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Auckland Transport Pandemic Plan

For decision: For noting:

Te tūtohunga / Recommendation

That the Auckland Transport Board (board):

- a) Approve the Auckland Transport (AT) Pandemic Plan.

Te whakarāpopototanga matua / Executive summary

1. The Business Continuity and Recovery Policy (policy) identifies the responses that are required for AT to continue to do business should a disruptive event occur. The plans covered by the policy include:
 - Emergency Management Plan/s (EMP);
 - Incident Management Plan/s (IMP);
 - Disaster Recovery Plan/s (DRP);
 - Business Continuity Plan/s (BCP);
 - Crisis Management (CMP); and
 - Crisis Communications Plan (CCP).
2. Since the increased risk from a pandemic was demonstrated in 1997 through an outbreak of avian influenza in Hong Kong, and occurrences of more deadly versions of the virus between 2003 and 2005, organisations have seen the benefit of including an additional plan to support the CMP in the form of a “Pandemic Plan”.
3. Both internationally and in New Zealand (NZ) these pandemic plans are aligned with the World Health Organisation (WHO) declarations for a pandemic event, and government policies, plans and declarations regarding pandemic events in country.
4. The plan is applicable to any type of pandemic that could arise that would impact NZ and its people.
5. The purpose of the plan is to provide meaningful information to AT to enable the organisation to respond to a pandemic, or the threat of a pandemic that threatens the people and operations of the organisation.

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6. The 2019 and 2020 versions of the plan were used by AT for the initial response to the threat of a pandemic (2019), and then the current COVID-19 pandemic, declared by WHO 11 March 2020.
7. The 2020 version of the plan has been updated. Improvements have been made based on the lessons learned during the ongoing COVID-19 Pandemic; the review of the AT Crisis Management response to the pandemic prepared by PwC in March 2021, and requests following the review of the plan by members of the Finance and Assurance Committee (FAC) at its February 2022 meeting.
8. The plan now includes world-wide best practice for pandemic response in public transport (PT).
9. This update brings change aligned to leading practice to the existing plan and carries forward the significant information from the Government approach to pandemic response, alignment with the Auckland Council Pandemic Response Plan and alignment with the AT CMP.

Ngā tuhinga ō mua / Previous deliberations

Date	Report Title	Key Outcomes
February 2022 Finance and Assurance Committee	Auckland Transport Pandemic Plan	The Committee recommended that the board approve the Pandemic Plan.

Te horopaki me te tīaroaro rautaki / Context and strategic alignment

10. The plan is part of a suite of response plans that are available to AT to respond to disruptive events as detailed in the Te whakarāpopototanga matua / Executive summary section of this report.
11. These plans are designed to work either in isolation, or together, to assist the organisation to respond to any disruptive event that impacts on the ability to continue to operate.
12. The plan supports AT's obligations under the Civil Defence and Emergency Management Act (2002) which requires that each Lifeline Utility "is able to function to the fullest possible extent, even though this may be at a reduced level, during and after an emergency".

Ngā matapakinga me ngā tātaritanga / Discussion and analysis

13. The key elements of the plan are:
 - AT pandemic response principles;
 - Impacts of a pandemic and assumptions made in the plan;

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- Activation of the plan;
 - Management of health, safety, and wellbeing and managing illness, absenteeism and working from home; and
 - Returning to business as usual.
14. The updated version of the plan contains a playbook which aligns to the NZ Government four stages to emergency management, reduction, readiness, response, and recovery. This assists AT to meet its obligations under the Civil Defence and Emergency Management Act (2002).
15. The playbook is positioned to facilitate an all of operations response, considering the specific operations of AT. These include:
- Planning;
 - Employee impact, protective actions;
 - Situational awareness;
 - Communications;
 - Response actions;
 - Financial impacts;
 - Lessons learned; and
 - The potential for multiple simultaneous disruptive events.

Ngā tūraru matua / Key risks and mitigations

16. COVID-19 is a key risk area for AT, due to the extensive impact of the pandemic to our people, the operations of the organisation and the interconnectivity of this risk with the other risk areas of the AT.
17. The interconnected key risk areas include:
- Revenue (PT, parking);
 - Health, safety, and wellbeing;
 - Projects, programmes, and portfolio risk (delivery, policy);
 - People (safety, workforce reduction);
 - Cyber security (worldwide increase in cyber-attacks);

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- Funding (reduction in funding from shareholders);
- Asset management (delivery);
- Shareholder, stakeholder expectations (safety, PT, isolated communities) and reputation (appropriate response to COVID-19); and
- Regulatory (ability to pivot to meet government requirements).

18. Extensive mitigation of these risks has taken place during the AT response to COVID-19. Risk mitigations have been reported to the board over the last two years.

19. This plan is one of the mitigations used during the current outbreak of COVID-19.

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

20. Not Applicable

Ngā whaiwhakaaro ō te taiao me te panonitanga o te āhuarangi / Environment and climate change considerations

21. Not applicable

Ngā whakaaweawe me ngā whakaaro / Impacts and perspectives

Mana whenua

22. Considered as part the organisational obligations, and the responsibilities included in the Stakeholder, Communities and Communications Team and the COVID-19 communication process.

Ngā mema pōti / Elected members

23. Considered as part of the COVID-19 communication process.

Ngā rōpū kei raro i te Kaunihera / Council Controlled Organisations

24. Considered as part of the COVID-19 communication process.

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Ngā kiritaki / Customers

25. Consideration of stakeholder, community and public perspectives was a key part of the update to this plan, and specific sections to the plan have been added to the plan.

Ngā whaiwhakaaro haumarū me ngā whaiwhakaaro hauora / Health, safety, and wellbeing considerations

26. The plan includes health, safety and wellbeing considerations on our people or customers as part of the ongoing COVID-19 response.

Ā muri ake nei / Next steps



27. Assuming board approval, the plan will be issued and published for use by AT staff.

28. The plan will be adopted for the current COVID-19 response, future training, and exercises.

Te whakapiringa / Attachment

Attachment number	Description
1	AT Pandemic Plan

Te pou whenua tuhinga / Document ownership

Submitted by	Brigitte Theuma Manager Risk Services	pp	
Recommended by	Rodger Murphy Executive General Manager, Risk & Assurance		
Approved for submission	Shane Ellison Chief Executive		