



Design Review: A necessary evil?

Twan van Duivenbooden

9 June 2024





TRANSPORT

Transport planning has gone off the rails

It doesn't matter which political party is in power – we have a serious problem developing realistic projects in this country



by **Dr Timothy F Welch** 19/04/2024

↩ Share



'Perfect must not be the enemy of good': Auckland's Great North Rd finally gets its cycleway



By [Simon Wilson](#)

27 Jun, 2023 02:38 PM ⌚ 5 mins to read

🔖 Save

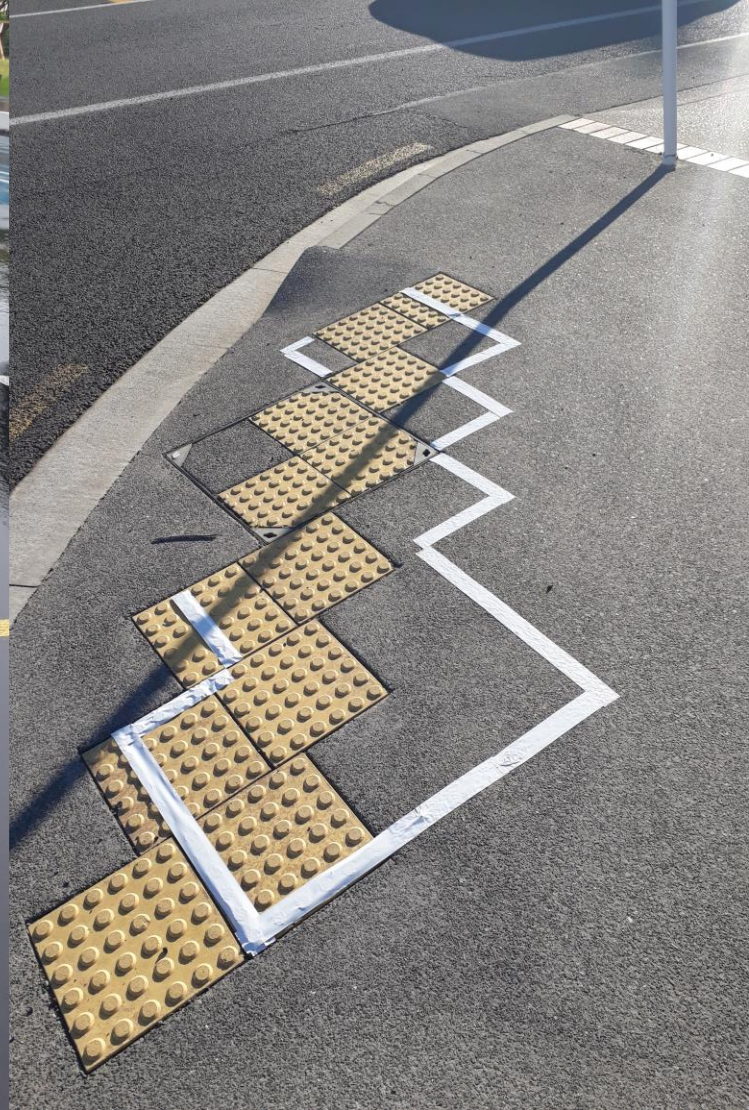
➦ Share



Auckland Transport board members Mark Darrow (left) and chairman Wayne Donnelly. Photo / Michael Craig

Great North Rd is getting a cycleway. **Eleven years after the idea was proposed** and **eight years after plans were drawn up**, the board of Auckland Transport (AT) today approved a street improvements plan for the Grey Lynn section of the road.





Auckland Transport director, 2021:



Why are there so many project variations?

We need something to stop this from happening!



What we heard

Conflicts between different teams in the organisation – design can't be supported by everyone

