

TAMWORTH REGIONAL COUNCIL

ANNEXURES for ORDINARY COUNCIL AGENDA

17 DECEMBER 2024

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The Economic and Cultural Value of Country Music in Australia 2018

Key Findings

The CMAA gratefully acknowledges the partners and supporters whose contributions and involvement provided the resources to gather and collate the data which underpins the findings in this report.



Project Summary & Methodology

2018 was a stellar year for Australian country music.

Kasey Chambers was memorably inducted as the youngest female ever into the ARIA Hall of Fame. Keith Urban was acknowledged by the US Country Music Association as its Entertainer of The Year. Morgan Evans achieved notable #1's on US, ARIA and Australian airplay charts.

Country music festivals reported record attendances and box office results, more Australians are listening to more country on radio than ever before and music streaming – the juggernaut driving the global and Australian industry revival, is being enthusiastically embraced by country fans listening on their phones, in their cars and on tablets and smart speakers. More Australian country music artists are writing, recording and performing and are being listened to and watched by more fans than ever before.

Over a seven month period, extensive desk research, industry consultation and the responses from 4,329 country music fans and 582 artists, enabled us to chart our genre's progress since the first and only such report - 'Australian Country Music: An In-dustry Profile', was compiled in 1977.

This current report concentrated on country music live performance, the recorded music market, songs and songwriting, country music broadcast and airplay and the cultural and social value it delivers to its fans and the broader community.

The accumulated data has confirmed that country music 2018 is in a growth phase that all indicators and opinions suggest will continue.

That growth, reported in the following pages, has increased revenues across all areas of operations, driven investment and created employment for practitioners and workers across the sector.

Dobe Newton, July 2019

Note:

For a full explanation of the conduct of the project, methodology and a list of sources, please refer to Section 10 of the Full Report.

Country Music Sector Summary

2018 was a record year for country music event ticket sales and revenue. There were a number of other indicators of the significant role the genre plays in the Australian music industry.

Country on the rise -

In 2018, country music generated revenue of \$574 million, more than doubling the sector's value since our initial 1997 report.

With audio and video streaming dominating the global and Australian markets, Spotify reports Australia as the third most important country music territory after the US and Canada, and the world's fastest-growing market.

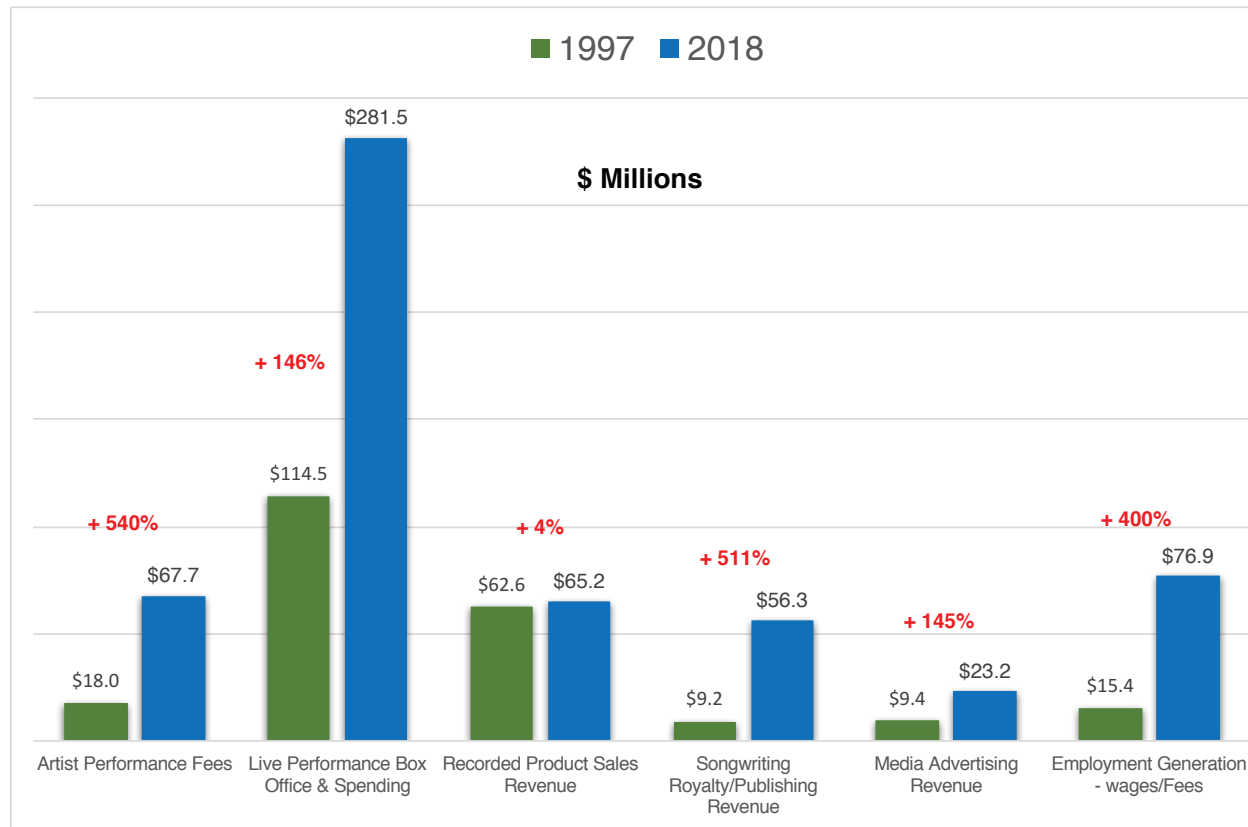
CDs still play an important role in country music. 82% of fans bought at least one in 2018. While ARIA's Top 50 albums (all genres) recorded a 1% decline in unit sales between 2017 and 2018, country music's Top 50 albums in the same period recorded sales growth of 24%, increasing country's share from 15% to 19% of overall sales.

14% of APRA's 99,000 registered writers identified as writing country in 2018. This compares to the 6% recorded in 1997.

AMPCOM reported that in 2018, country music's share of new release product on commercial radio was 14%. In 2000, it was 7.9%.

Then and Now

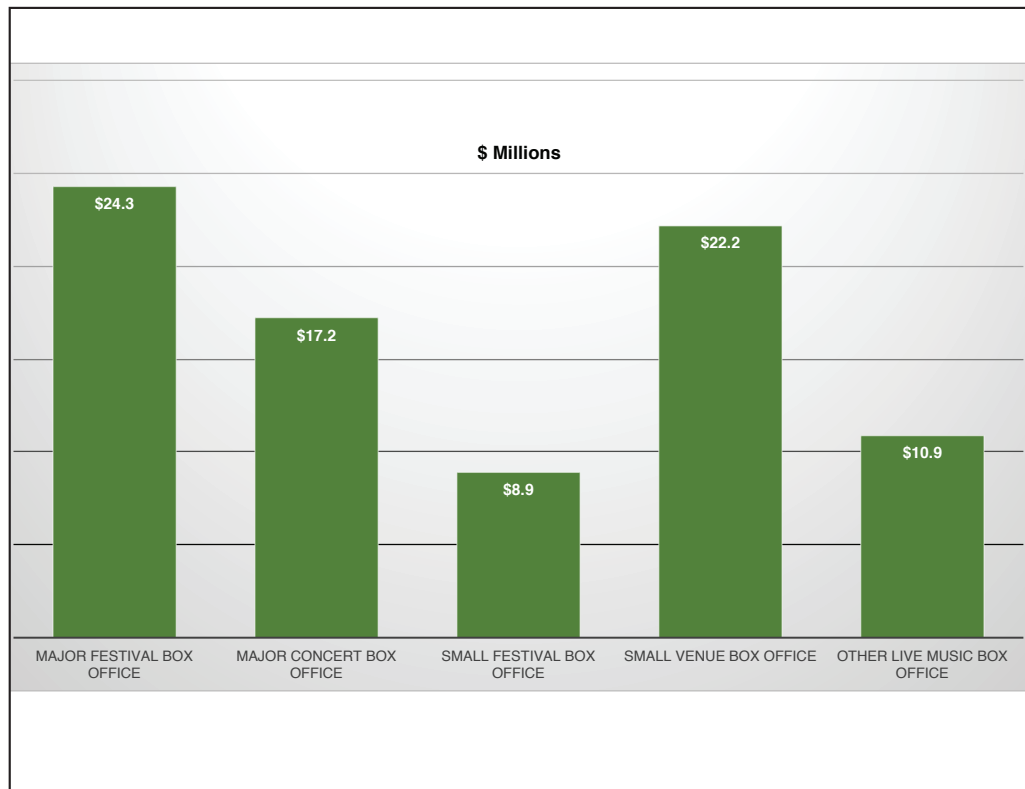
In every category of revenue generation examined in the original 1997 report, country music in 2018 recorded major growth.



Country Music in Australia 2018 4

Live Performance - Box Office

In a record year for popular music major event ticket sales and revenue (Live Performance Australia), country music's major festivals - The Deni Ute Muster, CMC Rocks Queensland, Groundwater, Tamworth Country Music Festival and the Gympie Music Muster registered record attendance of 202,000.



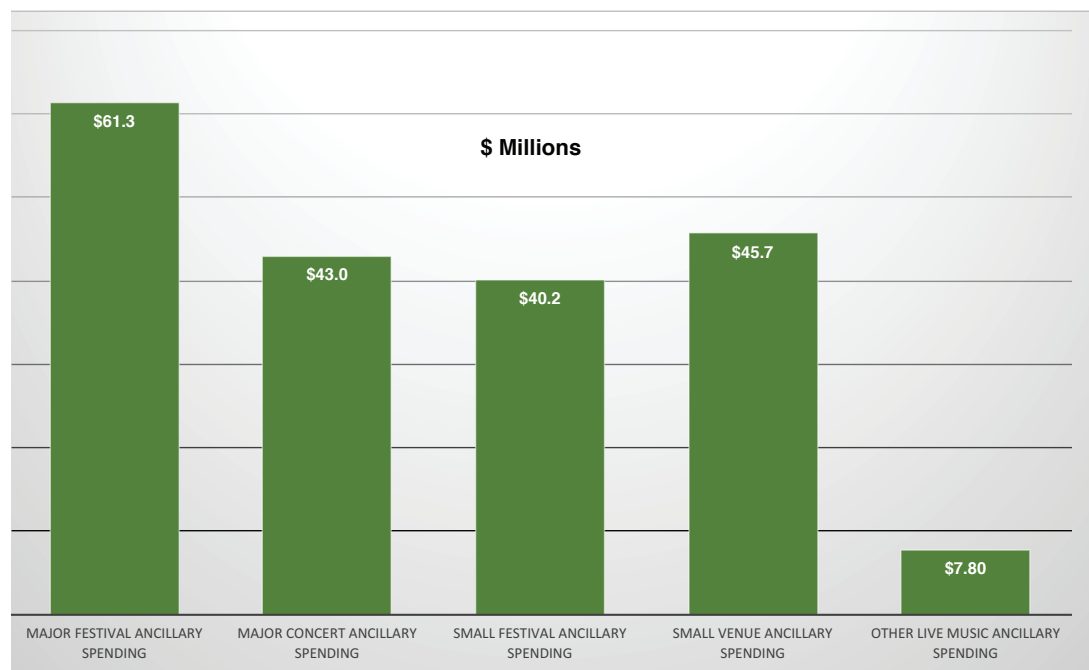
Country music artists rely on live performance for the majority of their income.

The revenue generated by ticket sales from performances at large and small festivals, major concerts in theatres, arenas and stadiums and in pubs, clubs and bars across the nation generated \$83.5 million.

This represented a 200% increase on the revenue generated in the 1997.

Live Performance - Ancillary Spending

This report confirms the findings of a number of other studies^{*} that the cost of ticket/entry to live events represents approximately 20% of overall patron spending. The balance is comprised of outlays on food and beverage, merchandise purchase, travel/transport to and from events and, in the case of major festivals and concerts, accommodation.



Festival patrons spent an average of \$125 on food and beverage, \$78 on Merchandise and \$52 on transport.

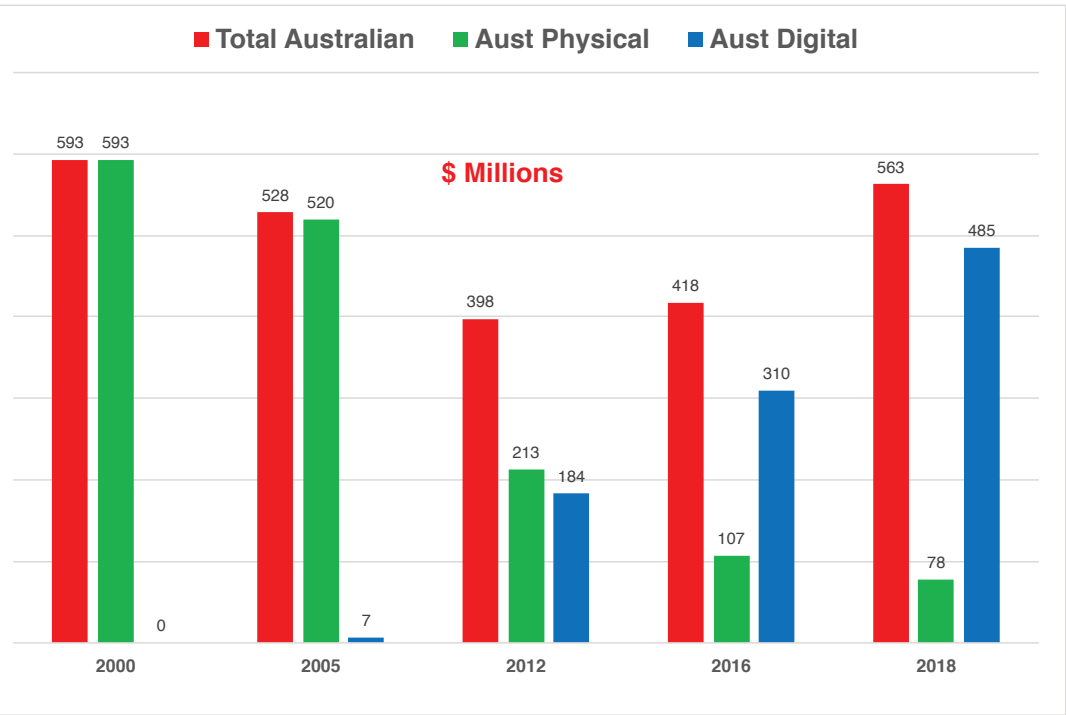
Adding the \$9.3 million spent on accommodation, **ancillary spending at country music live events in 2018 was \$198 million.**

Country music patrons travelling to and from major events, spent an additional \$20 million in local and regional communities.

^{*} 'Live Music in Australia 2014', 'Valuing Live Music;UK Live Music Census 2017', 'Melbourne Live Music Census 2017'

Recorded Music

In the last two years, ARIA (Australian Recording Industry Association) has recorded 10% and 12% increases in recorded product sales respectively. The value of the Australian market is now approaching the levels recorded at the turn on the century. Revenue for the sector is anticipated to exceed that 2000 level in 2020.



The dramatic, decade-and-a half decline in overall recorded product value was due to the consistent fall in CD sales, only partially arrested by the introduction of digital downloads.

The equally dramatic rise in revenue from audio and digital streaming has been responsible for resurrecting the sector's fortunes.

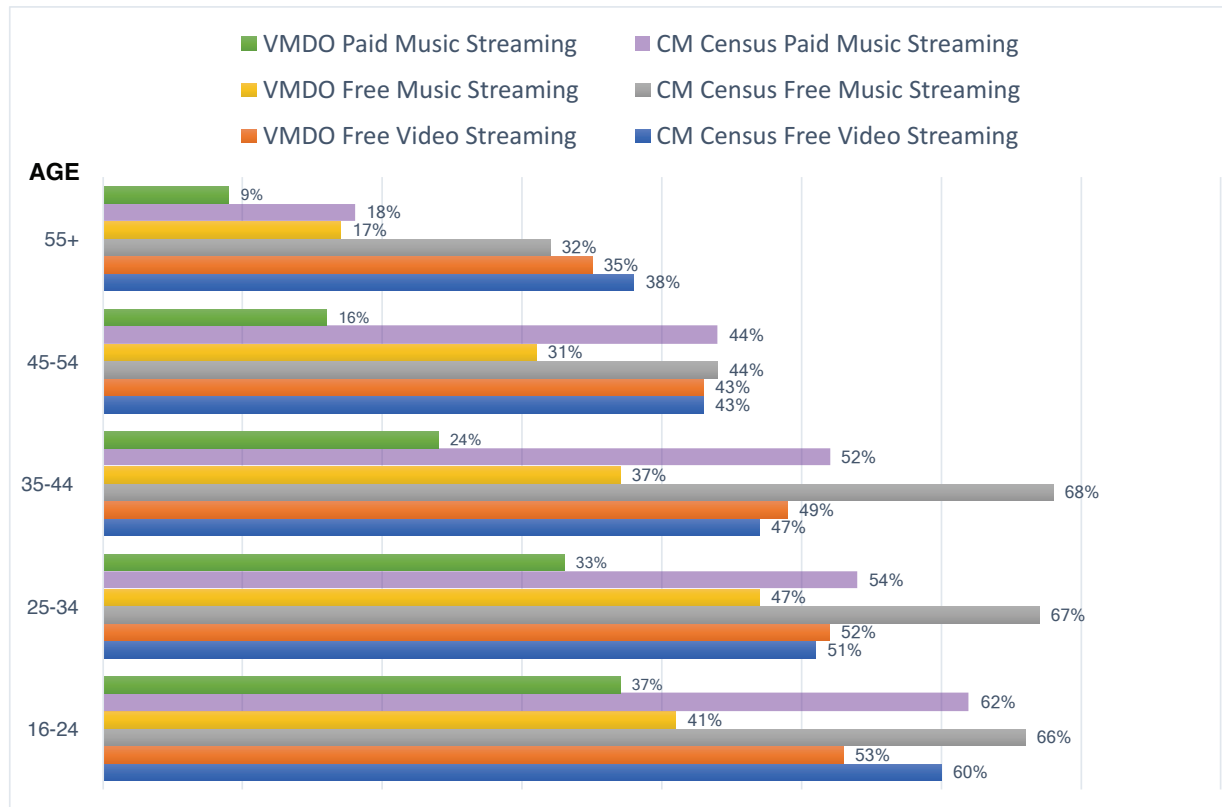
Australia is recovering at a much faster rate than the global community.

The rise of streaming is predicted to continue.

Recorded Music - Streaming

In 2018, Spotify identified Australia as the third most valuable country music territory (after the US and Canada) AND the fastest-growing country market in the world.

Anecdotally, it is suggested that country fans have been slower to adopt streaming than other music fans.

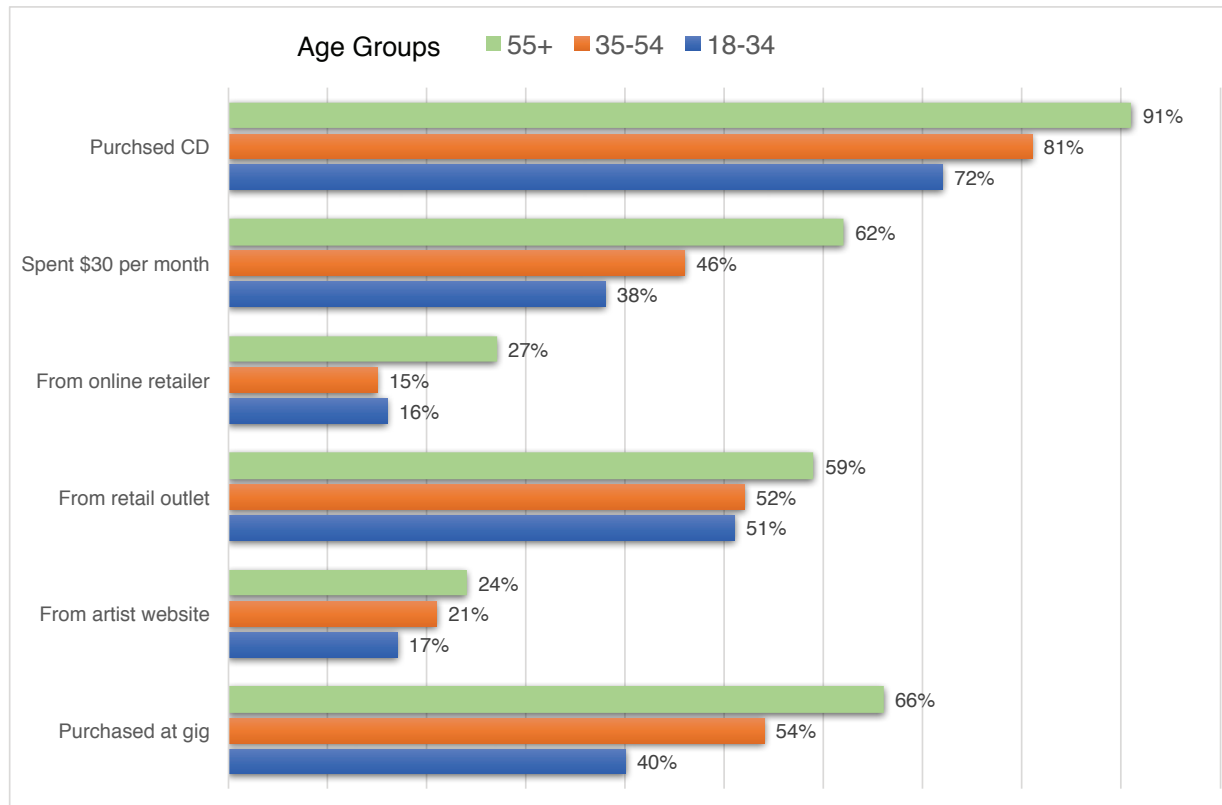


A comparison of our 4,000+ country music fans (CM Census) and the 2,000+ general music fans recently surveyed by the Victorian Music Development Office (VMDO) shows this not to be the case.

