

Making Decisions Using Uncertain Forecasts

Environment Agency

Environmental Modelling in Industry Study
Group, Cambridge – March 2017

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Rationale

- Probabilistic flood forecasting can provide a range of benefits when compared with conventional deterministic methods:
- Longer forecasting lead times
- Represents the inherent uncertainties
- Allows action to be taken earlier.
- However, **more information does not necessarily result in better decision-making**, particularly where the probabilistic forecasts contain conflicting predictions.

Challenge

Evaluate the (mis)use of probabilistic flood forecasts in incident response and proactive flood management

Routine decisions

i.e. issue a flood warning, closing a flood barrier, evacuation = least-cost optimisation

Reactive decisions

i.e. heuristics, lookup tables, risk appetite and bias = rules of thumb

Example

Colne Barrier, Exeter



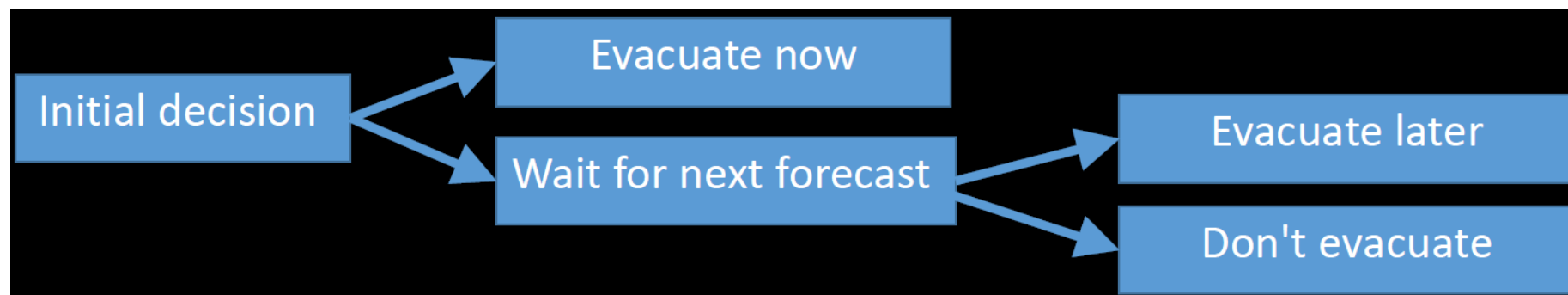
Event	P4_H4	P4_H5	P4_H6	P4_H7	P5_H1	P5_H2	P5_H3							
Date & Time	13/01/2009 13:45	14/01/2009 02:15	14/01/2009 14:30	15/01/2009 03:00	09/02/2009 12:00	10/02/2009 00:15	10/02/2009 12:30							
Actual peak Water Level (mAOD)	3.293	2.973	3.021	2.717	2.978	3.070	3.482							
Actual closure ?????														
Deterministic Flood Forecast														
Forecast peak water level (mAOD)	3.33	3.01	3.07	2.88	3.15	3.05	3.55							
Closure Threshold (mAOD)	3.20	3.20	3.20	3.20	3.20	3.20	3.20							
Closure Decision	Y	N	N	N	N	N	Y							
Decision Cost (£)	£4,000	£0	£0	£0	£0	£0	£4,000							
Decision Benefit (£)	£0	£0	£0	£0	£0	£0	£2,247,776							
Hit	0	0	0	0	0	0	1							
False Alarm	1	0	0	0	0	0	0							
Miss	0	0	0	0	0	0	0							
No Event	0	1	1	1	1	1	0							
Probabilistic Flood Forecast														
	Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)		
Ensemble 1	3.432	£1,629,727	3.152	£0	3.192	£0	2.948	£0	3.033	£0	3.188	£0	3.691	£4,831,256
Ensemble 2	3.423	£1,519,064	3.156	£0	3.189	£0	2.921	£0	3.032	£0	3.184	£0	3.682	£4,714,939
Ensemble 3	3.431	£1,617,018	3.157	£0	3.192	£0	2.947	£0	3.032	£0	3.188	£0	3.748	£5,537,264
Ensemble 4	3.403	£1,272,846	3.142	£0	3.186	£0	2.943	£0	3.038	£0	3.195	£0	3.694	£4,870,774
Ensemble 5	3.438	£1,702,941	3.159	£0	3.187	£0	2.924	£0	3.054	£0	3.142	£0	3.675	£4,632,138
Ensemble 6	3.400	£1,233,626	3.149	£0	3.199	£0	2.951	£0	3.023	£0	3.183	£0	3.690	£4,812,196
Ensemble 7	3.428	£1,584,633	3.148	£0	3.193	£0	2.973	£0	3.038	£0	3.233	£0	3.677	£4,658,119
Ensemble 8	3.432	£1,625,081	3.147	£0	3.179	£0	2.957	£0	3.023	£0	3.220	£0	3.679	£4,678,587
Ensemble 9	3.421	£1,492,969	3.148	£0	3.192	£0	2.943	£0	3.024	£0	3.207	£0	3.665	£4,505,170
Ensemble 10	3.432	£1,633,428	3.148	£0	3.191	£0	2.949	£0	3.022	£0	3.149	£0	3.650	£4,323,338

(Problem framing) Challenge

Multiple forecast/multiple decisions

	No Control Barrier	Control Barrier	Partial Defence
Big flood 30%	6	10	10
Small flood 50%	4	3	2
No flood 20%	4	1	2

Branching ('wait and see') decisions



Challenge

Evaluate the (mis)use of probabilistic flood forecasts in incident response and proactive flood management

Routine Decisions

i.e. issue a flood warning, closing a flood barrier, evacuation = least-cost optimisation

Reactive decisions

i.e. heuristics, lookup tables, risk appetite and bias = rules of thumb

Objective:

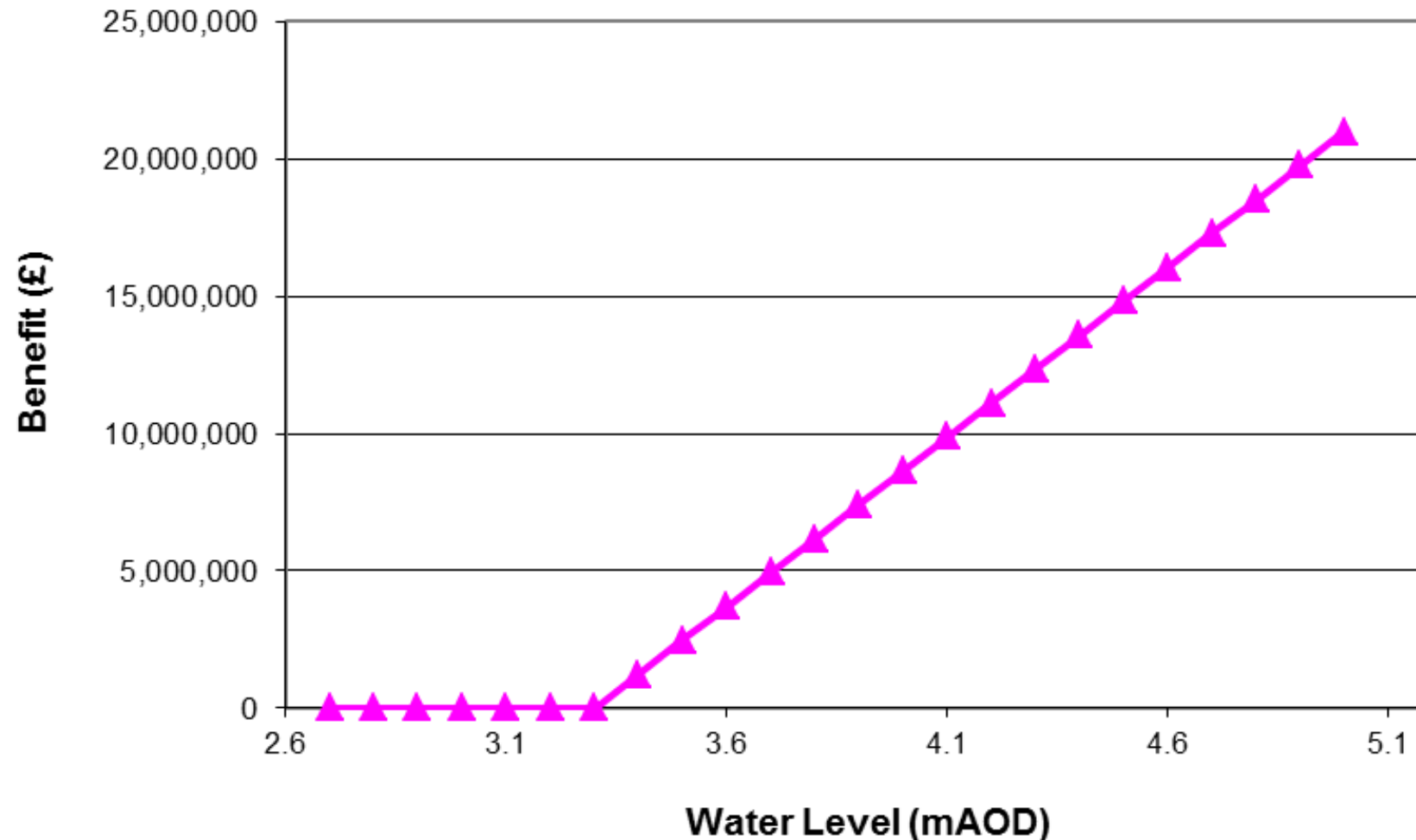
Develop an easy-to-use decision making tool to be applied to multiple forecast, multiple action, delayed decisions.

Problem framing

	Evacuate	Control Barrier	Partial Defence	Water Course Clearing	No Action
Cost	50,000	100,000	30,000	15,000	0
Benefit					
Ensemble One	8,250,282	13,414,096	5.455638	2,727,819	0
Ensemble Two	4,825,375	7,755,312	3,192,124	1,596,062	0
...

Costing

Peak Water Level v.s. Barrier Closure Benefit



EA costing incorporates effect of different factors: social, risk to life, property damage...