Preliminary design was not constructable – had to change completely

Demands from stakeholders – adding to the scope

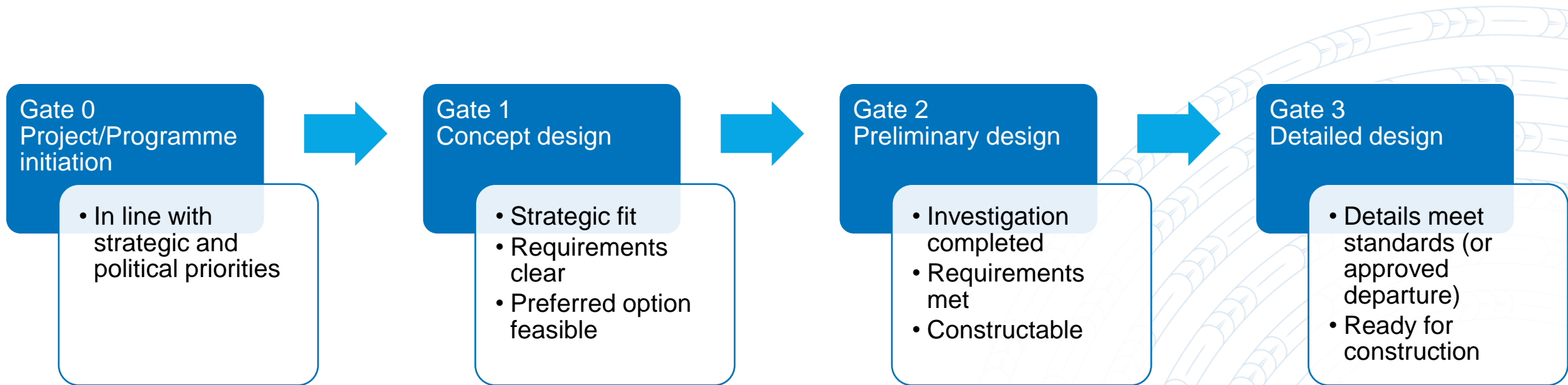
SMEs holding a project 'hostage' if their demands are not included

Designs are often not compliant with standards – need rework

Multiple projects working in the same area without knowing from each other



Reviews at different stages



SMEs and Panel

Subject Matter Experts Squad

Initial Reviewers

- Group of 40-50 people to select from
- Selection depends on project attributes
- Usually 10-15 active reviewers

