

Entered by Board Secretary

2023 Weather Response Recommendations

Aronga / Purpose

1. To seek endorsement for an Emergency Management Improvement Programme to address the recommendations and findings summarised in the combined Weather Event Debrief Report 2023 to ensure network resiliency, internal capability, and better customer experiences during emergency events.

Tuku mana / Delegation

2. N/A.

Te tūtohunga / Recommendation

That the Auckland Transport Board (board):

- a) Endorse the plan to address the recommendations and findings from the weather event debrief reports for 2023.

Te whakarāpopototanga matua / Executive summary

3. A review of our Emergency Response actions, and efforts has been undertaken for all weather events experienced in 2023. These internal reviews were jointly completed and commissioned by Auckland Transport (AT), Waka Kotahi New Zealand Transport Agency (Waka Kotahi), and Auckland Transport Operation Centre (ATOC). This report provides a consolidated summary of all the recommendations and successes to date in the response phases.
4. We are seeking the endorsement of our recommended next steps which are to establish an emergency management improvement programme and for the ATOC Joint Management Board to govern the progress and implementation of the key recommendations. ATOC will align with international best practices where possible through the implementation of recommendations.
5. This report does not cover the recovery stages which is managed by another programme of work in AT.

Entered by Board Secretary

Ngā tuhinga ō mua / Previous deliberations

Date	Report Title	Key Outcomes
16 May 2023 Design and Delivery Committee (committee)	Weather Event Presentation	Updates were noted by the committee.
19 October 2023 Committee	2023 Weather Response Recommendations	The committee recommended the plan to address the recommendations and findings to the board for endorsement. Members also requested that the plan be shared with the Transport and Infrastructure Committee or Civil Defence Emergency Management Committee, with the specific audience to be determined in consultation with Governance.

Te horopaki / Background

6. One of the accountabilities of ATOC is to lead the Emergency Management Response for AT, ATOC's Joint Venture arrangement with AT and Waka Kotahi also means a contribution to Waka Kotahi's National Emergency Response Team.
7. Auckland has experienced several severe weather events so far in 2023. Each of these events varied in complexity and severity. While overall our emergency responses were satisfactory with several highlights identified, we have also been able to identify several areas where we are able to improve further through the debrief process for each discrete event. The internal reviews were undertaken jointly by AT, ATOC, and Waka Kotahi and separate from other external reviews (such as the Auckland Flood Response Review by Bush International Consulting).
8. We have 24 detailed recommendations identified. We have summarised the key themes in this report for transparency. Several of the recommendations are already being proactively worked on and several others require investment, resource allocation, and a broader programme of work to be established.
9. The recommendations have been consolidated from the debriefs for Auckland Anniversary flooding, Cyclone Gabrielle and 9 May 2023 flooding reports and there were various opportunities to improve customer experience across the roading and public transport networks as well as customer communications.

Te hononga ki te “Statement of Intent 2023 - 2026”/ Alignment to Statement of Intent 2023 - 2026

10. Indicate the alignment of the issue being presented to the principles included in the Statement of Intent 2023 - 2026 as follows:
 - a. We will evidence a full understanding of the impact on all Auckland users, across all modes.

Entered by Board Secretary

- b. We will only carry out activity that is clearly part of AT's core business.

Me mōhio koe / What you need to know

11. The Successes and Recommendations across the various event-specific debrief reports are similar and consistent.

12. Successes in summary:

- a. Operational relationship with Auckland Emergency Management (AEM) was effective and recognised by AEM.
- b. ATOC was the first to stand up an Incident Management Team (IMT), to respond to the Anniversary weekend flooding event.
- c. The level of readiness for the 9 May 2023 flooding was high and ATOC operated very closely with the Met service to ensure this.
- d. AT made a deliberate decision to prioritise additional bus resources for Schools that enacted early closures with no notice to ensure safe journeys of Auckland tamariki.
- e. AT contractors proactively monitored vulnerable areas of the network (Wairau, Karekare, Piha) and prioritised the safe and quick re-opening of roads where possible.
- f. Public transport operators supported customer demand in off-peak hours, and they were very responsive.
- g. IMT staff demonstrated a high level of commitment and goodwill throughout lengthy response periods.