The results are consistent across all age groups surveyed.

Recorded Music - Country Fans

Even though country fans have enthusiastically embraced audio and video streaming, CD sales are still a significant feature of our genre. Particularly the direct artist-to-fan retail sales at live gigs.



82% of the 4,000+ country fans reported buying at least one artist CD in the last 12 months.

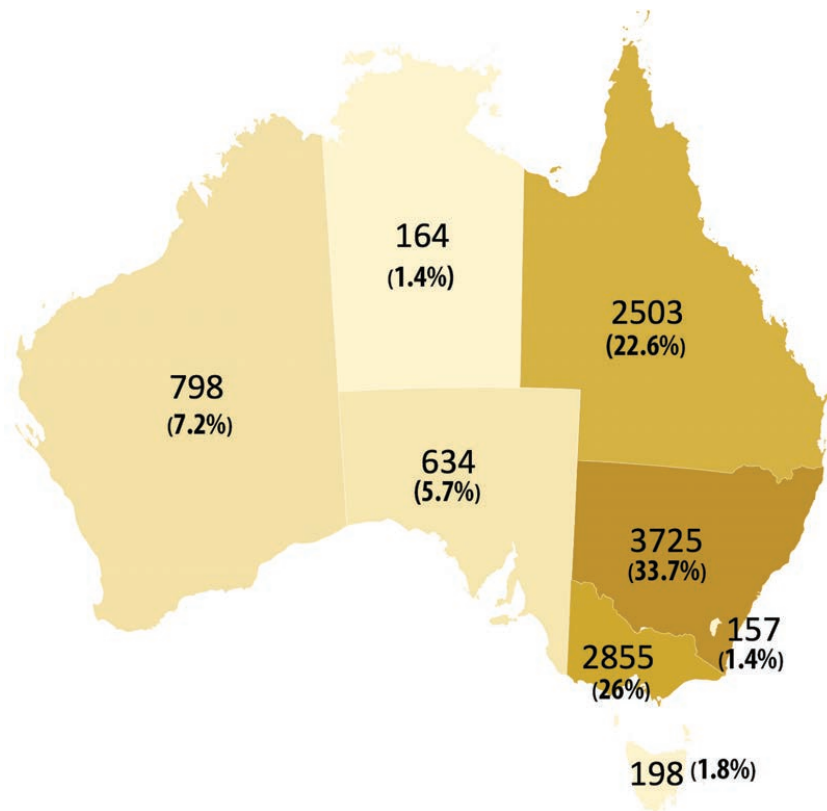
46% of country fans spent \$30 per month on CDs compared to 25% of UK general music fans and 40% recorded by the Melbourne Live Music Census.

In 2018, from the surveyed group alone the value of artist-to-fan retail was \$4.3 million.

Total country music recorded product value was \$65.2 million.

Songs & Songwriting

In 2018, APRA (Australasian Performing Right Association) had 99,000 registered songwriter members. 14% of those supplying details and resident in Australia (77,000 of the total) identified as country writers. This compared to the 6% identifying as country from the 24,000 membership in 1997.



2018 APRA country writers by state

Songs & Songwriting - Where they live

In 2013 and 2014, APRA analysed the postcodes of members to determine the top writing locations for each music genre. We have analysed 2018 information to update that list for country writers.

	2013	2014	2018
1	Northcote	Northcote	Tamworth
2	Tamworth	Brunswick	Northcote
3	Brunswick	Preston	Lismore
4	Lismore	Tamworth	Brunswick
5	Preston	Coburg	Central Coast
6	Coburg	Thornbury	Coburg
7	Thornbury	Central Coast	Preston
8	Central Coast	Lismore	Thornbury
9	Surry Hills	Newtown	Toowoomba
10	Leichardt	Marrickville	Gympie

Melbourne's inner northern suburbs continue to be a significant location. 96% of the 582 surveyed country music artists identify as songwriters and 93% are registered APRA members.

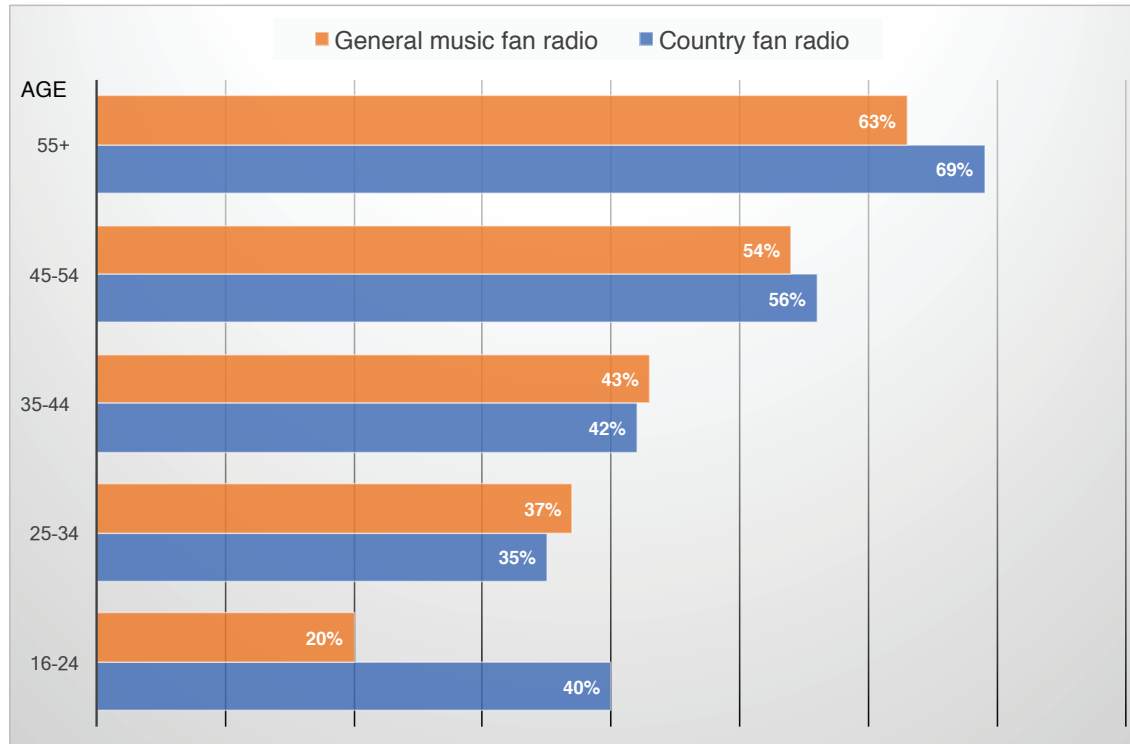
The revenue distributed by APRA AMCOS increased from \$78 million in 1997 to \$363 million in 2018.

We calculate that country music writers shared \$36.3 million compared to \$5.4 million in 1997.

In addition, country music's share of additional publishing revenue reported by AMPCOM was \$20 million in 2018.

Airwaves & Airplay

A report by Vision Critical (2017) found that, on average, Australians spent 3.4 hours per week listening to audio. 17 million tuned in weekly to radio - commercial, digital, ABC and, importantly in country music, community radio stations. Radio has been, and remains, an important medium for people listening to their favourite music.



Despite their rapid adoption of audio and video streaming observed earlier, country music fans are no less likely to listen to their music on radio than general music fans.

The comparison here is between the 4,000+ country fans we surveyed and the 2,000+ surveyed for the Victorian Music Development Office's recent Consumer Insight study.

Airwaves & Airplay

Country music fans have never had so many radio options.

Some country music radio & listening facts

34% of country fans discover new music through commercial radio, 25% through community radio (including the ABC) and 21% through internet/digital radio.

In addition to general programming on major network AM/FM commercial radio, country music in 2018 enjoyed 145,000 hours on our surveyed 75 community stations and 17,000 dedicated hours across 52 ABC Local Radio stations.

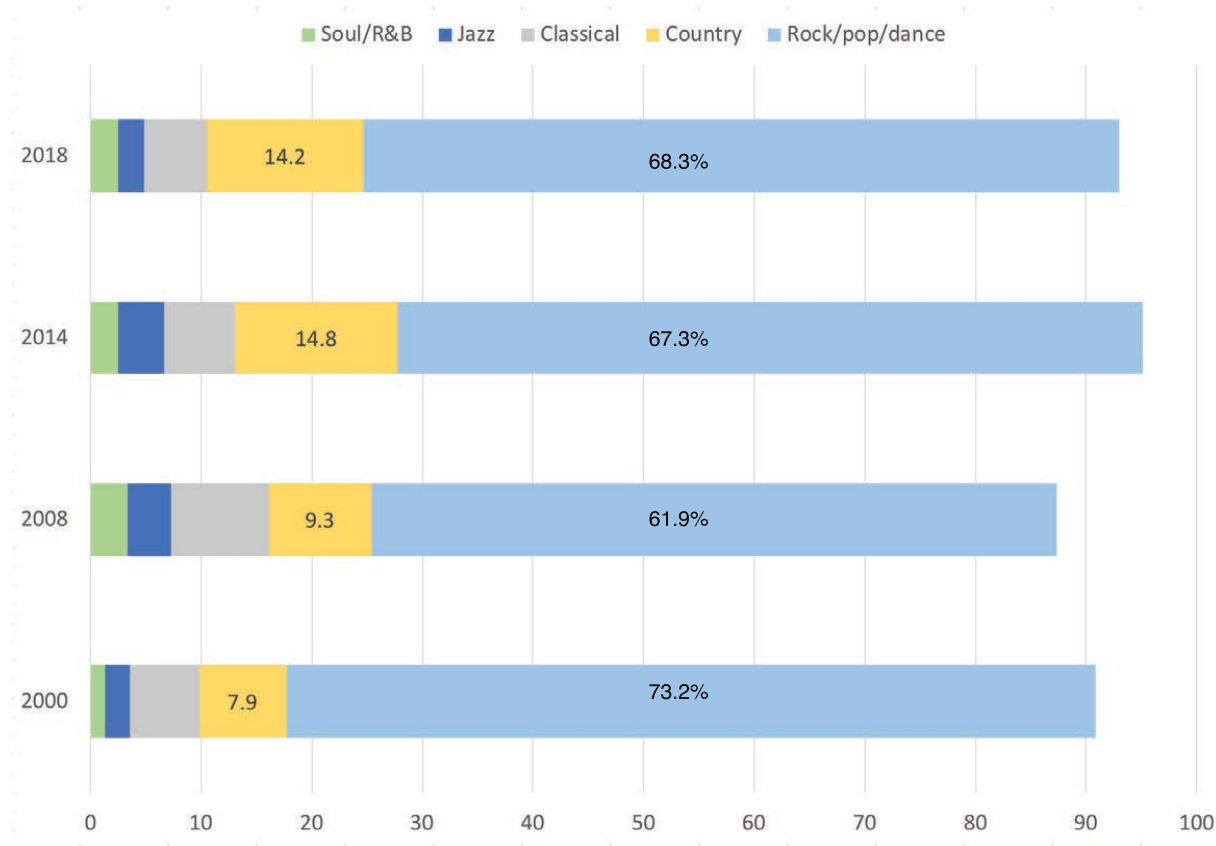
KIX Country network programmed 100% country, 24/7 on 57 AM/FM stations across the nation.

More than 7 million Australians accessed digital radio in 2018. Country music has significantly expanded its offerings through dedicated digital channels - iHeart Country, Triple M Country and the ABC Country, including Saturday Night Country in capital cities.

71% of country music fans aged 55+ years prefer listening to music by Australian artists, 58% of those aged 35 to 54 years and 46% of those aged 18 to 34 years.

Airwaves & Airplay

AMPCOM (Australian Music Performance Committee) reports annually on new release Australian music content on commercial radio. In recent years, country music has substantially increased its airplay share.



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Airwaves & Airplay - 2018 Chart Highlights

The success of Australian country music artists and their music across the sector's various businesses and activities, was reflected on that most obvious of 'popularity polls' - the airplay charts.

Morgan Evan's followed in the footsteps of Keith Urban, achieving #1 on the US country airplay chart with his debut single 'Kiss Somebody'. By year's end it had sold 500,000 units and recorded 52 million streams. The follow-up 'Day Drunk' was heading in the same direction, with many industry observers and pundits identifying him as a 'next big thing'.

On the local scene, Urban's 'Parallel Line' spent 21 weeks at #1 on The Music Network Hot Country chart and Evan's followed with 'Day Drunk' recording 23 weeks in the top spot. By the end of the year, 'Day Drunk' also topped the all-genre Hot 100 chart, becoming the first song by a country music artist to do so since Taylor Swift in 2009.

But they weren't alone -

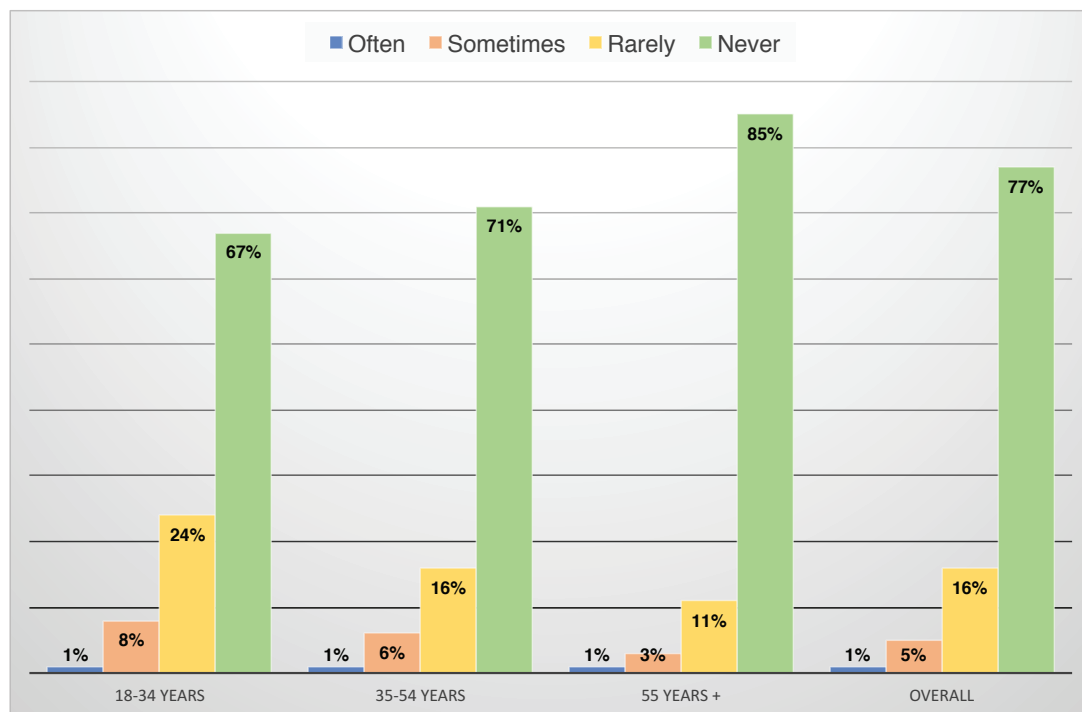
Of the 40 tracks that spent most time on the TMN Hot Country chart in 2018, 20 were by Australian artists, including 4 of the 5 that reached #1.

Radio Monitors report on AM/FM and digital station airplay. Six of their Top 10 tracks for the year were Australian, with Morgan Evan's 'Day Drunk' at #1 and The Wolfe Brothers 'Ain't Seen it Yet' at #2. The Top 10 tracks recorded 24,000 + plays across the six monitored stations in 2018.

And we continue to honour our pioneers. 'The Best of Slim Dusty', released in 1997, recorded its 1000th week on the ARIA country chart and was the 10th best-selling Australian album for 2018. A record unlikely to be broken in the foreseeable future.

Country Music is a safe place !

We asked country music fans whether they had ever felt 'uncomfortable or unsafe' at a country music event or venue.

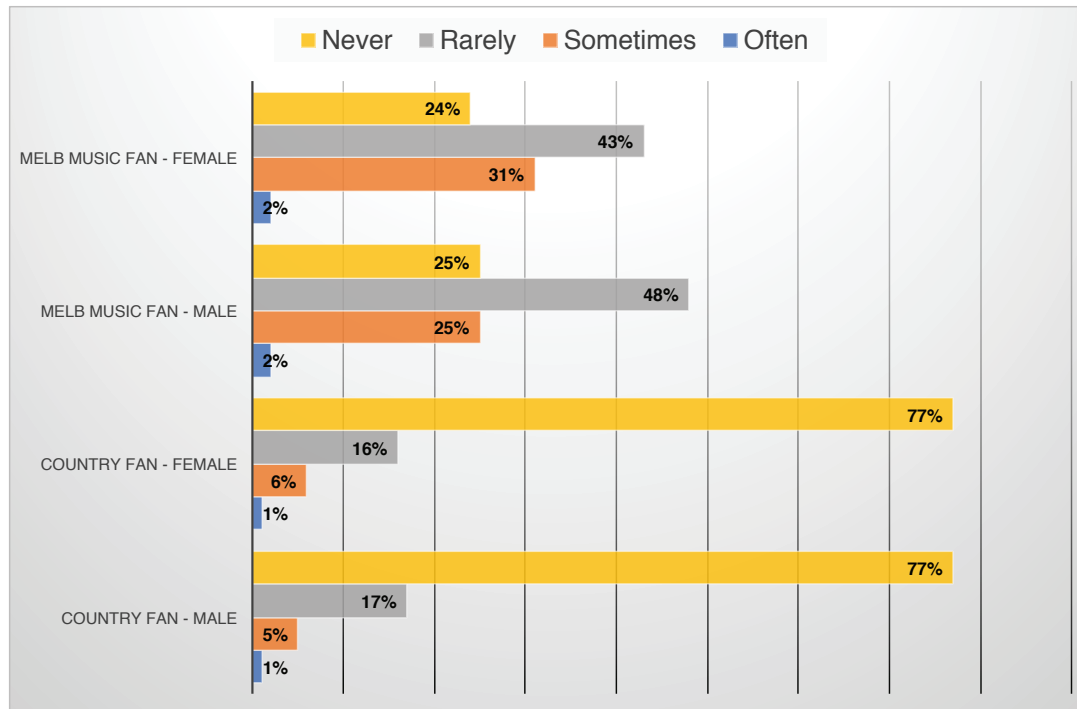


There was hardly any variation across any of the age groups, nor any significant variation based on gender.

90% of male and female country fans feel overwhelmingly safe and comfortable at country gigs.

Country Music is a safe place !

We were able to compare our findings with those from the Melbourne Live Music Census 2017 which surveyed general music fans on the same question.



We note that although the VM-DO's 'Consumer Insights' report did not ask exactly the same questions, 21% of their surveyed fans reported not going to live gigs because they felt 'uncomfortable' in the venue.

A further 16% reported not going because they did not like attending on their own.

Summary & Conclusion

With the C2C concert brand soon to debut in Australia and add to the record crowds already attending major country music festivals and concerts, audience spending at events and in local communities is set to increase.

An ever-increasing number of songwriters are composing in the country genre and sharing, with publishers, in increasing APRA AMCOS royalty revenue.

Country is sharing in the streaming-led resurrection of the fortunes of the recording sector. While more fans are listening to more country music on radio and smart devices, they're still buying CDs, especially at gigs..

The country music sector experienced significant growth in 2018 and all indicators suggest it will continue to do so.

Country Music Sector Value 2018

Artist Performance Fees	\$46.6 million
Live Performance Box Office & Spending	281.5 million
Specialty Event Tickets & Spending	\$9.3 million
Recorded Product Sales Revenue	\$65.2 million
Songwriting Royalty/Publishing Revenue	\$56.3 million
Media Advertising Revenue	\$23.2 million
Employment Generation - wages/Fees	\$46.9 million
Additional Community Revenue	\$45 million
TOTAL	\$574 million



Thanks to all those who participated in the various Country Music Census surveys and shared their information, insights and opinions.
Any omissions, oversights or errors are solely the responsibility of the author.

