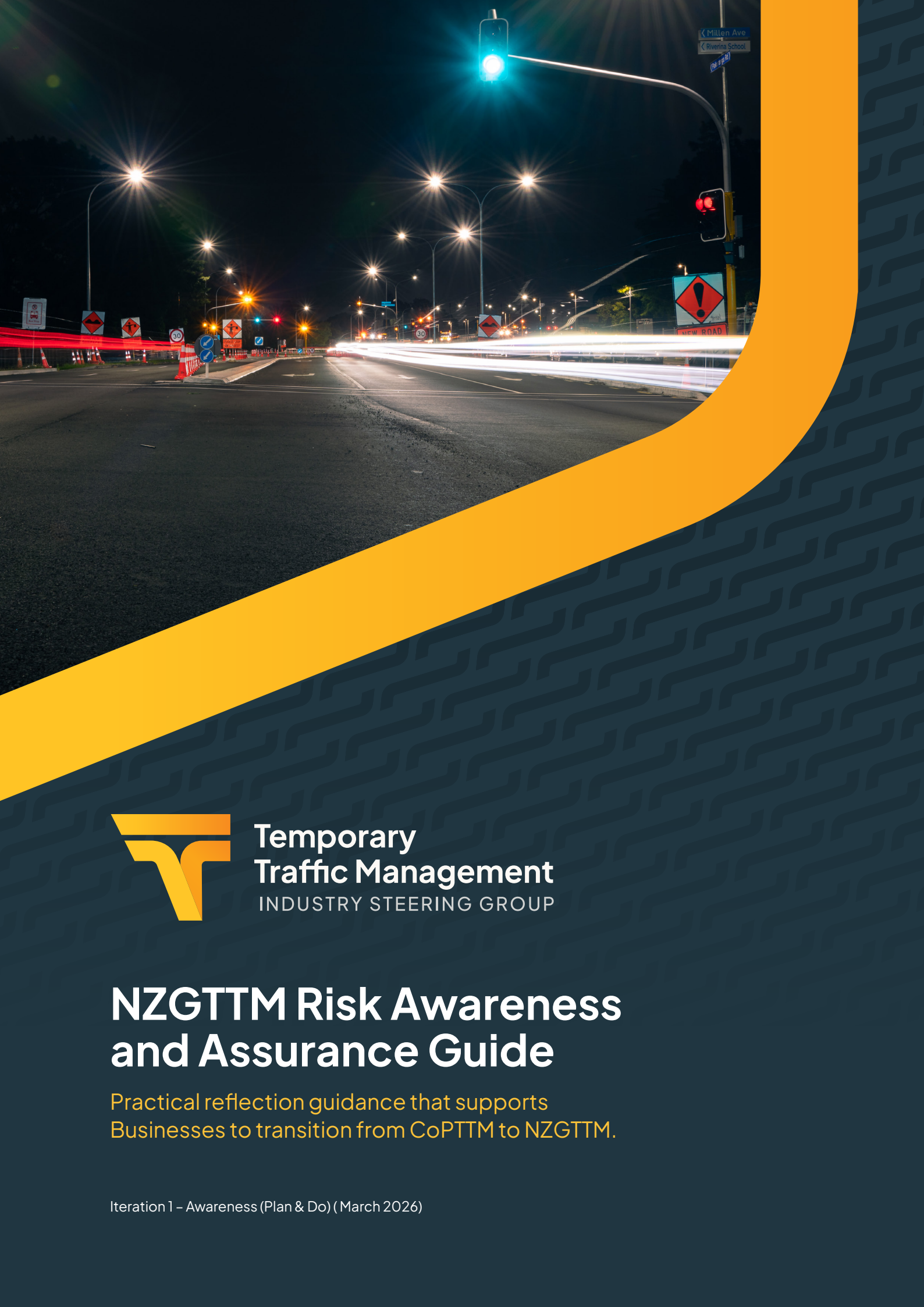




**Temporary
Traffic Management**
INDUSTRY STEERING GROUP

NZGTTM Risk Awareness and Assurance Guide

Practical reflection guidance that supports
Businesses to transition from CoPTTM to NZGTTM.

Iteration 1 – Awareness (Plan & Do) (March 2026)

Contents

Purpose of this Guide	2
Definitions	3
Introduction	5
Assurance to help transition to a NZGTTM risk-based approach	6
An evolved risk-based approach to improving controls for workers and road users	7
The self-assurance questions and guidance structure	9
Tool 1: TTM Risk Awareness and Assurance – Field Guide	11
Tool 2: Awareness Summary – Risk awareness conversation	24
Appendix A: NZGTTM Risk-Based Assurance Framework	25
Appendix B: The TTM Framework	29



How this guide helps New Zealand’s Guide to Temporary Traffic Management (NZGTTM)

This TTM Supplier Self-Assurance Guide helps you transition from CoPTm to a risk-based approach as required by NZGTTM. It supports the three key principles of risk-capable TTM: Awareness. Understanding and Improvement.



The Guide



See the real work (Awareness)

Helps you see worksite risks beyond the TMP.



Understand Risk

Helps you understand risks in real work conditions.



Improve the System

Helps you share learnings and improve controls.

Helps you answer: “Did the controls work in real conditions?”



Enhance Awareness

See actual risks at the worksite



Build Understanding

Understand how risks change in the work.



Drive Improvement

Discuss and improve controls across the contracting chain.