13. Recommendation themes in summary:

- a. Enhanced customer communications and alignment in key messages between key agencies. Specifically improved working relationships at a strategic level with partners and key agencies and the implementation of a strategic communications function in ATOC. (Initiated).
- b. Faster, reliable, consistent, and accurate real-time communications to customers on the 'one transport network'. (Initiated).
- c. Egress Planning for emergency situations through plans for varied situations across roading and public transport and contribution to the AEM evacuation planning process and plan. (Initiated).
- d. Improved Network Resiliency. Proactively addressing vulnerable parts of the network, capital improvement programmes, planned detour routes, and implementation of weatherproof solutions to protect vulnerable signals and other assets.
- e. Internal process enhancements and People Capability. Align emergency response plans and governance across AT, Waka Kotahi and ATOC to enable a clear command and control system during an emergency. Define the level of service and resources appropriately to enable the delivery of a 'one customer' and 'one network' focused emergency response effort.

Entered by Board Secretary

- f. Improved common understanding with MetService. Encourage the use of plain language to minimise technical metrological expertise and to allow easier identification of potential areas of impact from a weather warning.
 - g. Develop a common operating picture. Enable ATOC to quickly identify the whole network impacts and communicate this through a purpose-built technology-enabled solution. To enable better sharing of information with customers, AEM and other stakeholders to inform strategic and operational decision-making at pace.
 - h. Uplift people's capability through the minimum standard of training, practice, and exercising complex response scenarios with partner organisations.
 - i. Ensure resiliency of staff, wellbeing, technology, and work facilities for the seamless response effort.
14. With the implementation of the above recommendations, risks to reputation, employee engagement, network performance, and customer experience will be mitigated.

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

15. To be advised. A full improvement programme is to be scoped and sized post-endorsement of recommendations.

Ka whaiwhakaaro ki te Tiakanga Taiao / Climate change and sustainability considerations

16. Mitigation and preparedness for an increase in severe weather events resulting from climate change.

Ngā whakaaweawe atu anō / Other impacts

Relationship	Consulted Y/N		Views and Perspectives Received
Māori	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>	Not consulted.
Elected members	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>	Not consulted.
Council Controlled Organisations	Yes: <input type="checkbox"/>	No: <input checked="" type="checkbox"/>	Not consulted.

Entered by Board Secretary

Ā muri ake nei / Next steps

17. Present recommendations to the Transport Infrastructure Committee or Civil Defence Emergency Management Committee. The report will also be presented through Waka Kotahi governance processes. A programme of work to be built and funding sourced. Governance and progress will be managed by the ATOC Joint Management Board.

Ngā whakapiringa / Attachments



Attachment number	Description
1	Auckland Severe Weather – 9 May 2023 Report
2	CIL Auckland Anniversary Flood Response Review
3	ATOC summary register of all recommendations

Te rārangi o ngā kupu whakatau / Decision checklist (for Board and Committee members)

Have the following matters and impacts on them been considered in decision making?	Considered Y/N	
Alignment to Statement of Intent 2023 – 2026 principles and statement of performance expectations	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Budget and fiscal constraints	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Climate change and sustainability (including contributing to the Transport Emissions Reduction Pathway)	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Customer and community engagement	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Equity of access to transport	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Māori outcomes	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>
Health, safety and wellbeing outcomes	Yes: <input checked="" type="checkbox"/>	No: <input type="checkbox"/>

Entered by Board Secretary

Te pou whenua tuhinga / Document ownership

Submitted by	Sarah Bryant Group Manager ATOC	
Recommended by	Andrew Allen Executive General Manager Service Delivery	
Approved for submission	Dean Kimpton Chief Executive	