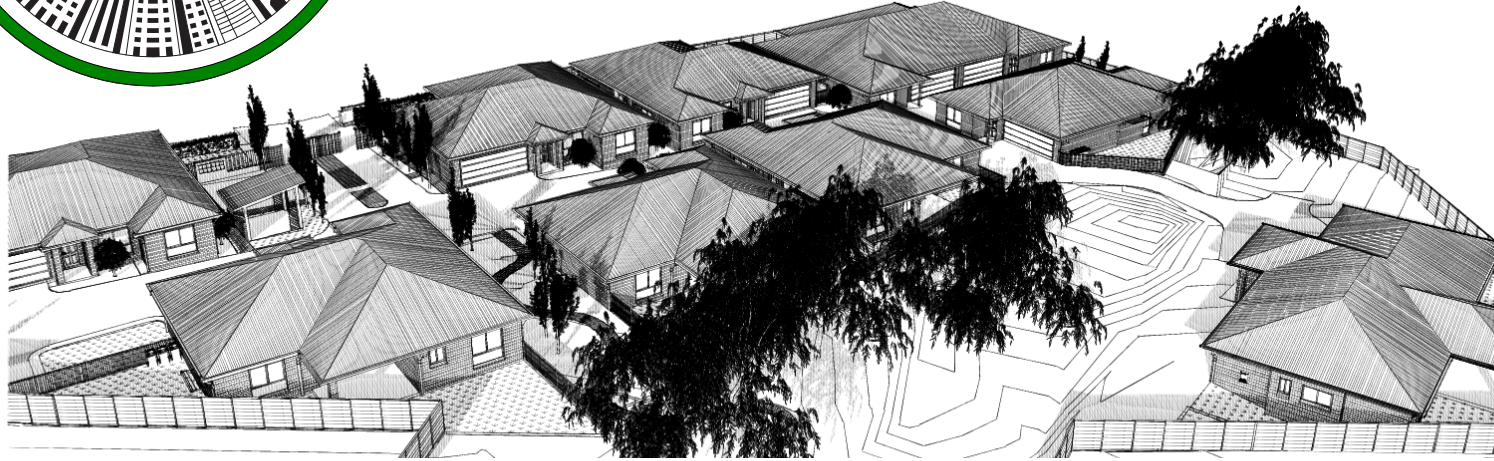
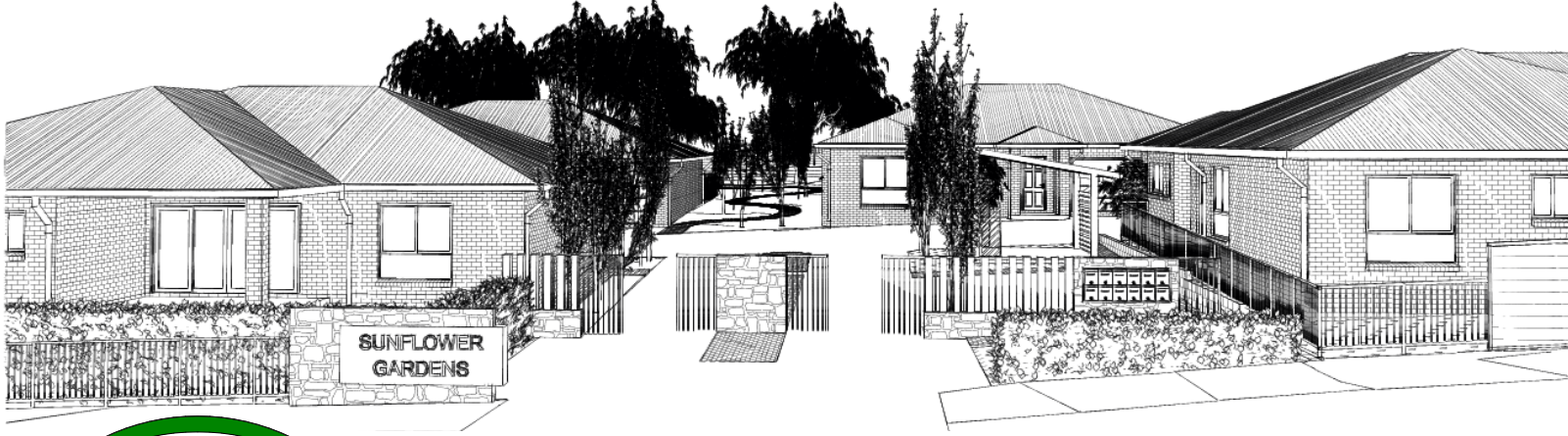
This document, the Executive Summary and the Full Report are available for download from
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All Enquiries - info@country.com.au

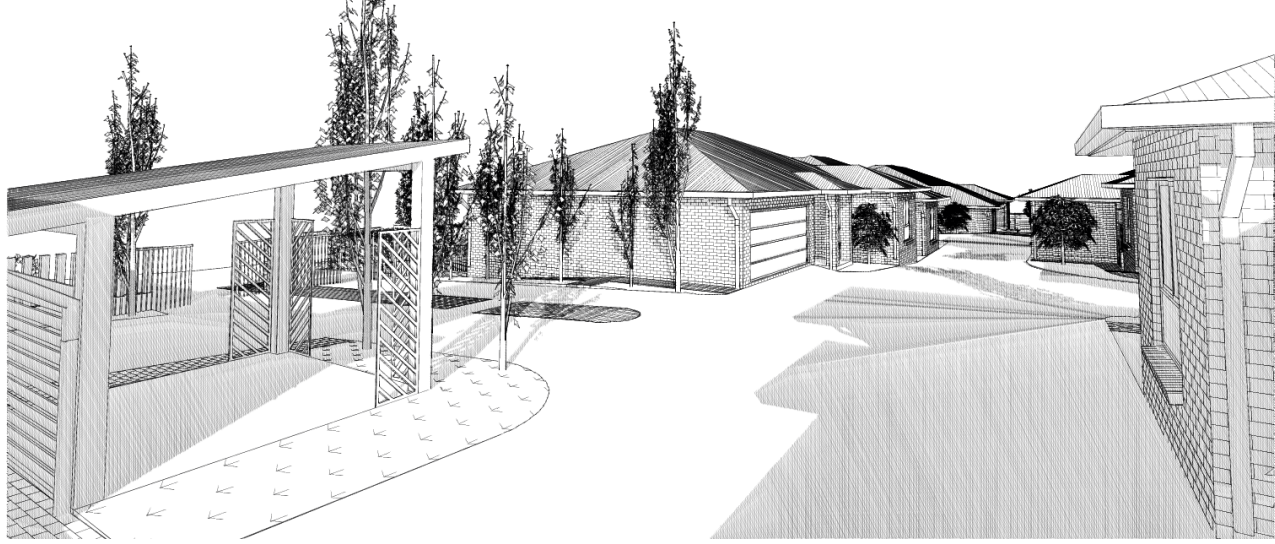
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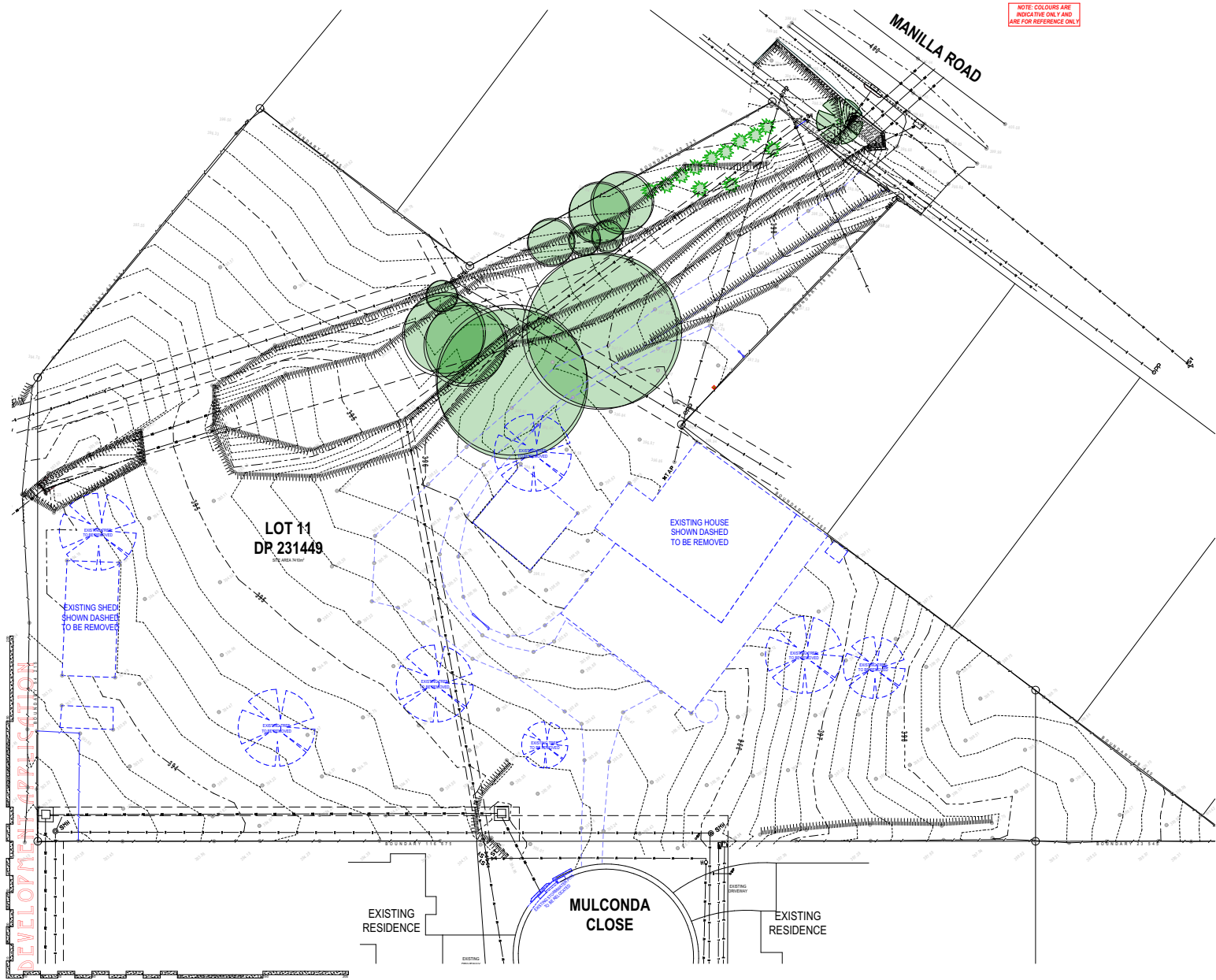
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SUNFLOWER GARDENS

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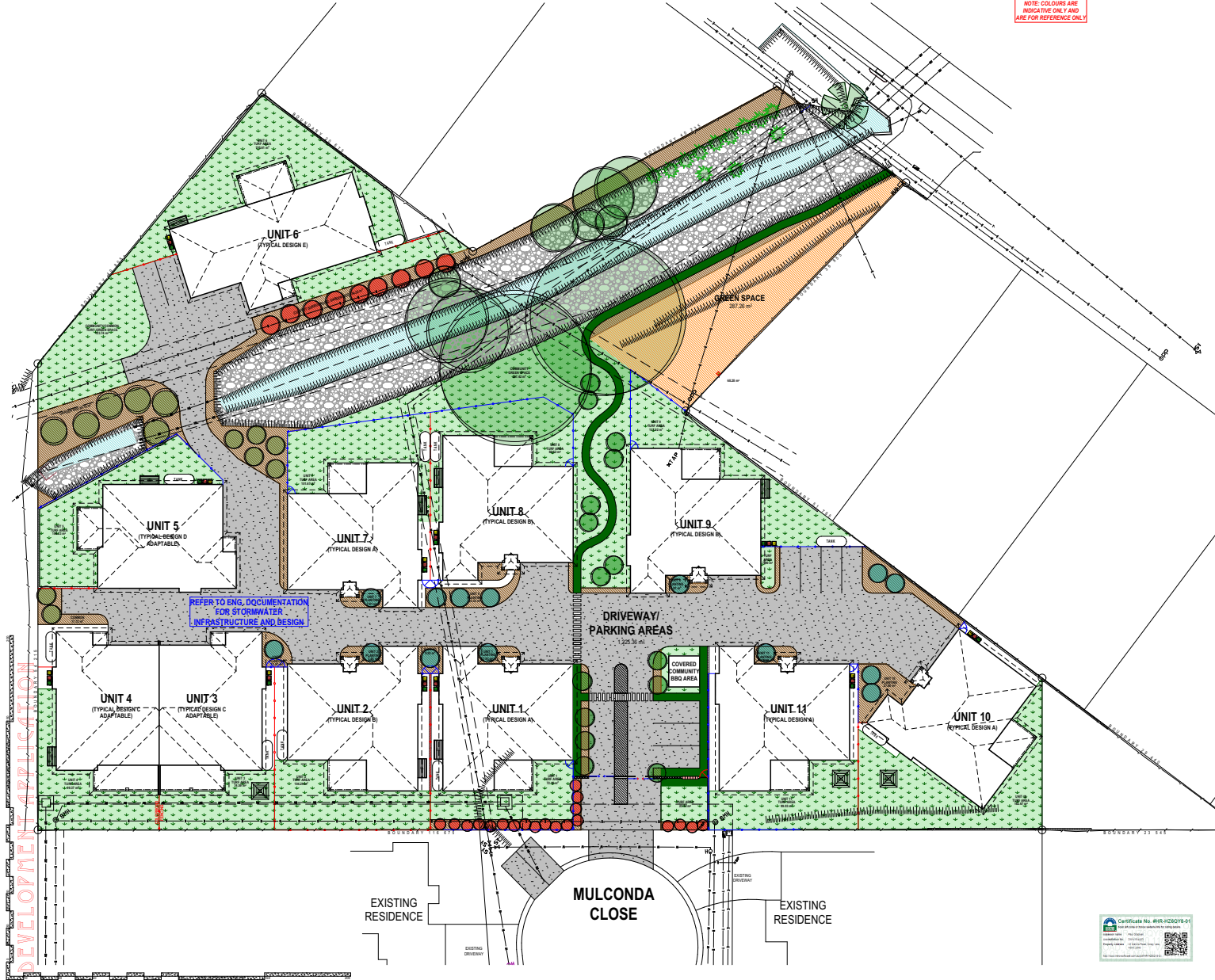
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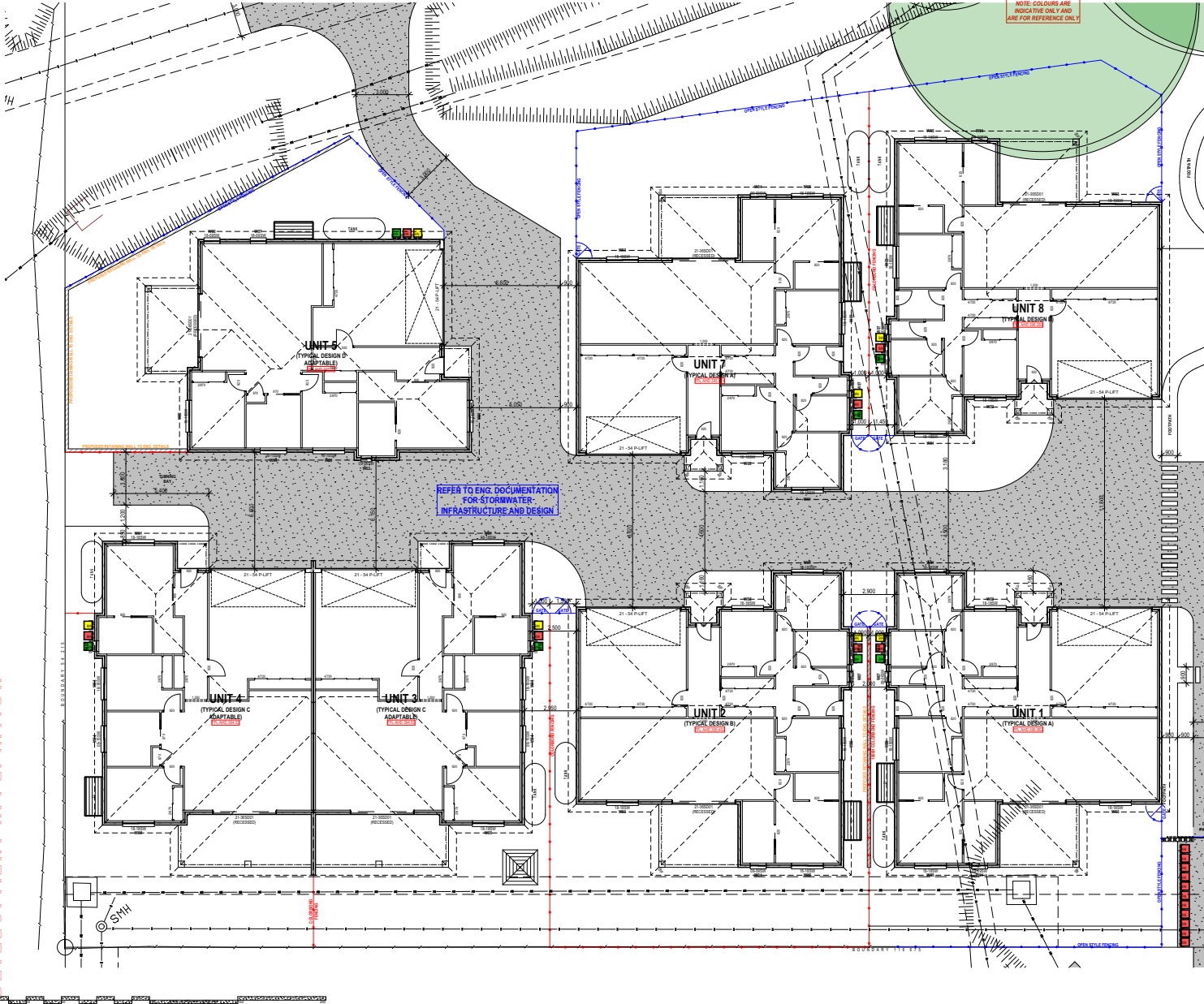
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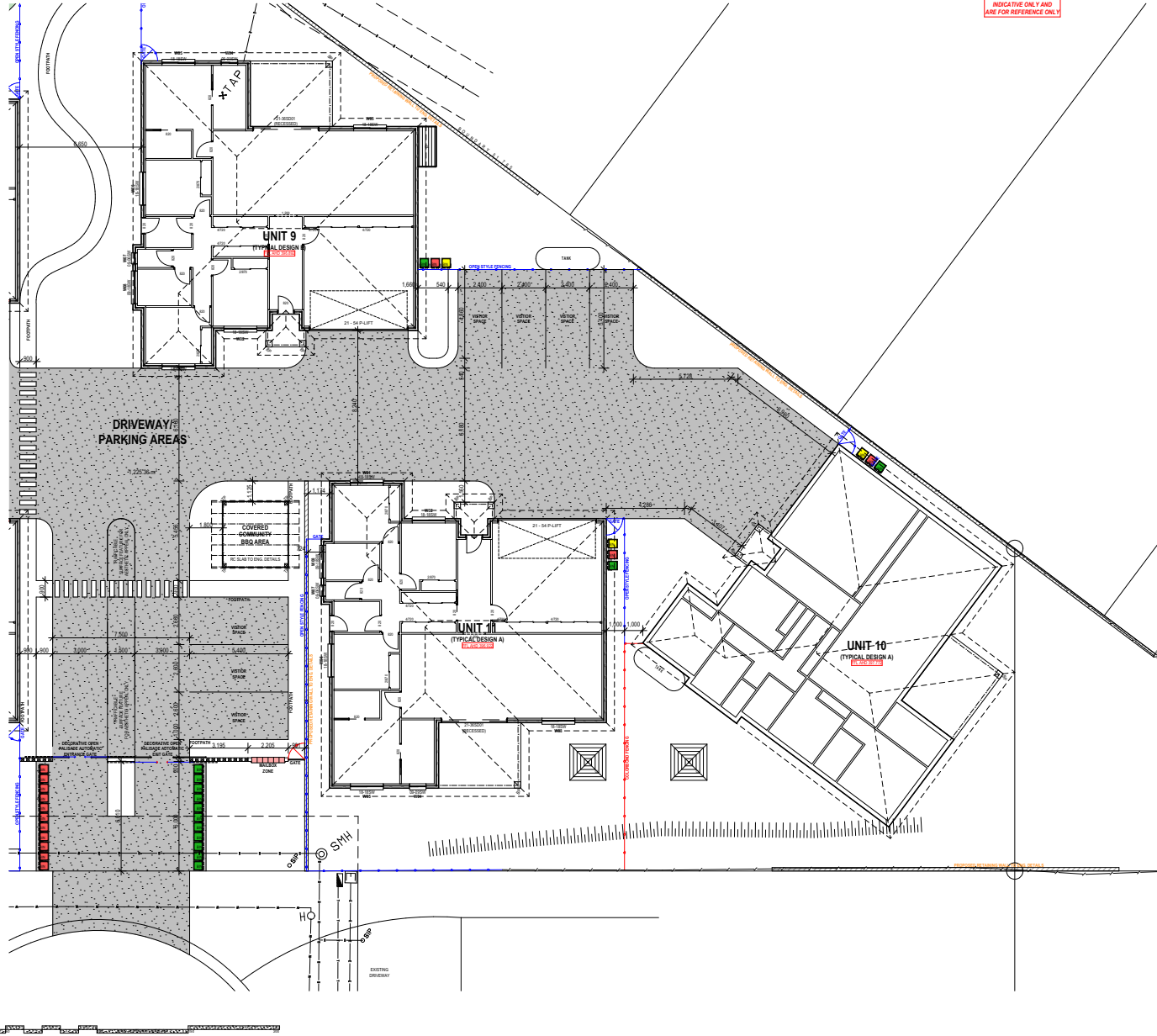
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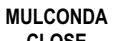
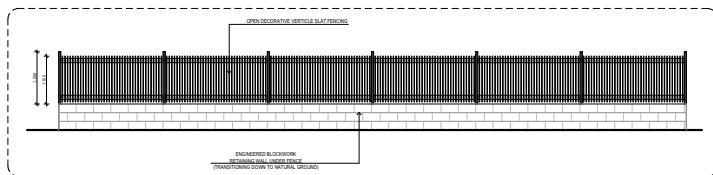
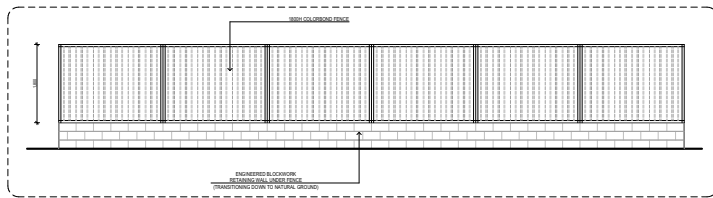
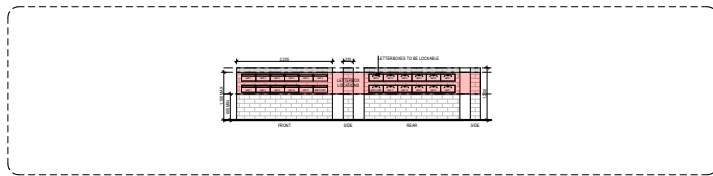
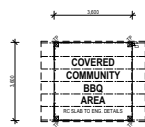
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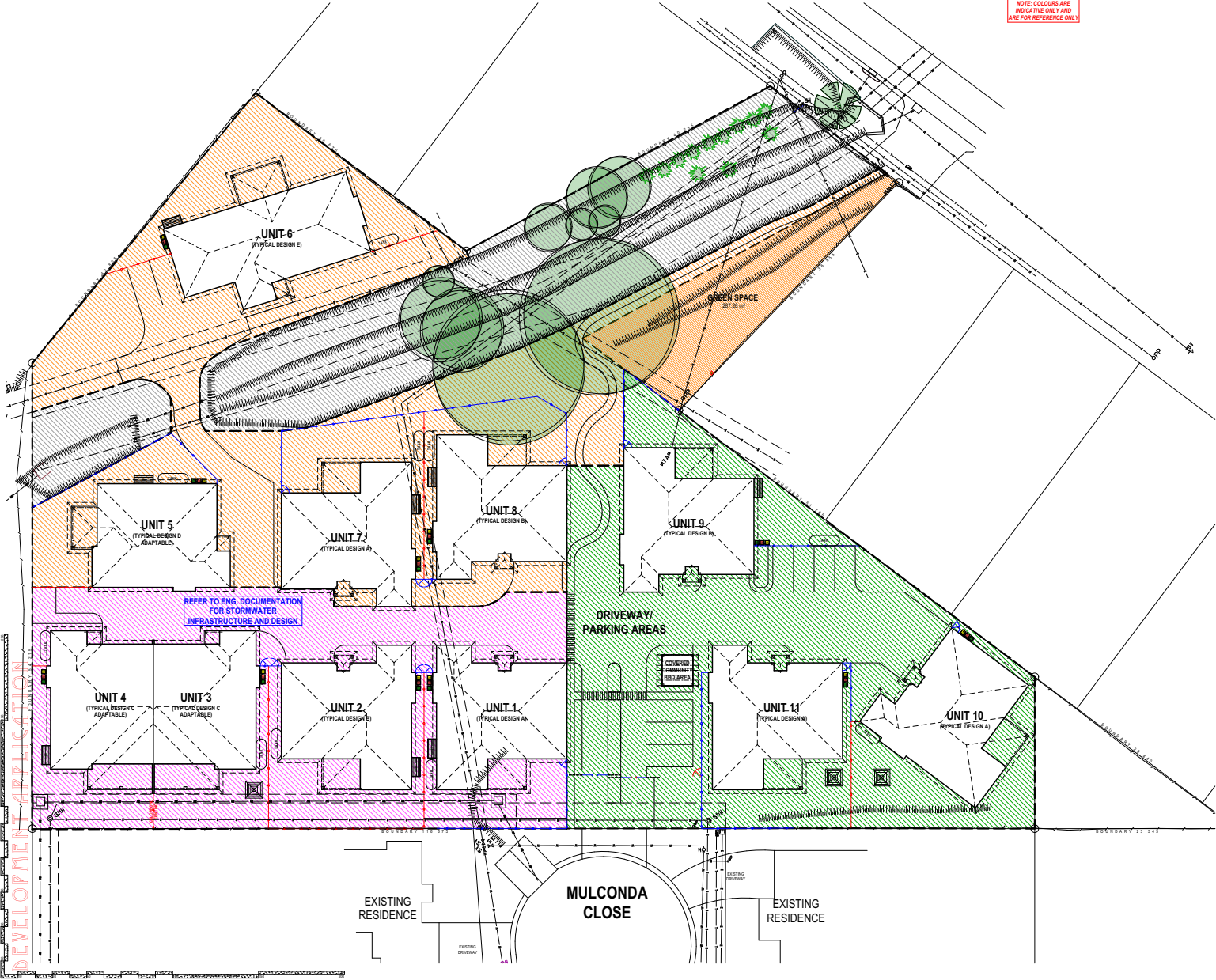
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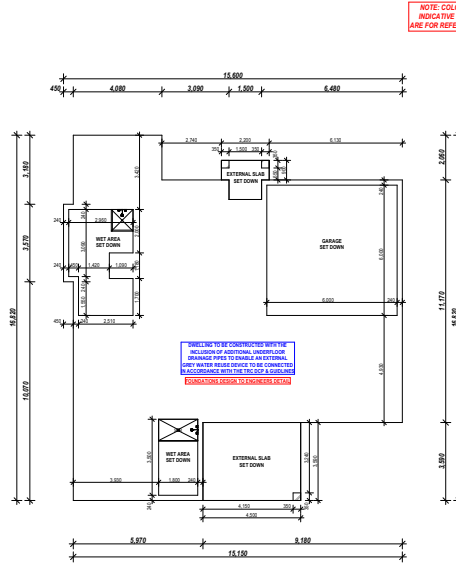
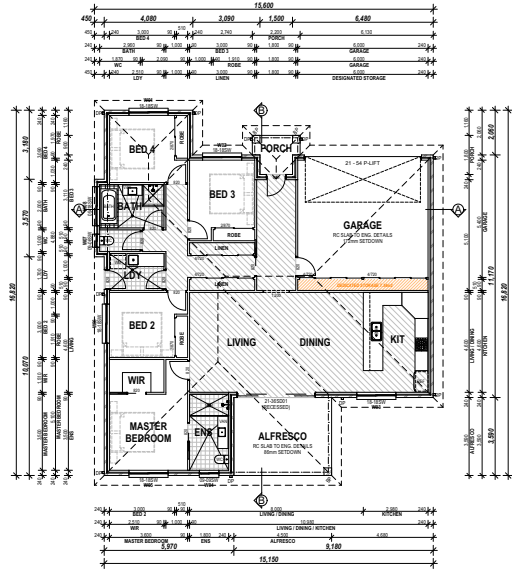
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15 MANILLA ROAD OXLEYVALE NSW 2340