Purpose of this Guide

This guide helps Temporary Traffic Management (TTM) suppliers reflect on how risk is understood and managed in real work, not just in plans and paperwork. It aligns with the NZGTTM shift toward a **risk-based approach to temporary traffic management**, where positive outcomes depend on how work is actually delivered in context.

This first iteration focuses on building work risk **awareness**, the foundation of risk-capable TTM.

What This Guide Is (and Is Not)

This guide is:

- a supplier reflection and operational learning tool
- aligned with NZGTTM risk-based thinking and modern safety management systems
- aligned with the requirements of the Health and Safety at Work Act (2015)
- focused on real work conditions to provide better and more effective controls
- a conversation starter for other businesses within your work realm to discuss risk and the controls required to manage that risk

This guide is not:

- an audit checklist
- a compliance scorecard
- an RCA assessment tool

Who should use this guide?

This guide can be used by any business / transport practitioner who is involved in delivery of TTM, for example:

- a business that has workers working on a road or roadside
- a business that has control of a road or roadside and contracts work to be done on that road or roadside
- a business that subcontracts others to do work on a road or roadside
- a business that is responsible for designing or implementing temporary traffic management plans for road or roadside work.

This guide is written to help as a first step for businesses to transition to the NZGTTM.

This guide may also be useful for health and safety professionals when providing health and safety advice to businesses and transport practitioners who are involved with road or roadside work, or those who are part of the industry and contracting chain.

Copyright information

Copyright ©. This copyright work is licensed under the Creative Commons Attribution 4.0 International licence. In essence, you are free to copy, distribute and adapt the work, as long as you attribute the work to TTM-ISG; ProductiveSafety Ltd trading as NextEra; Health and Safety Tailored For You Ltd; and The Person Factor and abide by the other licence terms. To view a copy of this licence, visit creativecommons.org/licenses/by/4.0

Disclaimer

The purpose of this guide is as a supplementary guide to help the TTM industry make decisions about what is required to develop the skills/competency and capability for the supply chain to develop a practice on what a proportionate risk-based approach can look like, and suggests what may be considered reasonably practicable steps towards ensuring that risk is minimised for those working in and using road corridors. The TTM industry is encouraged to make decisions as they see fit and to obtain their own advice.

The TTM-ISG has endeavoured to ensure material in this document is technically accurate and reflects legal requirements. However, the document does not override governing legislation and the TTM-ISG is not liable for any consequences arising from the use of this document. If you are unsure whether the material is correct, you should refer directly to the relevant legislation and contact the TTM-ISG.

Version: 1.0 March 2026

Definitions

Temporary Traffic Management (TTM)	Refers to the planning and use of traffic control measures to safely manage road users and workers during road or roadside work.
Traffic Management Plan (TMP)	Describes how traffic will be managed during a specific activity or worksite. It outlines the expected layout, controls, and arrangements for managing traffic and protecting workers and road users.
TTM Framework	The four perspectives defined in the NZGTTM and used in this guide to understand how risk is shaped by the wider system: • People • Process & Guides • Equipment • Contracts / System conditions Looking through these lenses helps identify how different parts of the system influence how work is carried out.
Contracting Chain	Refers to the organisations and businesses involved in planning, designing, coordinating, and delivering temporary traffic management. This may include: • clients or road controlling authorities • planners and designers • contractors and subcontractors • workers delivering the work. Managing risk effectively requires consulting, co-operating and coordination across the contracting chain.
Real Work	Refers to how work actually happens in practice. It includes the conditions, decisions, and adjustments that people make as they respond to traffic, weather, timing, equipment, and other changing factors. Real work may differ from what was expected in plans or procedures. Understanding real work helps organisations: • see how risk is managed in practice • identify where controls work well • improve planning and system design.
Assurance	Confidence that risks are understood, managed, and controlled in real work conditions. In a risk-capable system, assurance focuses on how work actually happens, not only whether a plan was followed
Risk-based Approach	An approach which focuses on understanding the real risks of the work and applying controls that match those risks. This approach recognises that: • every worksite is different • conditions change • controls must work in real situations
Risk-capable	Describes an organisation or team that is able to recognise, understand, and manage risk as work unfolds. Risk-capable organisations: • understand the risks of the work before starting • notice when conditions change • adapt controls to suit real conditions • learn from everyday work to improve future practice.

Risk-capable practice	Risk capable organisations do not rely only on plans or rules. They ensure people can see risk, describe it, and manage it as work unfolds.
Work as Imagined (WAI)	How work is expected to happen. This includes plans, procedures, traffic management plans (TMPs), and design assumptions.
Work as Done (WAD)	How work actually happens in real conditions. It reflects the decisions people make on site as they respond to traffic, weather, timing, equipment, and other changing factors.
PDSA (Plan – Do – Study – Adjust)	A learning and improvement cycle used to improve how work is carried out.
Risk Awareness	The ability to recognise risks in real work conditions. It involves noticing: • changing conditions • weak signals • unexpected events • where controls may not work as intended.
Weak Signals	Small signs that something may not be working as expected. They can include things like: • confusion about the plan • unexpected traffic behaviour • workers needing to improvise • controls that are difficult to use • situations that feel “not quite right”. Weak signals often appear before problems occur. Noticing and discussing them helps teams see risk earlier and improve controls.
Control Effectiveness	Refers to how well a control works in real conditions. A control may be present in a plan, but its effectiveness depends on whether it: • works in the conditions on site • is understood by workers • can be used as intended • supports safe decisions during the work. A risk-based approach asks: “Did the control work here?” “not just “Was the control present?”

