BELLINGEN SHIRE COUNCIL

Traffic Management Plan

ANZAC DAY

Urunga

Document Status

Revision	Date	Description	By	Checked	Approved
A	24/01/2024	Issued for Review	DA	JC	JC
0	30/01/2024	Approved for use	DA	JC	JC

This is a controlled document. All changes to this document must be reviewed and approved for use in writing by the authorised representatives from Bellingen Shire Council and the Urunga RSL sub-branch.

If any modifications are required to this TMP they must be undertaken by a suitably qualified person.

Developed by	Daniel Andronicus	Position	Safety Coordinator
Organisation	Bellingen Shire Council	Qualification	PWZ (TCT1027900)

Table of Contents

1 Introduction

1.1 Purpose

The purpose of this Traffic Management Plan (TMP) is to direct traffic around the central area of Urunga during Anzac Day ceremonies. This will involve the closure of several roads in immediate area surrounding the cenotaph within the township of Urunga. Those roads include:

- Bowra Street.
- Bonville Street.

These closures will occur at different times during the Anzac Day events, refer Section 2.4 for details of event timelines.

Bellingen Shire Council have prepared this TMP and associated controls for the proposed Anzac Day ceremonies on behalf of the Returned and Services League (RSL) – Urunga sub-branch.

1.2 Objectives and Strategies

The objectives of the TMP is to ensure:

- The safety of participants in the Anzac Day services.
- The safety of all Traffic Controllers and Marshals.
- Provide adequate warning to changes in the road conditions and closures where applicable.
- Address any required communications with neighbouring residents in relation to impacts on access.
- All road users, including vulnerable road users, are safely guided around, through or past the Anzac Day ceremonies.
- The performance of the road network is not unduly impacted and the disruption and inconvenience to all road users are minimised for the duration of the ceremonies.
- The impacts on users of the road reserve and adjacent properties, businesses and facilities are minimised.

To meet these objectives, the TMP will incorporate the following strategies:

- Providing enough traffic lanes to accommodate vehicle volumes.
- Ensuring delays are minimised.
- Ensuring all road users are managed including motorists, pedestrians, cyclists, people with disabilities, people using public transport and emergency service vehicles.
- Ensuring activities are carried out sequentially to minimise adverse impacts.
- All entry and exit movements to and from traffic streams shall be in accordance with the requirements of safe working practices.

1.3 Responsibilities

The Urunga RSL sub-branch authorised representative has overall control of event activities, including the contracting of appropriate and qualified traffic management personnel.

The traffic management contractor shall be responsible for ensuring that the requirements for traffic management and applicable Traffic Guidance Schemes (TGS) are implemented correctly and in line with legislation requirements.

The traffic control contractor's approved representative will undertake surveillance to ensure compliance with this TMP, TGS's and activities are being undertaken in a safe and efficient manner.

Bellingen Shire Council have assisted in the development of this TMP as good will, with the intention that all the stated above requirements shall be understood and followed appropriately.

1.4 Definitions

The details listed in Table 1-1 outline the terms and acronyms are used within this document:

Table 1-1 – Terms and Acronyms

Term or Acronym	Description
AADT	Annual Average Daily Traffic
HV	Heavy Vehicles
ITMP	Implement Traffic Management Plans
PMZ	Prepare a Work Zone Traffic Management Plan
ROL	Road Occupancy Licence
RSL	Returned and Services League
SES	State Emergency Service
TC	Traffic Controller
TCWT	Traffic Control Work Training
TfNSW	Transport for New South Wales
TGS	Traffic Guidance Schemes
TMP	Traffic Management Plan
TTM	Temporary Traffic Management
TMP	Traffic Management Plan
VMS	Variable Message Signs

2 Event Ceremonies Overview

2.1 Location

2.2 Ceremony Details, Timelines, Constraints/Impacts

The details listed in Table 2-1 outline ceremony details, site assessment and constraints and impacts of the Anzac Day ceremonies.

Table 2-1 – Overview

Item	Description
Ceremony	Anzac Day
Location	Bowra Street and Bonville Street, Urunga NSW 2453
Road classification, existing speed limit	50km/h
Local government	Bellingen Shire Council
Principal	Urunga RSL sub-branch
Other participating parties	SES - Traffic Controllers and Marshals

Additional stakeholders	TfNSW Emergency Service Organisations (Police, Ambulance, Fire/Rescue)
Ceremony date/s	Thursday 25th April 2024
Ceremony timeline	Dawn service – 6:30am to 7:00am Marching Participants Assembly: 10:45am March to the Cenotaph: 11:00am Ceremony at Cenotaph – 11:15am to 12:00pm
Temporary traffic management (TTM) implementation	Dawn service – 6:00am to 7:30am March and Ceremony at Cenotaph – 10:30am to 12:30pm Event conclusion (road re-opening) – 12:30pm
Other constraints	Non-Applicable

2.3 Event Contact Person

The authorised contact person for the event:

Full Name	Barb Piggot	Phone	02 6655 5085
Organisation	Urunga RSL sub-branch	Email	urungasb@rslnsw.org.au

2.4 Description of Arrangements

The intersection of Bowra Street and Bonville Street will be closed for Anzac Day services.

Road closures will be affected at each end of Bonville Street (i.e. at Bellingen Street and Newry Street). Bowra Street will be closed at Orara Street and Morgo Street.

Traffic Controllers will be positioned at each of these closures to direct local traffic.

A second set of barriers will be erected as close as possible to the intersection to protect the people involved in the ceremony while allowing legitimate local access immediately outside the closed-off area.

2.4.1 Marching Participants

Participants will assemble at the Spar Supermarket on Bowra Street at 10:45am. The march will commence at 11:00am where they will march to the cenotaph on Bowra and Bonville Streets to commence the ceremonies. The marching path is within the road closed zone.

2.4.2 Event Conclusion

All temporary traffic signage, barriers, VMS boards are to be removed once their section has been reopened to general traffic conditions. This should be confirmed by undertaking a drive through of the area.

2.5 Additional Activity Timelines

The additional time of operation is limited to one half hour (30 minutes) before the commencement of the proceedings to one half hour (30 minutes) after the conclusion of proceedings.

