FNDC Fuel Contingency Response Plan (April 2026)

Escalated response to fuel disruption across staff, services, operations, and community impacts

Phase	Staff Support	Council Services	Operational Delivery	Communities & External Impacts
Phase 1 - Watchful (Monitoring & Planning) **Issue:** Affordability **Goal:** Preparation and Readiness	• 3 days in office per week • Ensure you are set up to work effectively from home if required • Efficient transport options encouraged (carpooling, biking, or walking) • Online internal and public meetings encouraged • Identify critical staff roles • Weekly update comms	• Identify critical vs non-essential services • Assess impacts if critical services fail • Plan other potential service impacts • Stock fuel for critical sites	• Engage with contractors to understand their fuel risks and continuity plans • Assess cost escalations for contracts and projects • Assess fleet usage and dependency on fuel	• Engage iwi, hapū and community groups to understand potential welfare needs • Prepare approach to managing public expectations • Consider suspending parking enforcement activities
Phase 2 - Precautionary (Voluntary Reduction) **Issue:** Affordability and Supply **Goal:** Implementing the plans in Phase 1 to mitigate disruption	• Encourage 2 days in office per week • Implement carpooling coordinator (TK3 form) • Continue to encourage internal and public meetings online • Limit fleet usage • Redeploy staff where required • Explore financial assistance (e.g. hardship support) and encourage use of existing provisions (e.g. AL payout) • Support to managers	• Prioritise delivery of critical services • Review delivery of priority and non-essential services • Consider risk analysis to key projects (e.g. ERP, LTP, EECA CRP, NWDW and LG Reform)	• Liaise with contractors on continuity plan implementation • Prioritise contract work and pause lower priority projects • Increase security of fuel assets and storage (WWTP)	• Provide proactive public messaging • Consider options to support community affordability • Liaison with volunteer and priority services groups • Liaison with Iwi, hapū and community groups
Phase 3 - Managed (Fuel Restrictions) **Issue:** Supply **Goal:** Ensure that critical services continue to run	• Fully Work from Home (WFH) • Restrict travel to critical staff only • Fleet vehicles available for critical staff carpooling • Proactive welfare engagement	• Deliver critical services only • Liaise with Government / Regulators on impacts to key internal projects	• Limit operations to critical contract work only • Adjust or pause major projects • Further increase security measures and/or relocate fuel assets	• Increase public communication and support welfare responses • Partner with iwi, hapū and community networks
Phase 4 - Protected (Fuel Rationing) **Issue:** Supply **Goal:** Sustaining critical services and wellbeing under severe fuel constraints	• Full restriction and use of fleet vehicles; save for emergencies • Heightened focus on wellbeing support to all staff	• Manage impacts of service failure • Lodge complaints for later follow-up • Adjust scope and deliverables of key internal projects	• Undertake emergency-only operations and reallocate fuel to priority services (see attached) • Activate contingency responses where services cannot be maintained	• Manage impacts of service loss on the community • Provide targeted welfare support, particularly for isolated groups

Critical, Priority and Non-Essential Services

Activity or Service	Fuel Dependency	Classification	Notes
Water & Wastewater Operations and Maintenance	Very High	Critical	
Solid Waste Collection	High	Critical	
Cemeteries Operations	High	Critical	
Regulatory – Public Health (EH, dangerous buildings, dog attacks (P1))	Medium-High	Critical	
Customer Contact Centre (incl. after-hours)	Low	Critical	Team is prepared to work remote to ensure continued service, including after hours.
Communications	Low	Critical	Weekly updates on fuel situation on all Council public comm channels.
Finance (rates, payments, payroll)	Low	Critical	
People & Capability (P&C, payroll)	Low	Critical	
HSW	Medium	Critical	
Information Systems / IT (core systems)	Low (mostly remote)	Critical	
Roading Maintenance	Very High	Priority	
Community Facilities Maintenance (parks, halls, etc)	High	Priority	
Planning Consents	Low	Non-Essential	
Growth, placemaking and resource management planning	Low	Non-Essential	
Roading Projects / capital works	High	Non-Essential	
Community / Engagement / Strategy Work / Climate Adaptation	Low	Non-Essential	
Community Libraries (Hubs and satellite libraries)	Low	Non-Essential	Operational through phase 2, with limited hours.
i-Sites	Low	Non-Essential	Operational through phase 2, with limited hours.
Community development - grants, committees, CCO's	Low	Non-Essential	

Critical services (must continue / highest priority for fuel and staffing): Services that, if interrupted within 0–72 hours, are likely to cause serious harm to public health/safety, major environmental harm, breach of statutory duties, or significant loss of essential Council capability.

Priority services (keep going where practicable; may be reduced/scoped): Services that can be reduced for a period (days–weeks) with manageable impacts but should be maintained where possible because they protect assets, maintain access, or prevent escalation of issues.

Essential services are the subset of activities required to keep Critical services operating. That includes:

- The critical services themselves, plus
- The minimum enabling functions (e.g., rostered HSW, payroll, ICT, comms, after-hours response, procurement/fleet support).

Non-essential services (defer / pause first): Work that can be paused with limited short-term risk and/or can be recovered later without major harm.