Introduction

NZGTTM – What has changed in temporary traffic management?

About NZGTTM

The New Zealand Guide to Temporary Traffic Management (NZGTTM) which replaced the Code of Practice for Temporary Traffic Management (CoPTTM) describes a shift from prescriptive traffic management toward a risk-based approach. It recognises that every worksite is different and that positive outcomes depend on how risks are understood and managed in real conditions not just how work is planned on paper.

In summary, NZGTTM recognises that:

- conditions change
- risks vary across sites
- controls may not always work as planned
- safe outcomes depend on delivery in context

NZGTTM accepts that risk changes as work unfolds. It promotes a risk-based approach where those planning and delivering TTM need to a deeper understanding of the work, the conditions, and how controls perform in practice. This means awareness of real work is the foundation of effective risk-based approach to TTM.

A Risk-Capable approach to Risk Management

Shifting to the NZGTTM require a different methodology, moving from controlling risk to understanding and managing risk in real work conditions, that is, a risk-capable approach. In adopting a risk-capable approach, assurance is not primarily about proving compliance with a plan; it is about evidence that the risk has been seen, described, and workers, controls and road users can adapt to risk as it actually emerges.

What this means in practice

A Risk-capable approach and its assurance practices seek evidence that shows:

- 1. Risk is visible in context**
 - People understand the real risks of the work, not just what was written in a plan.
- 2. Controls are effective in practice**
 - The question is “How did it work here?” rather than “Was it present?”
- 3. Change is expected and managed**
 - The system assumes deviation will occur and checks how well it was handled.
- 4. Learning is continuous, not focused on one off adverse events**
 - Insight comes from everyday work, not only from incidents.
- 5. Adjustment happens at the system level**
 - When problems appear, the response improves planning, conditions, and controls not just individual behaviour (or supplier behaviour).
- 6. Responsibility is shared across the system**
 - Assurance considers people, process, equipment, and contracting conditions together.

Assurance to help transition to a NZGTTM risk-based approach

This guide's risk-based approach is centred on three premises every stakeholder within the TTM delivery chain or workplace must understand to become risk capable and transition to the NZGTTM:

- If you cannot see the risk, then (Awareness of risk)
- If you cannot see the risk, you cannot describe the risk (Understanding the risk)
- If you cannot describe the risk, you cannot control the risk (Manage risk through right controls)

Awareness as the first step to seeing risk and a NZGTTM risk-based approach

This guide is created to help suppliers begin their journey toward a Risk Capable environment, enabling the contracting chain to view risk from a new perspective as required by NZGTTM (ref. p22 NZGTTM)



Becoming aware of what is already there

There is a well-known experiment where people were asked to count basketball passes between players on a screen. While they focused on counting, a person in a gorilla suit walked into the middle of the scene, stopped, and walked off again. Many viewers never saw the gorilla at all.

Not because it wasn't there but because they were not looking for it.

Risk in TTM work can be similar. It may be present in the work and environment, yet not noticed.

This guide is designed to help suppliers help to see what may already be there, so risks can be understood, described, and managed.

“The Two Young Fish” from David Foster Wallace

Two young fish are swimming along.

They meet an older fish who nods and says,

“Morning boys, how's the water?”

They swim on for a bit.

Eventually one turns to the other and says,

“What the hell is water?”

Meaning: what surrounds us is hardest to see.

Greater awareness is needed of the various risks in temporary traffic management, beyond just physical hazards. Some risks cannot be managed by COPTTM-defined traffic measures like geometric design and engineering.

An evolved Risk-based Approach to improving controls for Workers and Road users

A TTM risk-capable approach goes beyond traffic controls and uses an evolved continuous improvement process to manage risk effectively.



From controlling risk to building risk capability

Compliance > Awareness > Understanding > Learning Integration & Translation > Capability

Previous Approach

Risk Averse

Industry 2.0 Work



Compliance Tools

- Rules
- Audits
- Inspections
- Investigations

GOAL: Control variability

Current Approach

Risk Capable

Industry 5.0 Work



Learning Teams

- WAI vs WAD conversations
- Risk profiling
- Performance insights
- Investigations

GOAL: Organisations learn and improve from real work

What is the PDSA framework? How does it differ from PDCA

PDSA (Plan–Do–Study–Adjust) is a learning cycle used to improve how work is done.

Unlike PDCA (Plan–Do–Check–Act), which focuses on checking compliance, instead of checking whether the plan was followed, PDSA studies how work actually happened and improves controls through learning.

PDSA, along with the new risk-capable practices, supports continuous improvement by helping suppliers better describe and share with the contracting chain:

The real work;

- risks beyond road users and moving vehicles;
- the controls required beyond road layout and direction;
- how delivery conditions influence risk.

What does application of PDSA look like in TTM delivery and a risk based approach to ensuring all workers and road users go home safe everyday.

PDSA STAGE	Purpose	In this guide
 PLAN 	Understand work and risk before starting	YES
 DO 	Check how work unfolds in delivery	YES
 STUDY 	Learn from work	FUTURE
 ADJUST 	Improve system and controls	FUTURE

NOTE: This guide (Iteration 1) focuses on Plan and Do stages as the first transition step to the NZGTTM.