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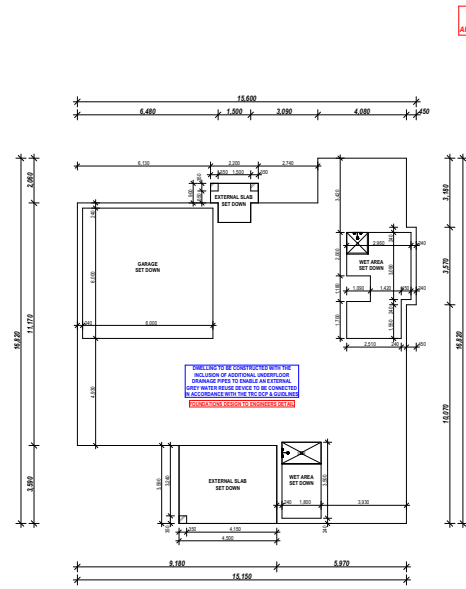
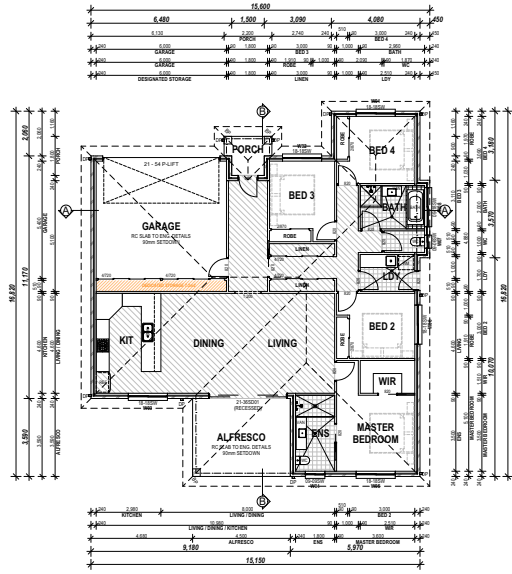
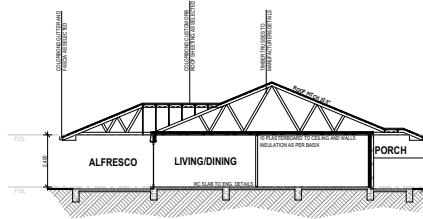
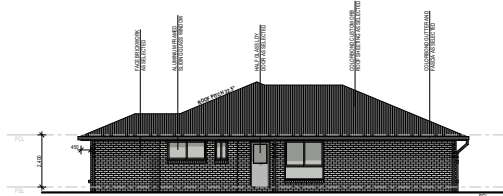
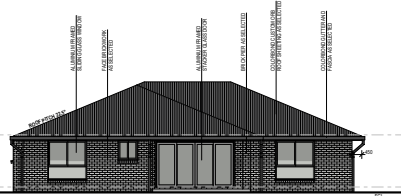
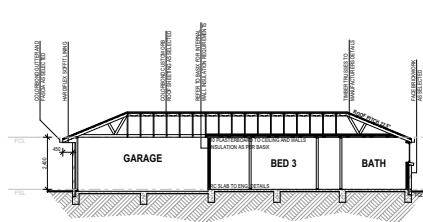
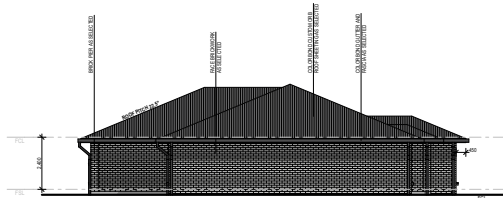
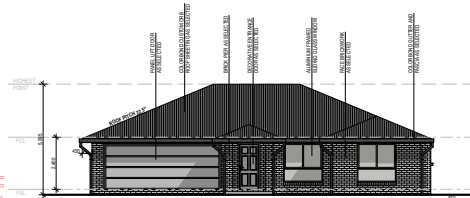
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DEVELOPMENT APPLICATION



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INT	250MM TRIMMER POST	GARDEN WALK	38.2sq'
INT	250MM CONCRETE PIER	ALFRESCO WALK	15.2sq'
SEC	100MM STEEL COLUMN	PORCH AREA	1.2sq'
SEC	300MM ALUM. COLUMN		
SP	DOWN PIPE	TOTAL	213.8sq'
DT	STOLE		
W	WINE		
WC	WATER CLOSET		
WAB	WASH BASIN		
MR	MR CONC'D CONCRETE		
W	WATER SUPPLY		
CL	CLOTHESLINE		
FL	FLOOR FINISH		
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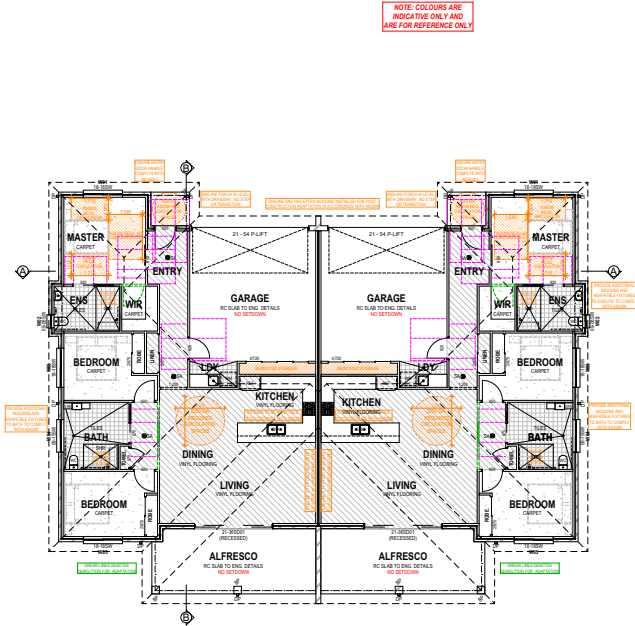
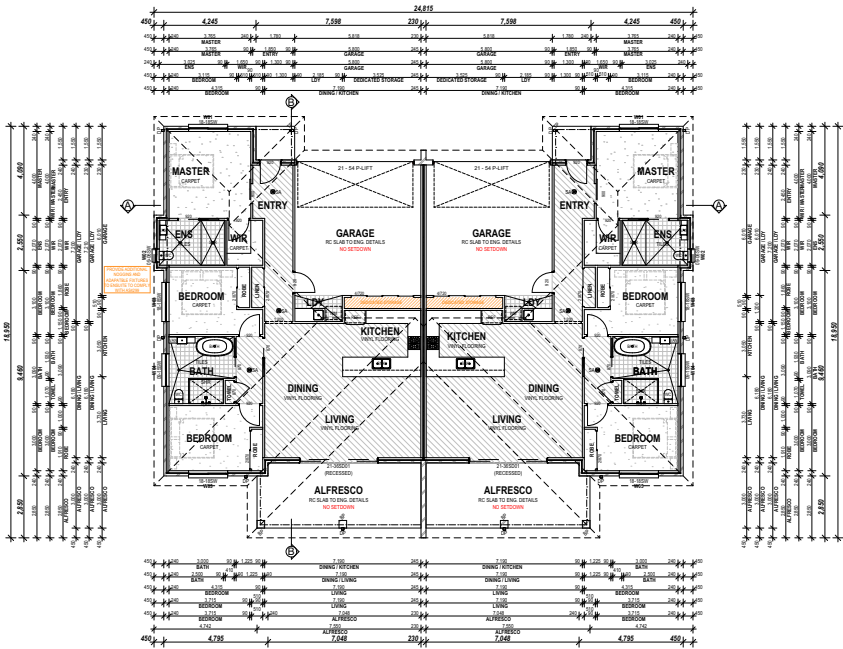
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Client
NISHADE HOLDING
Project Name
SUNFLOWER GARDENS
15 MANILLA ROAD OXLEYVALE NSW 2340

Drawing Title:
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Plot Date: 9/12/2024	

DEVELOPMENT APPLICATION



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Applicant:	Name:	Nishade Holding	Designer:	D & C Projects
Assessor:	Name:	Paul Gradwell	Company:	House Energy Certified
	Address:	PO BOX 2158 Tarnamorth NSW 2026	Number:	DA2024-0287
	Contact:	02 9130 2368	Email:	paul@houseenergycertified.com
Ext. Walls:	Construction:	Insulation	Colour:	Details
	Brick Veneer	R2.7 added	Light	As per plans
Int. Walls:	Construction:	Insulation	Details:	
	Plasterboard on Stud	R2.7 added	Trigraze	
	Shutfluter with Plasterboard	None	Interferency	
Floors:	Construction:	Insulation	Details:	
	Concrete	R2.3 added	To slab on ground	
		R1.0 added	To slab edge	
Ceilings:	Construction:	Insulation	Details:	
	Plasterboard	R5.0 added	As per plans	
Roof:	Construction:	Insulation	Colour:	Details
	Metal Deck	Gibson Astrotex (R1.5)	Medium	As per plans
Windows:	Product ID	Glass	Frame	Use/SHGCw
	Group 8	DCW-025-018	Double Clear	Aluminium
	Group 9	ALM-004-018	Double Clear	Aluminium
	Group 9	ALM-002-01A	Single Clear	Aluminium
Skylights:	Product ID	Glass	Type	Use/SHGCw
Other:	Orientation	Terrain	Rangehood	Recessed Downlights
		Suburban	Ducted	Sealed LED - 1 per 2.5m²
Notes:	Add a 1200 mm ceiling fan to Living room			



REV	DATE	REVISION	01	13
6	05/12/24	REV RESPONSE DOCUMENTATION	38	03

DEVELOPMENT NOTES

LEGEND

FLOOR AREAS

NOTE: COLOURS ARE INDICATIVE ONLY AND ARE FOR REFERENCE ONLY

Client: NISHADE HOLDING

Project Name: SUNFLOWER GARDENS

15 MANILLA ROAD OXLEYVALE NSW 2340

Drawing Title: TYPICAL DESIGN C - PRE AND POST ADAPTATION

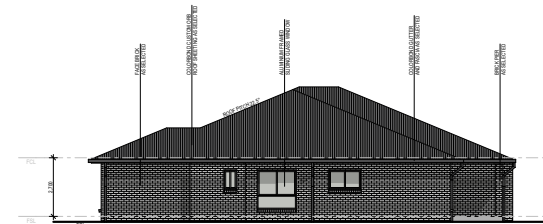
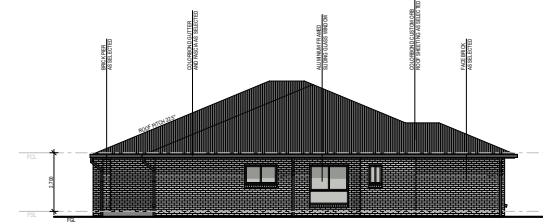
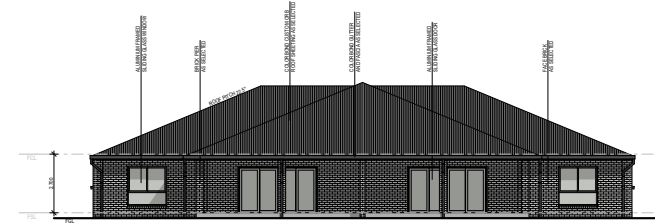
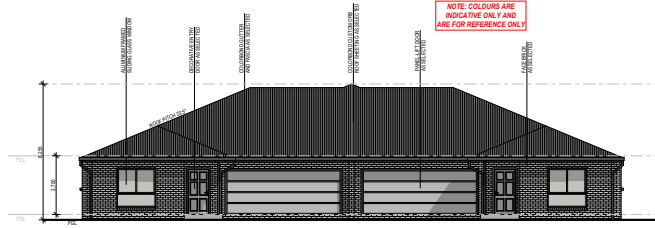
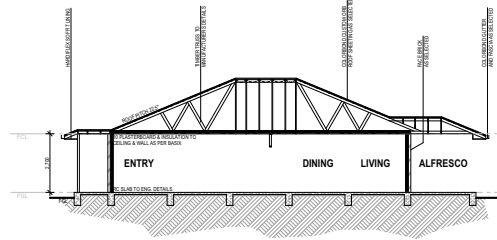
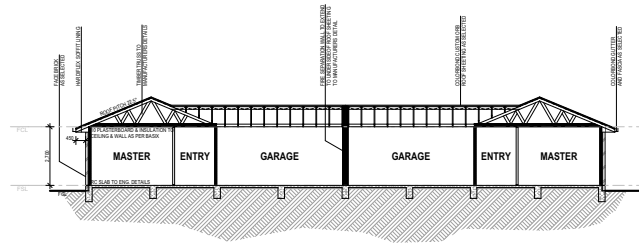
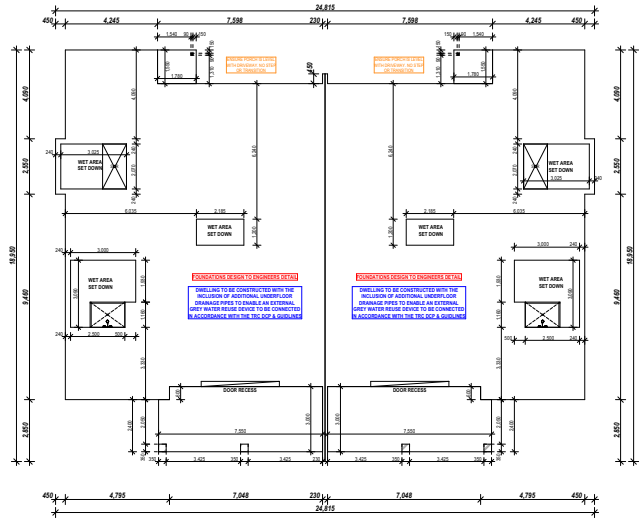
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Project No: 23142