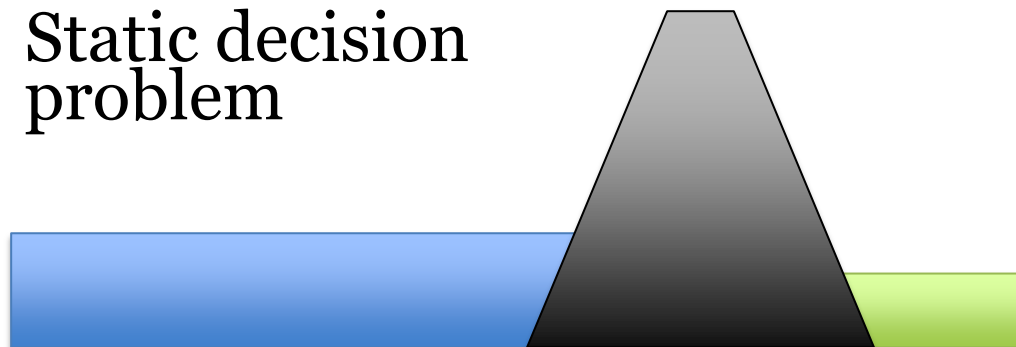
Implementation Assumption:

Other actions have a relative effect on each potential damage

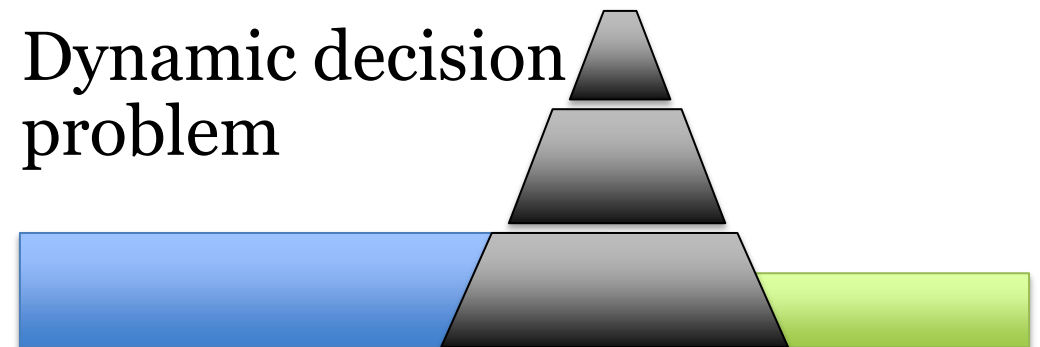
Evaluation

Option	Scenario				<i>Non-probabilistic decision criteria</i>				
	S1	S2	S3	etc.	Average (<i>Laplace</i>)	Minimum (<i>Maximin</i>)	Maximum (<i>Maximax</i>)	Minimum regret (<i>Minimax regret</i>)	Weighted average (<i>Hurwicz</i>)
A	10	20	50	100	45	10	100	900	55
B	2	3	3	1000	252 ✓	2	1000 ✓	199 ✓	501 ✓
C	200	200	202	202	201	200 ✓	202	798	201
D	100	110	120	410	185	100	410	590	255
etc.									
Best outcome	200	200	202	1000	Non-probabilistic decision outcome (✓)				
Best option	C	C	C	B	B	C	B	B	B

Static decision
problem

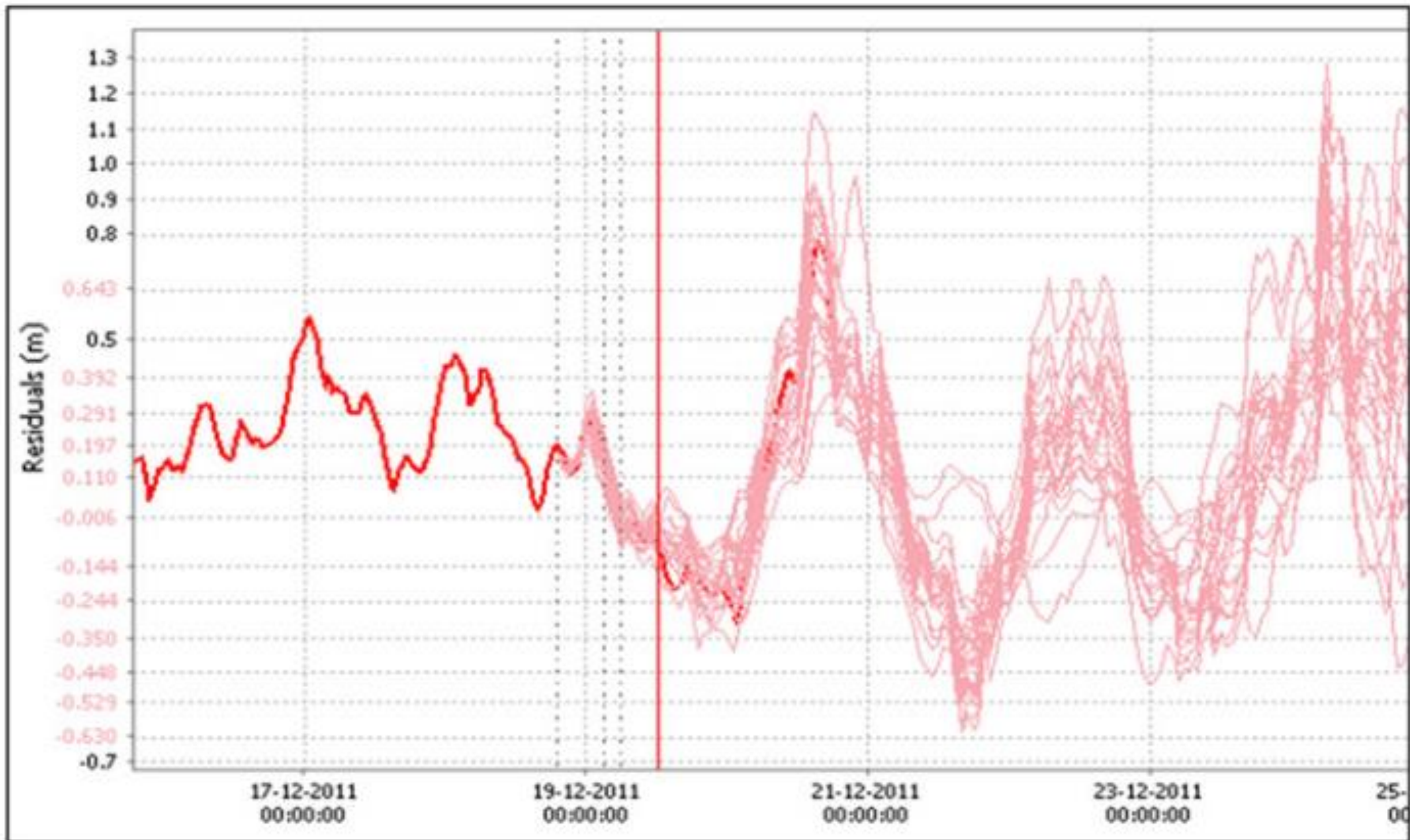


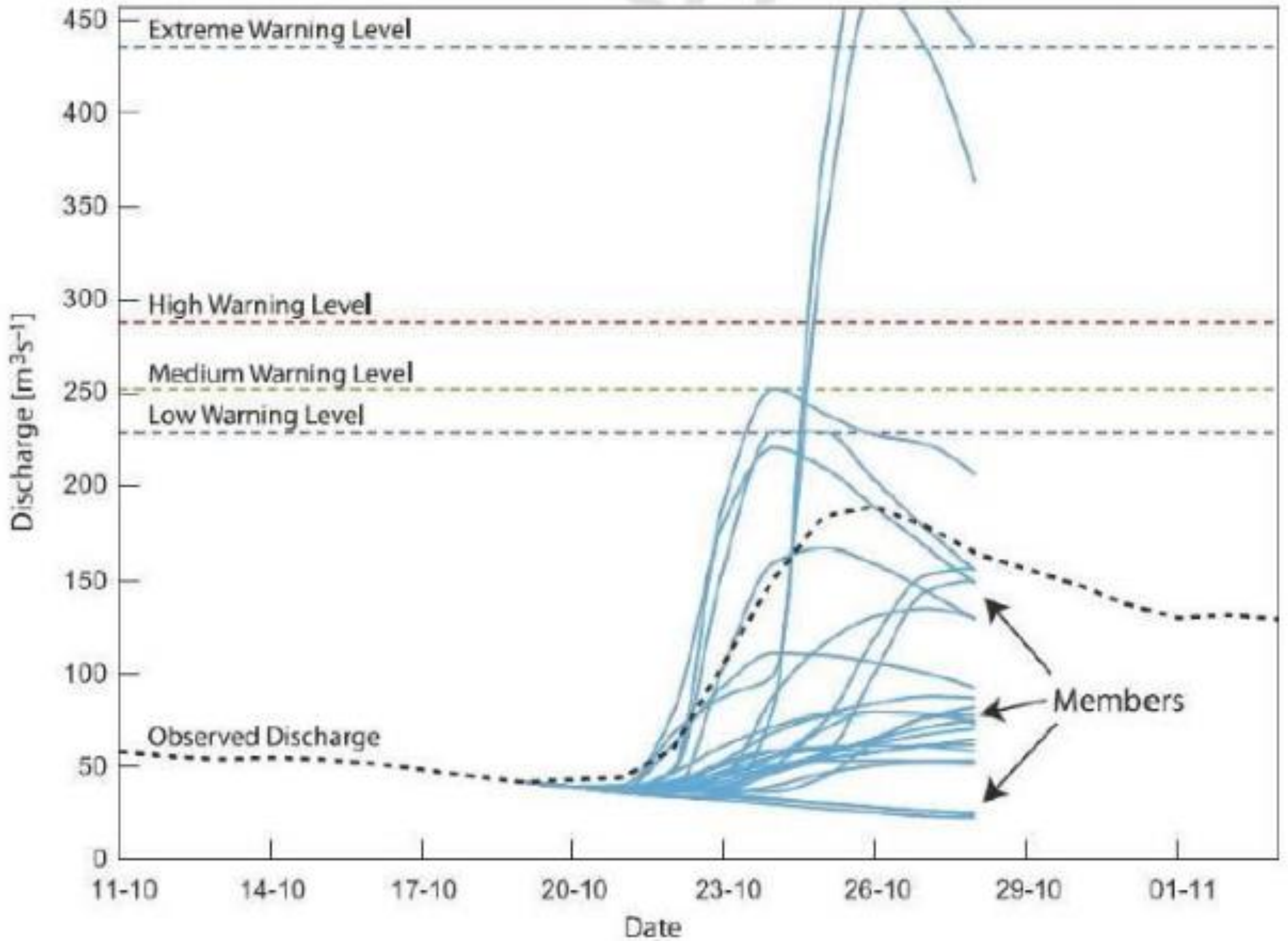
Dynamic decision
problem



Making decisions with ~~probabilistic~~ forecasts uncertain

	Evacuate	Don't Evacuate	Temporary defences
Big flood 30%	6	10	10
Small flood 50%	4	3	2
No flood 20%	4	1	2





Probabilistic Forecast Data

	Level (mAOD)	Flood impact avoided by action (£)	Exceeding threshold?
Ensemble 1	3.297	£0	0
Ensemble 2	3.296	£0	0
Ensemble 3	3.264	£0	0
Ensemble 4	3.277	£0	0
Ensemble 5	3.317	£208,981	1
Ensemble 6	3.318	£224,816	1
Ensemble 7	3.285	£0	0
Ensemble 8	3.331	£386,912	1
Ensemble 9	3.330	£376,332	1
Ensemble 10	3.288	£0	0
Ensemble 11	3.291	£0	0
Ensemble 12	3.336	£442,730	1
Ensemble 13	3.297	£0	0
Ensemble 14	3.296	£0	0
Ensemble 15	3.264	£0	0
Ensemble 16	3.292	£0	0
Ensemble 17	3.302	£25,561	1
Ensemble 18	3.342	£513,820	1
Ensemble 19	3.292	£0	0
Ensemble 20	3.288	£0	0
Ensemble 21	3.310	£124,276	1
Ensemble 22	3.310	£124,032	1
Ensemble 23	3.272	£0	0
Ensemble 24	3.284	£0	0

