

# New Zealand Lifelines Council

## Terms of Reference

August 2016

### 1. Background

The first Lifelines Project was initiated in Wellington in the late 1980s by the Centre for Advanced Engineering. This was followed by the commencement of projects in Christchurch (1993) and Auckland (1995) with similar projects following in a number of cities and regions over the following decade. Each project typically culminated in the establishment of a Lifelines Group to progress and monitor recommendations arising from the Lifelines Projects.

The work that Lifelines Groups undertake provides a collective layer of risk management and resilience planning that builds upon and links across the work undertaken by individual lifeline utilities.

The Earthquake Commission initiated support for new projects through the Wellington Engineering Lifelines Group in 1996, which led to the first National Lifelines Forum in Wellington in 1997 and the start of a national coordination function. This coordination function was formalised by the establishment of the National Lifelines Coordinating Committee in 1999, which has evolved into the New Zealand Lifelines Council (NZLC).

### 2. Mission and Purpose

#### Mission

*Enhancing the connectivity of lifeline utility organisations across agency and sector boundaries in order to improve infrastructure resilience.*

#### Purpose

Promote arrangements to improve infrastructure resilience, working across three principal attributes:

- robust assets (*attributes such as structural integrity, network redundancy, etc*)
- effective collaboration (*both pre-event and in emergency responses*)
- realistic end-user expectations (*informed by understanding of network vulnerabilities*)

### 3. Functions

#### Connecting and Supporting Regional Lifelines Groups

- a) Encouraging the establishment of new Lifelines Projects and Groups.
- b) Supporting the ongoing work of regional lifelines projects and groups by facilitating the exchange of information from established projects, assisting with advice and peer review and promoting consistency of purpose and methodologies.
- c) Assisting with links between national utilities and regional lifelines projects and groups.
- d) Disseminating the results from regional, national and international research.

## Connecting National Agencies

- a) Providing a forum for member organisations to exchange the latest information on resilience initiatives at organisational, sector and government levels.
- b) Understanding and influencing national level infrastructure policy and planning.
- c) Promoting lifelines research to increase infrastructure resilience.
- d) Supporting the Ministry of Civil Defence and Emergency Management in conveying current arrangements for lifeline utilities, including sector arrangements for emergency preparedness and response.

*Lifelines work at both regional and national level focuses predominantly on risk reduction and response preparedness aspects – operational arrangements are co-ordinated via CDEM agencies. The operational role of the Lifeline Utility Coordinator is an example of where the ‘relationship’ aspect of Lifelines work provides a key interface with operational arrangements.*

## The National Lifelines Forum

The two functions described above come together in an annual National Lifelines Forum which is held every October or November and enables an exchange of information and activity outcomes at both regional and national level.

## 4. Structure and Membership

### Members

- a) The members of the NZLC are:
  - Earthquake Commission
  - First Gas
  - GNS Science
  - Ministry of Business, Innovation and Employment
  - Ministry of Civil Defence & Emergency Management
  - New Zealand Transport Agency
  - Spark
  - Transpower
  - Vector
  - Water New Zealand
- b) Treasury (National Infrastructure Unit) and Kiwirail currently have observer status.
- c) Membership changes are by the unanimous decision of the Council.

### Delivery Team

- d) The Delivery Team is appointed annually by the NZLC to work within an agreed overall budget and to deliver on a scope of work determined as part of the Annual Work Programme approval.
- e) The Delivery Team is responsible for coordination and delivery of NZLC activities including preparing the annual work programme and budget, delivering activities in the work programme, managing contracts on behalf of NZLC, and other responsibilities assigned by the Council. The Delivery Team also provides secretarial and executive services to the Council.

### Chair

- f) The Chair of the Council is reviewed and appointed by the Council for a two-year period.
- g) The Chair may be either a member organisation representative or member of the NZLC delivery team.

- h) The Chair is responsible for chairing meetings, coordinating the appointment of the Delivery Team, representing the organisation at relevant forums and other responsibilities assigned by the Council.

## 5. Financial Management

### Work Programme

- a) An Annual Work Programme is prepared for each financial year from 1 July to 30<sup>th</sup> June and approved by the NZLC at the commencement of each financial year.

### Funding

- b) The annual member funding contribution shall be determined and approved alongside the Annual Work Programme at the August meeting, payable by members by December each year.  
There is a considerable 'time in kind' element by NZLC members recognised in addition to this.

### Financial Reports

- c) Financial reports are prepared by the Delivery Team for each Council meeting.

### Financial Authority

- d) The income and property of the NZLC is held by GNS in the name of the NZLC.
- e) Authorities for the handling of funds and operation of bank accounts are as required by the Council and managed by the Chair who is custodian of funds.
- f) The Delivery Team has authority to spend funds within budgets approved in the Annual Work Programme or as subsequently modified by the NZLC.

## 6. Administrative Arrangements

### Meetings

- a) The Council shall meet, adjourn and otherwise regulate its meetings as it thinks fit, typically four times per year.
- b) Council Meetings shall be attended by Members, those accorded observer status and others by invitation of the Chair.
- c) The quorum for a meeting of the NZLC shall be at least one representative from at least 50% of the Member organisations.
- d) At any Council meeting Members shall have one vote each with a majority required to pass resolutions.
- e) Meetings will be chaired by the Chair or an alternative appointed by the Chair in their absence.
- f) Minutes of all meetings of the Council shall be recorded by the Delivery Team and circulated to all members, having been checked by the Chair and approved at the next meeting as a true and proper record of the Council meeting.
- g) Resolutions circulated in writing (including email) to all members of the Council, and approved by at least 50%, shall be as valid and as effectual as if passed at a meeting of the Council duly called and constituted.