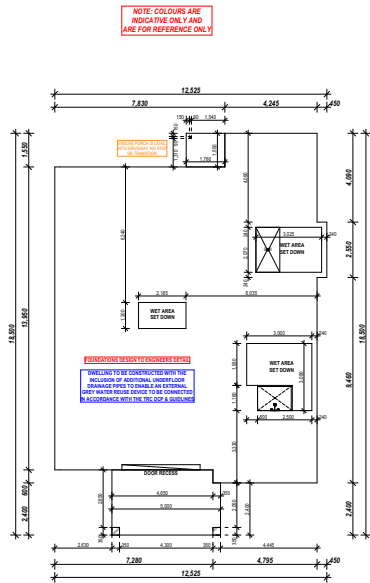
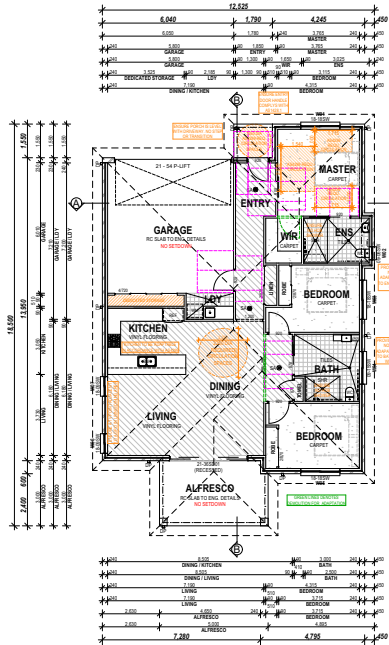
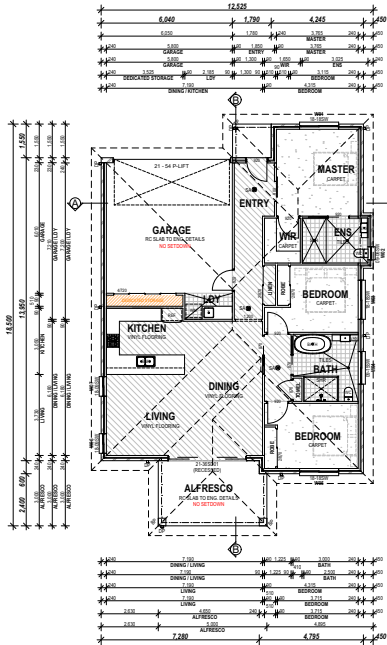
Sheet No: WD14

Issue Date: 8/12/2024

DEVELOPMENT APPLICATION

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DEVELOPMENT APPLICATION



REV	DATE	REVISION	BY	DATE
1	08/12/24	REV RESPONSE DOCUMENTATION		

DEVELOPMENT NOTES

LEGEND

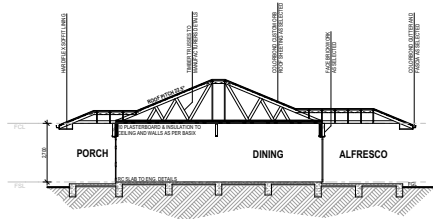
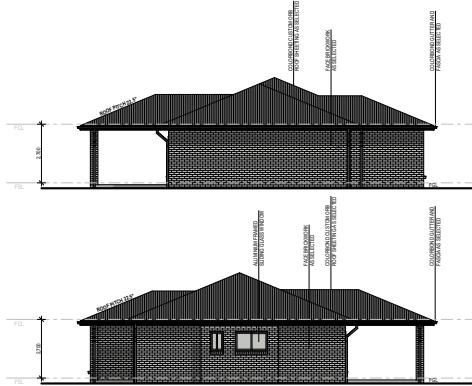
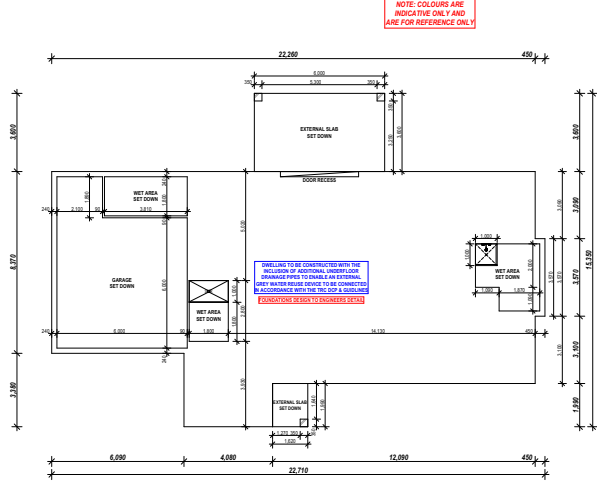
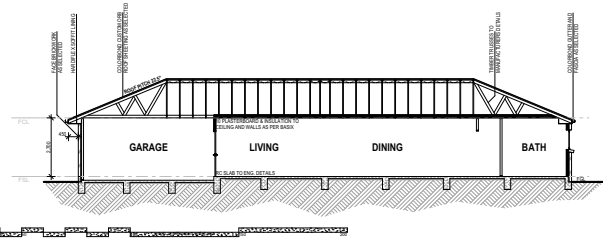
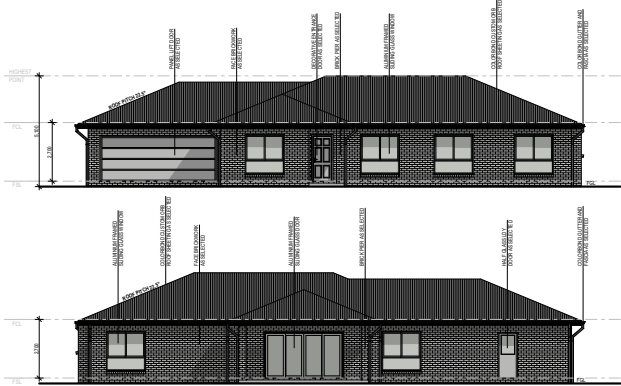
FLOOR AREAS	AREA
1st FLOOR	1st FLOOR AREA
2nd FLOOR	2nd FLOOR AREA
3rd FLOOR	3rd FLOOR AREA
TOTAL	TOTAL

Client: NISHADE HOLDING
Project Name: SUNFLOWER GARDENS
15 MANILLA ROAD, OXLEYVALE NSW 2340

Drawing Title: UNIT DESIGN D

Status: DEVELOPMENT	Scale: 1:100 @ A1
Project No: 23142	Sheet No: WD16
Print Date: 8/12/2024	

DEVELOPMENT APPLICATION



NOTE: COLOURS ARE
INDICATIVE ONLY AND
ARE FOR REFERENCE ONLY

DIMENSIONS TO BE CONSIDERED WITH THE
INCLUSION OF ADDITIONAL UTILITY ROOMS
DIMENSIONS TO BE CONSIDERED WITH THE
INCLUSION OF ADDITIONAL UTILITY ROOMS
DIMENSIONS TO BE CONSIDERED WITH THE
INCLUSION OF ADDITIONAL UTILITY ROOMS

REV	DATE	REVISION	BY	CHK
1	08/12/24	REV RESPONSE DOCUMENTATION		
2				
3				
4				
5				
6				
7				
8				
9				
10				

DEVELOPMENT NOTES

1. The development is a single-unit residential development consisting of a detached unit and an attached unit. The units are to be constructed in accordance with the requirements of the Building Code of Australia (BCA) and the relevant local government planning controls.

2. The development is to be constructed in accordance with the requirements of the Building Code of Australia (BCA) and the relevant local government planning controls.

3. The development is to be constructed in accordance with the requirements of the Building Code of Australia (BCA) and the relevant local government planning controls.

4. The development is to be constructed in accordance with the requirements of the Building Code of Australia (BCA) and the relevant local government planning controls.

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8. The development is to be constructed in accordance with the requirements of the Building Code of Australia (BCA) and the relevant local government planning controls.

9. The development is to be constructed in accordance with the requirements of the Building Code of Australia (BCA) and the relevant local government planning controls.

10. The development is to be constructed in accordance with the requirements of the Building Code of Australia (BCA) and the relevant local government planning controls.

LEGEND

SYMBOL	DESCRIPTION	AREA
1	Garage	15.83m ²
2	Living	15.83m ²
3	Dining	15.83m ²
4	Kitchen	15.83m ²
5	Master Bedroom	15.83m ²
6	Bedroom 2	15.83m ²
7	Bedroom 3	15.83m ²
8	Bedroom 4	15.83m ²
9	Media	15.83m ²
10	Bath	15.83m ²
11	Alfresco	15.83m ²
12	Porch	15.83m ²
13	Staircase	15.83m ²
14	W.C.	15.83m ²
15	Laundry	15.83m ²
16	Storage	15.83m ²
17	Roof	15.83m ²
18	Ground	15.83m ²
19	Wall	15.83m ²
20	Window	15.83m ²
21	Door	15.83m ²
22	Stair	15.83m ²
23	Roof	15.83m ²
24	Ground	15.83m ²
25	Wall	15.83m ²
26	Window	15.83m ²
27	Door	15.83m ²
28	Stair	15.83m ²
29	Roof	15.83m ²
30	Ground	15.83m ²
31	Wall	15.83m ²
32	Window	15.83m ²
33	Door	15.83m ²
34	Stair	15.83m ²
35	Roof	15.83m ²
36	Ground	15.83m ²
37	Wall	15.83m ²
38	Window	15.83m ²
39	Door	15.83m ²
40	Stair	15.83m ²
41	Roof	15.83m ²
42	Ground	15.83m ²
43	Wall	15.83m ²
44	Window	15.83m ²
45	Door	15.83m ²
46	Stair	15.83m ²
47	Roof	15.83m ²
48	Ground	15.83m ²
49	Wall	15.83m ²
50	Window	15.83m ²
51	Door	15.83m ²
52	Stair	15.83m ²
53	Roof	15.83m ²
54	Ground	15.83m ²
55	Wall	15.83m ²
56	Window	15.83m ²
57	Door	15.83m ²
58	Stair	15.83m ²
59	Roof	15.83m ²
60	Ground	15.83m ²
61	Wall	15.83m ²
62	Window	15.83m ²
63	Door	15.83m ²
64	Stair	15.83m ²
65	Roof	15.83m ²
66	Ground	15.83m ²
67	Wall	15.83m ²
68	Window	15.83m ²
69	Door	15.83m ²
70	Stair	15.83m ²
71	Roof	15.83m ²
72	Ground	15.83m ²
73	Wall	15.83m ²
74	Window	15.83m ²
75	Door	15.83m ²
76	Stair	15.83m ²
77	Roof	15.83m ²
78	Ground	15.83m ²
79	Wall	15.83m ²
80	Window	15.83m ²
81	Door	15.83m ²
82	Stair	15.83m ²
83	Roof	15.83m ²
84	Ground	15.83m ²
85	Wall	15.83m ²
86	Window	15.83m ²
87	Door	15.83m ²
88	Stair	15.83m ²
89	Roof	15.83m ²
90	Ground	15.83m ²
91	Wall	15.83m ²
92	Window	15.83m ²
93	Door	15.83m ²
94	Stair	15.83m ²
95	Roof	15.83m ²
96	Ground	15.83m ²
97	Wall	15.83m ²
98	Window	15.83m ²
99	Door	15.83m ²
100	Stair	15.83m ²

Client: NISHADE HOLDING

Project Name: SUNFLOWER GARDENS

15 MANILLA ROAD, OXLEYVALE NSW 2340

Drawing Title: UNIT DESIGN E

Scale: 1:100 @ A1

Project No: 23142

Sheet No: WD17

Issue: APPLICATION

Rev: 1

Rev: 2

Rev: 3

Rev: 4

Rev: 5

Rev: 6

Rev: 7

Rev: 8

Rev: 9

Rev: 10

Rev: 11

Rev: 12

Rev: 13

Rev: 14

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Rev: 96

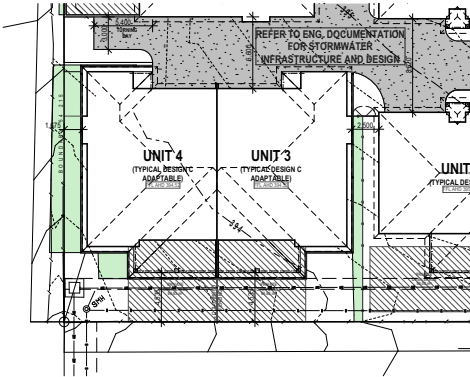
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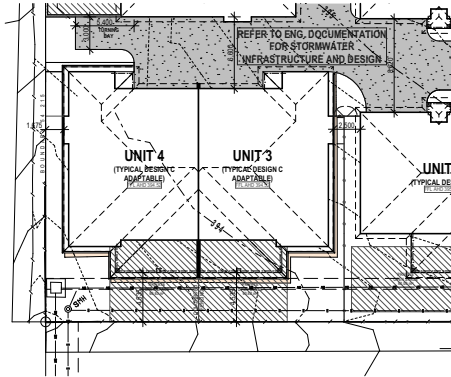
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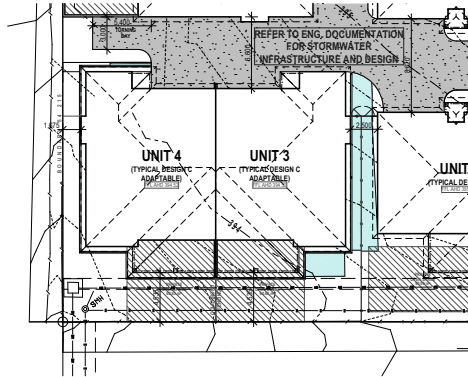
DEVELOPMENT APPLICATION



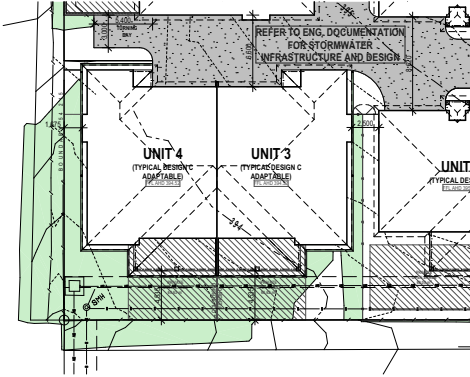
SHADOW ANALYSIS - SUMMER SOLSTICE 9AM



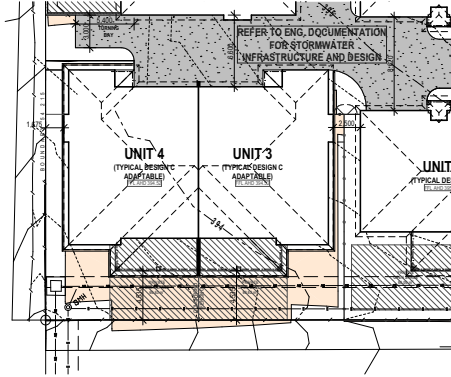
SHADOW ANALYSIS - SUMMER SOLSTICE 12PM



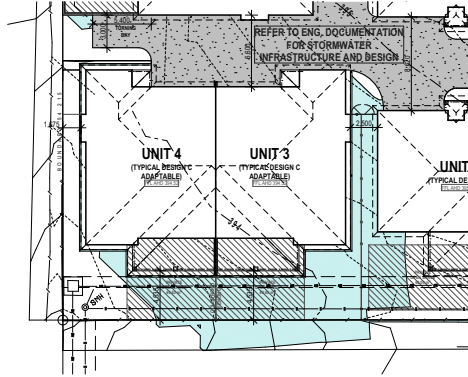
SHADOW ANALYSIS - SUMMER SOLSTICE 3PM



SHADOW ANALYSIS - WINTER SOLSTICE 9AM



SHADOW ANALYSIS - WINTER SOLSTICE 12PM



SHADOW ANALYSIS - WINTER SOLSTICE 3PM

NOTE: COLOURS ARE
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ARE FOR REFERENCE ONLY

D&C

PROJECTS

REV

DATE

REVISION

BY

DATE

1

08/12/24

RFI RESPONSE DOCUMENTATION

38

39

DEVELOPMENT NOTES

As indicated on all drawings, the proposed development is subject to the following conditions:

1. The proposed development is subject to the following conditions:

2. The proposed development is subject to the following conditions:

3. The proposed development is subject to the following conditions:

4. The proposed development is subject to the following conditions:

5. The proposed development is subject to the following conditions:

6. The proposed development is subject to the following conditions:

7. The proposed development is subject to the following conditions:

8. The proposed development is subject to the following conditions:

9. The proposed development is subject to the following conditions:

10. The proposed development is subject to the following conditions:

Client

NISHADE HOLDING

Project Name

SUNFLOWER GARDENS

15 MANILLA ROAD OXLEYVALE NSW 2340

Drawing Title

RFI SHADOW UNIT 3/4

Scale

DEVELOPMENT

Scale

@ A1

Project No

23142

Sheet No

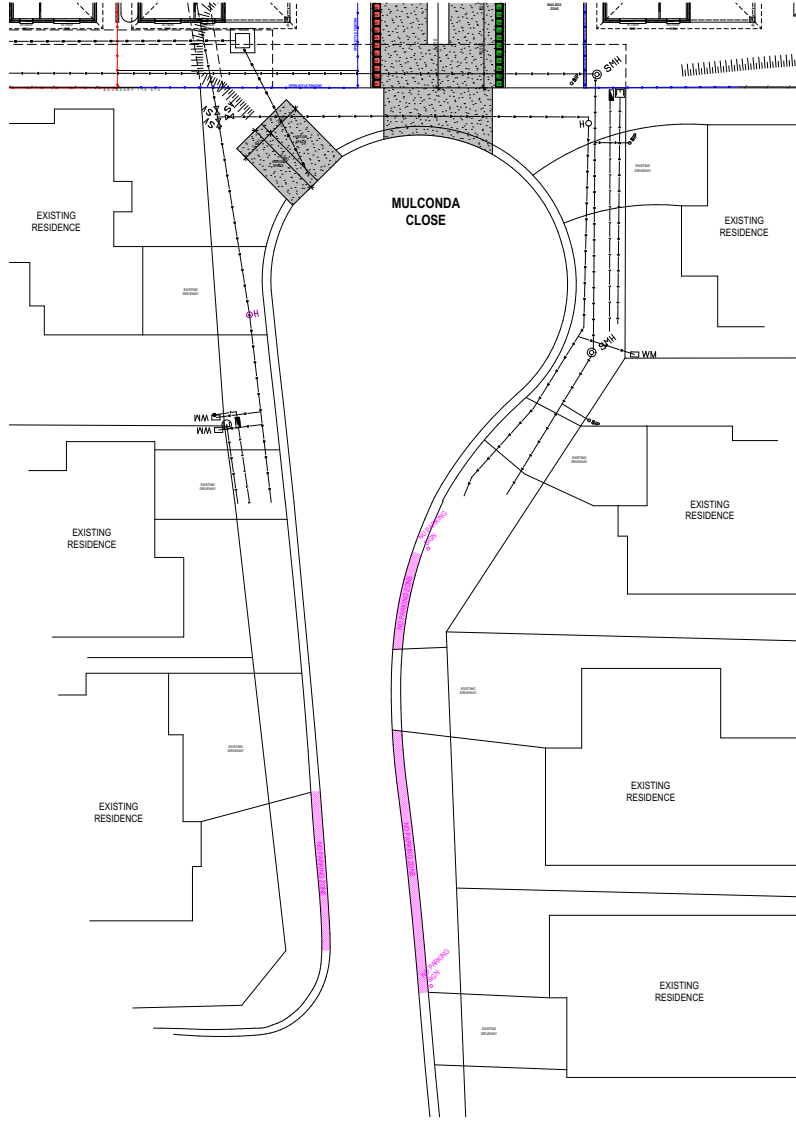
WD18

Print Date

8/12/2024

Page 39

10



NOTE: COLOURS ARE INDICATIVE ONLY AND ARE FOR REFERENCE ONLY

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PLAN FORM 2 (A2)

WARNING: CREASING OR FOLDING WILL LEAD TO REJECTION

Sheet 5 of 5 Sheets

STAGE 5

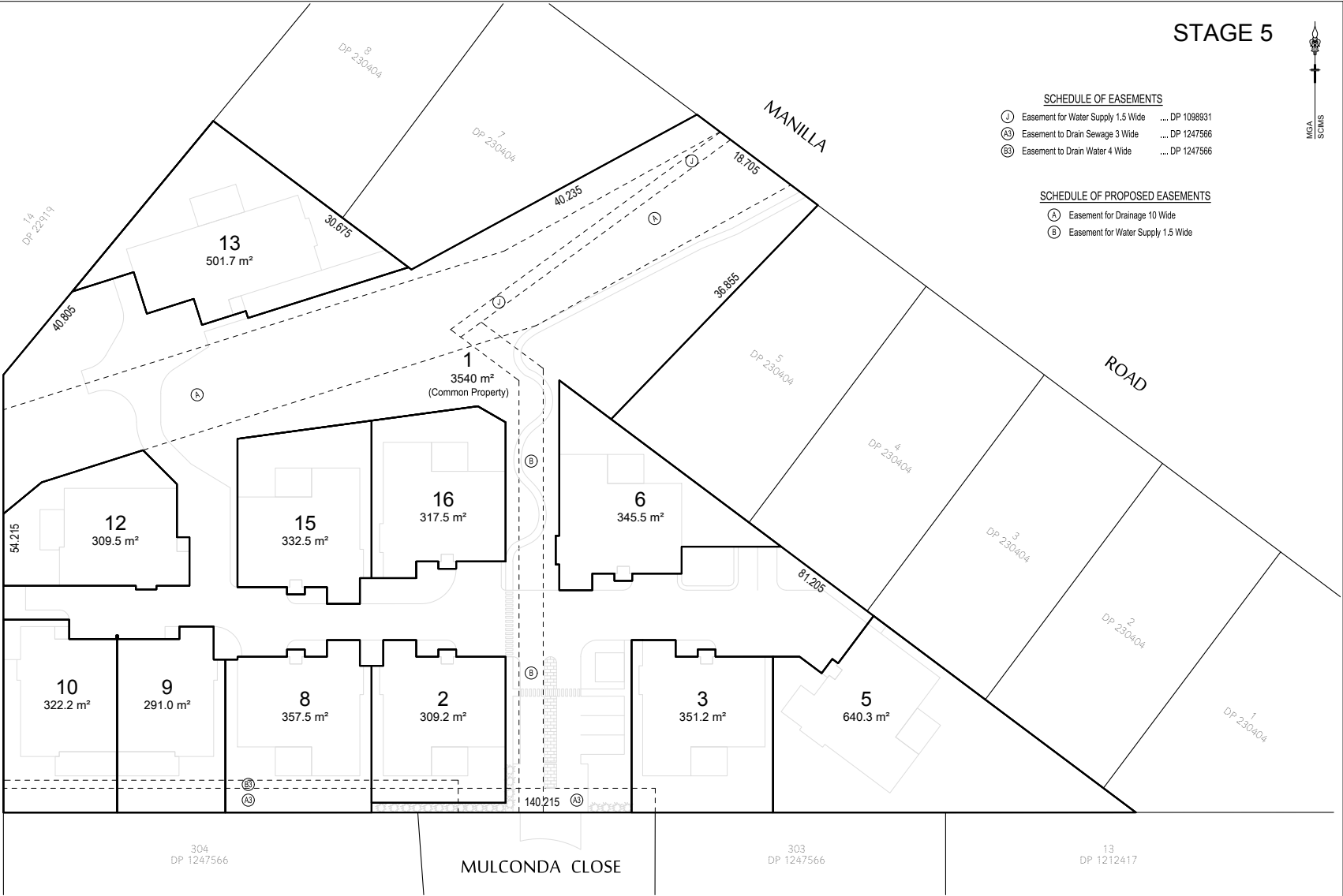


SCHEDULE OF EASEMENTS

- ① Easement for Water Supply 1.5 Wide ... DP 1098931
- Ⓐ Easement to Drain Sewage 3 Wide ... DP 1247566
- Ⓑ Easement to Drain Water 4 Wide ... DP 1247566