Expected Action Benefit (£)

£101,144

Action Level Threshold (mAOD)

3.3

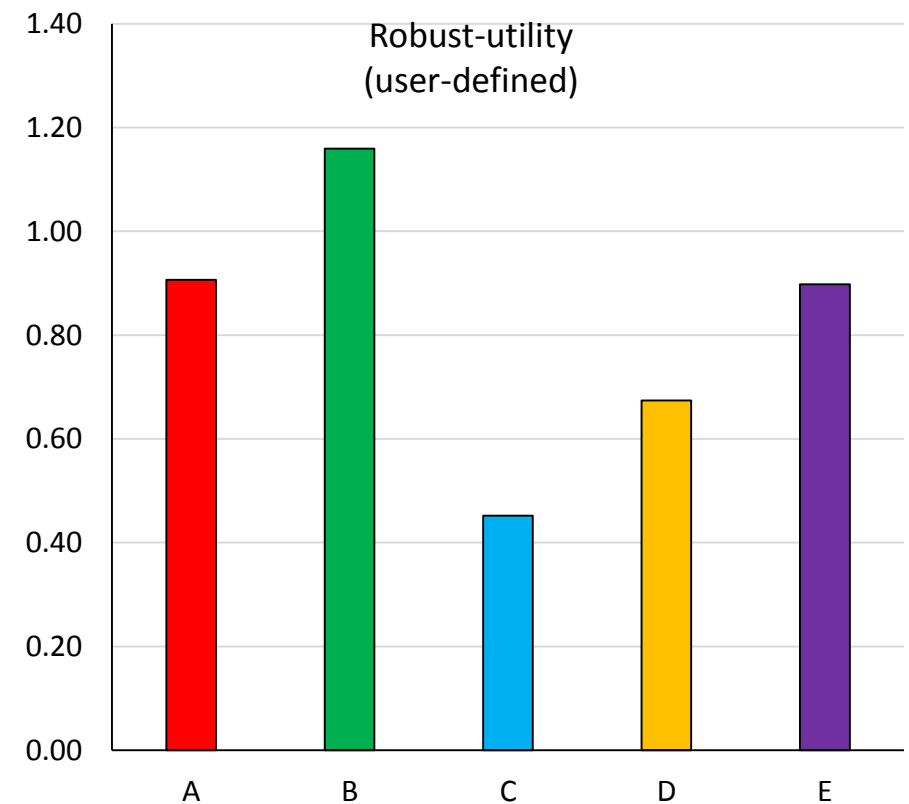
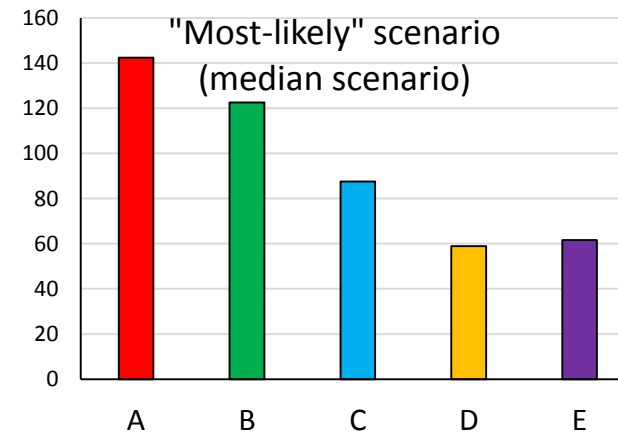
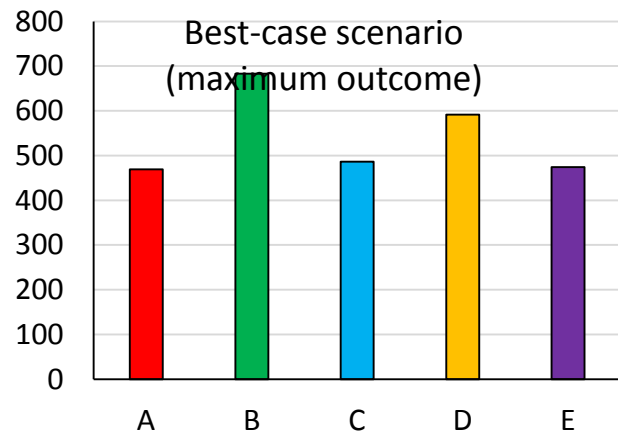
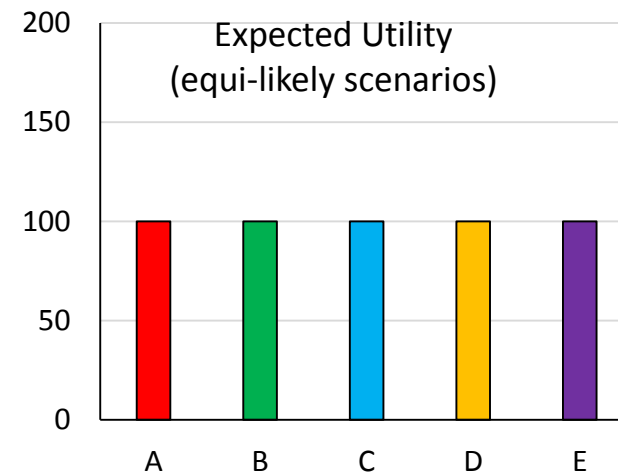
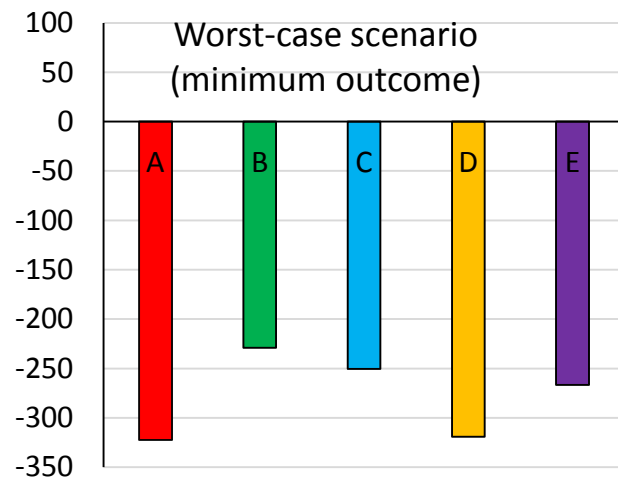
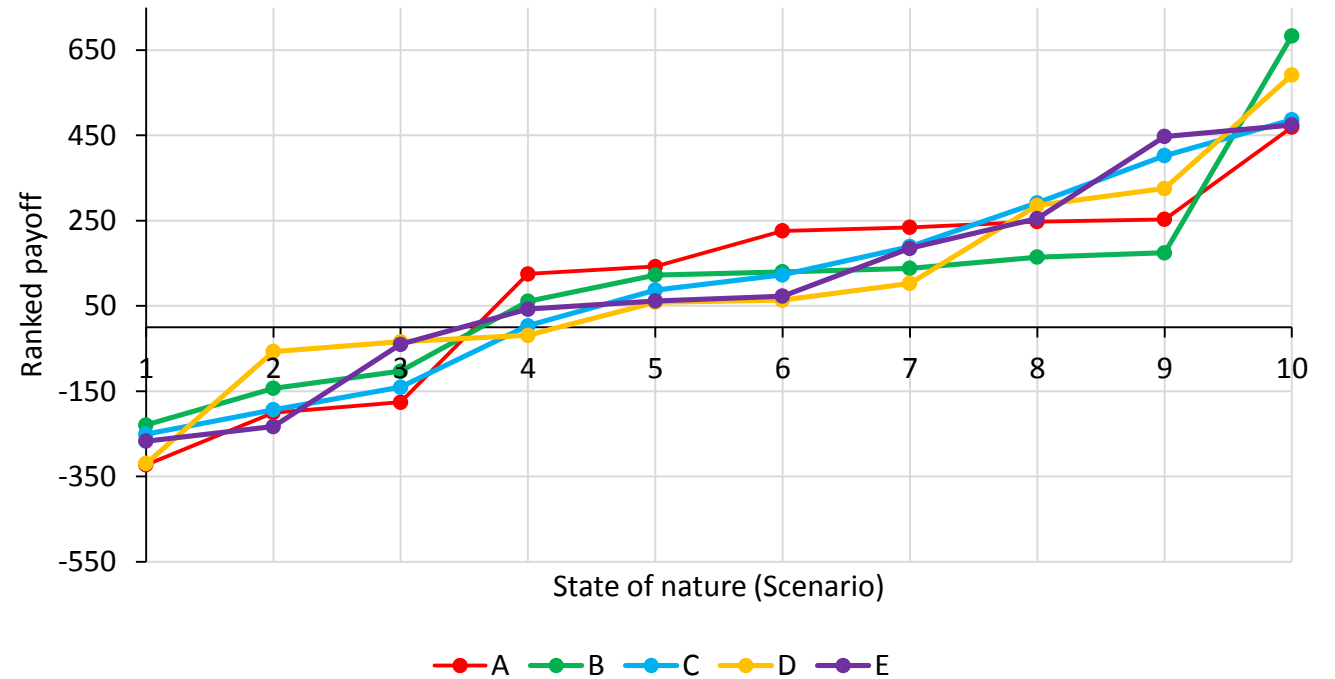
Exceeding probability