All signage and personnel should be offsite at the end of this time with signs being removed at the first opportunity after the conclusion of activities.

Due to proceedings extending over a period greater than one hour, and as the closure affects a major throughway route, it may be necessary to provide for traffic by different means during various stages of the ceremony if a delay in proceedings is encountered.

2.6 Conditions

1. The occupation of the carriageway or footway of the road must not occur until the road has been closed.
2. Motorists and pedestrians who have legitimate business within the closed section of roadway should be allowed access if possible.
3. Appropriate safety equipment and clothing such as high visibility clothing etc must be worn by personnel involved with traffic or moving signs where traffic is operating.

3 Traffic Management Planning and Assessment

3.1 Existing Traffic and Road Environment

The details listed in Table 3-1 outline the traffic and road environment.

Table 3-1 – Traffic and Road Environment

Item	Description
Site categorisation	Short-Term, Static Site
Traffic volume and composition (daily)	Data not available
Existing road configuration	Bowra Street (2 Lane, 2 Way) Bonville Street (2 Lane, 2 Way) Newry Street (2 Lane, 2 Way) Orara Street (2 Lane, 2 Way) Bellingen Street (2 Lane, 2 Way) Morgo Street (2 Lane, 2 Way)
Existing pedestrian / cyclist facilities	Pedestrian via designated footpaths Cyclists have no designated facilities
Temporary traffic management	Non-complex traffic arrangements, road detours, road closures.
Speed zones	50km/h. No reduction in speed zone required through the detour path
Road closures and times	Bowra Street (6:00am to 7:30am and 10:30am to 12:30pm) Bonville Street (6:00am to 7:00am and 10:30am to 12:30pm)

3.2 Detour Routes

The detour will involve all traffic from:

- Bowra Street being diverted via Orara and Morgo Streets, and
- Bonville Street being diverted via Newry and Bellingen Streets.

The detour routes have been planned and inspected for impacts and constraints likely to generate a hazardous environment. The following are considerations that need to be taken into account and addressed at the planning phase of the event.

- The alternative route is capable of accommodating all classes of vehicles that are to be detoured in terms of mass, height, or width limits of any structures.

- Stakeholders, such as Bellingen Shire Council, NSW Ambulance Service, NSW Police Force are informed and concur with the proposed detour.
- Local residences are consulted and informed in a timely manner.
- For heavy vehicle traffic, consent is obtained for local roads from the relevant Bellingen Shire Council authorised representative in accordance with the Heavy Vehicle National Laws.

The following aspects have been considered when planning the detour route:

- Lane widths.
- Geometric designs of intersections and their capability to accommodate the vehicles that are being detoured, including B-Double sweep paths.
- Existing intersection controls and property relative to the proposed route. (i.e. Give Way / Stop signage).
- Existing traffic flows and turning movements.
- Vulnerable road user movements and existing facilities.
- Land use along the detour route, including the environmental impact (i.e. noise and exhaust).
- Flora along the route that may impact placement of TTM signage.

3.3 Traffic Flow Analysis

There is no traffic flow data available.

Approved TGS's have been developed and shall be implemented by qualified personnel to outline the detour routes and road closures for the Anzac Day events.

3.4 Variable Message Sign (VMS)

Advanced notice to be given to drivers from VMS messages, and advertisement on Bellingen Shire Council webpages and social media.

Notifications to detail duration of ceremonies, road closures / detours and that delays should be expected.

Note: Where VMS boards are to be implemented, a VMS Board Placement Checklist is to be completed.

Refer to Appendix 2 for VMS Board Placement Checklist.

3.5 Proposed Speed Zones

The speed limit through the detour routes speed limit of 50km/h. This is the normal speed limit of the area along the detour route under general traffic conditions.

3.6 End of Queue Treatment

Queue length predicted to be <150m in any direction. Traffic Controllers and Marshals are to keep traffic flowing through the detour to minimise queue lengths. Traffic Controllers to monitor queue length throughout the event.

3.7 Temporary Traffic Signals

Not Applicable.

3.8 General

As the different stages of the event require coordination at the road closure entry points, generally the detour routes operate largely unsighted, it will be necessary for the Traffic Marshals and Traffic Controllers to be in radio contact at all times.

Because of the short-term nature of some of the event stages, it will be permissible to leave most signs in position for the duration of the activities, although all approach signage will be required to be covered up in between ceremony events where road closures are not implemented.

4 Traffic Management Elements

4.1 Permits and Road Occupancy Licenses

A copy of this TMP, the applicable TGS's will be submitted to TfNSW as part of the Road Occupancy Licence (ROL) application.

4.2 Planning Traffic Control

During the initial TTM set up for the event, the Traffic Controlling Contractor shall review the TGS. The review is to include:

- Appropriate sign sizes.
- The need for repair of signs.
- The need to use manual traffic controlling devices (Stop/Go batons).
- The needs of drivers, cyclist, pedestrians, and residence.
- The need to use safety barriers.
- The need to maintain access to adjoining properties.

If the person/s undertaking the assessment finds that there is an unacceptable risk in relation to any of the above, he or she will instruct the appropriate authorised representative to inform of the need for additional risk management controls to be implemented.

The road speed limits during the event shall be determined as a part of the TGS and appropriate signage put in place.

4.3 Signs

Signs must be of a type which satisfies the requirements of *AS 1742.3 Traffic Control for Works on Roads*. They are to be clean and in good condition. They must be undamaged, non-defective and be appropriately placed with regard to:

- Sight distance.
- Vehicles approaching at high speed.
- Queue lengths.
- Visibility, shade, and light glare.

Locations shown on the drawings are approximate and should be adjusted on site so that they are visible to all traffic needing to read them in sufficient time to take appropriate action.

4.4 Traffic Controllers and Marshals

All Traffic Controllers used during the Anzac Day activities should hold the appropriate SafeWork NSW Traffic Control Work Training (TCWT) cards.

