



Christchurch

Transport Operations Centre

A partnership of Christchurch City Council, New Zealand Transport Agency and Environment Canterbury
Keeping Christchurch Moving

Project Level Discussions

CTOC-TTM-007

General Principals and Objectives

Project Discussions are held between CTOC Teams and people involved in a specific project which has associated Traffic Management (TM). These discussions are usually more detailed when the TM has the potential to have a larger impact on transport, communities and businesses.

This document outlines the key objectives and general principles of Project Discussions. It can be used as a guide to improve the effectiveness and outcomes of these discussion. Page 1 provides an overview of discussions including when & how they happen, Page 2 provides some key objectives and principles to follow, and Page 3 a list of key information that may be required for discussion.

Project Discussions Overview

Overview of Project Discussions

Project Discussions (or Project Level Discussions (PLDs)) are held between CTOC Teams, led by the CTOC Traffic Management Team, and people who are involved in the planning and delivery of a specific project.

Project Discussions are usually focused on the Traffic Management aspects of the project. Interest is often on how the Traffic Management may impact travel and the community and the aspects around this such as alternative options, workspace requirements, timing etc.

Requirement for Project Discussions

The requirement for a Project Discussion (PLD) is triggered through the Forward Works Viewer (FWV, <https://www.forwardworks.co.nz/>) and Traffic Impact Minimisation (TIM) Group system.

Transport impacts associated with TM are entered into FWV several months in advance of the work happening on-street, the TIM Group reviews these impacts and may request a Project Discussion to gather more information relating to the proposed impacts.

It is then up to the project delivery team to arrange the Discussion with CTOC, usually by contacting a Traffic Management Coordinator (TMC). Following the Project Discussion, the information is provided back to the TIM Group for further consideration.

Forms of Project Discussions

Project Discussion information can sometimes be provided via phone or emails. Often the best approach is a meeting which is attended by all relevant parties. The TMC can advise on the likely approach.

Sometimes several rounds of discussion may be required. This can be because a) not all of the key information is available during the first discussion, b) plans change (particularly timing), and c) the TIM Group may have further questions following on from the initial information provided.

Again, the larger the potential impact to travel, the community, and businesses the more detailed these discussions are likely to be and the greater the chance of several discussions happening.

Key Aspects

Objectives of Project Discussions

There are a number of objectives to project discussions, the three critical outcomes sought are;

1. Shared understanding: The key outcome of Project Discussions is for CTOC and the project team to arrive at a shared understanding of the project requirements and the associated impact to travel, the community and businesses.
2. Balanced outcome: Through project discussions the CTOC team will seek a better understanding of the project requirements (e.g. roadspace, construction elements, timing etc). Jointly both CTOC and the Project Team should understand the impact to travel, communities, stakeholders, and businesses. The objective is to develop a clear picture of the balance between these needs which often conflict.
3. Supportable position: A shared understanding of a project which strikes an appropriate balance between the project delivery requirements (e.g. construction needs) and the impact (travel, community, businesses) is likely to lead to CTOC supporting the TM requirements, the TIM Group approving the impact, and CTOC being able to support/defend the TM & associated impact to transport seniors, stakeholders, the public and elected members.

Principles of Project Discussions

Some important principles related to project discussions are noted below. If these are followed, they will make project discussions more effective, efficient and straightforward;

1. Collaboration: CTOC is working with the project team. Once CTOC approves a TMP we effectively support the work and impact. We are working together, not in opposition.
2. Openness: As far as reasonable it is anticipated that all relevant information is openly and freely shared during discussions, e. g. project risks such as delays, dependences etc.
3. Impacts: CTOC, partner agencies, and the private sector are vested in maintaining travel, accessibility, and commercial impacts at an appropriate level across the wider network.
4. Delivery: CTOC and partner agencies recognise the requirement to deliver projects and events for the continual improvement and function of Greater Christchurch.
5. Balance: We need to work together to achieve an appropriate balance between safety, project delivery, travel and economic impact across the wider Christchurch transport network for individual projects and the combined programme of projects.
6. Reviewing, refining, and optimising: Where possible and effective we need to work together to review, refine, and optimise the delivery of individual projects and the combined programme of work in an area to seek to minimise impacts.

Balancing Competing Needs

Balance is a key objective and principle above. The balance diamond on the last page demonstrates;

- Safety is the highest priority, is accounted for by CoPTTM, and is generally not a focus of project discussions.
- Transport Efficiency (travel & access impacts) and Project Efficiency (construction ease) often conflict and regularly there is a focus on keeping these aspects balanced.
- Wider impacts, such as to businesses and the community, need to be considered and should not be overlooked.

Key Information Likely to be Required

The following section outlines some of the key information that is likely to be useful for the project team to consider, prepare, and discuss with CTOC during a project discussion.

Not all of this information will be relevant all the time, and in higher profile / high impact examples more information than outlined below may be required.

Project Team's realistic assessment of the transport impacts

The project team should develop a reasonable estimate of what they understand the transport impacts to be from the TM, e.g. vehicle delays. This is a 'Transport Impact Assessment' (TIA), and it is a requirement to carry out TIAs for TM which has an associated transport impact.