SCHEDULE OF PROPOSED EASEMENTS

- Ⓐ Easement for Drainage 10 Wide
- Ⓑ Easement for Water Supply 1.5 Wide



Surveyor : JOHN BRUCE HERDEGEN
Date of Survey : N/A
Surveyor's Ref : 22437

PLAN OF SUBDIVISION OF
LOT 14 IN DP

LGA: TAMWORTH REGIONAL
Locality : OXLEY VALE
Subdivision No: NA
Lengths are in metres. Reduction Ratio 1:300

Registered
DRAFT
31.10.2024

DP

0 10 20 30 40 50 Table of mm 60 100 110 120 130 140

BATH STEWART ASSOCIATES PTY LIMITED PO BOX 403 TAMWORTH

Surveyor's Geom Ref: 22437V07

Surveyor's Drawing Ref: 22437DP S1-5 Rev A



Tamworth Country Music Festival Road Closures

CBD							
	Date	Peel Street White Street to Brisbane Street	Kable Avenue Brisbane Street to south of Fitzroy Street	Fitzroy Street Smith Place egress to Peel Street	Fitzroy Street Peel Street to Kable Avenue	Peel Street Brisbane Street to Bourke Street and Brisbane Street Kable Avenue to Marius Street	
Sunday	12/01/2025				Closed 6am	Remain Open	
Tuesday	14/01/2025		Closed 5am	Closed 5am	Closed Day/Night		
Wednesday	15/01/2025	Closed 4pm	Closed Day/Night	Closed Day/Night			Closed Day/Night
Thursday	16/1/2025	Closed Day/Night					
Friday	17/1/2025						
Saturday	18/1/2025						
Sunday	19/1/2025						
Monday	20/1/2025						
Tuesday	21/1/2025						
Wednesday	22/1/2025						
Thursday	23/1/2025						
Friday	24/1/2025						
Saturday	25/1/2025						
Sunday	26/1/2025						
Monday	27/1/2025						
Tuesday	28/1/2025		Re-open midday	Re-open 7pm	Re-open 7pm		
Riverside Camping							
Friday 10/01/2025 to Tuesday 28/1/2025		Carter Street, between Plain and Bridge Streets & Plain Street, between Ebsworth and Carter Streets. Closed from 7am on Friday 10/1/2025 until 6am on Tuesday 28/1/2025					
Country Music Parade							
Saturday 25/01/2025		Peel Street, between Murray & White Streets Kable Avenue, between Roderick & White Streets Roderick Street, between Kable Avenue & Byrnes Avenue White Street, between Peel Street & Kable Avenue Closed from 6am to 11am					

TRAFFIC MANAGEMENT PLAN

2025 TAMWORTH COUNTRY MUSIC FESTIVAL

Friday 10/01/2025 to Tuesday 28/01/2025



Revision 7 – ECM- 1884127 Issued: 15/11/2024	Authorised By: Jay Morrow Position: Senior Operations Engineer	Page 1
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2. Scope of the Traffic Management Plan	4
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SUNDAY 12 JANUARY 2025	9
TUESDAY 14 JANUARY 2025 - CREW 1	10
TUESDAY 14 JANUARY 2025 – CREW 2	12
SATURDAY 25 JANUARY 2025	15
MONDAY 27 JANUARY 2025	16
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Amendment Register

Revision Number	Date	Details of Amendments	Approved by
0	September 2016	Original Issue	Angela Webb
1	September 2017	2018 TCMF revision	Angela Webb
2	October 2018	2019 TCMF revision	Angela Webb
2.1	January 2019	2019 TCMF amendments	Angela Webb
3	September 2019	2020 TCMF revision	Angela Webb
4	December 2021	2022 TCMF revision	Angela Webb
5	November 2022	2023 TCMF revision	Jonathon Dunlop
6	October 2023	2024 TCMF revision	Jonathon Dunlop
7	November 2024	2025 TCMF revision	Jay Morrow

TRC File Reference

The TRC File Reference for this Traffic Management Plan is: ECM 1884127

Revision 7 – ECM- 1884127 Issued: 15/11/2024	Authorised By: Jay Morrow Position: Senior Operations Engineer	Page 2
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PERSONS RESPONSIBLE FOR IMPLEMENTATION

This document comprises a Project Traffic Management Plan (PTMP) for the 2025 Tamworth Country Music Festival by Transport Operations Division of Tamworth Regional Council.

The contact details for the Tamworth Regional Council and Local Emergency Services personnel who are responsible for the implementation of the PTMP and their responsibilities are outlined in the table below.

Contact	Phone	After Hours
Council Office	6767 5555	6767 5555
Works Supervisor – Dustin Evans	0418 606 916	6767 5555
TRC Senior Operations Engineer – Jay Morrow	0428 471 866	6767 5555
AELEC Precinct – Prue Simson	6767 5655	-
TCMF Event Manager – Michaela Stevens	6767 5701	6767 5555
Capital Theatre, Town Hall, TRECC – Peter Ross	6766 5623	6767 5555
Council Rangers	6767 5831	6767 5555
LEMO – Murray Russell	0447 252 177	0447 252 177
Deputy LEMO Jono Dunlop	6767 5071	0491 118 841
LEOCON – Inspector Michael Moy	02 6768 2901	
Local Police	(02) 6768 2999	
Local Fire Brigade	(02) 6766 2319	
Local Ambulance (Sector Office 197 Marius Street)	(02) 5711 1401	

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1. OBJECTIVE OF THE PROJECT TRAFFIC MANAGEMENT PLAN

The objective of the Project Traffic Management Plan (TMP) is to document the system to be adopted to control traffic during the 2025 Tamworth County Music Festival, by Tamworth Regional Council's Transport Operations staff.

2. SCOPE OF THE TRAFFIC MANAGEMENT PLAN

The TMP is to provide for the safe movement of vehicular and pedestrian traffic, protection of event staff from passing traffic, provision of access for properties located within the limits of the road closures, the provision of traffic controllers, changes to traffic signals and the installation of temporary signs, and safety barriers for the duration of the festival from **Sunday 12 January 2025 to Tuesday 28 January 2025**. Council reserves the right to change the temporary road closures at any time in the interests of road safety.

Permits to enter Road Closures:

Given the large number of people walking on the road and the number of temporary structures and activities also on the road, vehicle movements inside the road closure during the Tamworth Country Music Festival must be minimised.

Vehicle PERMITS on TIME RESTRICTION AND SIZE RESTRICTION for specific areas are required for vehicle access to closed roads and special event parking areas. Infringements will apply where permit conditions are not adhered to. All vehicles associated with scheduled deliveries wishing to access businesses within the festival road closure will need to do so before **10:00am**. There will be an application process to obtain a permit for vehicular access into the road closure. Any business wanting access after 10:00am will need to provide a copy of the relevant driver licence(s) when submitting an application form. Applications and more information regarding driver licence requirements will be available later in the year.

After 10:00am no vehicle will be permitted into the road closure unless it is in association with a breakdown of infrastructure that will affect the operation of a business; for example, air conditioner failure.

Deliveries will not be permitted into the road closure after 10:00am. If a business within the road closure (including food businesses and retailers) requires a delivery after 10:00am then delivery vehicles will need to park in a Loading Zone and either trolley items in or liaise with the attending traffic marshal to allow vehicle access to take the items to the business.

Temporary festival Loading Zones will be established at three locations immediately outside the road closure. These zones will be located in Fitzroy Street near the Post Office building, the westbound entrance to the roundabout located on Peel and White Street and another in Kable Avenue near the rear of Ray Walsh House, Council's administration building.

Summary of Temporary Road Closures:

CBD

- Kable Avenue - closed between Brisbane Street and just south of Fitzroy Street – **NOTE:** No vehicular access or egress to closed road from Brisbane Street. Access from Kable Avenue south of Fitzroy Street only;
- Peel Street – closed between White and Brisbane Streets – Council Authorised Vehicles Excepted. **NOTE:** No vehicular access and egress from Brisbane Street. Access/egress at White Street only;
- Fitzroy Street – closed Kable Avenue to Smith Place egress. No vehicular access or egress to closed road from Fitzroy Street or Peel Street.

Revision 7 – ECM- 1884127 Issued: 15/11/2024	Authorised By: Jay Morrow Position: Senior Operations Engineer	Page 4
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- Brisbane Street – remains open between Kable Avenue and Marius Street; and
- Dowe Street, Treloar Lane and Cooper Lane – remain open with no changes to traffic conditions.

Summary of Temporary Parking Restrictions:

- Brisbane Street – southern side Kable Avenue to Peel Street - FESTIVAL BUS ZONE;
- Brisbane Street – southern side Peel Street to Cooper Lane – LOADING ZONE;
- Brisbane Street – southern side Cooper Lane to just west of Imperial Hotel - FESTIVAL BUS ZONE;
- Brisbane Street – northern side Kable Avenue to Peel Street - FESTIVAL BUS ZONE;
- Brisbane Street – northern side Peel Street to 15m Parking Zone - FESTIVAL TAXI ZONE;
- Brisbane Street – northern side Dowe Street to Marius Street - NO STOPPING;
- Fitzroy Street – Coles driveway to Marius Street – NO STOPPING POLICE EXCEPTED – change signage;
- Fitzroy Street – Temporary LOADING ZONES;
- Fitzroy Street – Stall Holder Permit Parking;
- Smith Place/Town Hall carpark – 11 bays in carpark adjacent to Fitzroy Street - DISABLED PARKING;
- Dowe Street – opposite 'The Welders Dog' - LOADING ZONE;
- White Street - southern side Peel Street – from FIRE VEHICLE PARKING to NICU driveway - DISABLED PARKING ZONE;
- White Street - southern side Peel Street – from Peel Street to FIRE VEHICLE PARKING bay – NO STOPPING ZONE;
- Kable Avenue – CWA Carpark – 7 carparks to be Blue Permit parking for Pool Staff;
- Kable Avenue – temporary 20 metre BUS ZONE adjacent to CWA carpark/Wests Diggers;
- Kable Avenue – stage driveway to White Street - DISABLED PARKING;
- Kable Avenue – adjacent to fleet vehicle carpark - rear of Ray Walsh House to Fitzroy Street - NO STOPPING;
- Kable Avenue – from 'Best and Less' loading dock to Brisbane Street - NO PARKING;
- Peel Street - Ray Walsh House (RWH) forecourt disabled persons Parade viewing area; and
- Bridge Street - amend existing BUS ZONE in Bridge Street at 'Family Hotel' to full time, and lengthen by additional 15 metres.

Summary of Temporary Road Closures:

Outside CBD

- Phillip Street - temporary BUS ZONE opposite 'West Tamworth Leagues Club' entrance adjacent to 83 and 81 Phillip Street, West Tamworth;
- Park Street - NO PARKING Zone at West Tamworth Leagues Club driveway; and
- The Ringers Road, Hillvue – temporary TAXI ZONE, BUS ZONE and extension of BUS ZONE.

NOTES:

- NO ENTRY signs where applicable only must read – “No Entry – Council Authorised Vehicles Excepted” or “Tenant parking Excepted” or “No Entry”;
- Traffic marshals / Security are to be stationed at the Peel/White Street and Kable/White Street intersections to ensure only Green Permit enter the closed road area between

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10am and 6pm, and Orange Permit holders enter the closed road area between 6pm and 10am

- Council Rangers will be required to provide regular enforcement of all temporary and non-temporary regulatory devices, this will include NO PARKING, NO STOPPING, BUS and TAXI ZONES, DISABLED PARKING, etc.;
- Between 12:00am to 2:30am on Saturday 25 January 2025, Waste Services staff will request access to temporary road closures at Peel/White and Peel/Brisbane Streets to collect waste. Works to be finished before cavalcade barriers installed by Transport Operations Staff;
- Waste Services staff will be requested to open temporary road closure Kable Avenue 5am on Saturday 25 January 2024 to collect waste;
- barriers - water filled barriers not to be filled too full at access points. Emergency Services need to be able to move them to get in and out of road closures;
- Peel Street at White Street – stage to be installed near pedestrian crossing on one side; and
- Vehicle Mitigation devices (concrete blocks) are to be placed in accordance with Police requirements and spaced to allow waste vehicles to enter and exit road closures.

Variable message Sign (VMS) locations:

- New England Highway (Scott Road) - south of George Fielder bridge;
- New England Highway (Armidale Road) – at Powerhouse Hotel;
- Oxley Highway (Bridge Street) – between the bridges;
- Oxley Highway (Bridge Street) – between Church & Denne Streets;
- Goonoo Goonoo Road – at Kent Street;
- Main Road 63 (Peel Street) – between O’Connell and Macquarie Streets;
- Peel Street & Brisbane Street intersection – (arrow board) info for public transport; and
- Brisbane Street (HW11) x 2 – between and Kable Avenue – 40k speed limit.
- Ebsworth Street, 150m from Bridge Street Intersection
- Peel Street, at bus bay near Tribe Street

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The following temporary road closures will operate during the 2025 Tamworth Country Music Festival: -

CBD							
	Date	Peel Street White Street to Brisbane Street	Kable Avenue Brisbane Street to south of Fitzroy Street	Fitzroy Street Smith Place egress to Peel Street	Fitzroy Street Peel Street to Kable Avenue	Peel Street Brisbane Street to Bourke Street and Brisbane Street Kable Avenue to Marius Street	
Sunday	12/01/2025				Closed 6am	Remain Open	
Tuesday	14/01/2025		Closed 5am	Closed 5am	Closed Day/Night		
Wednesday	15/01/2025	Closed 4pm	Closed Day/Night	Closed Day/Night			
Thursday	16/1/2025	Closed Day/Night					
Friday	17/1/2025						
Saturday	18/1/2025						
Sunday	19/1/2025						
Monday	20/1/2025						
Tuesday	21/1/2025						
Wednesday	22/1/2025						
Thursday	23/1/2025						
Friday	24/1/2025						
Saturday	25/1/2025						
Sunday	26/1/2025						
Monday	27/1/2025						Re-open 7pm
Tuesday	28/1/2025		Re-open midday	Re-open 7pm	Re-open 7pm		
Riverside Camping							
Friday 10/01/2025 to Tuesday 28/1/2025		Carter Street, between Plain and Bridge Streets & Plain Street, between Ebsworth and Carter Streets. Closed from 7am on Friday 10/1/2025 until 6am on Tuesday 28/1/2025					
Country Music Parade							
Saturday 25/01/2025		Peel Street, between Murray & White Streets Kable Avenue, between Roderick & White Streets Roderick Street, between Kable Avenue & Byrnes Avenue White Street, between Peel Street & Kable Avenue Closed from 6am to 11am					

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Traffic changes implementation schedule

TIME **FRIDAY 10 JANUARY 2025**

7:00AM **Carter Street at Bridge Street**

- Close at intersection with bridge street

Carter Street

- close at Solander Drive and Plain Street;
- set up **Roads closed ahead** signs in Plain Street at roundabout and in Carter Street at the intersection with Bridge Street;
- install **20 km/h speed signs** in Solander Drive, Carter Street & Riverside camping area;
- barricades to partially close the internal road between the RIV2 Amenities;
- install **No Stopping** eastern side on Carter Street between Solander Drive & ticket box to raised pedestrian threshold.

Phillip Street

- install temporary **Bus Zone** opposite West Tamworth Leagues Club entrance adjacent to 83 and 81 Philip Street.

Park Street

- install **No Parking Zone** at West Tamworth Leagues Club driveway.

Plain Street at Ebsworth Street

- close at intersection with Ebsworth street.

Miscellaneous

ensure installation of 10 VMS have been installed (Hire company to undertake), refer TCP 3 for locations:

- 1 x NEW ENGLAND HIGHWAY (SCOTTS RD) - south of George Fielder Bridge
- 1 x NEW ENGLAND HIGHWAY (ARMIDALE RD) - at Powerhouse Hotel
- 1 x OXLEY HIGHWAY (BRIDGE ST) - between the bridges
- 1 x OXLEY HIGHWAY (BRIDGE ST) - 30m West of Church Between Ebsworth & Church Street
- 1 x GOONOO GOONOO RD - at Kent Street
- 1 x MAIN ROAD 63 (PEEL STREET) - between O'Connell & Macquarie Streets
- 1 x PEEL ST, at Bus bay near Tribe Street relocate from Main Rd 63 on the 12/1/2024
- 1 x PEEL ST & BRISBANE ST INTERSECTION - (Arrow Board) Info public transport
- 1 x EBSWORTH ST (150m from Bridge St)
- 2 x BRISBANE ST (HW11) x 2 - Between Marius & Kable Ave - 40kmh speed limit

Man x2 - 2 hours

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TIME **SUNDAY 12 JANUARY 2025**

6:00am **Fitzroy Street between Peel and Kable**

- Close at intersection with Peel Street (head of wiggle) and at intersection with Kable (tear drop)
- **remove** rubber wheel stops in Fitzroy Street;
- **remove** LOADING ZONE and parking signs on Target side of Fitzroy Street tear drop, to allow for truck parking in that area.

Man x2 - 1 hours

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TIME **TUESDAY 14 JANUARY 2025 - CREW 1**

5:00AM **Kable Avenue**

- **close at Bridge/Brisbane Street**, with minor provision for tenant access only. The closure will follow the road centreline for a small part, widen part of the road closure area to allow for some more room for truck stalls, leave gap for pedestrians opposite Atrium entrance - see TCP 9;
- **install “Road Closed”** in Kable Avenue, augmented with a separate sign “**Council Authorized Vehicles Excepted**”;
- **replace BUS ZONE** between Brisbane Street and Best & Less loading bay with **NO PARKING**, extending to the road closure adjacent to the Best & Less loading dock;
- **install NO PARKING western side**, south of existing NO STOPPING at Bridge Street, to encompass first three parallel parking bays;
- **close** at the northern driveway into the Fleet Vehicle carpark at RWH. Signpost “**ROAD CLOSED**” and “**Council Authorised Vehicles Excepted**”.
- **install LOADING ZONE**, along road closure at White Street end;
- **install 20m BUS ZONE** adjacent to West Diggers Club.
- **install Concrete Hostile vehicle mitigation vehicle “Chicane”** as per **TCP 16** for details

Bridge/Brisbane Streets

- **install NO RIGHT TURN in Bridge Street** at Kable Avenue, augmented with a separate sign “**Council Authorised Vehicles Excepted**” at Kable Avenue for east bound, refer to TCP 9;
- **install NO LEFT TURN in Brisbane Street** at Kable Avenue for south bound augmented with a separate sign “**Council Authorised Vehicles Excepted**”;
- **install water filled barriers** in median between Kable Avenue and Peel Street, and install corflute signage on either side of barriers advising pedestrians not to access.
- **install temporary J-Poles** – x5 southern side, between Peel Street and Kable Avenue, and x3 northern side between Kable Avenue and Treloar Lane;
- **southern side: install BUS ZONE** – between Kable Avenue and existing BUS ZONE at The Winners Walkway, and amend the existing BUS ZONE to full time. Refer to TCP 5;
- **southern side: extend LOADING ZONE** from Peel Street to Cooper Lane and extend to full time;
- **southern side: install BUS ZONE** from Cooper Lane to existing night taxi rank adjacent to Imperial Hotel;
- **northern side: install BUS ZONE** between Kable Avenue and Peel Street;
- **northern side: install TAXI ZONE** between Peel Street and Dowe Street;
- **northern side: install NO STOPPING** between Dowe Street and Marius Street;
- **install corflute signage** on existing poles of temporary Bus Zones directing pedestrians to nearby intersections to cross.

White Street Car Park

- install **Artist/Crew Permit parking signs** and **ROAD CLOSED** signs as per TCP 11.

RWH Carpark

- install 2x **VIP PERMIT parking signs** as per TCP 9.