- Traffic Controllers who stop or direct moving traffic should hold the appropriate Traffic Controller (TC) accreditation.
- Controllers who establish site signage in accordance with the TGS must hold the appropriate Implement Traffic Management Plans (ITMP) accreditation.
- Where modifications are required to the TMP or TGS documents, the person responsible must holder the appropriate Prepare a Work Zone Traffic Management Plan (PMZ) accreditation.

All TCWT cards are to be carried on their person and all Traffic Controllers are to wear appropriate Personal Protective Equipment (PPE) including high-visibility outer garments.

Traffic Marshals who are there for the assistance of traffic, which is otherwise controlled or directed by signage, need not hold a TCWT card. They are to be appointed by an appropriate service or organisation and should located on the footpaths and not be on the roadways.

4.5 Communications

- All Traffic Controllers and Traffic Marshals are to carry fully functional UHF radios.
- To safe guard against equipment failure, the service or organisation responsible for the supply and implementation of Traffic Control and Marshal personnel are to ensure there are spare UHF radios, or batteries and chargers available.
- A designated UHF channel is to be established before the commencement of event activities. The UHF channel must be communicated Traffic Controllers and Marshals before undertaking traffic management roles.

4.6 Traffic Guidance Schemes (TGS)

Drawings showing the Traffic Guidance Scheme (TGS) are attached as appendices.

Refer to Appendix 1 for details.

4.7 Monitoring and Measurement

Prior to Anzac Day, the Traffic Management Plan (TMP) must be communicated to all key stakeholders and affected parties.

On completion of setting out the temporary traffic control measures; the area is to be monitored for throughout the scope of the event ceremonies.

If traffic speeds on the approaches to the temporary traffic zones in place are assessed as being above the temporary posted speed zone for the area, action is to be taken to modify the approach signage and tapers in accordance with the requirements of Austroads Guide to Temporary Traffic Management (AGTTM).

Should road users be observed to continue to travel in excess of the posted speed limit, the police may be requested to attend the site to enforce the temporary posted speed limit.

The Traffic Management Contractor shall ensure that all temporary signs, devices and controls are maintained at all times. To achieve this, procedures in line with the requirements outlined in *AGTTM Part 6 (Field Staff – Implementation and Operation)* will be instituted.

4.8 Inspections

The monitoring program shall incorporate inspections:

- Before the start of activities (Ensure correct establishment).
- During the hours of the activities taking place (Monitoring of temporary traffic conditions).
- Closing down at the end of the activities (Ensure the correct establishment of normal traffic conditions).

A record of the inspections shall be kept indicating:

- Risk assessments carried out during commissioning of traffic control signage and devices as per the appropriate TGS.
- When changes to controls have occurred and why the changes were undertaken.
- Any significant incidents or observations associated with the traffic controls and their impacts on road users or adjacent properties.
- Identified hazards and risks associated with the Anzac Day ceremonies and participants.

The Traffic Management Contractor shall ensure that personnel are assigned to monitor the TGS implementation, effectiveness and end of queue lengths.

Inspections shall at least satisfy the requirements outlined below.

4.8.1 Before Activities Commence

- Confirm TMP and TGS are suitable for the day's activities.
- Inspect all signs and devices to ensure they are undamaged, clean and comply with the requirements depicted on the TGS.
- After any adjustments have been made to the signs and devices, conduct a drive through inspection to confirm effectiveness.

4.8.2 During the Activities

- Designate and ensure that appropriate personnel periodically inspect all signs and devices and ensure they are undamaged and comply with the requirements depicted on the TGS.
- Attend to minor problems as they occur.
- Conduct on the spot maintenance/repairs as required.
- When Traffic Controllers are on the job, ensure they always remain in place. Relieve controllers as necessary to ensure attentiveness is retained.
- During breaks or changes in activities remove or cover any signs that do not apply (e.g. prepare to stop, road closed etc).
- Reposition signs and devices as required by activity processes throughout the morning and keep records of any changes.
- Monitoring of residential and commercial business along the detour route.

- The effectiveness of communication method between Traffic Controllers and Marshals, along with other applicable personnel designated to the activities.

4.8.3 End of the Activities

- Conduct a pre-close down inspection.
- Remove all unnecessary signage.
- Remove all installed barriers and lights where required.
- Drive through site and confirm all signs and devices are removed and there is no misleading visual cues left behind.

5 Road Users

5.1 Pedestrians

Pedestrian numbers will be substantial during the ceremonies. Road closures and detour routes will divert traffic away (around) from congested foot traffic. Traffic Controllers and Marshals are to assist in ensuring safe interaction with vehicle traffic and members of the public on foot.

5.2 Cyclists

Should cyclists be encountered, Traffic Controllers and/or Marshals are to guide them through the road closure area or direct them via the detour routes.

5.3 Public Transport

Further assessment on the impact to bus services is required.

This is to be undertaken by representatives of the Urunga RSL sub-branch or their authorised representative.

5.4 Heavy and Oversized Vehicles

Consideration to be given to heavy vehicles that travel via the detour route.

5.5 Access to Adjoining Properties / Businesses

Access to adjoining properties / businesses on Bowra Street and Bonville Street will be impacted by the road closure. Further impact is likely to be experienced during the ceremonial activities in relation to deliveries. Due to the timeline of the ceremonial operation, the impact likely to be short lived.

5.6 Emergency Vehicle Access

There are no emergency services facilities within the road closures areas. Consideration is to take place to ensure in the event of an emergency, emergency services vehicles and personnel will have priority access to the road closure zone.

Note: Further consultation with NSW Ambulance and NSW Police Force may be required to ensure safe access of the emergency vehicles responding to an incident.

5.7 Public Feedback

Enquires or complaints are directed to the representative from the Urunga RSL sub-branch.

Appendix 1 - Traffic Guidance Schemes (TGS)

BELLINGEN SHIRE COUNCIL

TGS Reference Number
BSC.ANZAC.URU
Page 1 of 1

Anzac Day - Urunga

2 Way, 2 Lane

North

= Traffic Marshal

= Barrier

NOTES - NOT TO SCALE

1. Risk assessment to be completed prior to commencement of work at each location considering traffic control type, traffic volume, speed, road geometry and the sequence of installation/removal of signs and devices.

