement with and input from second-tier managers from most local authorities. This Committee has tackled the question of more systematically identifying future projects that WeLG should be undertaking, and a discussion document produced which outlines criteria for firstly identifying possible projects and secondly ranking them for final selection.

One notable feature of the Sector Groups is that the Energy and Telecommunications groups have been meeting together, as they both want to get a better understanding of how each other operates in an emergency, and of their respective vulnerabilities.

The major project for 2007/08 was the completion of the *Priority Sites for Utility Response and Recovery* database and report, in addition to mapping. This project, undertaken in conjunction with the Wairarapa Engineering Lifelines Association, turned out to be a much larger undertaking than originally planned due to the large number of utilities and end users involved, and the difficulty in obtaining completed survey questionnaires as part of the data gathering process. This did however highlight the limited extent to which critical facility operators (eg. hospitals, police and fire) had considered their dependencies on key utility services.

Other projects undertaken include:

- **Review of Kobe and Northridge recommendations** – preliminary findings were presented at both the North Island and South Island Emergency Managers' conferences and the National Lifelines Forum in October 2007, plus feedback was gathered from sector groups.
- **Electricity and Gas post-earthquake reconnection protocols** – facilitation of the development of protocols between electricity and gas companies to avoid the fire following earthquake situation that developed after the Kobe earthquake. Final sign-off is being received from participating energy sector organisations – it is envisaged that this will be

suitable for use as a national template, with the Gas Association of NZ being willing to act as custodian for the protocols.

- **Update of Critical Areas/ hot spots** – an update of the list of 23 Critical Areas listed in the 1993 WELG Report is being undertaken to reflect the risk reduction measures that have been implemented since then. This project is only just commencing, as it will draw upon information obtained during the course of the *Priority Sites* project, and will be the main project for 2008/09.
- **Regional Economic Benefits of Major Mitigation Investments** – a possible new project for establishing a framework for quantifying the benefits is being framed up, and will build on previous WeLG attempts to break through the barriers to justify ‘low probability/ high consequence’ event mitigation.

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Marlborough Engineering Lifelines Group

The Marlborough Engineering Lifelines Group was established in February 2008 to provide a forum for public utility services in order to facilitate an improvement to their emergency planning, resilience and restoration co-ordination in the event of a major emergency. Assistance and advice was sought from the National Engineering Lifelines Co-ordinator and the experiences of previously established Lifelines Groups were reviewed in order to establish the terms of reference for the group.

Strategy

The strategy for the Marlborough Engineering Lifeline Group will be to engage the utility providers in identifying and focusing on their infrastructure assets that are most vulnerable to the natural hazards that pose the greatest risk in the Marlborough area.

The aim is to sustain the group by maintaining a low level but regular input from both the utilities and emergency services to provide a practical framework for improved response and restoration of services, greater co-operation and co-ordination, research and disaster resilience.

A large and comprehensive report on all hazards in the Marlborough area was not considered appropriate at this time.

Progress

Base maps of areas ‘at risk’ to a hazard have been overlaid with each utilities’ infrastructure. Areas of multiple vulnerability have been identified and depicted as “Hotspots” and the subsequent maps published on a protected website.

The website has been established and the plans can be accessed at any time by the Lifeline members only. They are to be used as a basis for co-ordinated and improved Lifeline plans, and also as a source for members’ own disaster mitigation and emergency planning.

During 2008/09 the Lifeline members will meet with the emergency services to present the information from their initial meetings and receive feedback and ensure there is no contradiction in the assumptions and coordination of the utilities activities and the emergency services.

A fuel storage and availability survey has been undertaken by Marlborough CDEM and the local suppliers. The findings of the survey will be used at a meeting to discuss their ability to provide services during a major event.

MELG are currently trying to source a suitably qualified person to undertake an interpretative study to review the available research and report on "What Marlborough Will Look Like After a Major Earthquake."

