

FUEL STORAGE ACTION PLAN

ABOUT THIS ACTION PLAN

Plan date: 19 April 2022 Version: 0.1

This Action Plan accompanies the West Coast CDEM Regional Fuel Plan, one of the deliverables of the West Coast Resilience Action Plan project of 2021/22, and is a live document based on opportunities identified for improvements in current fuel storage access and increased fuel storage capacity within the region.

The document is intended to be used as planning tool for ongoing work activities for staff within the West Coast CDEM team and to be edited and modified as they see fit as part of the ongoing work programme. Activities have been rated by 'priority' however this is a guide only (refer 'Key' below). Items in the action plan have been categorized as: Action; Project; or Recommendation. Recommendations are highlighted in yellow.

Important notes are found at the end of this document. All prices listed should be finalised with hardware/service providers prior to commitment.

Key:

1

Highest priority / Do asap

2

Medium priority / Do soon

3

Lowest priority / Do when higher priorities completed

Ref#	Type	Category	Action/Description	Priority	Notes	Date/Frequency	Cost ²
	Prioritised work						
1	Recommendation	WCCDEM Portfolio	<p>Make fuel storage a work plan priority for R&R EMO</p> <p>Add any internal management and action related to improved fuel storage to the Readiness and Response EMO role's responsibilities i.e. liaison with project management resource (RF project), Council fuel working group (Fuel Depot project for increased fuel storage), relationship building (distributors/service stations), service provider support etc. to ensure improvements progress.</p> <p>Ensure fuel company relationship building (distributors) through ongoing, scheduled contact by R&R EMO and ongoing relationship building with service stations by district EMOs (under the direction of R&R EMO).</p>	1	Priority workstream for WCCDEM team member holding the R&R EMO role [supported by Lifelines portfolio holder].	Ongoing, scheduled	Included in role
	RF Project		NEMA Resilience Fund (RF) application activities (only)				
2	Project	Project management and liaison	<p>[Resource allocated/contracted for] Coordination of all project activities, liaison with suppliers/service providers, reporting to WCCDEM and NEMA reporting requirements. (Notes: This refers to the NEMA Resilience Fund Application activities only. This may be an external resource. Allocated resource should be supported by the R&R EMO role and District EMOs to request and provide information and interface with their community contacts.)</p> <p>Note: One initial activity will include gaining support from service stations/fuel companies to complete survey and electrical works. This will include EMO contact with each in their area and MOU in writing covering responsibilities, commitments of both parties, generator use etc. [See Documentation section]</p>	1	Included in the 2022 Resilience Fund application. Should proceed by alternate funding if required. WCCDEM to allocate/contract resource.	Pre-commencement of 2022 RF Fund project	\$ 12,000.00 ¹
3	Project	Electrical survey and assessment – Service stations/Bulk fuel sites (key)	Assessment of service stations/bulk fuel sites in region to identify emergency backup power needs and price up electrical work and fittings. 30 sites across West Coast. [Requires previous step to be in place]	1	Included in the 2022 Resilience Fund application. Should proceed by alternate funding if required. Partner/Provider: Electronet	Following project commencement	\$ 12,500.00

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4	Project	Generator connection electrical work – Service stations/ Bulk fuel sites (key)	Completion of electrical work to be "generator ready" Provisioning generator connections at service stations and other bulk sites, (and EOCs) at backup options with a "standard" connection enabling powering via WCCDEM mobile generator (see Notes on final page ²)	1	Included in the 2022 Resilience Fund application. Should proceed by alternate funding if required. Partner/Provider: Electronet	Following project commencement	\$ 120,000.00
5	Project	Generator purchase	Purchase of generators for WCCDEM emergency power including access to fuel supply sites, ECC/EOC backup, deployable assets for IMT, emergency communications: <ul style="list-style-type: none"> Mobile 35kVa generator unit/s on trailer (generator, trailer, lifeguard box, cable, switch). One unit per district - deployable to sites and capable of running a service station pump set, or ECC/EOC/IMT. WCCDEM portable 8.9 kVa generator cache for deployment and capable of providing comms backup power and other operational needs (petrol). (see Notes on final page ²)	1	Included in the 2022 Resilience Fund application. Should proceed by alternate funding if required. Partner/Provider: TransDiesel/Bunnings	Following project commencement	\$ 69,000.00 \$ 23,000.00
6	Project	Generator storage container	Storage container for the above (Shipping container) with security provisions.	3	Included in the 2022 Resilience Fund application. Should proceed by alternate funding if required. Partner/Provider: Royal Wolf	Following project commencement, once location identified.	\$ 20,000.00
7	Project	Mobile Fuel Storage Units on coast.	1000L mobile units (with pumps) strategically located for ground transport, deployable and air-capable (as cargo). [See also notes on last page ³]	3	Included in the 2022 Resilience Fund application. Should proceed by alternate funding if required. Partner/Provider: Fuel Chief		\$ 41,538.44
	Fuel Depot		Increased Fuel Storage project (Council)				
8	Recommendation	Establish project working group	Establish Council working group (CE's/Assets) to drive progress of Business Case. Key activity developing agreement about how Councils will work together during project, initiate LTP processes (Stage 1) and resourcing a capital project manager to manage project. Complete other pre-commencement activities listed in the (pre) Business Case. Note: Initial working group may switch to a project Steering Group once project management is in place.	1	Leadership required from Councils to progress project funding and execution.	Asap	
	Capability						
9	Action	Service station/fuel outlet readiness testing programme	Develop and maintain a programme that supports service stations/fuel outlets testing generator capability (includes switching from mains to generator, testing fuel access, payment systems and updating master records held by WCCDEM) and builds knowledge and capability in WCCDEM EMO staff and service station staff.	1	[R&R EMO role activity/s] Start with service stations/fuel outlets are already capable and build over time as sites are made ready.	Asap	