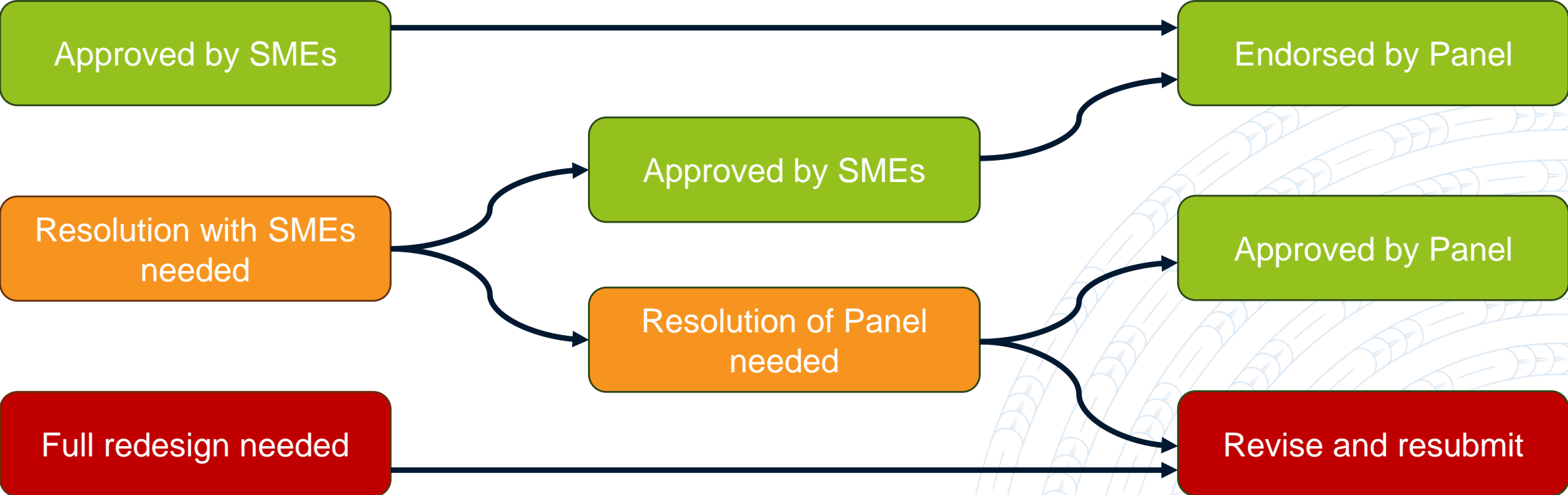
Design Review Panel

Decision makers

- 10-12 Team/Group leaders

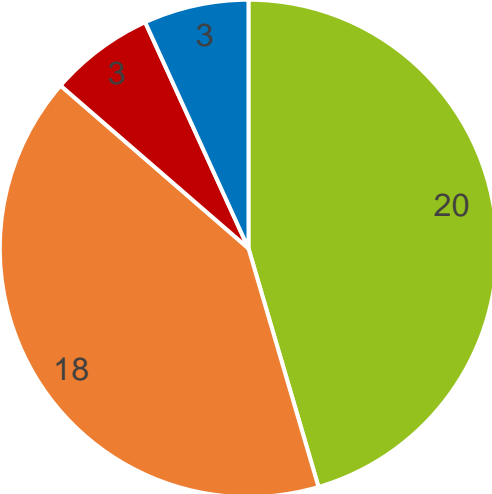


Possible outcomes



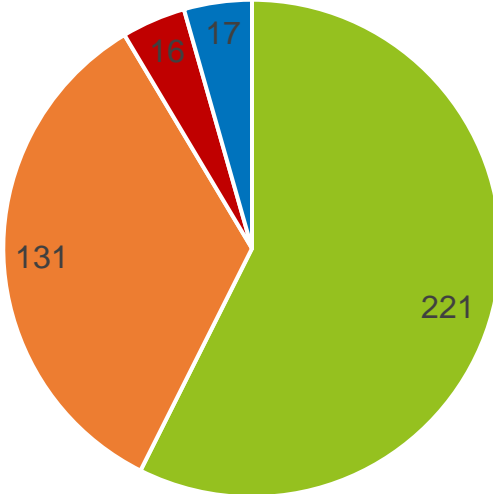
Initial review outcomes

Gate 1



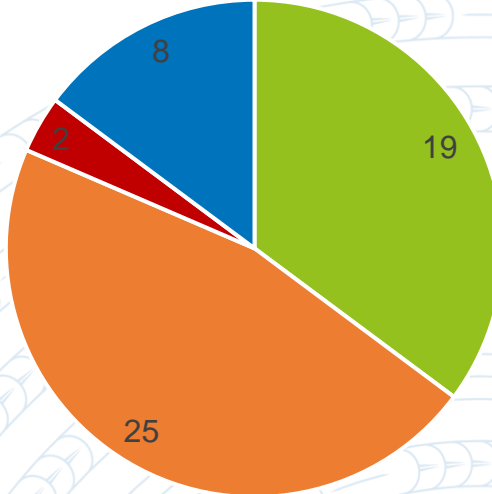
■ Approved ■ Resolution ■ Redesign ■ Other

Gate 2



■ Approved ■ Resolution ■ Redesign ■ Other

Gate 3



■ Approved ■ Resolution ■ Redesign ■ Other



What have we solved?

Stopped poor designs from progressing to delivery

Managed conflicts more independently

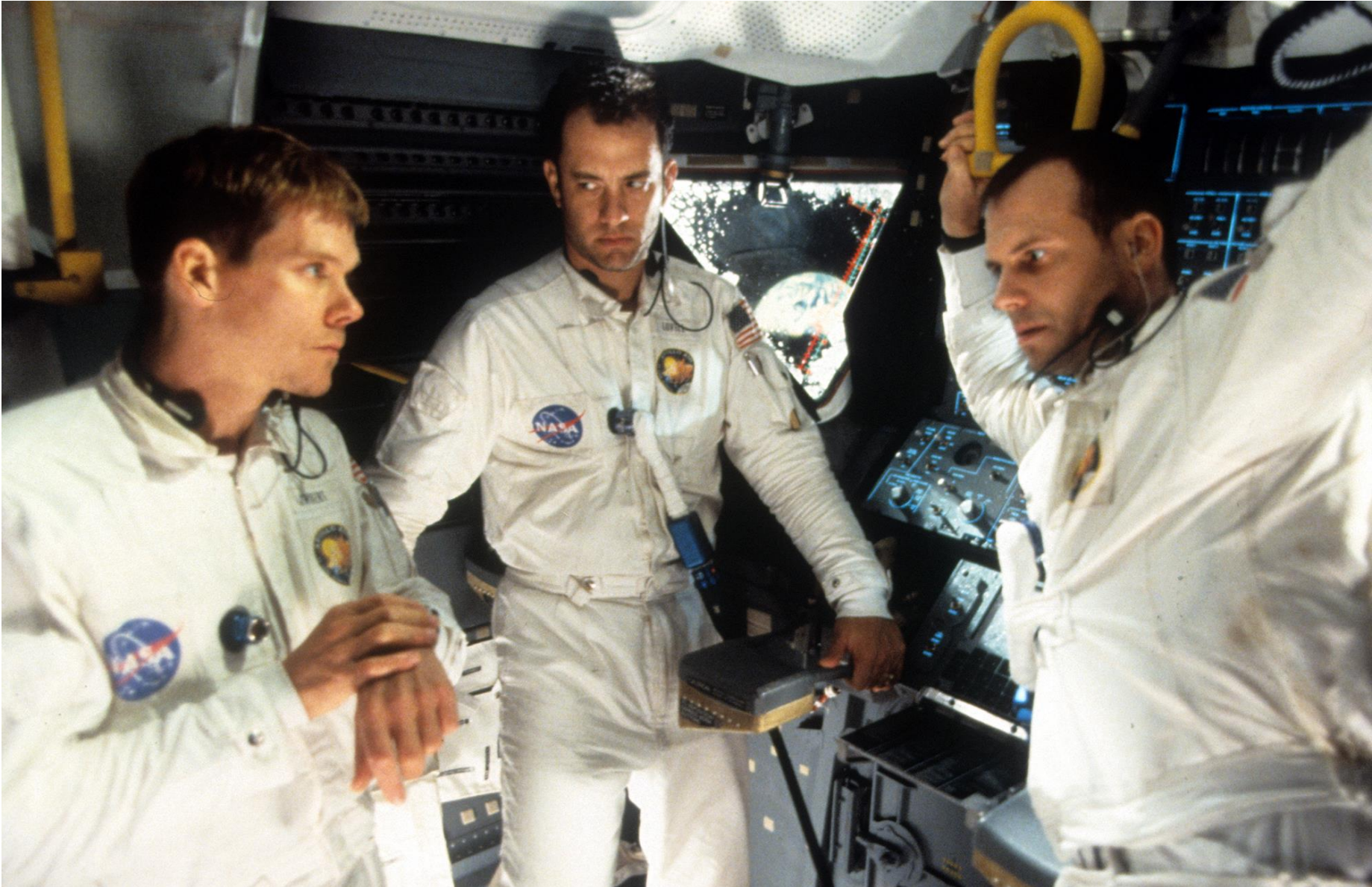
Introduced a formal escalation mechanism for decisions