The Self-Assurance Questions and Guidance structure

When to Use the Guidance

1. As work is being planned (Prior/Pre work)
2. As a resource when work is being done (during work)
3. As a review (Post job review)

How to Use This Guidance

4. Yes / No

Confirm whether the element is present or working as expected.

5. How

Requires a description of how the work is actually being managed on site. This helps uncover what is really being asked of the crew for that specific job.

6. Plan and Job match slider

Indicate on a plan and job match slider whether the work delivered:

- aligned with written TMP
- required minor adjustments
- needed significant adaptation from written TMP

This uncovers how closely the TMP matches the reality on the day.

Seeing the Work Clearly

In TTM planning, work is first imagined on paper through plans, procedures, and TMP designs. But when work starts, conditions change and people must adapt to what is actually happening on site.

This guide helps businesses and workers notice the difference between:

PLAN

Work as Imagined (WAI)

How the job is expected to happen.

- TMP Design
- Expected traffic
- Planned controls

THE GAP

Where RISK appears

Learning happens here, between plan and real work.

REALITY

Work as Done (WAD)

How the job actually happens in real conditions.

- Traffic behaviour
- Site conditions
- Worker adjustments

Risk often appears in the gap between these two. Seeing this gap helps teams better understand risk and improve controls. For more information see [Worksafe WAI vs WAD](#)

Two tools have been developed for use as a first step of assurance around the transition.

1. TTM Risk Awareness: Field Guide – Seeing Risk in Real work covering Plan and Do stages of the PDSA cycle (to be used Pre and During work delivery).
2. Risk Awareness Radar (to be used Post work delivery to record learnings)

The tools are structured around the both the Plan Do Study Adjust and TTM framework as per the graphics below.

TTM Framework

For the TTM system to be system are four core elements – people, processes, equipment, and contracts. Each of these elements are important to achieving our collective vision:

All workers are road users go home safe every day.

Under each of the four elements are examples of activities we do. All organisations are encouraged to contribute to the development of people, processes and guides, equipment and contracts.



People

- Leadership
- Training
- Competency assessments
– initial and reviews



Equipment

- Plant
- Static equipment
- Intelligent transport systems
– on road and in office.



Process and guides

- NZGTTM
- Practice notes
- Planning
- Approval
- Quality, assurance and control



Contracts

- Contract terms
 - Specifications
 - Roles and responsibilities
- Payment terms



TTM Risk Awareness and Assurance:

Field Guide – Seeing Risk in Real Work

Iteration 1 – Awareness (Plan & Do) (31 March 2026)

TTM Risk Awareness Guide

This guide helps teams notice risk in real work conditions.

It supports the NZGTTM risk-based approach and should be used alongside the full guide for context and explanation.

Purpose:

These questions support the Plan and Do stages of the improvement cycle described in the Risk Awareness and Assurance Guide. They help teams to:

- understand the work and risks before starting and during the work
- recognise when work conditions differ from the plan
- notice whether controls work in real conditions
- support discussion with workers and other businesses

How to Use This Guide

This guide helps crews talk about how the work is actually happening on site.

Each question follows the same simple structure to support the risk awareness conversation.

Risk includes both what could go wrong and what helps the job go well.

1. Yes / No

Confirm whether this is happening in the job right now (Yes or No).

2. Describing the real work

- If you ticked “yes” – describe how this is helping work go well
- If you tick “no” – describe what is happening with work risk and its management

The answer should provide a description of how the work is actually being managed on site.

This helps uncover what is really being asked of the crew for this specific job.

3. Plan and Job match slider

4. Plan and Job match slider

Indicate on slider whether the work delivered:

- aligned with written Traffic Management Plan (TMP)
- required minor adjustments
- needed significant adaptation from written TMP

The slider helps show how the TMP lines up with the job on the day. If a gap is noted, then ask questions to learn how this happened.

Question Source

The New Zealand Guide to Temporary Traffic Management (NZGTTM) Risk Awareness and Assurance Guide – Iteration 1: Awareness (Plan & Do) March 2026, TTM-ISG.

Recommended users :

- crews
- Site Traffic Management Specialist (STMS)
- supervisors
- planners
- site managers

Site Information

Date of review (DD/MM/YYYY)

Time of review

Location of worksite

Site Context

Describe the work being undertaken on the road corridor that requires temporary traffic management:

Is there an accessible Traffic Management Plan (TMP)?

☐ Yes ☐ No

How is the TMP helping the crew understand the work and risks on this site?

Examples:

- layout clearly understood
- traffic flow anticipated
- staging discussed before work
- controls explained to the crew

Plan and Job Match Slider | Mark how the job matches the TMP



Notes:

Is there a traffic management design (TMD) provided? ☐ Yes ☐ No

How does the design help explain the risks and controls for this site?

Examples:

- staging sequence understood
- access and egress points clear
- interaction with other works
- equipment positioning planned

Plan and Job Match Slider | Mark how the job matches the TMD



Notes:

If yes, when were the TMP/TMD received by the delivery crew?

Date & Time TMP Received:

Date & Time TMD Received:

How did the timing of receiving the plan influence the crew's understanding of the job?

Examples:

- reviewed before arriving onsite
- first seen on site
- w during pre-start
- limited time to review

**List what roles and other businesses took part in the review
(.e.g STMS, Crew, Supervisor, other contractors, Planner etc.)**



People

Workers manage risk through the decisions they make during the job. These questions help identify what decisions workers may face.