2. Side roads and traffic travelling in opposite direction are to be considered in risk assessment with appropriate TGS selected and implemented.

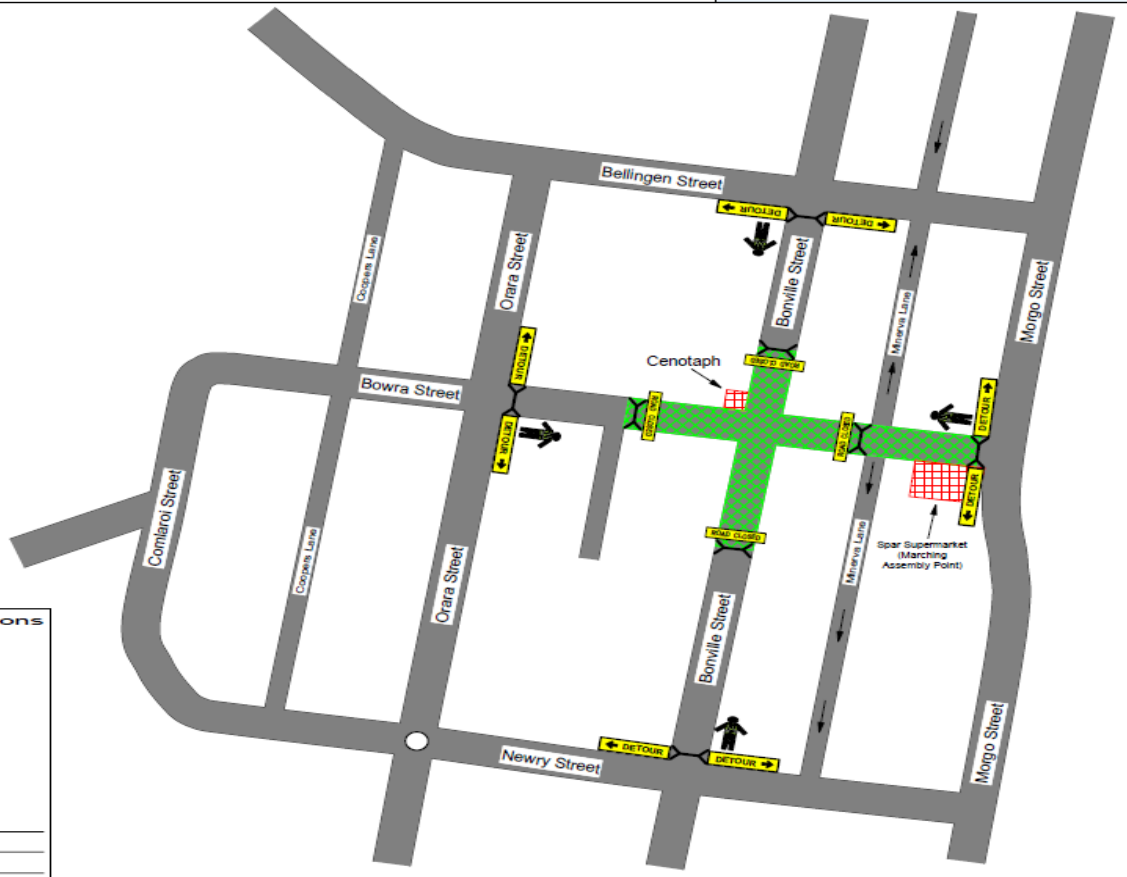
3. At any point of traffic control, four cones must be placed at 4m spacing on the centre line, edge line or both, prior to the traffic control point.

4. Signage installation and removal sequence, including mobile traffic arrangements, to be noted in relevant and approved risk assessment.

5. All signage shall be placed in accordance with TCWAS v6.1. The signage shall be in good working order, clean and be of the correct size and reflectivity specified. All signage shall have 50m line of sight.

6. Positioning of signs shall be placed as as as reasonably practicable between 10% less or 25% more than 'D'.

7. Location reference markers for a TGS must be records in order to assist recreating the layout in case of an incident.



Description of Minor Modifications

Full Name: _____

Cert. No. _____ Date: _____

Signature: _____

Rev	Revision Description	Stakeholder:	Bellingen Shire Council	Duration of Works:	6:00am - 12:30pm	Commencement Date:	25/04/2024
01	Initial Document	Road Name:	Bowra and Bonville Street	Road Configuration:	2 Lane, 2 Way	Developed By:	Daniel Andronicus
02		Location of Works:	Urunga	Speed Limit:	50km/h	Position:	Safety Coordinator
03		Suburb Details:	Urunga	ROL Approved:	Yes	Certificate Number:	TCT 1027900 (PWZ)
04		Map Reference:	N/A	SZA Approved:	Yes	Signed:	

TGS Approved By	Richard Taylor	Position	Site Engineer	Certificate No.	TCT 1018597	Date Approved	24/01/2024	Signed	

Appendix 2 – VMS Board Placement Checklist

Site Details	
Proposed site location	
Road details – intersections, number of lanes, terrain etc	
Purpose of the VMS board	
Proposed period of use	

Planning	**Yes**	**No**	**N/A**	**Comments / Reasons for non-compliance**
Will the location of the proposed VMS be in the road reserve?	☐	☐	☐	
Will the proposed VMS be visible from a road or road related area?	☐	☐	☐	
Is the proposed VMS being used as part of a major event?	☐	☐	☐	
Safety	**Yes**	**No**	**N/A**	**Comments / Reasons for non-compliance**
Will the proposed location allow safe and easy access to the site for deployment of the portable VMS?	☐	☐	☐	
Is the proposed site located near any utilities (overhead or underground)?	☐	☐	☐	
Will the proposed site cause personnel to be unsafely exposed to traffic?	☐	☐	☐	
Will traffic control be required to safely place or remove the portable VMS?	☐	☐	☐	
Are there any other safety considerations at the proposed site? e.g. bore drains, culverts etc.	☐	☐	☐	
Placement	**Yes**	**No**	**N/A**	**Comments / Reasons for non-compliance**
Is the proposed location likely to affect or change the patterns of any vulnerable road user movements?	☐	☐	☐	
Is the proposed location likely to affect or change the pattern of cyclist movements?	☐	☐	☐	
Will the proposed location be behind TfNSW approved safety barriers or as far away from the edge of the traffic lane as is practical in a position determined suitable based on a documented risk assessment and detailed in the TMP?	☐	☐	☐	
Is the proposed location at least 300m from the nearest permanent VMS?	☐	☐	☐	