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Ref#	Type	Category	Action/Description	Priority	Notes	Date/Frequency	Cost ²
10	Action	Bulk site/Lifeline readiness testing programme	Develop and maintain an annual schedule that includes exercising and testing capability across key bulk sites/Lifeline sites e.g. heliports/airports/ports within the region. Establish a programme that supports CAA emergency requirements and builds knowledge and capability in WCCDEM EMO staff and Lifeline personnel.	1	[R&R EMO role activity/s] Start with sites that are already capable and build over time as sites are made ready.	Asap	
11	Recommendation	Create 'Fuel Desk' function	In an extreme event where access to fuel or supply routes are interrupted ongoing <u>active</u> management will be required for both ground fuels and aviation fuels, via a pre-determined system particularly if communications are limited. A system should be designed with pre-printed forms that assign delegated responsibility to key persons outside of WCCDEM e.g. Manager of Glacier Country Heliport for Franz aviation fuel etc. so that they have authority to restrict fuel on WCCDEM Controller's behalf. Identify these key persons, prepare documentation granting authority [with clear criteria] and communicate and train in this role. Training should include security, staffing, record keeping and reporting to ECC/EOC.	1	[R&R EMO role activity/s]	Asap	
	Documentation						
12	Action	Engage & execute MOU for service stations/fuel outlets	Finalise and execute MOU for priority service stations that includes commitments for testing on a scheduled generator/fuel access testing programme managed by WCCDEM. MOU to include requirements from National Fuel Plan [SP 4/20] and cover off WCCDEM support for generator ready support (RF Project). [A draft template has been included as part of this project. This should be finalised and reviewed by legal advisor prior to use]	1	[R&R EMO role activity/s] Should be executed prior to items 3 and 4 are completed. Requires district EMO support.	Asap	
13	Action	Regional Fuel Plan	Maintain the West Coast Regional Fuel Plan as a live document and update as new information comes to hand e.g. update the document as service stations increase resilience. Note: Regional Fuel Plan to be submitted to NEMA.	2	[R&R EMO role activity/s]	Ongoing	
14	Action	Critical Customer Responsibilities	Communicate and consult with Critical Customers on fuel management in an emergency and provide Critical Customer responsibilities to all West Coast 'Critical Customers' in writing, requiring sign-off from a representative with authority. Refer to National Fuel Plan [SP 4/20] for Critical Customer responsibilities.	2	[R&R EMO role activity/s]		
15	Action	Fuel Supply Prioritisation and Rationing Protocol	Finalise and distribute the Fuel Supply Prioritisation and Rationing Protocol which identifies critical customers within each district that can be provided to Priority Service Stations in advance of an event. [A template has been provided as part of this project – see Attachment 7 in the fuel storage plan folder]	2	[R&R EMO role activity/s]		