More aware of project overlaps

Insight in performance



But...

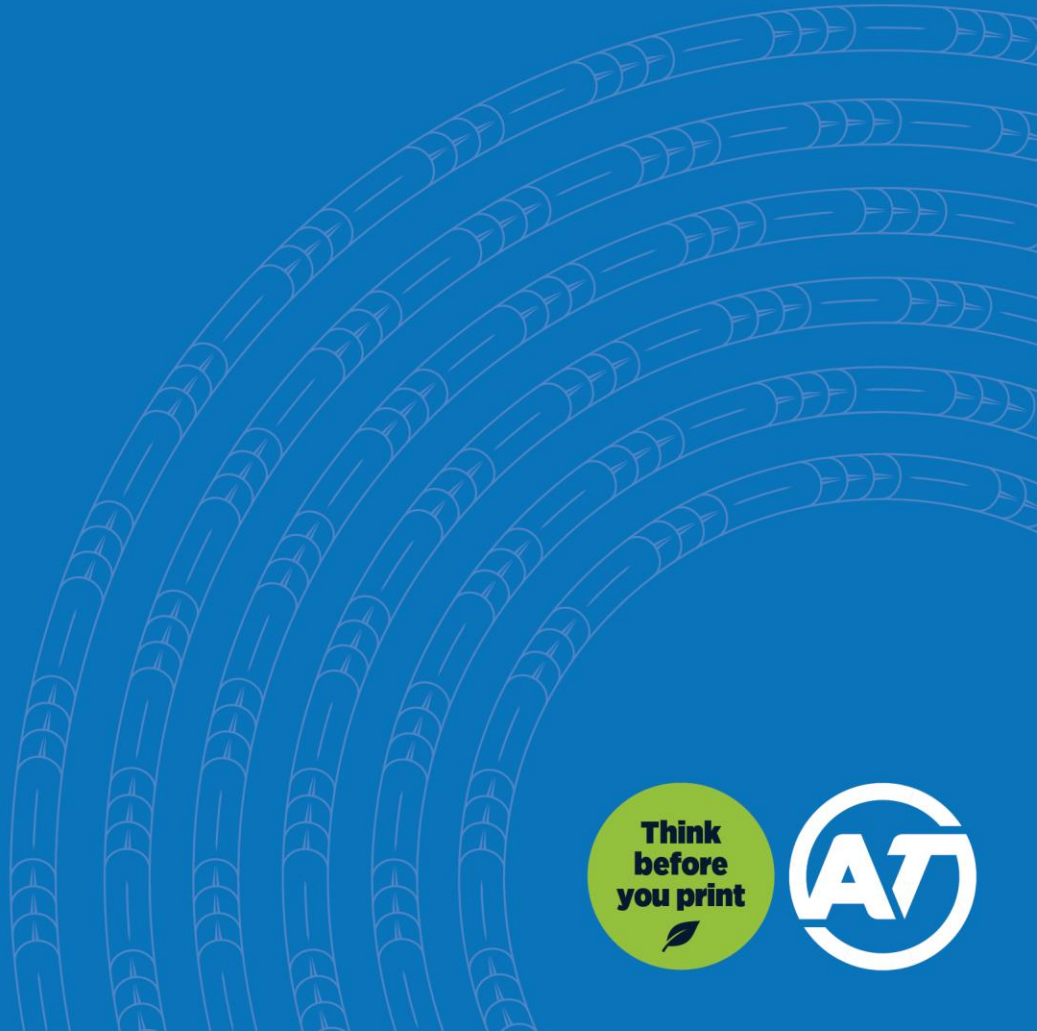


Why are projects not passing?

What's makes designs go bad?

What causes poor construction?





**Think
before
you print**