Is the proposed location at least 200-300m from significant static signs?	☐	☐	☐	
Is the proposed location at least 200-300m from any signalised intersections?	☐	☐	☐	
Will the proposed location cause driver distraction?	☐	☐	☐	
Is the proposed location a suitable distance from any speed zoning signage?	☐	☐	☐	
Is the proposed location in the direct run off carriageway path of a vehicle?	☐	☐	☐	
Will the proposed location affect any residential or commercial properties?	☐	☐	☐	
Will the proposed location affect any accesses or legal rights of way?	☐	☐	☐	
Is the proposed location within 200m of any intersection or merging lane?	☐	☐	☐	
Structures	**Yes**	**No**	**N/A**	**Comments / Reasons for non-compliance**
Will the proposed location be behind guard rail?	☐	☐	☐	
Will the proposed location be behind wire rope fence?	☐	☐	☐	
Is the proposed location close to significant roadside furniture?	☐	☐	☐	

Personnel details – Person completing the document			
Full Name:		Position	
Signature:		Date	

Comments

BELLINGEN SHIRE COUNCIL

TGS Reference Number

BSC.ANZAC.URU

Anzac Day - Urunga

2 Way, 2 Lane

North

= Traffic Marshal

= Barrier

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2. Side roads and traffic travelling in opposite direction are to be considered in risk assessment with appropriate TGS selected and implemented.

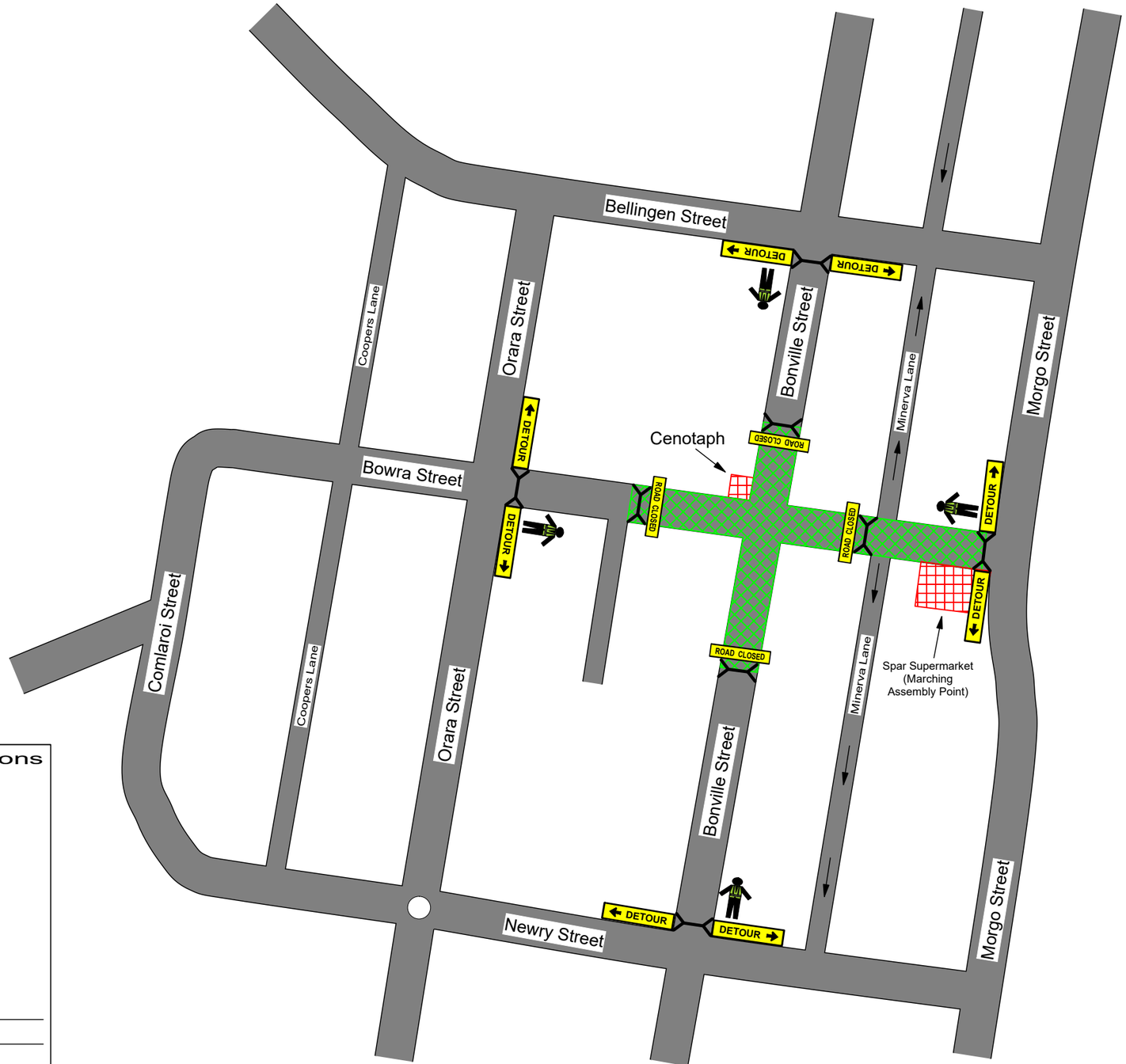
3. At any point of traffic control, four cones must be placed at 4m spacing on the centre line, edge line or both, prior to the traffic control point.

4. Signage installation and removal sequence, including mobile traffic arrangements, to be noted in relevant and approved risk assessment.

5. All signage shall be placed in accordance with TCWAS v6.1. The signage shall be in good working order, clean and be of the correct size and reflectivity specified. All signage shall have 50m line of sight.