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16	Action	Critical Customer Needs	Continue to add to the Critical Customer Fuel Needs spreadsheet to close any information gaps or where estimates have been made due to lack of information. Critical Customer categories are outlined in the National Fuel Plan [SP 4/20]. A GIS product has been developed for this purpose https://arcg.is/1OuvfG , however information can also be gathered via other forms of engagement.	2	[R&R EMO role activity/s]	Ongoing	
17	Action	Master Fuel Storage spreadsheet	Continue to add to the MASTER Fuel Storage - Retail and Bulk spreadsheet to close any information gaps or where estimates have been made due to lack of information. Maintain this spreadsheet as live and continue to add other sites as they are identified. Add information to a GIS layer so that the information is available via maps.	2	[R&R EMO role activity/s]	Ongoing	
Coal							
18	Action	Coal contingency	Lead discussions with the WCDHB (highest priority) and Westland Milk Products around coal supply contingency: <ul style="list-style-type: none"> Facilitate discussions with their local suppliers and encourage <u>business continuity planning</u> to maintain supply within their operations in crisis; and Investigate into accessing coal via sea from other sources e.g. Taranaki CDEM (western port) <u>if coal specification can be matched</u> as a further contingency layer. 	2	[R&R EMO role activity/s]	Asap	
Public Education							
19	Action	Householder/Public Resilience Education programme	Conduct an ongoing householder/public education campaign to educate and empower communities to maintain readiness for emergency events, and manage expectations in the event of supply issues. Link in with KitMe promotional activity. Key messages for the public regarding fuel include: <ul style="list-style-type: none"> that there are likely to be fuel restrictions in emergencies, they need to maintain safe fuel storage for home generators; and to keep vehicle fuel tanks at least half full at all times. Messaging regarding LPG cylinders for home BBQ's (as alternate means of cooking when mains power interrupted) should include: <ul style="list-style-type: none"> In a major emergency LPG full "swap-a-bottle" cylinders will be a scare resource Always keep your gas cylinder full (do not run to empty) Consider having an extra gas cylinder for your barbeque 	2	PIM activity Design a scheduled campaign that continues throughout the year.	Asap, Ongoing	

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Ref#	Type	Category	Action/Description	Priority	Notes	Date/Frequency	Cost ²
20	Action	Business/Organisation Resilience Education programme	<p>Conduct an ongoing business/organisation education campaign to promote the need for West Coast organisations and businesses to undertake their own Business Continuity Planning to improve fuel (and power) resilience. Key messages to include:</p> <ul style="list-style-type: none"> • Take steps to ensure your business/organisation can operate in an emergency if you provide essential services or you are a critical customer. • Generators are critical resources in an emergency. In an emergency demand will far exceed supply available. Identify generator requirements and other critical resources that your business may need and plan for these. • Get “generator ready” with generator connections installed and purchase a generator for emergencies. Maintain safe fuel for immediate generator needs. • Also consider emergency communications/payment options if mains power or fibre services are interrupted. • Resuming normal operations for non-critical businesses will take significant time so they should take measures to improve their own resilience also. 	2	<p>PIM activity</p> <p>Design a scheduled campaign that continues throughout the year.</p>	Asap, ongoing	
	Further recommendations						
21	Recommendation	EMO Engagement with service stations (metric)	<p>Consider a metric for each District EMO regarding in-person engagement with service station owners within their district e.g. each service station owner to be met with within 3 months and then every six months after that.</p> <p>Engagement should be action based and planned with the R&R EMO (in conjunction with the WCCDEM Lifeline portfolio holder) to support the work of the Resilience Fund resource who will helping coordinate 2022 RF project activity, particularly items 3 and 4, and ongoing maintenance of relevant information for use in regional fuel planning.</p>	1	EMO Support required.	Asap, Ongoing	

Important Notes:

¹ RF Project coordination: Allowed \$2000 per month for six months

² Pricing: *Some of the pricing is indicative only – best attempts to get accurate prices have been made with suppliers for this proposal and are based on worst case scenario. Some suppliers have been able to provide detailed quotes, but in some cases detailed pricing can only be provided once work commences e.g. electrical survey complete e.g. Item 3. Indicative pricing based on electrical supplier advice “Install of Generator changeover switch, and 63 Amp 3 phase inlet at a fuel station - \$6000 - \$15000 + GST for best to worst case scenarios”. It is anticipated if this project gets support that some fuel companies/owners will support the generator connect work and this cost could be reduced however we need access to the fuel either way and need to make this happen. Should costs be less the budget can be modified during the life of the project. Budgeted cost has allowed for 20 of the sites to be adapted and a \$6000 figure used to accommodate best/worst case less support from fuel companies.

³ Mobile Fuel units: The pricing in the NEMA Resilience Fund applications was for 4 x 1000L fuel cubes. These are primarily for ground transport and come complete with a pump. If the appetite is not there for these because WCCDEM decides there are sufficient mobile fuel tanks thought should be given to specialised air-liftable containers. Pricing for these is available in the Fuel Storage folder that holds the project information. Note: They need to be sourced from Canada/US and will require Worksafe NZ approval prior to purchase.