It is in no-one's interest or benefit to attempt to underestimate or downplay potential impacts, e.g. in an attempt to gain TM approval more quickly. If the on-street outcomes are significantly worse than estimated and advertised, this is poor for the project team, poor for CTOC, and will lead to greater future scrutiny and possible difficulty in supporting future works and impacts. Higher than anticipated / estimated impacts could also lead to TM sites being shutdown.

It is best to be realistic, or even to err on the side of caution and consider the possible 'worst-case' scenario if it is difficult to accurately assess impacts. CTOC will support the work and impact if it is well understood, justifiable, and the balance between delivery and impact is appropriate.

Present and discuss the options that have been considered to deliver the work

CTOC understands that project teams are likely to have considered several approaches to carrying out the work and potentially different TM methods before putting forward a proposed approach.

Rather than justifying the position that the project team is putting forward, which can be counterproductive. Tell CTOC about the options which have been considered, their pros and cons, and why this has led to a particular proposed approach.

CTOC is likely to question what alternative TM & project delivery approaches have been considered during project discussions.

The project team should remain open to alternative approaches through these discussions, rather than solely defending one proposal.

Critical project information, particularly relating to the roadspace required

Key TM requirements and the associated transport impact are sometimes driven by a certain project aspect, e.g. the workspace area required which reduces the available road-width.

The project team should provide information relating to any key constraints during project discussions, e.g. simple sketch layout drawings showing workspace area or similar key information.

What are the time-of-day / day-of-week / time-of-year considerations

A straightforward way to re-balance the travel, community, and business impacts may be to re-time the work¹. For the key travel and community impacts, the project team should bring along the proposed start and end dates and work shift timings. Any potential ability to adjust these aspects to re-balance the impacts to travel, the community, and businesses against the project delivery approach is likely to be discussed and the project team should consider these possibilities.

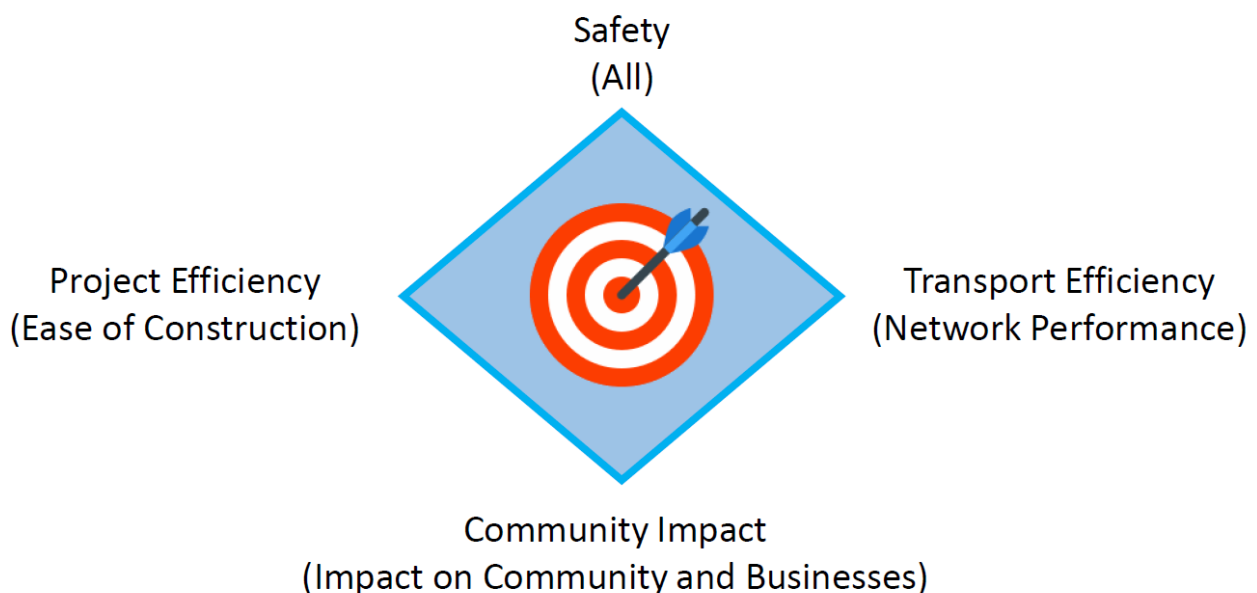
Proposed mitigation to reduce impacts and any contingency plans

In the circumstances where impacts are expected to be higher (e.g. delays greater than 5-to-10 minutes), it is anticipated that the project team will consider ways to reduce the impact, contingency plans to adjust the worksite & TM in the event of unsatisfactory conditions &/or if identified risks/events happen, and mitigation to assist travel, the community and businesses.

It is expected that the project team will bring information relating to reducing impacts, contingencies and mitigation to project discussions.

In these examples with larger impacts there may be more scrutiny and discussion around key aspects of the project delivery and TM approach.

CTOC Planned Event philosophy (CTOC Diamond)



¹ See CTOC's Low Traffic Flow Period Opportunities document for more information.

Date	Version	Prepared/Updated By	Authorised By	Detail of amendment/s
31/08/2020	0.1	Bevan Wilmshurst	Simon Hodges	Draft version for approval.
25/09/2020	1.0	Simon Hodges	Simon Hodges	Approved