38%

Event		P8_H2		P8_H3		P8_H4		P8_H5		P8_H6	
Date & Time		31/01/2010 13:00		01/02/2010 01:15		01/02/2010 13:45		02/02/2010 02:15		02/02/2010 14:15	
5	Actual peak Water Level (mAOD)	3.109		3.063		3.201		2.913		3.223	
Probabilistic Flood Forecast		Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)
Ensemble 1		3.454	£1,902,721	3.302	£22,598	3.513	£2,631,165	3.199	£0	3.335	£435,950
Ensemble 2		3.448	£1,830,456	3.298	£0	3.502	£2,492,383	3.203	£0	3.306	£75,112
Ensemble 3		3.447	£1,811,789	3.282	£0	3.509	£2,586,432	3.211	£0	3.313	£161,385
Ensemble 4		3.451	£1,860,180	3.292	£0	3.522	£2,743,694	3.197	£0	3.310	£122,475
Ensemble 5		3.445	£1,794,370	3.277	£0	3.499	£2,454,749	3.217	£0	3.345	£558,540
Ensemble 6		3.458	£1,954,484	3.311	£136,910	3.502	£2,497,445	3.176	£0	3.330	£371,499
Ensemble 7		3.439	£1,721,763	3.299	£0	3.501	£2,479,104	3.199	£0	3.282	£0
Ensemble 8		3.462	£1,999,359	3.303	£36,462	3.518	£2,692,539	3.193	£0	3.319	£238,502
Ensemble 9		3.458	£1,952,591	3.299	£0	3.515	£2,659,119	3.222	£0	3.343	£531,224
Ensemble 10		3.454	£1,905,899	3.288	£0	3.524	£2,761,995	3.186	£0	3.333	£406,898
Ensemble 11		3.455	£1,908,725	3.306	£68,629	3.521	£2,723,441	3.178	£0	3.361	£755,255
Ensemble 12		3.453	£1,890,068	3.310	£121,119	3.510	£2,591,980	3.199	£0	3.380	£992,322
Ensemble 13		3.454	£1,906,360	3.312	£145,650	3.520	£2,722,821	3.175	£0	3.341	£509,867
Ensemble 14		3.448	£1,831,537	3.289	£0	3.504	£2,521,741	3.192	£0	3.354	£661,074
Ensemble 15		3.464	£2,020,999	3.306	£74,736	3.520	£2,719,812	3.223	£0	3.337	£458,360
Ensemble 16		3.449	£1,836,213	3.301	£16,772	3.514	£2,639,421	3.197	£0	3.287	£0
Ensemble 17		3.467	£2,060,485	3.307	£91,073	3.508	£2,570,101	3.190	£0	3.349	£601,623
Ensemble 18		3.457	£1,945,171	3.318	£221,028	3.505	£2,526,135	3.212	£0	3.344	£543,720
Ensemble 19		3.460	£1,981,190	3.300	£0	3.508	£2,573,999	3.189	£0	3.375	£920,476
Ensemble 20		3.463	£2,012,224	3.300	£0	3.518	£2,687,949	3.199	£0	3.343	£532,226
Ensemble 21		3.455	£1,913,867	3.305	£57,575	3.506	£2,541,207	3.178	£0	3.362	£771,086
Ensemble 22		3.464	£2,027,166	3.312	£149,596	3.509	£2,577,662	3.217	£0	3.353	£654,154
Ensemble 23		3.441	£1,741,614	3.314	£167,003	3.513	£2,627,437	3.176	£0	3.347	£576,720
Ensemble 24		3.453	£1,889,914	3.302	£19,179	3.501	£2,480,560	3.214	£0	3.282	£0
Expected Closure Benefit (£)		£1,904,131		£55,347		£2,604,287		£0		£453,270	
Closure Cost (£)		£4,000		£4,000		£4,000		£4,000		£4,000	
21	Closure decision	Y		Y		Y		N		Y	
5	Hit	0		0		0		0		0	
16	False Alarm	1		1		1		0		1	
0	Miss	0		0		0		0		0	
52	No Event	0		0		0		1		0	

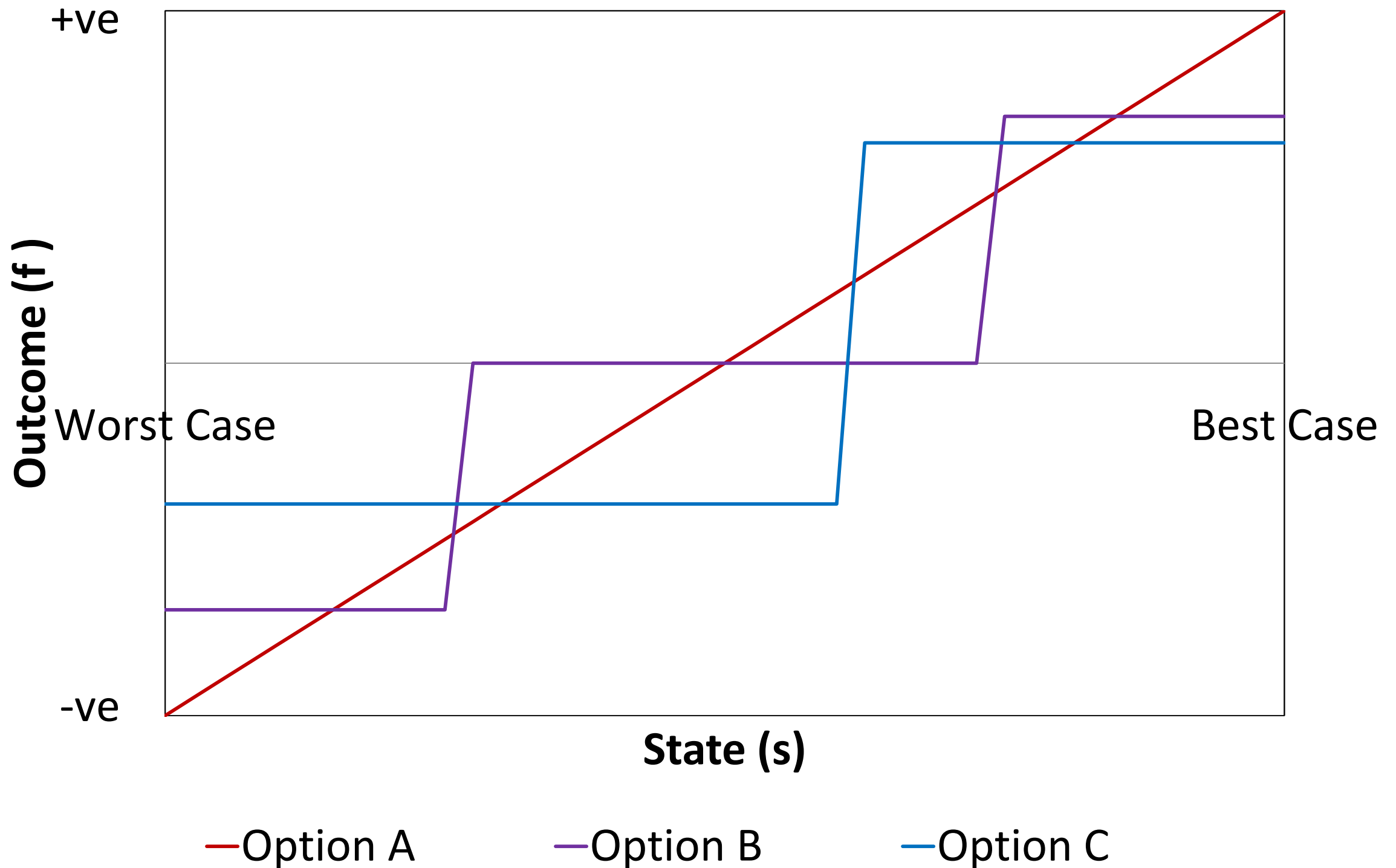
Synthetic data

		Option				
		A	B	C	D	E
Scenario	1	-322.46	-229.05	-250.46	-319.32	-266.76
	2	-199.94	-142.93	-193.52	-56.67	-232.88
	3	-175.87	-102.74	-140.36	-33.82	-39.78
	4	125.27	61.20	3.61	-19.00	42.70
	5	142.38	122.48	87.50	58.84	61.65
	6	226.13	130.26	122.81	63.84	73.14
	7	234.50	138.32	189.52	103.22	185.12
	8	247.80	164.65	291.69	285.84	254.94
	9	253.08	174.78	402.62	325.47	447.37
	10	469.11	683.04	486.59	591.60	474.50



Try it yourself

Q) Do you prefer Option A, B or C?



Robust-utility

$$z = \max_{d \in D} \left((\alpha \cdot A) - ((1 - \alpha) \cdot B) \right) d$$

$$A = \left(\frac{(a)d - \min_{d \in D}(a)d}{\max_{d \in D}(a)d - \min_{d \in D}(a)d} \right)$$

$$B = \left(\frac{(b)d - \min_{d \in D}(b)d}{\max_{d \in D}(b)d - \min_{d \in D}(b)d} \right)$$

$$a = \sum_{s=1}^n \left(\frac{((f)s - \chi)}{\left(\max_{s \in S}(f)s - \chi \right)} \right)$$

$$b = \sum_{s=1}^n \left(\frac{((f)s - t)}{\left(\min_{s \in S}(f)s - t \right)} \right)$$

$$\chi = \left(\max_{s=n} f - \left(\left(\max_{s \in S}(f)s - \min_{s \in S}(f)s \right) \cdot \left(\frac{\beta}{100} \right) \right) \right)$$

Where

z = decision outcome

d = option/s

α = coefficient of optimism (0-1)

f = outcome

n = number of states

β = coefficient of robustness (0-100)

t = threshold (e.g. 0)

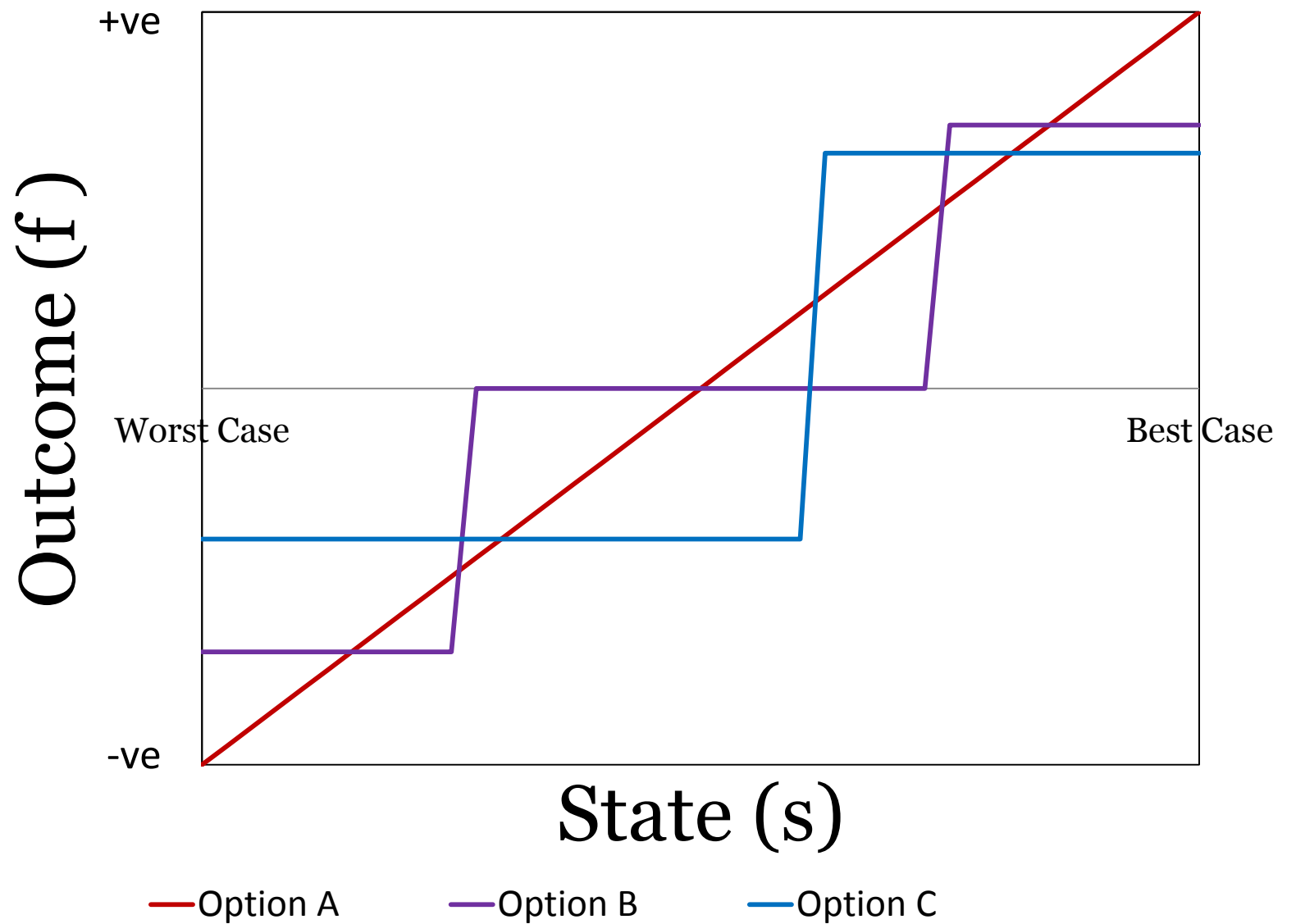
s = state

Advantages:

- Exploratory decision tool
- Accommodate a range of risk appetites
- Incorporate threshold concepts
- Supports static and adaptive decision making
- Does not rely on probabilities
- Highly reproducible from small sub samples
- Can be easily integrated with more advanced techniques
- Easy to implement

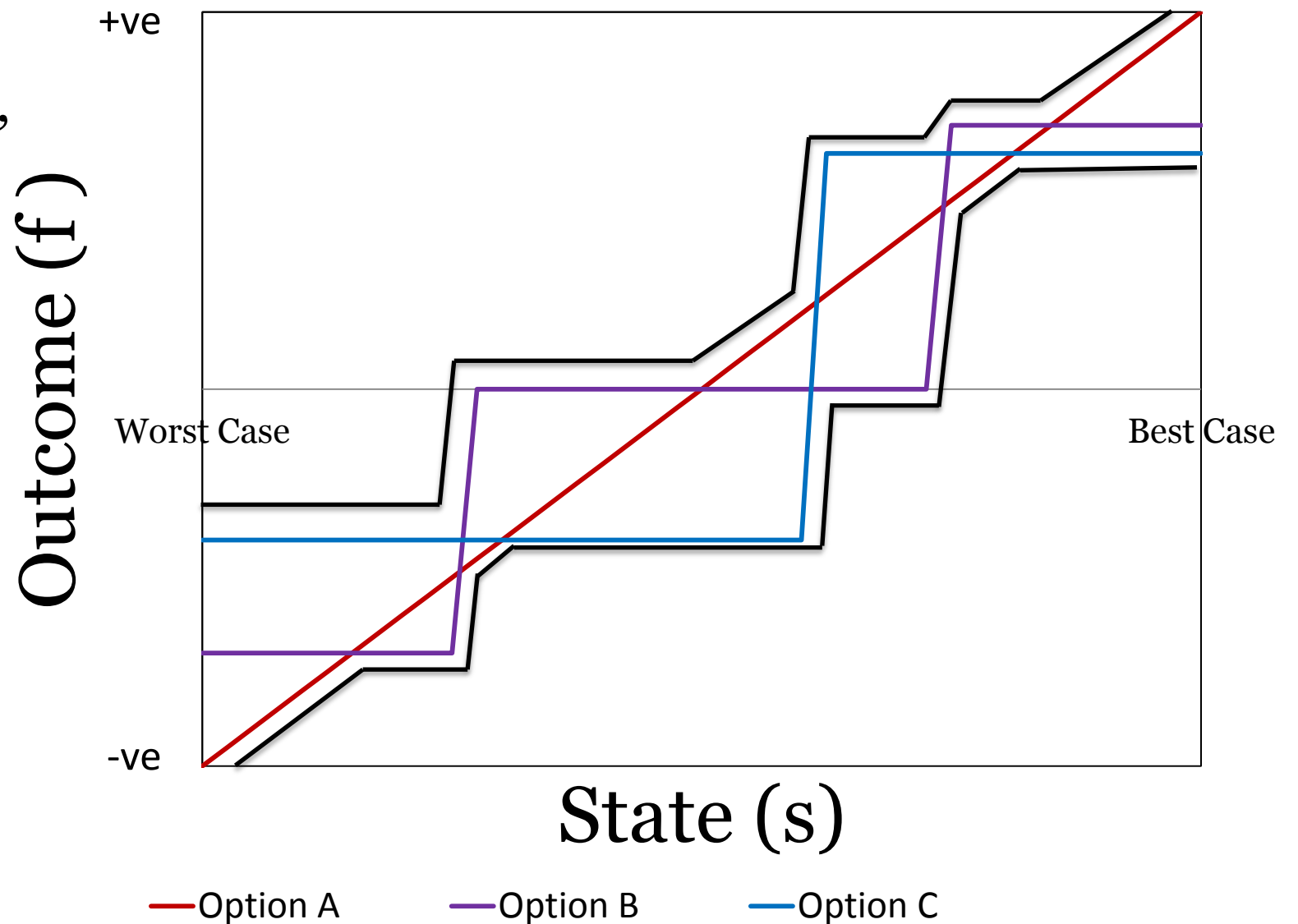
Robust-utility

- Plot the pay-off of the action against each scenario



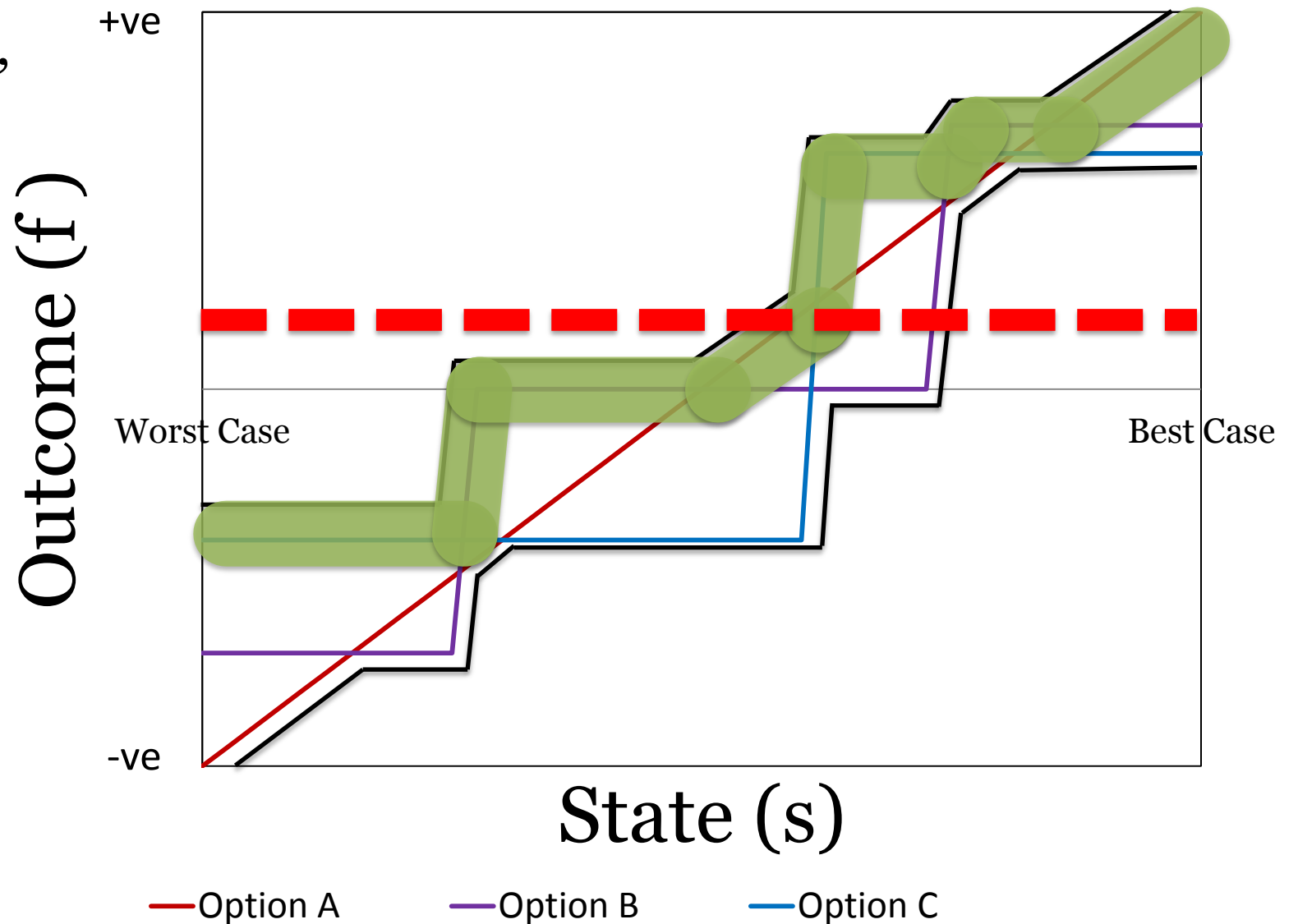
Robust-utility

- Plot the pay-off of the action against each scenario
- Identify 'best-possible' & 'worst possible' outcome



Robust-utility

- Plot the pay-off of the action against each scenario
- Identify 'best-possible' & 'worst possible' outcome
- Specify:
 - Robustness range
 - Threshold
 - Weighting coefficient
 - Score each option



So...

Coefficient of optimism (α)	Coefficient of robustness (β)	Threshold of acceptability (t)
0.5	80	0

State	State	State	f_d	$\max_{d \in D} f_d$	$\min_{d \in D} f_d$	χ	$(f_d - \chi)$	$(\max_{d \in D} f_d - \chi)$	$\left(\frac{(f_d - \chi)}{(\max_{d \in D} f_d - \chi)} \right)$
1									
2									
3	1	1	-10	-3	-15	-12.60	2.60	9.60	0.27
4	2	2	-8	-3	-15	-12.60	4.60	9.60	0.48
5	3	3	-6						
6	4	4	-4						
7	5	5	-2						
8	6	6	0						
9	7	7	2						
10	8	8	4						
11	9	9	6						
	10	10	8						
	Total	11	10	15	3.6	5.88	4.12	9.12	0.45
	* Th	Total							4.75

Option	A	B	$(\alpha \cdot A)$	$((1 - \alpha) \cdot B)$	Green Z-score
A	4.75	3.27	2.37	1.63	0.74
B	6.00	3.00	3.00	1.50	1.50
C	4.94	3.35	2.47	1.68	0.79

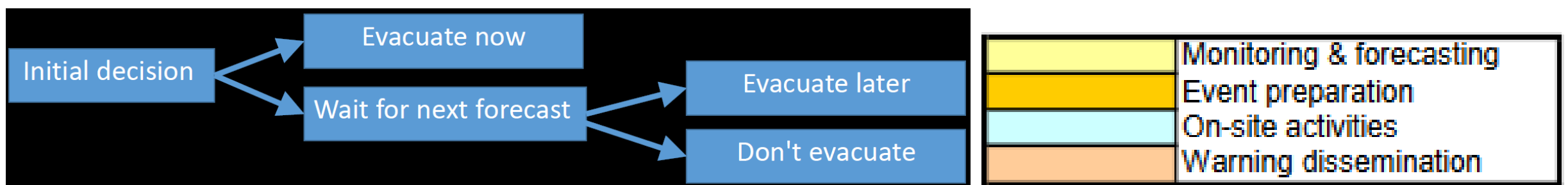
* This value is not calculated because $f_d < \chi$.