6. Positioning of signs shall be placed as as as reasonably practicable between 10% less or 25% more than 'D'.

7. Location reference markers for a TGS must be records in order to assist recreating the layout in case of an incident.



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TGS Approved By	Richard Taylor	Position	Site Engineer	Certificate No.	TCT 1018597	Date Approved	24/01/2024	Signed	

BELLINGEN SHIRE COUNCIL

INTEGRATED MANAGEMENT SYSTEM RISK ASSESSMENT FORM

Area / Activity Assessed	Urunga – ANZAC Day Events	**Date Assessed**	19/01/2024
Completed By	Daniel Andronicus	**Position**	Safety Coordinator – Bellingen Shire Council
Others involved. (Names of other people included in the risk assessment)	Josh Corlis	**Position(s)**	Group Leader Technical Services – Bellingen Shire Council
	Barb Piggott		Urunga RSL Sub-Branch Representative

Activity / Task	Hazards	Inherent Risk	Current Controls *List the current controls in place to reduce risk*	Residual Risk	Possible Further Controls *Determine additional suggested controls using the hierarchy of controls*
Traffic control signs and devices establishment	• Manual handling. • Contact with live traffic. • Incorrect establishment of signage and devices. • Conflicting signage. • Damaged, or non-conforming signs and devices	C4 (High)	• Two person lifts for heavy items. • Correct lifting posture to be used at all times. • Do not lift beyond your means. • Traffic control vehicles can be used to create buffer zones. • Traffic control vehicles are to use flashing amber beacons during establishment of signage/devices. • Vehicle mounted Variable Message Sign (VMS) to be used as needed during establishment. • Traffic controllers to works as spotters to assist the monitoring of traffic conditions during establishment. • All signage and devices must be established as per Traffic Control at Worksites Manual (TCAWS). • Traffic Guidance Scheme (TGS) establishment must be carried out by qualified personnel - Implement Traffic Management Plans (IMP) Certification. • All conflicting signage to be covered up until the completion of event activities. • Carry out a visual inspection of all signage and devices post	D4 (Med)	• On going monitoring of signage and devices.

			establishment to ensure the correct positioning, line of sight of signage and functionality of devices. • Signs must be of a type which satisfies the requirements of *AS1742.3 Traffic Control for Works on Roads*. They are to be clean and in good condition. They must be undamaged, non-defective and be appropriately placed with regard to, sight distance, vehicles approaching at high speed, queue lengths, visibility, shade, and light glare. • Signage and device locations shown on the TGS are approximate and should be adjusted on site so that they are visible to all traffic needing to read them in sufficient time to take appropriate action.		
Managing traffic	• Ineffective communication. • Traffic congestion. • Motorist failure to comply with temporary traffic management conditions. • Vehicle accidents. • Contact with live traffic and members of the public on foot.	B4 (Ext)	• Ensure effective positive communication between traffic controls and marshals. • Ensure communication devices are in sound working order. • Spare communication devices and batteries to be on hand in the likelihood of device failure. • Monitor end of queue lengths to ensure build-up of traffic can be minimised. • Ensure the detour route is monitored by traffic marshals to ensure effective flow of traffic. • Traffic controllers must hold the appropriate traffic control qualifications – Traffic Controller (TCR). • Traffic controllers are to ensure they position themselves to have an emergency exit route during the traffic control activities as per TCAWS Manual. • When traffic controllers are on the job, ensure they always remain in place.	D4 (Med)	• Consult with residents and business owners along the detour route before the commencement of ANZAC Day activities. • On going monitoring of the effectiveness of temporary traffic management processes and conditions. • Consult with NSW Police to assist in monitoring motorist compliance.

			• Relieve controllers as necessary to ensure attentiveness is retained. • All Traffic Control Work Training (TCWT) cards are to be carried on their person and all traffic controllers and marshals are to wear appropriate Personal Protective Equipment (PPE) including high-visibility outer garments. • Monitor residential and business access on the detour route. • Emergency Services to assist in managing any emergency response. • Ensure pedestrian access is managed throughout the ANZAC Day events (traffic marshals). • Ensure delineation is established to ensure separation of traffic and pedestrians.		
Traffic control signs and devices removal	• Manual handling. • Contact with live traffic. • Failure to establish normal traffic conditions post event.	C4 (High)	• Two person lifts for heavy items. • Correct lifting posture to be used at all times. • Do not lift beyond your means. • Traffic control vehicles can be used to create buffer zones. • Traffic control vehicles are to use flashing amber beacons during establishment of signage/devices. • Vehicle mounted VMS to be used as needed during de-commissioning of temporary traffic control signage and devices. • Traffic marshals to works as spotters to assist the monitoring of traffic conditions during signage and device removal. • All signage and devices must be removed in the reverse order to establishment as per the TCAWS Manual. • Carry out a visual inspection to ensure all temporary traffic signage and devices have been removed to avoid any confusion to motorist.	D4 (Med)	

Assembly of march participants	• Contact with live traffic. • Slips, trips and falls. • Exposure to weather conditions. • Fatigue.	B3 (High)	• Traffic controllers and marshals are to assess and monitor the effectiveness of isolation measures and the temporary traffic management plan. • Consider the use of additional isolation measures as required. • Assembly area to be inspected before use to identify and remove (where possible) any slip, trip or fall hazards. • Participants to consider bringing wet weather protection in the likelihood of a rain event. • Weather conditions to be monitored throughout the day's events. • Water to be on hand to ensure participant dehydration is minimised. • First aiders to be on hand as required.	D3 (Med)	• NSW Ambulance Services to be consulted to ensure participant welfare is maintained throughout the day's events. • RSL Sub-Branch representatives to monitor participant welfare through the day's events.
ANZAC march	• Contact with live traffic. • Slips, trips and falls. • Exposure to weather conditions. • Fatigue. • Pedestrian crowding. • Vehicle use. • Animal use.	B3 (High)	• Traffic controllers and marshals are to assess and monitor the effectiveness of isolation measures and traffic management plan. • Consider the use of additional isolation measures if required. • March route to be inspected before use to identify and remove (where possible) any slip, trip or fall hazards. • Participants to consider bringing wet weather protection in the likelihood of a rain event. • Weather conditions to be monitored throughout the day's events. • Water to be on hand to ensure participant dehydration is minimised. • First aiders to be on hand as required. • Crowd conditions to be monitored throughout the ANZAC Day march. • Vehicles used during the march must maintain a safe distance from participants on foot and/or horse back. • Animals used during the march must be controlled and maintained at a safe distance from participants on foot.	D3 (Med)	• NSW Ambulance Services to be consulted to ensure participant welfare is maintained throughout the day's events. • RSL Sub-Branch representatives to monitor participant welfare through the day's events.