1. Do we know what risk-based decisions workers will have to make on this job?

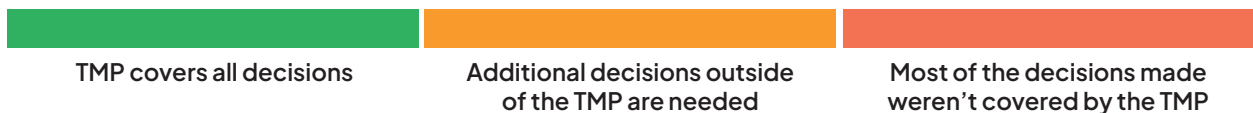
☐ Yes ☐ No

How might workers need to make decisions during the job?

Examples:

- slowing or stopping traffic
- responding to pedestrians
- adjusting layout
- managing plant movements

Plan and Job Match Slider | Mark how the job matches the TMP



Notes:

2. Could anyone else (other crews, road users, public) change the risk on this job?

☐ Yes ☐ No

How could other people or activities influence the risks on this job?

Examples:

- road users behaving unpredictably
- other crews working nearby
- pedestrians entering the work area
- delivery vehicles entering the site

Plan and Job Match Slider | Mark how the job matches the TMP



Notes:

Process & Guides

Plans and procedures describe how work is expected to happen.
These questions help check whether risks and controls are clearly understood.

3. Have we identified the tasks where someone could be seriously harmed?

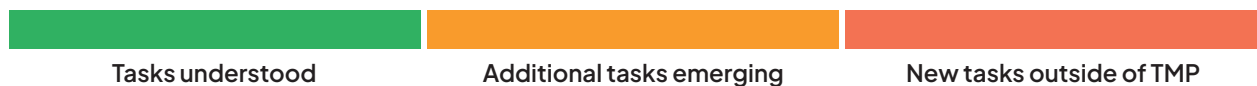
☐ Yes ☐ No

How could someone be seriously harmed during this job?

Examples:

- exposure to live traffic
- entering traffic lanes
- reversing plant
- poor visibility areas

Plan and Job Match Slider | Mark how the job matches the TMP



Notes:

4. Do we understand the critical risks in those tasks?

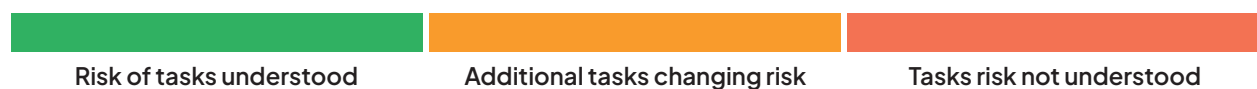
☐ Yes ☐ No

How do those risks appear in this location or these conditions?

Examples:

- traffic speed
- narrow work areas
- visibility around curves
- pedestrian activity

Plan and Job Match Slider | Mark how the job matches the TMP



Notes:

5. Have we agreed on the critical controls to manage those risks?

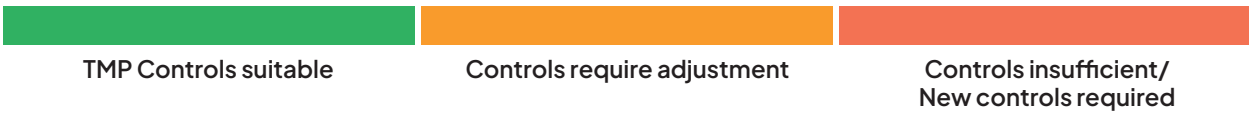
☐ Yes ☐ No

How do these controls manage risk and support work being done protecting road workers and users?

Examples:

- traffic slowed before work zone
- spotters for plant movement
- physical separation
- staging the work

Plan and Job Match Slider | Mark how the job matches the TMP



Notes:

Equipment (including controls)

6. Is the equipment and traffic management setup suited to this job and these conditions?

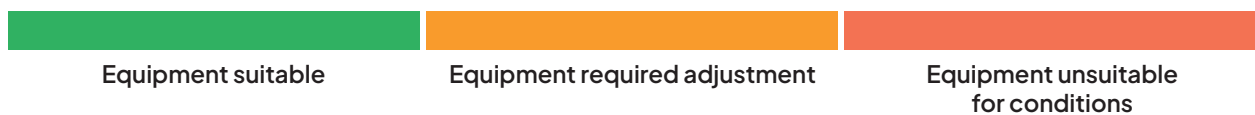
☐ Yes ☐ No

How does the equipment and traffic management help the crew manage the risks on this site?

Examples:

- barrier protection
- traffic speed reduction
- clear signage visibility
- safe separation from vehicles

Plan and Job Match Slider | Mark how the job matches the TMP



Notes:

7. Does the TMP reflect how the equipment will be used onsite?

☐ Yes ☐ No

How will equipment or controls actually be positioned during the work?

Examples:

- cone spacing adjusted
- signage moved for visibility
- barrier placement changed
- plant operating area defined

Plan and Job Match Slider | Mark how the job matches the TMP



Notes:

Contracts / System

8. Have we spoken with the crew about what they need to do this job well?

☐ Yes ☐ No

How did that discussion help the crew understand and manage the risks?

Examples:

- crew raised traffic concerns
- exposure points identified
- work sequencing clarified
- controls discussed

Plan and Job Match Slider | Mark how the job now matches the TMP



Notes:

9. Did that discussion help us understand what others are doing and the risks involved?

☐ Yes ☐ No

How are other crews, contractors, or road users influencing the risks on this job?