— Option A

— Option B

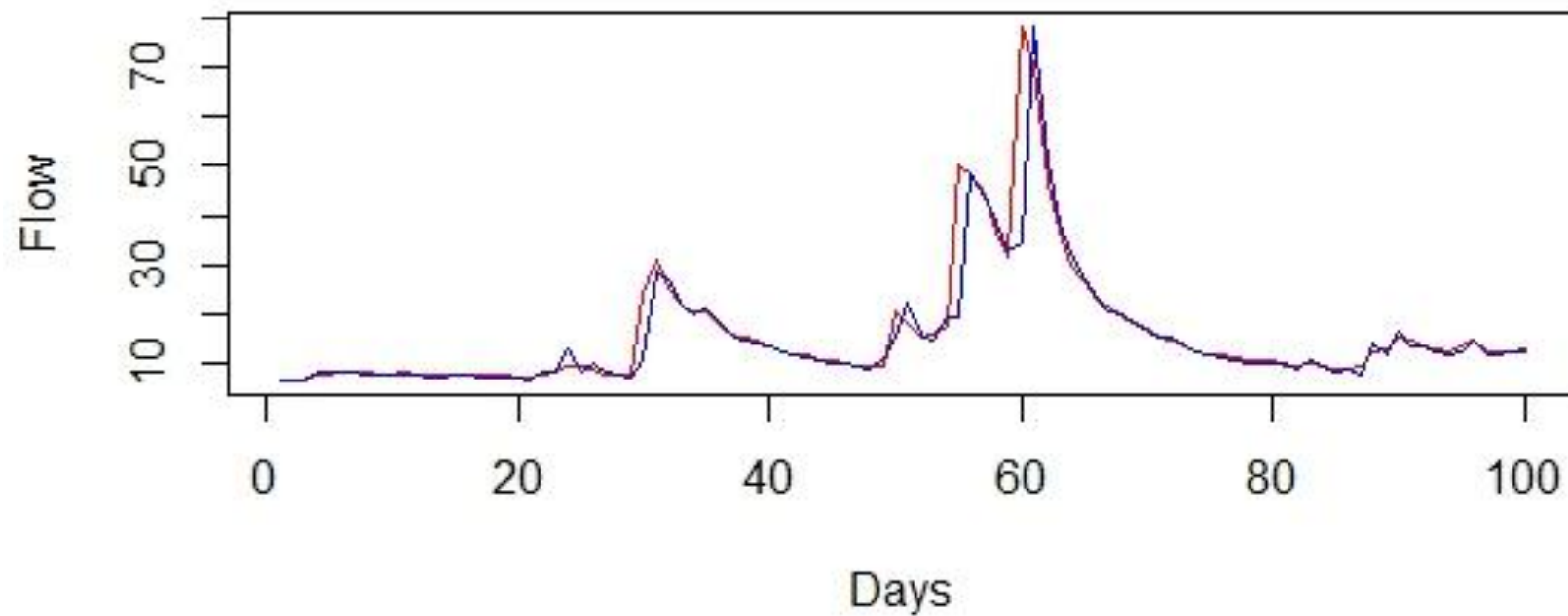
— Option C

Lead time (Large Catchment) in days											
10	9	8	7	6	5	4	3	2	1	0.5	0
Lead time (Small Catchment) in hours											
60	54	48	42	36	30	24	18	12	6	2	0
Routine & enhanced forecasting											
		Initiate enhanced monitoring									
			Flood Advisory Teleconferences								
			Staff Preparedness								
				Flood awareness raising with public							
				Structural checks and watercourse clearances							
					Deploy temporary and demountable defences						
						Operate active control structures					
		Deployment of staff to respond operationally to floods and/or monitor flooding in communities									
								Issue Flood Warnings to professional partners			
								Issue Flood Warnings to public			
								Issue Severe Flood Warnings to public and partners			

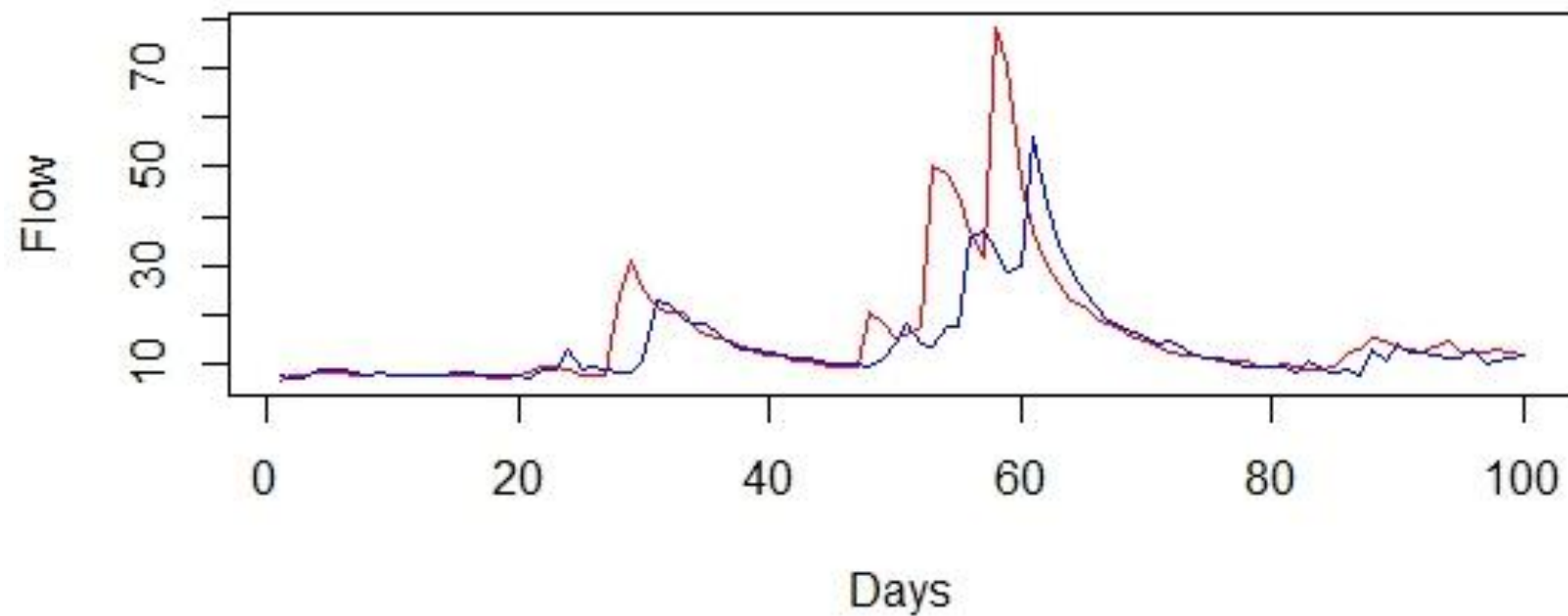


Credibility and delaying decisions

1 Day lead prediction

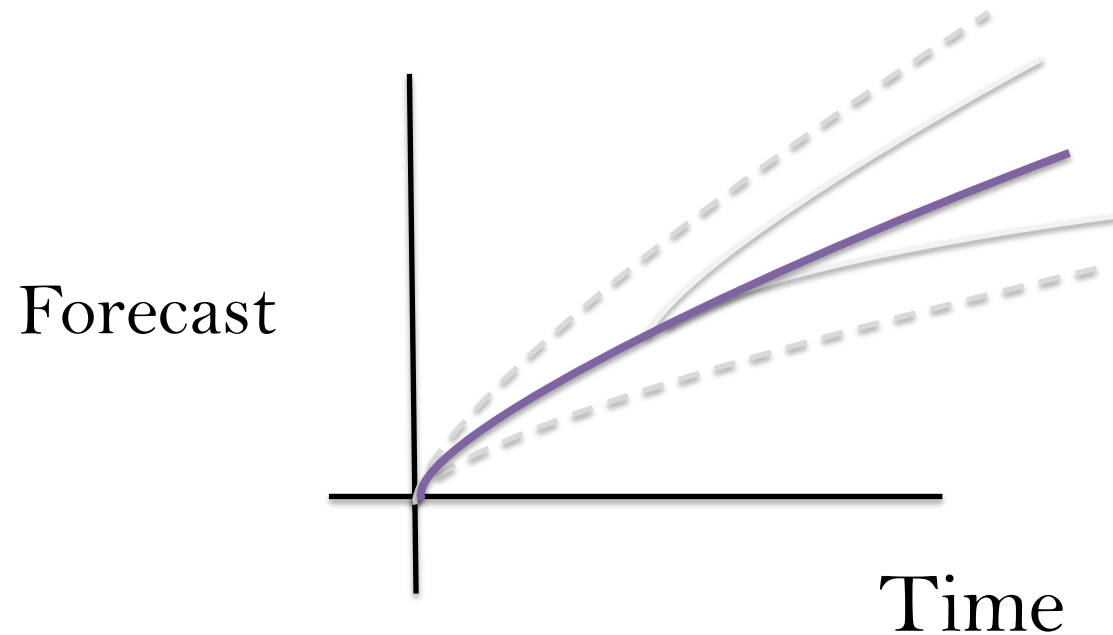


3 Day lead prediction



Credibility and delaying decisions

Question to answer: **How** does the credibility of predictions change as we get closer to the predicted event and what **impact** does this have on decisions?