ANZAC ceremonies	• Slips, trips and falls. • Exposure to weather conditions. • Fatigue. • Pedestrian crowding.	C3 (Med)	• Ceremony location to be inspection to identify and remove (where possible) any slip, trip or fall hazards. • Participants to consider bringing wet weather protection in the likelihood of a rain event. • Weather conditions to be monitored throughout the day's events. • Water to be on hand to ensure participant dehydration is minimised. • First aiders to be on hand as required. • Crowd conditions to be monitored throughout the ANZAC Day ceremonies.	D3 (Med)	• NSW Ambulance Services to be consulted to ensure participant welfare is maintained throughout the day's events. • RSL Sub-Branch representatives to monitor participant welfare through the day's events.
Road detour	• Congestion. • Restricted access. • Vehicle accidents. • Pedestrian contact with live traffic. • Residential and business access. • Parked vehicles.	C4 (High)	• Traffic marshals are to monitor the detour route to ensure driveways and side streets are effectively controlled i.e. ensuring the correct direction of traffic flow is maintained. • Traffic marshals to be positioned to ensure the effective management of the detour routes. • Consider the use of additional traffic marshals where effective management cannot be maintained. • Communication plan to be established between traffic controllers, traffic marshals and ANZAC Day event representatives. • Emergency Services to assist in managing any emergency response. • On-going inspections of the temporary traffic management plan to be carried out throughout the ANZAC Day events to ensure the effectiveness of safety protocols are maintained.	D4 (Med)	• Consult with residential and business owners before the ANZAC Day events commence. • Consider restricting on-street parking along the detour route. • Consult with NSW Police and request additional resources to assist in the safe management of the temporary traffic management plan.

Pedestrian access	• Contact with live traffic. • Congestion. • Overcrowding.	C4 (High)	• Traffic marshals are to be in place to ensure pedestrian zones are isolated from live traffic. • Pedestrians are to cross the roads at designated locations (crosswalks). • Consider to the use of signage to assist pedestrian understanding.	D4 (Med)	• Consider the development of a pedestrian movement plan. • Consult with NSW Police and request additional resources to assist in the safe management of ANZAC Day pedestrians / spectators. • NSW Ambulance Services to be consulted to ensure pedestrian / spectator welfare is maintained throughout the day's events.
Residential and business access	• Restricted access. • Deliveries. • Contact with live traffic.	B2 (Med)	• Consult with businesses to assess the impact of restricted access. • Businesses to consider alternate delivery times. • Traffic marshals are to be in place to ensure pedestrian zones are isolated from live traffic.	D2 (Low)	
Emergency Services	• Restricted access leading to extended response times. • Contact with live traffic.	C4 (High)	• Ensure effective communication practices are established and maintained throughout the scope of the ANZAC Day events. • Priority is to be given to emergency vehicles.	D4 (Med)	• NSW Police Force and Ambulance Services to be consulted to ensure all traffic processes, and communication channels are understood.
End of queue management	• Excessive queue lengths. • Traffic congestion. • Ineffective communication and monitoring.	B3 (High)	• Queue length predicted to be <150m in any direction. • Traffic controllers and marshals are to keep traffic flowing through the detour to minimise queue lengths. • Traffic controllers to monitor queue length throughout the event. • Ensure effective communication is maintained throughout the scope of the ANZAC Day events.	D3 (Med)	
Communications	• Ineffective communication. • Communication device failure	C3 (Med)	• Communication plan to be established between traffic controllers, traffic	E3 (Low)	

			marshals and ANZAC Day event representatives. • All traffic controllers and traffic marshals are to carry fully functional UHF radios. • To safeguard against equipment failure, the service or organisation responsible for the supply and implementation of traffic control and marshal personnel are to ensure there are spare UHF radios, or batteries and chargers available. • A designated UHF channel is to be established before the commencement of event activities. The UHF channel must be communicated traffic controllers and marshals before undertaking traffic management roles.		
Public transport access	• Restricted access leading to extended schedule times. • Alternate route leading the customer confusion.	B3 (High)	• Event organisers are to consult with public transport companies to identify the impact of services and service routes. • Consider the use of temporary signage to indicate the alternate bus route pick up locations. • To ensure the efficiency and safety of traffic flow on the detour route, no bus pick locations should be located within the detour route.	C4 (Med)	
Heavy vehicle access	• Restricted access.	C3 (Med)	• Consider restricting on-street parking along the detour route. • Traffic marshals are to monitor the effectiveness of the TMP along the detour route including conveyance of heavy vehicle traffic.	D3 (Med)	

Weather conditions	• Adverse weather event. • Impact to traffic management safety. • Restriction of line of sight during rain events. • Heat/fatigue/exhaustion. • Exposure to UV.	B2 (Med)	• Traffic controller and marshals are to wear appropriate PPE clothing including hi-visibility garments, hats, eye protection and sunscreen. • Traffic controllers and marshals are to have appropriate wet weather clothing on hand in case the need arises. • Traffic controllers to reassessment signage locations and end of queue management during wet weather events. • Emergency Services to assist in managing any emergency response. • Traffic controllers and marshals to have appropriate amount of water available on hand throughout the scope of the ANZAC Day events.	D2 (Low)	• Consult with NSW Police and request additional resources to assist in the safe management of ANZAC Day pedestrians / spectators during adverse weather events. • NSW Ambulance Services to be consulted to ensure pedestrian / spectator welfare is maintained throughout the day's events.