Fitzroy from Peel to Smith Place egress

- **close between Smith Place entry and Peel Street & Peel Street and Kable Avenue.** (Peel Street remains open until its closure on Thursday morning). No vehicle access from this location;
- install **“Loading Zone”** in front of town Hall, adjacent to Taxi rank;
- install **“Loading Zone”** in 2 bays adjacent to 20 Fitzroy Street (O'Halloran's), between road closure and Smith Place entry;
- install **“Loading Zone”** (cover existing disability bay) in 1 bay adjacent to Post Office, between road closure and Smith Place entry;
- install **“Stall Holder Permit Parking”** on both sides of street as per TCP 8;
- **remove bollards** from along Fitzroy Street;
- **install bollards** across Fitzroy Street at Peel Street, to prevent cars in Peel Street turning into Fitzroy Street;

Town Hall Carpark, Capital Theatre carparks

- Town Hall Carpark - install **DISABLED PARKING ZONE** (11 bays) on the western side of the carpark, between Fitzroy Milk Bar and Town Hall; refer **TCP 12**;
- Town Hall Carpark - install MEDIA PERMIT parking 4x carparks signs;
- Town Hall Carpark – install ARTIST/ CREW permit parking signs;
- Capital Theatre – install PERMIT PARKING signs, on all parallel parking bays as per TCP12.

Miscellaneous

- erect pedestrian misting system in Fitzroy Street between Peel Street and Kable Avenue.

Man x6 - 12 hours

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TIME **TUESDAY 14 JANUARY 2025 – CREW 2**

Marius Street

- 5.00am • install temporary **BUS ZONE** adjacent to Imperial Hotel;
- **set up COACH PARKING ZONE** in Bus interchange – Railway Station carpark.

Brisbane Street

- **cover existing 50km/h signage with 40km/h signage** between Marius Street and Kable Avenue;

7.00AM **Fitzroy Street**

- **cover** appropriate parking ticket machines between Peel & Marius Streets, advising of change of parking conditions;
- **install “NO STOPPING - POLICE VEHICLES EXCEPTED”** in 4 bays (south side) between the K-Mart driveway and Marius Street, and existing Police parking (north side) and Marius Street; refer **TCP 8**.

Kable Avenue

- install **6 DISABLED PARKING Permit parking bays** western side, from White Street to Bicentennial Park stage driveway;
- install **10 TOYOTA / SPONSOR PERMIT parking bays** western side, from road closure towards stage driveway;
- install **1 ST JOHN AMBULANCE Permit parking bay**, adjacent to Sponsor permit parking area.

Dowe Street

- **install LOADING ZONE** (two bays) eastern side immediately north of Brisbane Street.

White Street

- install **NO STOPPING ZONE – FIRE VEHICLES EXCEPTED** (6 metres long) south side outside of the Northern Inland Credit Union building;
- install **DISABLED PARKING** south side between Fire Vehicle parking and NICU driveway. With extra sign in middle of zone as per **TCP10**.

Miscellaneous – Various Locations

- install **temporary BUS ZONE** (western side) and **TAXI ZONE** (eastern side) on Link Road between TREC and AELEC. Signpost appropriately and delineate with bollards/tape; refer **TCP15**;
- **extend existing BUS ZONE** southern side of The Ringers Road by 20 metres west.
- **Install Parking**

Scott Road

- **extend existing restricted “NO STOPPING 4PM – 6PM”** southern side of Scott Road (HW 9) further east approximately 50metres.

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Bridge street

Bridge Street – install temporary extended BUS ZONE at Family Hotel, **TCP 14.**

Man x5 - 8 hours - a water cart + 2 men required to fill barriers

Man x4 - 14 hours

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TIME WEDNESDAY 15 JANUARY 2025

4:00pm Peel Street

- close at White Street – signposted with “**No Entry – Council Authorised Vehicles Excepted**”. Correct side of road to be used for permit access and egress;
- close at Brisbane Street - signposted eastern kerbside “**Road Closed - No Entry**”. Two water filled barriers for Emergency Services access eastern side adjacent to Westpac;
- placement of barriers on Peel Street at Brisbane Street are to be 1m back from the intersection;
- install NO STOPPING Zones (up to 10 metres) in the three blocks adjacent to median islands, to assist rigid vehicles in undertaking turning movements.

Man x4 - 4 hours

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TIME **SATURDAY 25 JANUARY 2025**

3.00AM **Scott Road**

- install road closures and side road closure signage, see **TCP 19** for details
- remains closed until 11am

Murray Street

- install road closures and side road closure signage, see **TCP 19** for details
- remains closed until 11am

Roderick Street

- install road closures and side road closure signage, see **TCP 19** for details
- remains closed until 11am

Hill Street

- install road closures and side road closure signage, see **TCP 19** for details
- remains closed until 11am

White Street

- install road closures and side road closure signage, see **TCP 19** for details
- remains closed until the tail of the parade has passed the White Street and Kable Avenue Roundabout.

Peel Street

- install Pedestrian barrier and pedestrian tape along the parade route, see **TCP 19** for details
- remove Hostile vehicle mitigation on western bound traffic lane

Fitzroy Street

- Remove Misting system from Fitzroy Street mall.
- install Pedestrian barrier and pedestrian tape along the parade route, see **TCP 19** for details

Kable Avenue

- install Pedestrian barrier and pedestrian tape along the parade route, see **TCP 19** for details
- remove Hostile vehicle mitigation on eastern bound traffic lane

11:00AM **Peel Street**

Remove Pedestrian barrier and pedestrian tape along the parade route, see **TCP 19** for details

Reinstate Hostile vehicle mitigation on western bound traffic lane

Kable Avenue

Remove Pedestrian barrier and pedestrian tape along the parade route, see **TCP 19** for details

Reinstate Hostile vehicle mitigation on eastern bound traffic lane

Fitzroy Street

Remove Pedestrian barrier and pedestrian tape along the parade route, see **TCP 19** for details

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Man x10 - 5 hours

TIME MONDAY 27 JANUARY 2025

Miscellaneous

- Philip and Park Streets – remove temporary BUS ZONE adjacent to and opposite Leagues Club. Remove temporary restriction in Park Street;
- Belmore Street – open at William Street;
- Bridge Street – remove temporary extended BUS ZONE at Family Hotel;
- The Link Road – between TREC and AELEC - remove temporary BUS and TAXI ZONES.

7:00 PM Peel Street

- ensure all temporary stages, traders' tents and static displays are off the roadway;
- open at White Street through to Brisbane Street.

White Street

- remove temporary DISABLED and FIRE BRIGADE parking restrictions, between Peel Street and Northern Inland Credit Union, Right of Way.

Fitzroy Street

- remains **closed** between Peel Street to Smith Place until Tuesday;
- remains **closed** between Kable Avenue and Peel Street until Tuesday.

Men x4 - 4 hours

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TIME **TUESDAY 28 JANUARY 2025**

5:00AM **Brisbane Street**

- amend all signage back to normal status, northern side between Peel Street and Kable Avenue;
- amend all signage back to normal status, southern side between TAXI RANK adjacent to Imperial Hotel and Marius Street.

6:00AM **Carter Street**

- open at Solander Drive and Plain Street, and remove all temporary speed zone and regulatory signage;
- open all internal roads between the RIV2 amenities and adjacent to river bank.

12:00PM **Kable Avenue**

- open at Fitzroy and at Brisbane Streets at approximately 12:00pm;
- revert all temporary remaining parking restrictions back to their former status;
- remove barriers used for generators in the rear of the CWA carpark.

7:00PM **Fitzroy Street**

- open between Smith Place and Peel Street;
- remove DISABLED PARKING from carpark between Town Hall and Fitzroy Cafe;
- amend to normal status all temporary parking restrictions between Peel and Marius Streets;
- re-open parking machines used in amended areas;
- amend all parking restrictions in Town Hall car park, and Capitol Theatre carparks opposite loading bay.

7:00pm **Fitzroy Street**

Fitzroy Street remains closed at Kable Avenue and Peel Street, until all traders are out of Kable Avenue, and Fitzroy Street has been swept.

- open between Kable Avenue and Peel Street (after street sweeper);
- **install bollards** from along Fitzroy Street;
- **remove bollards** across Fitzroy Street at Peel Street, to prevent cars in Peel Street turning into Fitzroy Street;
- **install** rubber wheel stops in Fitzroy Street;
- **install** LOADING ZONE and parking signs on Target side of Fitzroy Street tear drop.

Men x4 – 8 -10 hours

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3. SPECIAL EVENT ACCESS AND PARKING PERMITS

Access Area	Permit Colour	Permit Conditions	Permit Issuer	Contact
Peel Street	Yellow	ALL DAY DISPLAY VEHICLE Eligibility: Itinerant traders, stalls & activities This permit is for vehicles that are part of a stationary display and therefore are to remain within the road closure all day. For example a car that is a raffle prize, the Toyota Vehicle display in Fitzroy Street near Peel Street, the DFA displaying a car as part of a promotional activity.	Business Events - Coordinator Events and Operations	Michaela Stevens m.stevens@tamworth.nsw.gov.au 6767 5701
White Street Carpark - 26	White	Eligibility: Artist and crew 24 hours access for the purpose of performance	Business Events - Coordinator Events and Operations	Michaela Stevens m.stevens@tamworth.nsw.gov.au 6767 5701
Kable Avenue Carparks - 6	White	Eligibility: Toyota Land Cruiser vehicles/ Sponsor Vehicles 8:00am to 6:00pm	Business Events - Coordinator Events and Operations	Michaela Stevens m.stevens@tamworth.nsw.gov.au 6767 5701
Kable Avenue carpark – 1	White	Eligibility: St John Ambulance 24 hours access for the purposes of medical assistance	Business Events - Coordinator Events and Operations	Michaela Stevens m.stevens@tamworth.nsw.gov.au 6767 5701
RWH Carparks - 2	Gold	Eligibility: VIPs 24 hours access for the purpose of duties at the Festival	Business Events - Coordinator Events and Operations	Michaela Stevens m.stevens@tamworth.nsw.gov.au 6767 5701

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Access into CBD road closures at restricted times and via identified access points. No access after 9:00am.	Blue	<p>Eligibility</p> <p>1. Off street Tennant parking</p> <p>Current License of driver must be supplied at entry point.</p> <p>Midnight to 9:00am open, permit access - (Saturday 25 January Midnight to 6am only);</p> <p>9:00am to Midnight – no vehicular access.</p>	Business Events - Coordinator Events and Operations	<p>Michaela Stevens</p> <p>m.stevens@tamworth.nsw.gov.au</p> <p>6767 5701</p>
Access into CBD road closures at restricted times and via identified access points. No access after 9:00am.	Orange	<p>Eligibility:</p> <p>2. Peel or Kable Street stalls and activities, including Family Zone (Events to assess);</p> <p>3. delivery drivers (RS to assess);</p> <p>4. diesel refuelling for gensets (Events to provide);</p> <p>Current License of driver must be supplied at entry point.</p> <p>Midnight to 9:00am open, permit access - (Saturday 25 January 4am to 6am only);</p> <p>9:00am to 6pm – no vehicular access. These vehicles to use loading areas and golf carts after 9am;</p> <p>and</p> <p>6pm to midnight – access with appropriate permit only.</p> <p>Entry points to the closed road network will be via the following locations:</p> <ul style="list-style-type: none"> • Peel Street at White Street; • Kable Avenue at White Street; • Kable Avenue at Brisbane Street – no access into closed road, business tenant access only. <p>Rigid vehicles are restricted to two axles & < 7 metres long.</p> <p>A restriction will apply to multiple vehicle permits being issued.</p>	Business Events - Coordinator Events and Operations	<p>Simone Mitchell</p> <p>s.mitchell@tamworth.nsw.gov.au</p> <p>6767 5613</p>

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		<p>Successful applicants not complying with conditions will have their permits revoked.</p> <p>5. WASTE services vehicles</p> <p>Midnight to 10am open, permit access - (Sat 25 January 4am to 7am only);</p> <p>10am to 6pm - managed access using marshals; and 6pm to midnight – vehicular access with appropriate permit only.</p> <p>Entry points to the closed road network will be via the following locations:</p> <ul style="list-style-type: none"> • Peel Street at White Street; • Kable Avenue at White Street end. <p>Rigid vehicles are restricted to a maximum of four axles & 13 metres in length.</p>		
Access into CBD road closures and via identified access points.	Green	<p>Green – Access as required after 9am:</p> <ol style="list-style-type: none"> 1. Maintenance vehicles – plumbers, air-conditioner, electricians (RS to assess); 2. Chubb bank type vehicles (RS to assess); 3. Council contracted services for festival – electrician, marquee hire (Events to provide); 4. Council staff – Dustin Evans, others? (RS to assess). <p>These vehicles to have pass on display and are escorted in by a Marshal.</p> <p>Drivers in these vehicles are required to supply driving licence on application and then upon entry into road closure.</p> <p>A Marshal or Security will be on duty at entry into Peel Street road closure (at White Street) 24/7.</p>	Business Events - Coordinator Events and Operations	<p>Michaela Stevens</p> <p>m.stevens@tamworth.nsw.gov.au</p> <p>6767 5701</p>

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Parallel parking opposite loading dock - Capitol Theatre	White	Eligibility: Artist and crew Access during hrs x to y for the purpose of performance	B&ED - Entertainment Venues	Peter Ross 0425 222 612 6766 2028 - Capitol Theatre Rebecca Harding 6767 5625 / 0419 386 928
All parking spaces within Town Hall allocation	White	Eligibility: Artist and crew Access during hrs x to y for the purpose of performance	B&ED - Entertainment Venues	Peter Ross 0425 222 612 6766 2028 - Capitol Theatre
Capitol and Town Hall allocated areas	White	Eligibility: Production team Thursday 16 January – Monday 27 January 2025 24/7 access	B&ED - Entertainment Venues	Peter Ross 0425 222 612 6766 2028 - Capitol Theatre
Town Hall allocated area – media parking – 4 spaces	White	Eligibility: Production team Thursday 16 January – Monday 27 January 2025 24/7 access	B&ED - Entertainment Venues	Peter Ross 0425 222 612 6766 2028 - Capitol Theatre

4. ATTACHMENT 1 – PERMIT TEMPLATES


As attached.

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5. ATTACHMENT 2 – EVENT PERMIT PARKING AREA SIGNS

Location	Text	Quantity
Opposite Capitol Theatre	RESTRICTED PARKING AREA Artist/Crew/Production Team Capitol Theatre PERMIT HOLDERS ONLY 16 JANUARY 2025 TO 28 JANUARY 2025 CONTACT TRC 6767 5555	1x right arrow 1x left arrow Total 2 signs
Town Hall	RESTRICTED PARKING AREA Artist/Crew/Production Team Town Hall PERMIT HOLDERS ONLY 16 JANUARY 2025 TO 28 JANUARY 2025 CONTACT TRC 6767 5555	2x right arrow 2x left arrow 2x bi-directional arrow Total 6 signs
Town Hall	RESTRICTED PARKING AREA MEDIA Town Hall PERMIT HOLDERS ONLY 16 JANUARY 2025 TO 28 JANUARY 2025 CONTACT TRC 6767 5555	1x right arrow 1x left arrow Total 2 signs
Kable Avenue	RESTRICTED PARKING AREA ST JOHN AMBULANCE Kable Avenue PERMIT HOLDERS ONLY 16 JANUARY 2025 TO 28 JANUARY 2025 CONTACT TRC 6767 5555	1x (no arrows) Total 1 signs
Fitzroy Street	RESTRICTED PARKING AREA STALLHOLDER Fitzroy Street PERMIT HOLDERS ONLY 16 JANUARY 2025 TO 28 JANUARY 2025 CONTACT TRC 6767 5555	3x right arrow 3x left arrow 3x bi-directional arrow Total 6 signs
Kable Avenue	RESTRICTED PARKING AREA TOYOTA/SPONSOR Kable Avenue PERMIT HOLDERS ONLY 16 JANUARY 2025 TO 28 JANUARY 2025 CONTACT TRC 6767 5555	6x (no arrows) Total 6 signs
RWH Carpark (Front)	RESTRICTED PARKING AREA Artist/Crew Ray Walsh Carpark ARTIST/CREW PERMIT HOLDERS ONLY 16 JANUARY 2025 TO 28 JANUARY 2025 CONTACT TRC 6767 5555	2x right arrow 2x left arrow 2x bi-directional arrow Total 6 signs
RWH Carpark (Back)	RESTRICTED PARKING AREA Traders/Contractor Ray Walsh Carpark TRADER/CONTRACTOR PERMIT HOLDERS ONLY 16 JANUARY 2025 TO 28 JANUARY 2025 CONTACT TRC 6767 5555	2x right arrow 2x left arrow 2x bi-directional arrow Total 6 signs
Peel Street (on pedestrian fence during Parade only)	KEEP CLEAR EMERGENCY SERVICES ACCESS POINT	Total TBA

6. ATTACHMENT 3 - TFNSW ROAD OCCUPANCY LICENCE TCMF 2025


ROAD OCCUPANCY LICENCE		 Transport Roads & Maritime Services																																																																																																																																																																			
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Issued: 15/11/2024

Authorised By: Jay Morrow
Position: Senior Operations Engineer

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ROAD OCCUPANCY LICENCE		 Transport Roads & Maritime Services	
LICENCE NO : 2184768			
ROADS & MARITIME SERVICES (RMS)			
Phone: Monday To Friday 8.30 AM - 4.30 PM			
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SPECIAL EVENT - CLASS 2		LOCATION	
Project:	Not Applicable	Subject Road:	BRIDGE ST
This Activity :	Traffic Control for Tamworth Country Music Festival	From:	KABLE AV, TAMWORTH
		To:	Marius St, Tamworth
		Council:	TAMWORTH REGIONAL
LICENSEE		ONSITE CONTACT	
Organisation:	Tamworth Regional Council	Name:	TRC Oncall - Dustin Evans
Ref No:	Tamworth Country Music Festival 2024	Phone:	0428600195
Name:	Jonathon Dunlop		
Phone:	0491118641		
TRAFFIC MANAGEMENT		LICENCE DURATION	
Flow Management:	Contra Flow; Detour (other roads)	From:	15-Jan-2024
Closure Type:	None	To:	30-Jan-2024
Closure Lane(s):	Shoulder		
Direction(s):	All Directions		
LICENCE CONDITIONS			
12 IMMEDIATE NOTIFICATION MUST BE MADE TO THE TRANSPORT MANAGEMENT CENTRE (1300 725 886) IN THE EVENT OF A TRAFFIC INCIDENT OCCURRING WITHIN THE LIMIT OF WORKS.			
13 END-OF-QUEUE MONITORING MUST BE ACTIVELY UNDERTAKEN. WHERE QUEUE LENGTHS EXTEND BEYOND THE WORK ZONE, ADVANCED WARNING DEVICES / STRATEGIES MUST BE DEPLOYED AND IMPLEMENTED BEYOND THE END OF THE TRAFFIC QUEUE. NOTIFICATION OF TRAFFIC QUEUING MUST BE MADE TO THE TMC ON 1300 725 886.			
<small>All pages of this Road Occupancy Licence and associated Speed Zone Authorisation(s) must be available on site at all times and must be produced for inspection when requested by representatives of NSW Police, Roads & Maritimes Services, Transport for NSW and other Government Agencies.</small>			

7. ATTACHMENT 4 – VEHICLE MITIGATION REQUIREMENTS

As attached.

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8. ATTACHMENT 5 - TRAFFIC GUIDANCE SYSTEM PLANS

TCP No.	Title	Notes
1	Pool Staff Parking	
2	Park Street / Phillip Street	Not used
3	VMS Board Locations	
4	Riverside Camping All Streets	
5	Peel Street Closure at Brisbane Street	
6	Taxi Rank Detail Brisbane Street	
7	Shoulder Closure Kable Avenue	Not used
8	Fitzroy Street road closure	
9	Kable Avenue - White Street to Brisbane Street	
10	Peel Street closure at White Street	
11	White Street Carpark	Not used
12	Town Hall and Capital Theatre car park	
13	Belmore Street / William Street	Not Used
14	Bridge Street Bus Zone	
15	TREC / ALEC parking restriction changes	
16	Kable Ave Hostile Vehicle mitigation device placement	
17	Goonoo Goonoo Road Bus Stop at Salvation Army	
18	West Tamworth Leagues Club	
19	Country Music Parade	
20	RWH Parking	

Tamworth Regional Council

Traffic Management Plan

TCMF 2025

REFER To Appendix 5 documentation For TGS.

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17 February 2020

By Email

Angela Webb
Operations Engineer, Regional Services
TAMWORTH REGIONAL COUNCIL
PO Box 555
Tamworth NSW 2340
a.webb@tamworth.nsw.gov.au

**REVIEW REPORT: TAMWORTH COUNTRY MUSIC FESTIVAL RISK ASSESSMENT
AND HOSTILE VEHICLE MITIGATION**

Dear Angela,

Thank you for the opportunity to assist the Tamworth Regional Council with this review.

We herein provide our report following a desktop review of security measures and risk assessment relating to hostile vehicle mitigation for the Tamworth Country Music Festival (TCMF) and our attendance to the TCMF on 24-25 January, 2019 for a site visit and observations of the TCMF Cavalcade vehicle controls.

We trust this report is suitable to your requirements and we remain available to clarify any aspect.

Yours sincerely,

Chris Cubbage BSc(Hons), CPP, CISA, RSecP, GAICD
Director & Principal Consultant
AMLEC HOUSE PTY LIMITED

MOBILE: 0432 743 261

EMAIL: ccubbage@amlethouse.com

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ATTACHMENT A - TCMF Vehicle Mitigation and Controls - Photographs of TCMF 2020 and Cavalcade and related TCMF Vehicle Control Plans

ATTACHMENT B - CPTED observations of Bicentennial Park

1 EXECUTIVE SUMMARY

The Tamworth Country Music Festival (TCMF) is identified as a 'Significant' event in New South Wales, held over ten days, reaching a mass gathering of 10,000 people and with an international profile.