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Nelson Tasman Engineering Lifelines (NTEL)

The Nelson Tasman Engineering Lifelines (NTEL) Project was undertaken between 2002 and 2004 and resulted in the draft NTEL Project Report. The project was an initial step in the process of gaining a more complete understanding of the impacts of natural hazards in the Nelson Tasman region. However, since then Engineering Lifelines work in Nelson Tasman has been relatively quiet. From late in 2007 staff from Tasman District Council (TDC), Nelson City Council (NCC) and the Nelson Tasman Emergency Management Office (NTEMO) have been working towards the revival of the NTEL Group, working through the Reduction Committee of the region's CDEM Group.

2008 Objectives

- Complete a revision of the NTEL Report, focusing on interdependencies and consequences of various risks identified in the report, and provide an up-to-date status of engineering lifelines work in the region
- Reconstitute the NTEL Group, meet regularly and provide a platform for ongoing development.

Summary of 2008 Activity

In late 2007 we commenced work to revive the NTEL Group in our region and to update the NTEL Report. A first workshop was held in February 2008 with good attendance from concerned utility organisations. The focus of this workshop was to identify interdependencies.

The NTEL Group met again in June 2008, gaining momentum and showing good commitment from all key stakeholders. Discussion centred on practical measures being put in place to reduce, mitigate or eliminate natural hazard risk.

Some NTEL members attended a Tsunami workshop held in Nelson on 8 July 2008. The next NTEL Group meeting is scheduled for 11 November 2008. Potential items of discussion include: emergency backup generator availability and monitoring; regional communication systems; and regional fuel supplies.

Application of Funding

Funding has gratefully been received from EQC which, apart from general NTEL Group operations, will be utilised in the periodic engagement of a Planning Advisor and Administrative support. Specific project funding was also received last year from MCDEM.

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West Coast Engineering Lifelines Group

The WCELG is continuing to meet twice a year with a very high commitment from its thirteen member organisations.

Following on from the completion of the West Coast Engineering Lifeline Reports, member organisations are committed to implementing the resulting recommendations. Progress on recommendations are reported on to the WCELG at each meeting.

The Group has worked to establish closer links with the West Coast Co-ordinating Executive Group (CEG), with the Chair of the WCELG now attending CEG meetings as the CDEM Manager.

A joint project with the CEG resulted in a Fuel Storage Report being completed for the West Coast. Seed funding from MCDEM and EQC enabled this project to take place. The Fuel Storage Report provides a:

- Snapshot of the types, quantities, and locations of fuel storage in the Region;
- Identified major transporters and main distribution routes of fuel;
- Identified alternative options to transport fuel into the region should road routes be cut;
- Established which organisations/business were able to access fuel without power; and,
- The current arrangements in place to provide fuel in emergencies.

A series of recommendations have been developed for both the CEG and Lifelines Group to progress with to ensure better access to fuel in emergencies.

Focus for the coming year will continue on the recommendations put forward in the Lifelines Reports and the Fuel Storage Report, as well as finalising the Lifeline Utility Response and Recovery Protocols.

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Canterbury Engineering Lifelines Group

This report follows the same format as previous years as it also serves as a brief introduction to Canterbury Engineering Lifelines Group (CELG) for newer members, not only for the National Lifelines Forum. The initial Christchurch Engineering Lifelines Project was completed and reported in "Risk and Realities" in November 1997. This book continues to be sold as a reference for new projects and for new staff. Since then the work was extended with the object of covering the whole of Canterbury.

Lifelines & Emergency Management

The CELG Manager is a member of the Co-ordinating Executive Group (CEG) of the Canterbury Civil Defence and Emergency Management Group (CDEMG) and this link has had very real benefits in that funding is now being provided for several Engineering Lifelines projects. These projects have been the main focus of activities this year.

Four major projects were included in the 2008 budget - Hazard Assessment for Petroleum (storage transportation and supply) completion, a Lifelines Inventory Project, Priority Sites and Routes for Recovery (completion). and an Interdependencies Project. Workshops were held to consider the progress and results of these projects. The highlight was probably the Interdependencies Workshop when the utility operators were the majority of the participants. Some progress was made in understanding cascade affects based particularly on an electricity

supply failure and developing a spreadsheet tool to assist with assessing the risks from interdependencies. This is a continuing project.

Annual Monitoring

Works of lifelines significance are being done as part of normal planned works as part of Asset Management Plans (AMPs) with some annual monitoring of progress.