Corrective Actions	**Allocated to** (Person Responsible)	**Date Due**

Management Agreement of the Corrective Actions					
Name		Position		Date	

Follow up and review – Final review of corrective actions being completed and effective in mitigating risk					
Name		Position		Date	

Consequences Table

	Insignificant	Minor	Moderate	Major	Catastrophic
Business Activities	Isolated; internal or minimal impact on business activities.	Contained impact on business activities of short-term significance.	Significant impact on business activities involving investigation.	Major impact to business activities with long term significance.	Extensive impact/ disruption to business activities. Threat to viability of program or service.
Community and Social	None to minimal impact. Primary acceptance and approval exists.	Some inconvenience to the community. Inconvenience to a group of businesses in the community.	Considerable disruption or inconvenience to sectors of the community. Group of businesses within the community put at risk.	Public protestation and dislocation. Potential for significant harm to sectors of the community. Damage to relationships and loss of support.	Civil commotion and riot. One or more major industry within the region threatened.

Environment	Minimal environmental impact; isolated release only; managed through normal operations.	Minor environmental impact: on-site release immediately contained with Council resources.	Significant environmental impact: on-site release contained with assistance.	Major environmental impact; release spreading off-site; contained with external assistance.	Fatalities occur; extensive release off-site; external emergency services involved; long term remediation required.
Finance and Property	Negligible financial loss; less than $10,000 or <10% of program/project value. Short term impact; repairable through normal operations.	Minor financial loss; $10,001 - $50,000 or 10% - 15% of program/ project value. Short term impact, mostly repairable through normal operations.	Significant financial loss; $50,001 - $500,000 or 15% - 25% of program/ project value. Considerable impact on program or business operations.	Major financial loss; $500,001 - $1 million or 25% - 50% of program/project value. Critical loss or event requiring replacement of property or infrastructure.	Extensive financial loss; excess of $1 million or >50% of program/ project value. Loss of program or business operation.
Human Resources and Industrial Relations	Isolated or negligible impact on staff morale, performance or service delivery. Minimal loss to organisation.	Contained impact on staff morale or performance. Staff issues causing up to several days' interruption to normal service delivery. Medium loss to organisation.	Significant impact on staff morale or performance. Staff issues causing up to one week's interruption to normal service delivery or complete failure of service delivery for several days. Significant loss to organisation.	Major impact on staff morale or performance. Staff issues causing up to one month's interruption to normal service delivery or complete failure of service delivery for up to a week. High loss to organisation.	Extensive impact on organisational morale or performance. Staff issues causing continuing failure to deliver essential services in excess of one month. Threat to viability of program or service.
Information Technology	No measurable operational impact to Council.	Minor downtime or outage in single area of organisation. Addressed with local management and resources.	Significant downtime or outage in multiple areas of the organisation. Substantial management required with Council resources.	Loss of critical functions across multiple areas of the organisation; long term outage. Extensive management required with external resources.	Extensive and total loss of functions across the organisation. Disaster management required.
Legal; Compliance; Governance; Contractual; Public Liability and Professional Indemnity	Isolated, internal or minimal complaint. Minimal loss to organisation.	Contained complaint or action with short term significance. Moderate loss to organisation. Some impact on normal operations.	Significant claim or breach involving statutory authority and investigation. Prosecution possible with significant financial impact.	Major complaint with litigation/fines and long-term significance. Very high loss to organisation. Long term significance and major financial impact.	Extensive litigation/fines with possible class action; worst case loss to organisation. Extensive financial loss; indictable offences.

Reputation and Political	Isolated, internal or minimal attention or complaint.	Heightened local community concerns and criticism manageable through good public relations.	Significant public criticism with or without media attention. Short to mid-term loss of support from community.	Serious public outcry. State media attention and long-term loss of support from community.	Extensive public outcry. Potential national media attention. Loss of State Government support with scathing criticism and removal of the Council.
Safety	Minor injury, no first aid required.	First aid required.	Medical attention required; several days off work.	Extreme injury, long term illness.	Death, permanent disability or disease.
Schedule	No critical path impact.	<2 weeks of critical path delay.	2 weeks to <2 months of critical path delay.	2 months to 4 months of critical path delay.	>4 months of critical path delay.

Likelihood Table

Description	Impact
Almost Certain	May occur more than once per year (Predicted to occur in more than 1-in-2 projects of this kind)
Likely	May occur once per year (Likely to occur between 1-in-2 and 1-in-4 projects of this kind)
Possible	May occur once every 10 years (Likely to occur between 1-in-4 and 1-in-10 projects of this kind)
Unlikely	May occur once every 50 years (Likely to occur in less than 1-in-10 projects of this kind.)
Rare	Less than once every 50 years (will not happen)

Risk Ranking Table

Likelihood \ Consequence		1	2	3	4	5
		Insignificant	Minor	Moderate	Major	Catastrophic
A	Almost Certain	Medium	High	Extreme	Extreme	Extreme
B	Likely	Medium	Medium	High	Extreme	Extreme
C	Possible	Low	Medium	Medium	High	Extreme
D	Unlikely	Low	Low	Medium	Medium	High
E	Rare	Low	Low	Low	Medium	Medium

Overall Risk Level

Extreme	**Unacceptable risk:** Activity must NOT proceed until steps are taken to eliminate the risk or reduce risk to as low as reasonably practicable. Project Engineer or Works Supervisor to consult with Executive Management (and as necessary client and/or personnel) to identify and implement additional controls to reduce the risk.
High	**Risk must be reduced:** Schedule action, including any interim countermeasures at the job planning stage. Further risk control measures must be planned and prioritised using the corrective action register in order to reduce risks to as low as reasonably practicable, preferably using level 2 controls. Project Engineer or Works Supervisor to consult with Senior Management to confirm that current industry standards are implemented.
Medium	Schedule action, further risk control measures should be considered, in order to reduce risk to as low as reasonably practicable. Project Engineer or Works Supervisor with Safety Personnel to assess the identified controls for adequacy and to further reduce the risk.
Low	Risk not considered to be significant – Monitor and maintain the effectiveness of existing control measures and plan for reducing risk in the future. Site personnel to adhere to identified and listed controls