Examples:

- overlapping works
- delivery schedules
- shared traffic space
- interaction with public

Plan and Job Match Slider | Mark how the job matches the TMP



Notes:

PLAN – Reflection

What does this tell us about risks before work starts?

Consider:

- What risks are clearer after discussing these questions?
- Are there gaps between the TMP and how work will actually happen?
- What controls may need strengthening?

People

Process & Guides

Equipment

Contracts / System

Overall Plan and Job Match Slider

How closely does the on-the-job TMP planning match the pre-job TMP plan?

Place a mark to reflect how the crew feels about the TMP



Notes:

Notes to support Slider assessment:



These questions help teams notice how work is unfolding and whether controls are working in real time

People

10. Are the controls working in real conditions?

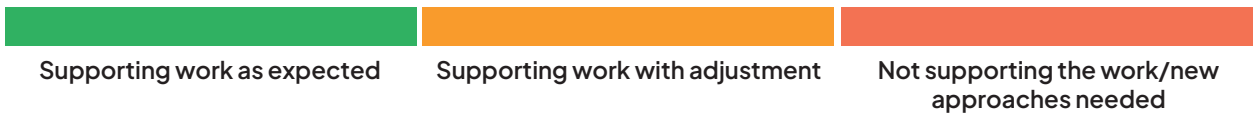
☐ Yes ☐ No

How are the controls being used to manage risk in these real conditions?

Examples:

- traffic slowing as expected
- workers clearly visible
- good separation from vehicles
- safe working space maintained

Plan and Job Match Slider | Mark how the TMP meets real work requirements



Notes:

Process & Guides

11. Can procedures be followed onsite?

☐ Yes ☐ No

How are workers using or adapting procedures to get the job done in real conditions?

Examples:

- adjusting layout as traffic changes
- adapting to weather or visibility
- sequencing tasks differently

Plan and Job Match Slider | Mark how the TMP meets real work requirements



Notes:

12. Do high-risk tasks have clear stop points if something doesn't feel right?

☐ Yes ☐ No

How would workers pause or stop the job if the risk increases or uncertainty exists?

Examples:

- stopping traffic
- contacting STMS
- pausing plant movement
- adjusting controls

Plan and Job Match Slider | Mark how the TMP meets real work requirements



Notes:

Equipment (including controls)

13. Are controls working where people are close to traffic or plant?

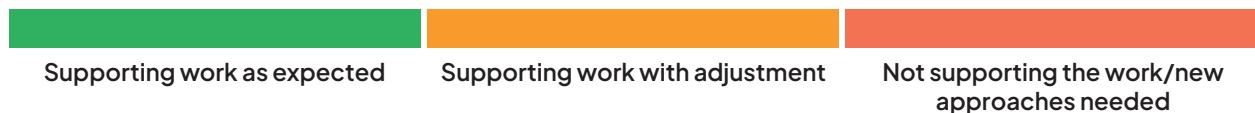
☐ Yes ☐ No

How are workers managing risk where exposure to traffic or plant is highest? What's helping or making it harder?

Examples:

- barriers in place
- visibility maintained
- spotters used
- 3 part communication

Plan and Job Match Slider | Mark how the TMP meets real work requirements



Notes:

Contracts / System

14. Do contract conditions influence how decisions are made on this job?

☐ Yes ☐ No

How are the contract conditions shaping decisions today, where do they get in or not get in the way of the work?

Examples:

- Resourcing requests
- Rushing to deliver for other deadlines
- Commercial penalties
- Equipment deficiencies
- Production deadlines

Plan and Job Match Slider | Mark how the TMP meets real work requirements



Notes:

DO – Reflection

What does this tell us about risks during delivery?

Consider:

- What risks became clearer during the work?
- Did any controls not work as expected?
- What should be improved next time?

People

Process & Guides

Equipment

Contracts / System

Overall Plan and Job Match Slider

How closely did the job match the plan?

Mark how the job matched the plan



Notes:

Notes to support Slider assessment:

Awareness Summary – Risk awareness conversation

What did the work teach us?

Risk Awareness Radar

(Post Job Conversation) NZGTTM Risk-Based Practice

Take 3–5 minutes as a team. Discuss what you saw, what you learned, and any improvements needed. It's not an audit – it's a learning conversation.



What Now?



See



Understand



Improve



Stay local?



Improve system?



Share with supervisor or planner?

Use the Plan and DO sheets to have a risk radar (Post Job) conversation with the teams:

- What risks are clearer?
- What controls need strengthening?
- What needs discussion before or during work?