Option One: Use historical data to calculate the expected cost of bad decisions

Note: *This relies on data existing and could be costly to run for each decision*

Credibility

Our proposal:

‘Relative Reliability Score’ to provide an ‘error fan’ around the prediction

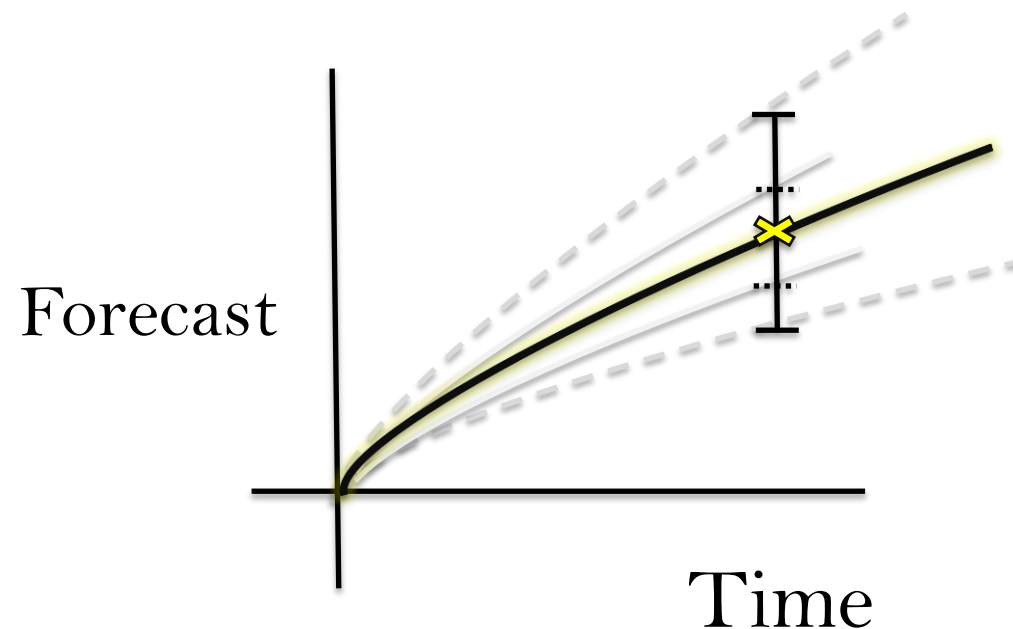
Calculate whether
decision would
change at either
end of the fan



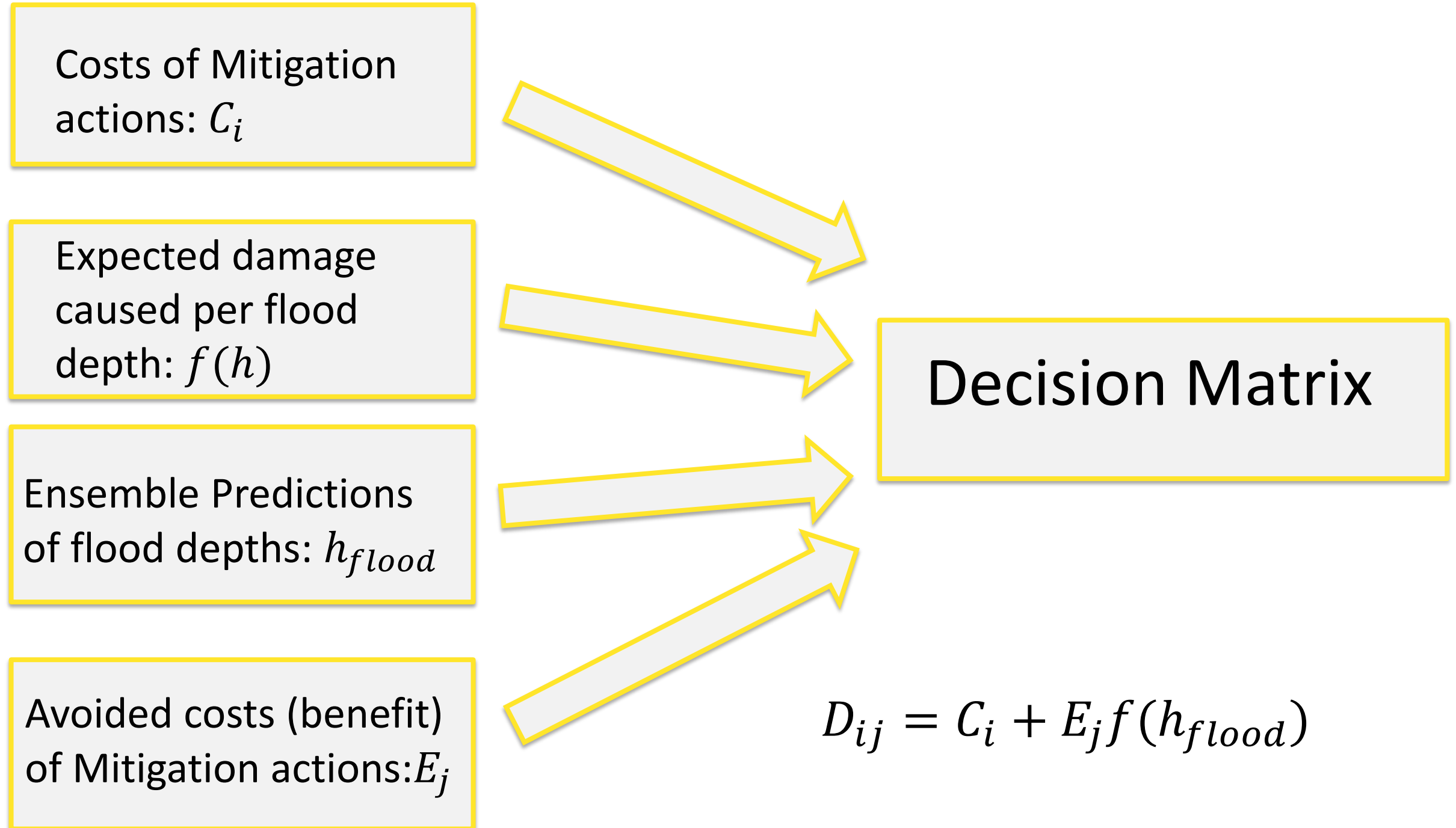
Calculate whether
decision would
change with a
smaller