Asset Management Plans

As reported last year, in Canterbury the days of the traditional, old style Lifelines Project with its principal output being a Lifelines Book, have now gone and AMPs prepared incorporating the lifelines work as the first stage is accepted as the appropriate method of introducing lifelines principles. However, this process omits several of the benefits of a full lifelines project, meaning some utilities never will do one and the interdependencies are often overlooked.

Disaster Resilience Summaries

Little further progress has been made on the preparation of Disaster Resilience Summaries but most of the larger utilities having completed these.

Lifeline Utilities Resilience Surveys

The CDEM Group undertook a self assessed baseline survey of the utilities focussing particularly on the local authority utilities and the major utilities in the area. The three measures used were – the percentage of agencies that have identified the hazards that affect their infrastructure; the percentage of agencies that have determined the impacts of those relevant hazards on infrastructure and operations; and the percentage of agencies that have put in place a management programme to mitigate the unwanted effects of the hazards. In all cases the major utilities were significantly better (as is to be expected) but for all utilities results were 60% or above.

Pandemic planning

The role of CELG assisting in pandemic planning has continued to be mainly as a conduit passing on the information from various sources as it becomes available.

Lifelines Response Co-ordinators

The Canterbury CDEM Group now has two Lifelines Co-ordinators appointed to assist/advise the Group Controller in the Emergency Co-ordination Centre. Regular meetings are held with the Group Controller and Emergency Management team of the ECC.

Conclusion

The same conclusion applies as for last year - CELG still suffers from difficulty in getting active participation in lifelines work by local authority utility managers with Civil Defence and Emergency Management staff attending most meetings. However there is no doubt that the application of engineering lifelines principles has contributed significantly to the resilience of Canterbury in the face of adverse events.

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Otago Engineering Lifelines Group

Earlier this year the concept of developing an Engineering Lifelines Project across the Group was discussed by the Otago CDEM Group. The National Engineering Lifelines Co-ordinator followed up on this with a presentation to the Co-ordinating Executive Group in July, highlighting the importance of collaboration within the utilities sector when preparing for and managing regional-scale emergencies.

As a result of this there will be an Engineering Lifelines Group inaugural workshop towards the end of this year with participation invited from the main national and regional utility providers, as well as senior Asset Managers from the TLAs. This will tie in with other work being undertaken in preparation for the second generation CDEM Group Plan (2GP). This includes updating the risk profiles for Otago, as well as developing a web GIS based hazards register for Otago, which will provide better a better baseline for identification of less-resilient utility nodes.

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Southland Engineering Lifelines Report

The Southland Engineering Lifelines Project undertaken by Southland District Council has undergone a period of inactivity since November 2006. A number of reasons exist for this inactivity including the lack of Project champion after the initial project driver, Graham Jones, moved to another position. This combined with the ability to appoint a project manager and several new appointments in senior positions at the council has led to the current situation.

The matter was taken back to the Co-ordinating Executive Group (CEG) with the current situation being that the Project is being scoped as a region project co-ordinated by Environment Southland. A Steering Group made up of the Tier 2 Asset managers of the 3 TLA's and the CDEM Group Co-ordinator has been formed and will meet in the near future.

At this stage the plan is look to complete the project in the next 4 years. A Project Manager will hopefully be appointed as 0.5 of an FTE. The aim is to produce a comprehensive Report such as produced from the Invercargill project. Important Interdependencies and hotspots will hopefully be identified. Basic mitigations works identified will be encouraged as part of the project management process. The following are seen as the main barriers that will need to be worked through to complete this project:

- Recruiting a person with the required skills to successfully complete this project.
- Obtaining and maintaining the correct level of buy-in and time from the appropriate Asset managers and their staff/resources.
- Maintaining the residual outcomes and recommendations and encouraging them to be built in to work programmes of participating organisations.

Budget to complete the project will come from unspent monies from the last financial year and then a proportional split of cost between the 3 TLA's and Environment Southland.

At the end of the report being written it is planned to merge the Southland and Invercargill reports and then manage the residual outcomes as mentioned above.

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