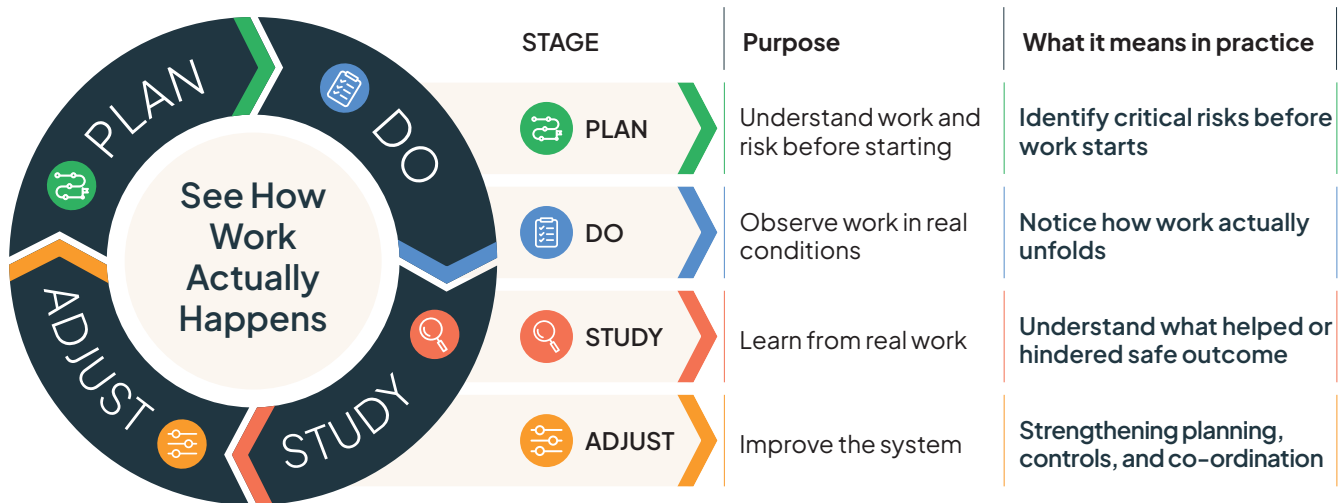
Share the learnings with other businesses in the contracting chain

Retain your completed guide as evidence you are taking a Risk-based approach to NZGTTM, and that you are meeting your obligations under the HSWA including Worker participation, engagement and representation requirements.

Appendix A: NZGTTM Risk-Based Assurance Framework

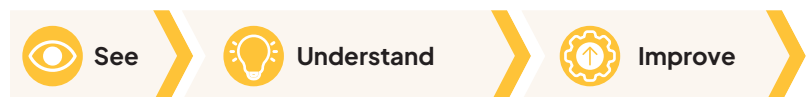
This framework supports the transition from prescriptive to risk-based temporary traffic management. It shows how organisations build capability over time through a continuous learning cycle

The Risk-Based Learning Cycle



This guide currently focuses on **PLAN** and **DO**. Future versions may include tools supporting **STUDY** and **ADJUST** stages.

How risk awareness builds over time



Looking at work, through the Four TIM Lenses



People

Capability, experience, communication



Equipment

Sustainability and usability



Process & Guides

How TMP's support road work



Contracts/System Conditions

Co-ordination, pressures, and system influences

Across the contracting chain, risks are understood, discussed, and continuously improved.

The NZGTTM introduces a risk-based approach to temporary traffic management. This means safety depends not only on the plan, but on how work is actually carried out in real conditions. This guidance supports businesses to strengthen their understanding of risk by learning from everyday work.

The framework below shows how organisations build risk capability over time.

The Risk-Based Learning and Improvement Cycle

Risk-capable organisations learn and improve through a learning and improvement cycle.



This guide currently focuses on the Plan and Do stages. These stages help organisations build awareness of real work and risk. Future versions of this guidance may include tools supporting the Study and Adjust stages.

The Four Assurance Lenses of the TTM Framework

To understand risk clearly, the guide looks at work through four TTM Framework components (see Appendix B)

Looking at work through these lenses helps organisations understand how system conditions shape risk and decision making.

How Risk Awareness Builds Over Time

This framework is designed to be used regularly, not just once.

Each time it is used, organisations strengthen their understanding of how work and risk interact.

Over time this supports the journey from compliance-based traffic management toward risk-capable practice.

The learning progression



PDSA Categories / Elements of the NZGTTM Risk Based Assurance Framework

This framework is intended to be used repeatedly, allowing businesses to build awareness of how controls, decisions, and system conditions change over time.

It supports simple reflection first, with deeper learning developing through repeated use. This section outlines all four parts of PDSA and how it relates to the NZGTTM Risk Based Assurance Framework.



PLAN

Understand our work and our risk (Anticipate)

Thinking before the work starts

Work is complex, and people don't fail - systems do. (We design for Human vulnerabilities - Road to Zero - National strategy)

- **People** – Awareness of capability, experience, and decision-making demands
- **Process & Guides** – Awareness of what the system expects versus what the work really requires
- **Equipment (incl controls)** – Awareness of suitability for the task and conditions present throughout the job.
- **Contracts** – Awareness of commercial pressures and overlaps that may shape behaviour (time, cost, scope)

Focus:

Set clear intent around critical risks and recognise where gaps between TMP plan and delivery requires adaptation. Provides a structured process to show how adaption is required and provides upward and lateral "evidence" feedback for continuous improvement (Planners/RCA/Other businesses onsite) and what needs to be discussed with workers prior to commencement. (alternative to a generic take 5 or pre-start meeting)

NZGTTM- QAC link(s):

(output from Process 5 and 6)/Process 1 – TMP review/ Process 2 – STMS/Contractor review



DO

Support work as it is actually done (Monitor)

Awareness during normal work (We promote good choices but plan for mistakes – Road to Zero – National strategy)

Enable people to identify and manage risk during everyday work.

- **People** – Awareness of how we adjust to real conditions
- **Process & Guides** – Awareness of where TMP procedures or controls that help or get in the way (control efficacy is low)
- **Equipment (incl controls)** – Awareness of how tools and systems support or hinder the job
- **Contracts** – Awareness of how commercial realities influence choices

Focus:

Look at normal work, not rule-breaking.