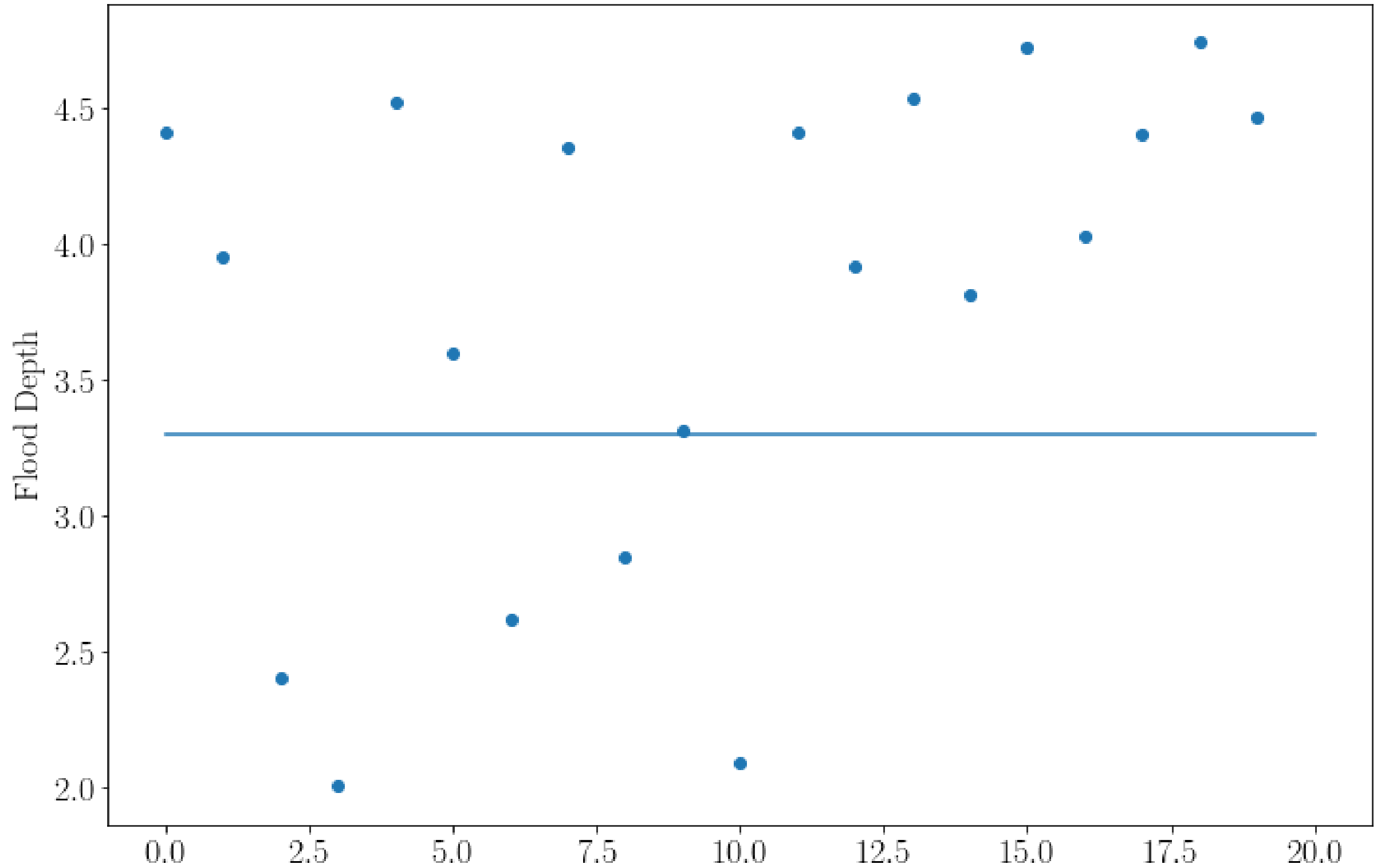
Compare the
relative associated
costs



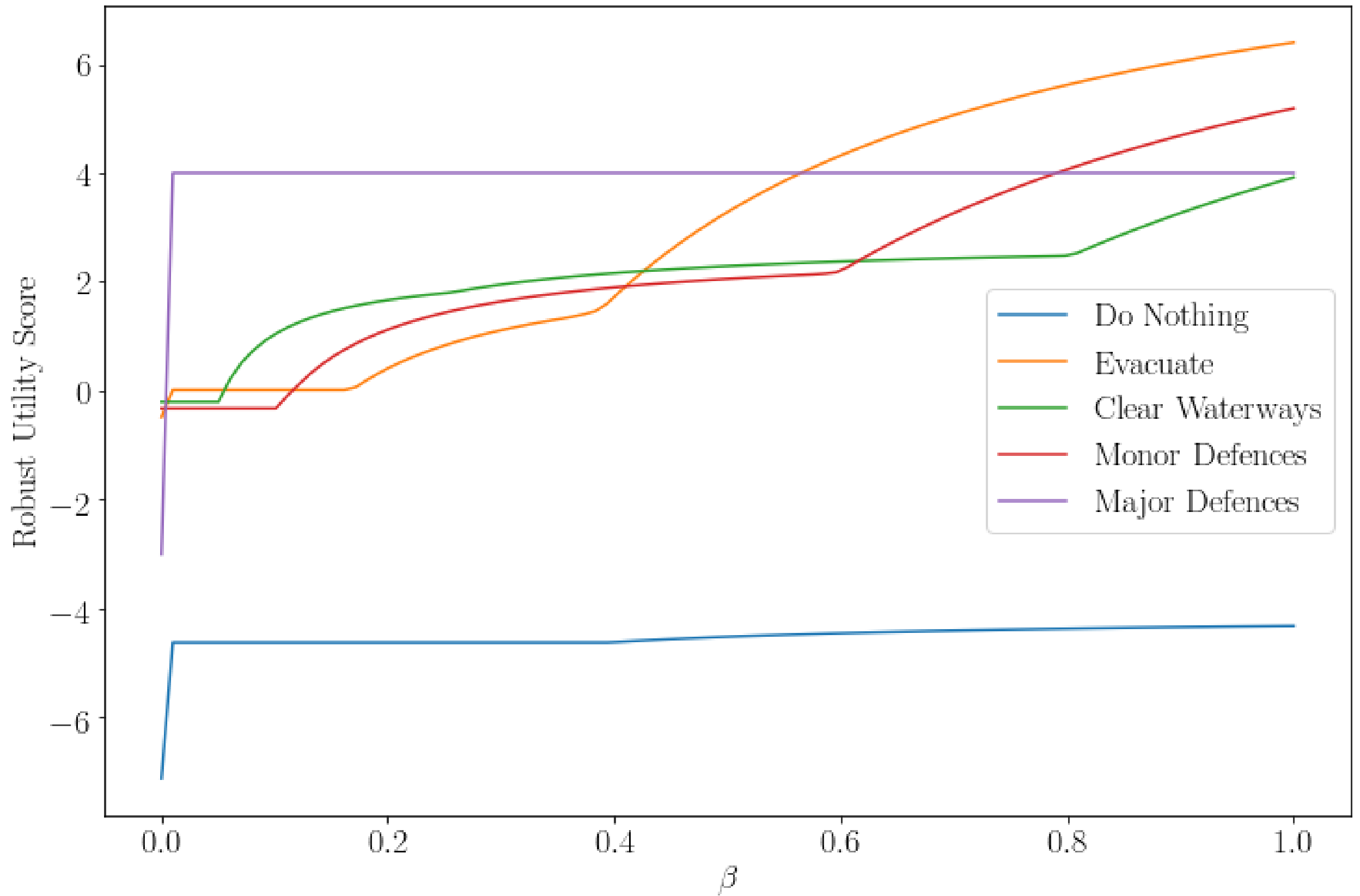
Construction of Decision Matrix



Sample Ensembles



Robust Utility Scores



Event		P8_H2		P8_H3		P8_H4		P8_H5		P8_H6	
Date & Time		31/01/2010 13:00		01/02/2010 01:15		01/02/2010 13:45		02/02/2010 02:15		02/02/2010 14:15	
5	Actual peak Water Level (mAOD)	3.109		3.063		3.201		2.913		3.223	
Probabilistic Flood Forecast		Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)	Peak Level (mAOD)	Closure Benefit (£)
Ensemble 1		3.454	£1,902,721	3.302	£22,598	3.513	£2,631,165	3.199	£0	3.335	£435,950
Ensemble 2		3.448	£1,830,456	3.298	£0	3.502	£2,492,383	3.203	£0	3.306	£75,112
Ensemble 3		3.447	£1,811,789	3.282	£0	3.509	£2,586,432	3.211	£0	3.313	£161,385
Ensemble 4		3.451	£1,860,180	3.292	£0	3.522	£2,743,694	3.197	£0	3.310	£122,475
Ensemble 5		3.445	£1,794,370	3.277	£0	3.499	£2,454,749	3.217	£0	3.345	£558,540
Ensemble 6		3.458	£1,954,484	3.311	£136,910	3.502	£2,497,445	3.176	£0	3.330	£371,499
Ensemble 7		3.439	£1,721,763	3.299	£0	3.501	£2,479,104	3.199	£0	3.282	£0
Ensemble 8		3.462	£1,999,359	3.303	£36,462	3.518	£2,692,539	3.193	£0	3.319	£238,502
Ensemble 9		3.458	£1,952,591	3.299	£0	3.515	£2,659,119	3.222	£0	3.343	£531,224
Ensemble 10		3.454	£1,905,899	3.288	£0	3.524	£2,761,995	3.186	£0	3.333	£406,898
Ensemble 11		3.455	£1,908,725	3.306	£68,629	3.521	£2,723,441	3.178	£0	3.361	£755,255
Ensemble 12		3.453	£1,890,068	3.310	£121,119	3.510	£2,591,980	3.199	£0	3.380	£992,322
Ensemble 13		3.454	£1,906,360	3.312	£145,650	3.520	£2,722,821	3.175	£0	3.341	£509,867
Ensemble 14		3.448	£1,831,537	3.289	£0	3.504	£2,521,741	3.192	£0	3.354	£661,074
Ensemble 15		3.464	£2,020,999	3.306	£74,736	3.520	£2,719,812	3.223	£0	3.337	£458,360
Ensemble 16		3.449	£1,836,213	3.301	£16,772	3.514	£2,639,421	3.197	£0	3.287	£0
Ensemble 17		3.467	£2,060,485	3.307	£91,073	3.508	£2,570,101	3.190	£0	3.349	£601,623
Ensemble 18		3.457	£1,945,171	3.318	£221,028	3.505	£2,526,135	3.212	£0	3.344	£543,720
Ensemble 19		3.460	£1,981,190	3.300	£0	3.508	£2,573,999	3.189	£0	3.375	£920,476
Ensemble 20		3.463	£2,012,224	3.300	£0	3.518	£2,687,949	3.199	£0	3.343	£532,226
Ensemble 21		3.455	£1,913,867	3.305	£57,575	3.506	£2,541,207	3.178	£0	3.362	£771,086
Ensemble 22		3.464	£2,027,166	3.312	£149,596	3.509	£2,577,662	3.217	£0	3.353	£654,154
Ensemble 23		3.441	£1,741,614	3.314	£167,003	3.513	£2,627,437	3.176	£0	3.347	£576,720
Ensemble 24		3.453	£1,889,914	3.302	£19,179	3.501	£2,480,560	3.214	£0	3.282	£0
Expected Closure Benefit (£)		£1,904,131		£55,347		£2,604,287		£0		£453,270	
Closure Cost (£)		£4,000		£4,000		£4,000		£4,000		£4,000	
21	Closure decision	Y		Y		Y		N		Y	
5	Hit	0		0		0		0		0	
16	False Alarm	1		1		1		0		1	
0	Miss	0		0		0		0		0	
52	No Event	0		0		0		1		0	

Output

Spreadsheet:

Input: Decision matrix, scenario predictions

Output: Robustness scores of decision and best decision

Python:

Randomly Generated Water Levels, actions determined by estimated reduction of damage

Input: α , β , t and Decision matrix

Output: Robustness scores of decisions, and best decision.

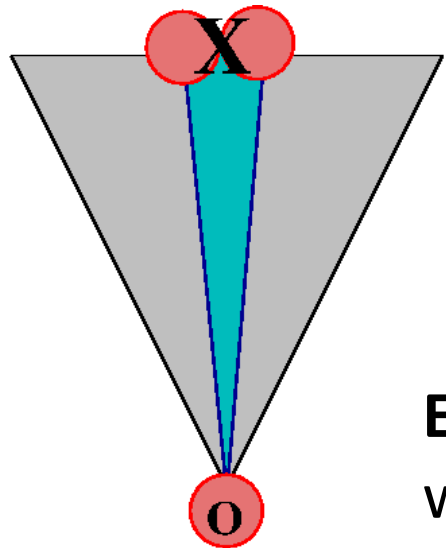
Further Work

Run with real life data and integrate to EA operations

Test using historic data to fine tune parameters

Implement a robust method for making decisions about delaying, using existing credibility information for forecasts.

Prediction probability vs. lead time



Crude estimate, 1

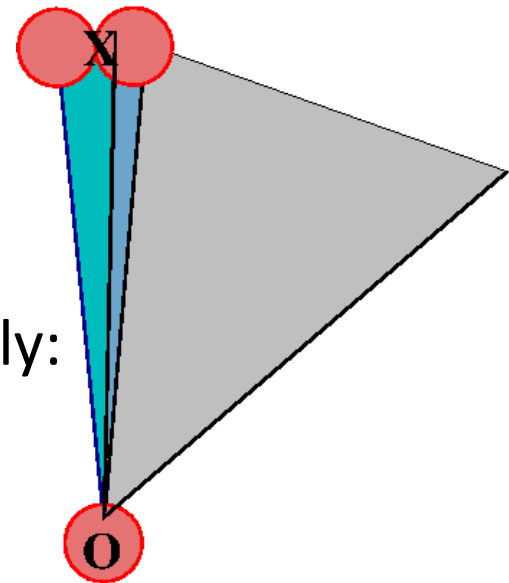
For typical impacts, $p \sim \frac{2L/R}{2\delta_\theta} = \frac{L}{R\delta_\theta} = \frac{L}{ut\delta_\theta} \sim \frac{1}{t}$

L storm size, $2\delta_\theta$ forecast cone width, u typical speed.

It is less than that for oblique impacts

Estimate, 2. Suppose center of the storm q is moving with an average speed u but direction is randomly rotated slightly:

$$\ddot{q} = \omega \times \dot{q}, \quad \left(\int_t^{t+\tau} \omega^n dt \right) = \mu_n \tau, n = 1, 2$$



Probability density function in phase space for the storm center will satisfy eq. of the sort:

$$\frac{\partial f}{\partial t} = -p_i \frac{\partial f}{\partial q_i} + \kappa \left(-p_i \frac{\partial f}{\partial p_i} + p_1^2 \frac{\partial^2 f}{\partial^2 p_2} + p_2^2 \frac{\partial^2 f}{\partial^2 p_1} - 2p_1 p_2 \frac{\partial^2 f}{\partial p_1 \partial p_2} \right) = -p_i \frac{\partial f}{\partial q_i} + \kappa \frac{\partial^2 f}{\partial^2 \theta_p}$$

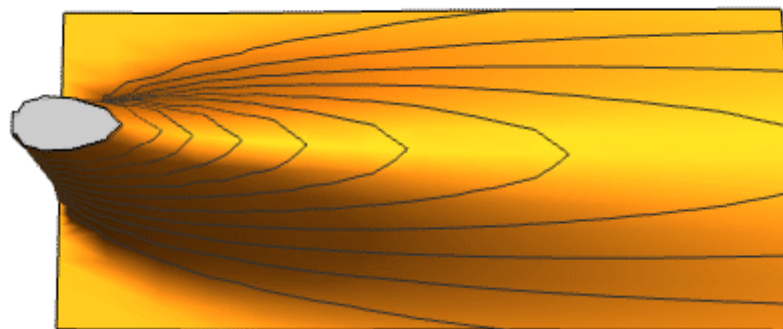
We assume that in the above momentum variable is 'fast', described by angular diffusion in momentum space, and position is 'slow', so that

$$f = f_q \cdot f_p, \quad f_p = \frac{e^{-\theta_p^2 / 4\kappa t}}{\sqrt{4\pi\kappa t}}, \quad f_q = \langle f_q^0(q - p t) \rangle = \int f_q^0(q - p t) f_p d\theta_p$$

$p = u(\cos \theta_p, \sin \theta_p)$

Starting with Gaussian f_q^0 it will stay approx. Gaussian with dispersion in transversal direction

$$\sigma_t = \sqrt{\sigma_0^2 + 4\kappa t u^2}$$



Decision making