NZGTTM- QAC link(s):

Process 2 – STMS/Contractor review; Process 3 – partial site condition review (G Checks only); Process 4 – site condition review



STUDY

Learn from our everyday work (Learn)

Noticing what we are learning (Use the why we need TTM principles : Everybody, Safety, Risk, mistakes, Vulnerability – vulnerability is actually ensuring capacity within the system)

Learning comes from understanding both success and struggle.

- **People** – Involving those doing the work in sense-making
- **Process & Guides** – Checking whether controls work in practice
- **Equipment (incl controls)** – Reviewing reliability and usability
- **Contracts** – Identifying unintended consequences

Focus:

Learn where the system supports good outcomes – and where it relies on workers completing the design.

NZGTTM– QAC link(s):

Process 4 – site condition review; Process 5 – full risk-based review



ADJUST

Strengthen our system (Respond)

Improving system conditions for future work

Improve conditions that shape behaviour.

- **People** – Build capability, not just compliance
- **Process & Guides** – Redesign to better match real work
- **Equipment (incl controls)** – Improve design, access, or reliability
- **Contracts** – Align commercial settings with safe work

Focus:

Make it easier for people to do the job safely next time.

NZGTTM– QAC link(s):

Process 5 – full risk-based review; Process 6 – systems audit

Appendix B:

Quality Assurance and Control

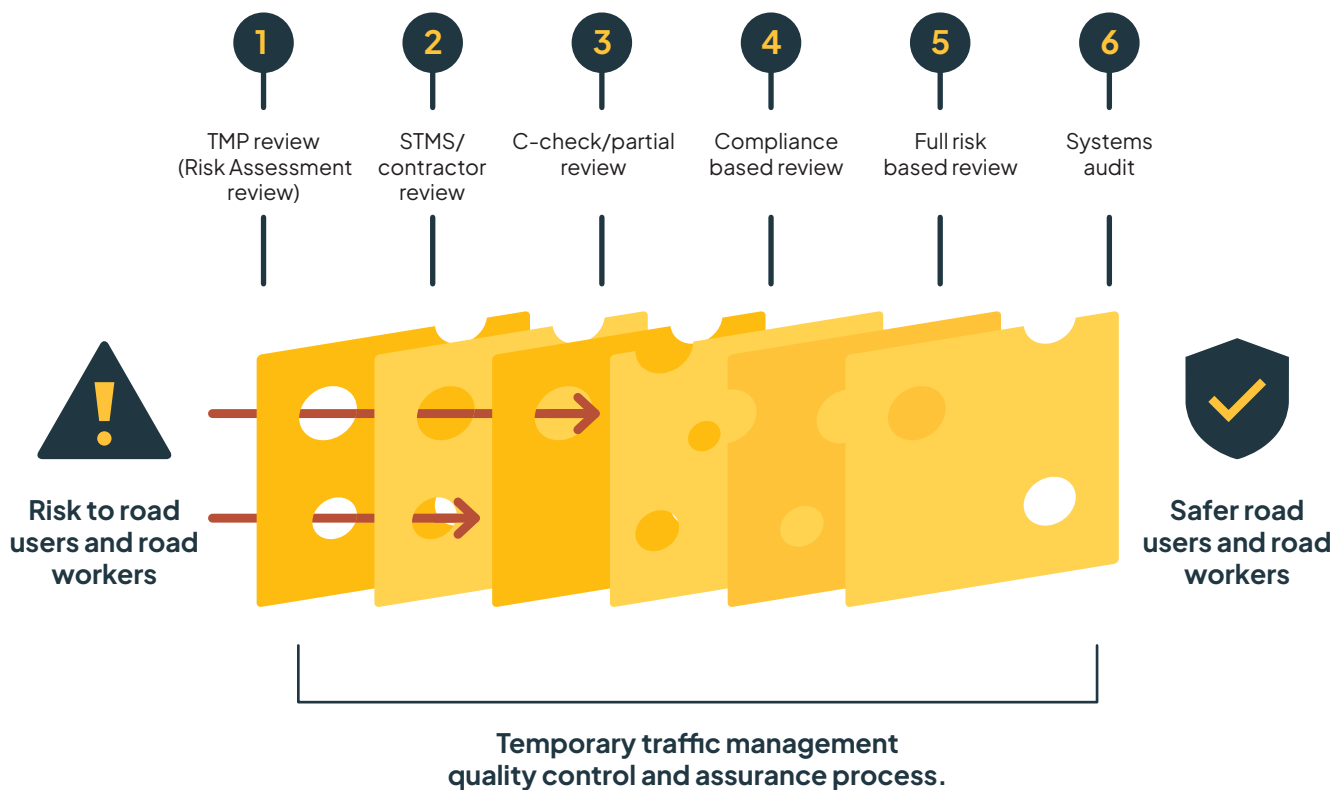
NZGTTM includes a quality assurance and control process designed to support effective temporary traffic management.

This process helps organisations check whether:

- risks have been understood
- controls are appropriate
- conditions are monitored during delivery
- improvements are made when needed.

The model recognises that safety relies on multiple layers of protection across the system.

Each layer helps identify risks and strengthen controls before harm occurs.



Source: NZGTTM – Quality Assurance and control



**Temporary
Traffic Management**
INDUSTRY STEERING GROUP