An independent desktop review of risk assessments, security measures, related planning and documentation for hostile vehicle mitigation, listed at Part 4.6, was conducted for the TCMF 2020.

Following the desktop review, observations, with photographs, were made of the vehicle controls in situ for the TCMF and Cavalcade event on 25 January. In addition, observations were made of vehicle mitigation at coinciding events in the City of Sydney for Chinese New Year and Australia Day.

This report provides eleven (11) key findings and seven (7) key recommendations to assist with risk management and vehicle controls relating to hostile vehicles and vehicles as a weapon incidents.

Event Risk Management Planning for Hostile Vehicles

The TCMF Event Risk Management Plan and the TCMF Emergency Risk Management Plan, as per Part 5.1 and 5.2, identify a 'hostile vehicle' as a 'Serious Risk' and an 'Extreme Risk', respectively. The Event Risk Management Plan risk assessment for 'hostile vehicle' provides one (1) Safety Control. There is no risk treatment for 'hostile vehicle or active armed offender' provided in the Emergency Risk Management Plan.

The Event Risk Management Plan and the Emergency Risk Management Plan identify a 'Terrorism Threat' as a 'Serious Risk' and an 'Extreme Risk', respectively. The risk assessment for 'Terrorism Threat' includes reference to concrete barricades and TRC Trucks blocking roads. The reference to the Safety Control provides no context or reference to planning and security design. There is no relevant risk treatment provided in the Emergency Risk Management Plan.

A map of security guard positions and allocated times is developed, shown in Attachment A, Drawing TCMF-HVM-003, however an event security management plan is not evident and the application of vehicle mitigation barriers is not supported with a broader event security strategy or application of national or state security guidelines. Vehicle mitigation barriers have not been specified or defined by intended or rated effectiveness. Previous security analysis reports (2018 and 2019) by the contracted security provider have recommended improved vehicle controls.

The Traffic Management Plan (TMP) is nominated as a Safety Control in the Event Risk Management Plan for 'vehicles'. The TMP provides a generic reference to 'barriers', including statements: "water filled barriers not to be filled too full at access points. Emergency services need to be able to move them to get in and out"; and "Vehicle Mitigation devices (concrete blocks) are to be placed in accordance with Police requirements and spaced to allow waste vehicles to enter and exit road closures". Each of these instructions appear to deviate from the intended purpose and effectiveness of these vehicle barriers.

Vehicle Controls

The review identified a disparity between vehicle controls in traffic management plans and those observed installed for the Cavalcade, shown in Attachment A, Drawing TCMF-HVM-005 - 012. Other observations during the event included a truck being left unattended within the control zone, with keys in ignition and running, vehicle barriers being ignored by drivers, and primary crowded areas vulnerable to a vehicle attack by a motivated offender.

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Traffic permits appeared generic in nature and easy to be copied for unauthorised use and traffic studies have recorded vehicle speeds 30 per cent or above legal speed limits. Tamworth police provided informal information concerning reports of stolen vehicles during the event and the local community has an apathetic appreciation for crime prevention, including leaving keys in vehicles.

The review and site observations support that the risk of an offender using a vehicle as a weapon (VAW) against a crowd during the TCMF is unlikely, however planning and controls should be consistent in design and application to ensure the consequence of any VAW is mitigated, as would be considered reasonable.

1.1 KEY FINDINGS

We provide the following salient findings for risk management and vehicle controls:

RISK MANAGEMENT

1. Risk of terrorism and hostile vehicle have been nominated as individual risks for the TCMF, however have been treated as a single risk.

An active offender using a vehicle as a weapon is a more likely scenario than a terrorism scenario. In accordance with national and state guidelines, hostile vehicle mitigation should support a public safety approach against vehicle related risk, including an out of control vehicle, reckless driving, an offender attempting to allude police pursuit or a vehicle targeting a mass gathering (vehicle as a weapon).

The TCMF Emergency Risk Management Plan acknowledges an Extreme Risk associated with Mass Gathering and a 'man-made incident', however, has nominated a 'Hostile Vehicle Attack and Active Armed Offender as a Terrorism related risk. In this context, Fire/Explosion is not included in Terrorism and an evaluation of the interdependent nature of the two is not evident.

The ambiguous use of the term 'Terrorism' and 'Anti-Terrorism' creates a corresponding risk of liability (or perceived liability) based on the gap between the identified risk (or threat) and the measures taken to control it.

2. Risk assessments appear to be generic and offer limited definition or application of Safety Controls. Terrorism has been identified as a risk with no clear or relevant application to the TCMF, other than the event is a mass gathering. Establishing the context of risk provides critical insight into prevention and detection methods needed at a local level.
3. Interdependent risks should also be considered with a vehicle related incident, including other identified mass gathering risks of crowd rush and mass evacuation.
4. A major incident occurred during the TCMF 2007 at Willow Tree, when a 40,000 litre trailer transporting Unleaded Petrol was involved in a rollover and subsequent spillage of flammable fuels, closing the New England Highway for over 12 hours. This type of incident should be considered in event scenario planning in terms of impact on emergency services and resources for the TCMF.

VEHICLE CONTROLS

5. A disparity is apparent between vehicle controls in traffic management plans and those observed installed for the Cavalcade, as shown in Attachment A.
Current use of limestone and concrete blocks, as shown in Attachment A, Drawing TCMF-HVM-004 appears reasonable as a vehicle mitigation to 'deter' and 'direct' general vehicle access but are not rated or applied with a defined purpose. In the event risk

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management plan, these controls are applied to treat a terrorism threat and, in that context, the risk is not being treated.

Traffic Management Plans position two (2) trucks on each side of key intersections for the cavalcade, whilst only one (1) truck is installed, leaving the intersection insufficiently mitigated.

6. There are areas of the event traffic control cordon vulnerable to a vehicle attack against a confined crowd by a motivated offender and many other vehicle controls are able to be circumvented with limited mitigation or restriction, as shown in Attachments A and B.
7. It has been identified that significant quantities of Dangerous Goods and / or Hazardous Materials are transported by heavy vehicles through Tamworth. There is no active effort to ensure these stakeholders are engaged to ensure vehicle security is heightened and to report suspicious behaviour to police in the lead up and during the TCMF.
8. There is opportunity to monitor vehicle mitigation locations, vehicle approach zones and movements via the CCTV Network, however this Safety Control is not evident in practice or documented.
9. The TCMF is supported by NSW Police Major Events & Incidents Group (MEIG) with about 230 police personnel covering the area, with between 20 – 45 officers allocated to the TCMF daily. The Police presence provides a significant deterrence and response capability, including for monitoring against hostile vehicles and related active offender incidents. The TCMF is known to attract criminal and anti-social behaviour which is predominantly alcohol related.
10. Communicating to stakeholders, such as Stall Operators is limited in relation to security, with no evidence of raising security awareness and encouraging appropriate reporting of suspicious behaviour. This includes warnings to not leave keys in vehicles (particularly heavy vehicles) and how to report a security incident.
11. Vehicle controls implemented for the TCMF do not meet the standard of mitigation applied by the City of Sydney, observed at coinciding events for Australia Day and Chinese New Year, as shown in Attachment A. This may create liability issues for the TRC should an incident occur at the TCMF and what may be considered reasonable mitigation standards within New South Wales.

1.2 KEY RECOMMENDATIONS

We provide the following recommendations for risk management and vehicle controls:

RISK MANAGEMENT

1. The terminology to be adopted in event risk and event emergency management plans should be 'Hostile Vehicle' and 'Active Offender'.
Terminology should align to national and state guidelines for security strategy and appropriate security measures, as follows.
 - a. The identification of terrorism as a 'risk' to the TCMF is, in our view, misguided and should be removed. Reference should be made to the NSW Police and intelligence briefings sourced from the ASIO Business and Government Liaison Unit to identify and inform of a 'specific' terrorism threat to the TCMF.
Terrorism is not a 'risk' in itself but a motivated threat which culminates in a risk, most commonly in the form of an active armed offender or a hostile vehicle. However, active offenders may not be terrorism motivated and therefore the risk remains that any individual can become violent, either randomly or with intent, and attack a crowd or use a vehicle as a weapon. Current plans have not identified or articulated this risk.

- b. Terrorism should be removed from being a 'Risk' in risk management plans and replaced with two new risks, identified as:
 - i. Active Offender (Armed or in company) – aligned to the National Security Guidelines - Active Armed Offender Guidelines for Crowded Places; and
 - ii. Hostile Vehicle or Vehicle as a Weapon – aligned to the National Security Guidelines - Hostile Vehicle Guidelines for Crowded Places.
2. A TCMF Security Management Plan and a corresponding Hostile Vehicle Mitigation Plan would be beneficial and complimentary to the TCMF Traffic and Event Risk Management Plans.

The security management plan would take an overarching view of security controls for the event, including public and private CCTV assets, liaison with NSW Police, ensuring planned controls are effectively deployed and contract management of the security resources engaged for the event.

In addition, security management plans may incorporate desktop scenario planning with other event risk domains including environmental, health and safety.

Vehicle mitigation plans would define the barriers required for each key location and match the mitigation requirements to the event risk management plans. Plans should document and specify the vehicle barriers deployed and the level of force needed for a vehicle, in accordance with relevant guidelines in Part 4.3, to compromise and/or manoeuvre through and the consequences of breaching the barrier.

VEHICLE CONTROLS

3. Vehicle mitigation applications should be reviewed further for 2021, as per Recommendation 2 and we noted vulnerabilities at the following locations:
 - a. Peel Street and Brisbane Street - further mitigation required with the use of concrete barriers to prevent a vehicle from entering Peel Street via the pedestrian footpath (Photographs 12 - 14);
 - b. Peel Street and Smith Lane - further mitigation required with the use of concrete barriers to prevent a vehicle from entering Peel Street via the pedestrian footpath (Photographs 16-19);
 - c. Kable Avenue and Brisbane Street - barriers to be appropriately secured to prevent a vehicle from entering Kable Avenue (Photograph 7); and
 - d. Bicentennial Park – a longer term application of barriers with CPTED principles applied, as per part 5.8 and Attachment B.

We refer to Attachment A for site photographs and traffic management plans.
4. Traffic Permits should be unique to each annual event to avoid copying and unauthorised use. Further review of the permit process may identify areas of improvement, including the integrity of permit use and document controls.
5. Seek greater stakeholder support in minimising vehicle related risk, in particular vehicle security and promptly reporting vehicle theft or misuse. In addition, stakeholder assistance in the provision of large vehicles, such as trucks, buses or similar may be engaged and deployed as part of the Cavalcade vehicle mitigation controls. We refer to the City of Sydney's use of buses as part of vehicle controls, as per Attachment A.
6. Maintain live CCTV Monitoring for event risk profile awareness, including vehicles acting suspiciously or contravening vehicle controls during the TCMF, as per the CCTV Map attached in Attachment A, Drawing TCMF-HVM-002.
7. Maintain close liaison with NSW Police and stakeholders as part of Citywide crime prevention for ongoing crime intelligence. Subscribe and monitor the ASIO BGLU website for any new or relevant intelligence briefings.

2 BACKGROUND

Tamworth Regional Council (Council) engaged Amlec House to undertake a detailed desktop review of the security measures, risk assessment and hostile vehicle mitigation plans for the Tamworth Country Music Festival.

The goal was to review the existing measures, provide advice on improvements for future events and commence developing a detailed plan in that regard. Festival event areas, within Figure 1, included:

- Bicentennial Park
- Riverside campgrounds
- Gipps Street Campgrounds
- CBD road closure areas
- Cavalcade Route

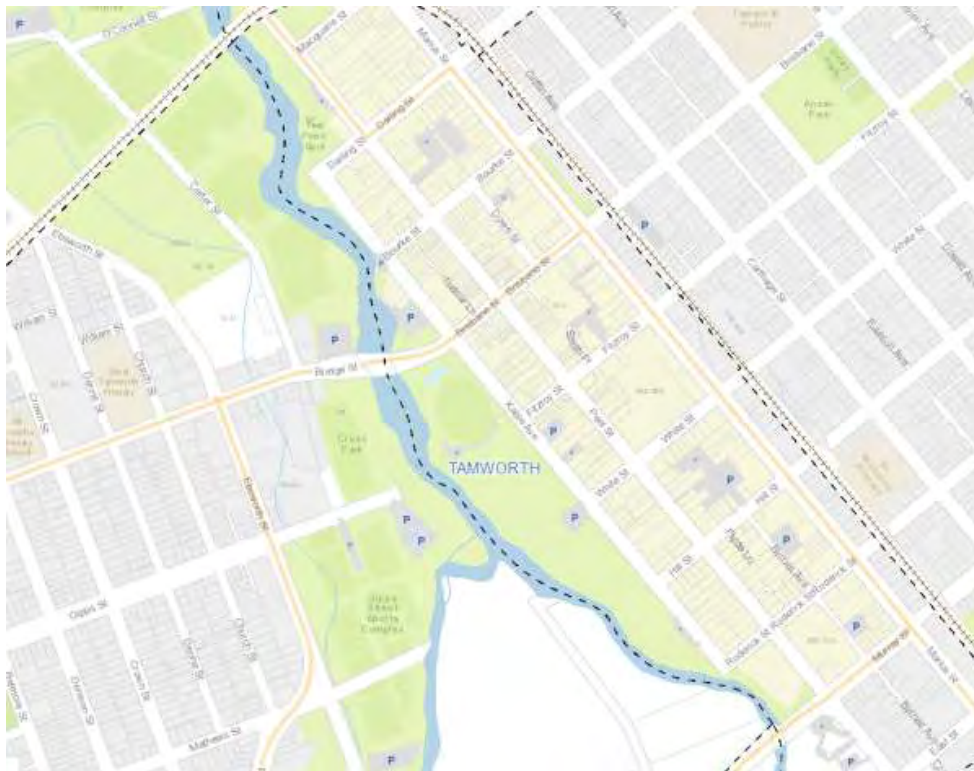


Figure 1: Project Location

3 SCOPE OF WORK

The scope of works for this report is a preliminary desktop review to identify any immediate gaps or complimentary mitigation measures from existing plans and current measures.

The scope of work is to provide qualified expert consultant services for the review and development of the Tamworth Country Music Festival security measures, risk assessment and hostile vehicle mitigation plan.

The scope of work includes, but is not limited to, the following:

- Review of current plans and risk assessments;
- Recommendations for improvement; and
- Plans and programming for implementation of recommendations.

Part 1 and Part 2 of the Scope of Work involved a desktop review and client meeting.

4 REVIEW METHODOLOGY

The Security Review considered known or reasonably foreseeable risk and threats in contrast to current physical security infrastructure and site-specific work practices, with analysis of existing and emerging threats, events, incidents and preparation for a significant event, namely a major crime, sabotage or extreme attack on crowds or by hostile vehicle.

The Security Review includes evaluation of critical assets and vulnerabilities in and around the event site, including recovery phases and responses within controllable practices.

The Security Review considered threat source risk and the application of legislated and security guideline requirements for public safety and national security strategies, including the Protection of Crowded Places against Terrorism Strategy.

4.1 INTRODUCTION

We refer to Australian Government and NSW Police guidance notes, referred to herein, released for the purpose of mitigating the risk of a vehicle as a weapon. Low sophistication attacks, such as a Vehicle as a Weapon (VAW) attack, may be conducted by lone individuals, operating independently or impulsively.

The consequence of a risk may be described in terms of fatalities/casualties, economic loss, disruption of services and reputational damage. Therefore, assessing what factors will influence the likelihood of a VAW attack is difficult.

In addition, with high traffic and parking volumes at large-scale events, including with larger vehicles such as four-wheel drive vehicles, there is an inherent risk of stray vehicles driven by poorly skilled, elderly or reckless drivers.

As with any risk assessment, the vulnerability of a site is assessed based on the adequacy of existing controls.

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4.2 OVERVIEW

In conducting the review, the following was considered:

- Identify and acknowledge key organisational and business strategies pertaining to the TCMF.
- Evaluate and Analyse key focus areas, but not limited to;
 - a) Existing Risk Management Plan, including Major Event Management Plans
 - b) Review Incident History and comparison Location Event Histories
 - c) Review existing security systems and infrastructure, including vehicle controls, CCTV and Crime Prevention Through Environmental design features.
 - d) Conduct a Threat, Asset and Criticality Assessment, including to Significant Hostile Threats and National Security Guidelines, as outlined herein.
 - e) Review the framework for reporting of operational effectiveness and maintaining critical system integrity.
 - f) Identify and contrast to contemporary and emerging security practices, including national security guidelines for major events and City environments.
- Facilitate input from key personnel and principal stakeholders, as nominated to review relevant management, technical and cost considerations.
- Evaluate surveillance capabilities, including integration of City monitoring and electronic sensors and social media situational awareness and mapping capabilities, including collaboration with NSW Police and other interdependent and interested agencies involved with or related to major events and crowded places.
- Consideration to security management technology, such as investigation of smart device iApplications for public safety reporting and maintenance management, such as Graffiti Management, Liquor Management, Maintenance Programs and others nominated; and
- Review Event and Community awareness campaigns and promotion of security capabilities, community safety contribution and site management efficiencies.

4.3 NATIONAL SECURITY STRATEGY & GUIDELINES

In conducting the review, the following guides are considered and where applicable or appropriate are applied and referenced:

- T4 Protective Security 17-8716 Guide Hostile Vehicle Mitigations - re-deployable vehicle security barriers
- T4 Protective Security Guidance note – Vehicle-as-a-Weapon (VAW) attacks - for release
- Safe Places Vehicle Management, A comprehensive Guide for Owners, Operators and Designers
- Australia's Counter-Terrorism Strategy
- Active Armed Offender Guidelines for Crowded Places
- Improvised Explosive Device Guidelines for Crowded Places
- Hostile Vehicle Guidelines for Crowded Places
- National Crowded Places Strategy, Self Assessment Tool and Security Audit checklist
 - Strategy
<https://www.nationalsecurity.gov.au/Media-andpublications/Publications/Documents/Australias-Strategy-Protecting-Crowded-Places-Terrorism.pdf>
 - Assessment Tool
<https://www.nationalsecurity.gov.au/Media-andpublications/Publications/Documents/crowded-places-security-audit.pdf>
 - Audit Checklist

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[https://www.nationalsecurity.gov.au/Media-andpublications/
Publications/Documents/crowded-places-self-assessment-tool.pdf](https://www.nationalsecurity.gov.au/Media-andpublications/Publications/Documents/crowded-places-self-assessment-tool.pdf)

4.4 LEGISLATION AND AUSTRALIAN STANDARDS

All works have been reviewed in accordance with the following legislation, regulations and design standards.

- Workplace Health Safety Act and Regulation;
- Relevant Australian Standards;
- National Construction Code (NCC) Australia;
- Transport/ RMS traffic control at worksites manual;
- AS1742.3; and
- Work Cover Authority.
- AS HB 167 – Security Risk Management Handbook
- Security and Related Activities Act (WA) – *Licensing of Security Contractors*
- AS/NZS 2201.1:2007 Intruder alarm systems—Client's premises—Design, installation, commissioning and maintenance
- AS 2201.2—2004 Intruder alarm systems—Monitoring centres
- AS 2201.3—1991 Intruder alarm systems—Detection devices for internal use
- AS 2201.4—1990 Intruder alarm systems—Wire-free systems installed in client's premises
- AS/NZS 2201.5:2008 Intruder alarm systems—Alarm transmission systems
- AS3080 Telecommunications Installations
- AS3008.1 Electrical Installation - Selection of Cables
- ASNZS3000 Wiring Rules
- AS/NZS 4421:2011, Guard and patrol security services
- PAS 68:2013 Impact test specifications for vehicle security barrier systems

4.5 REVIEW CONSULTATION

We appreciate the assistance and insight provided by the following:

1. Angela Webb, Operations Engineer, Regional Services, TRC
2. Michaela Stevens, Coordinator, Events & Operations, TRC
3. Gino Tiberi, Crime Prevention & Development Compliance Ranger, TRC
4. Chief Inspector Jeff Budd, Officer in Charge, Tamworth Police Force

4.6 DESKTOP REVIEW DOCUMENTATION

The following documents were provided in contribution to the review:

EVENT RISK & EMERGENCY MANAGEMENT

- Item 3.1 - 2020 Country Music Festival - Cavalcade - Risk Management Plan - Required by Police
- Item 3.3 - 2020 Country Music Festival - Council - Emergency Risk Management Plan - Jan 2020
- Site Risk Assessment - 2020 Tamworth Country Music Festival - Itinerant Traders, Performers ~ Risk Management Plan

SECURITY APPLICATIONS

- CCTV Landscape A3
- Anti-Terrorism Landscaping1
- Park Photographs
- Security Plan (site map)
- Melnor Security Analysis Report 2018
- Melnor Security Analysis Report 2019

EVENT TRAFFIC MANAGEMENT

- Item 3.4 - 2020 Country Music Festival - Traffic Management Plan - Final - Jan 2020
- Appendix B TCMF 2020 - Tamworth Country Music Festival - Traffic Management Plan
- Appendix C Combined TCMF draft TCPS
- Crowded_Spaces_Strategy_opt[1]

CAVALCADE VEHICLE CONTROLS

- 1 TCMF 2020 -Peel Street Cavalcade Assembly
- 2 TCMF 2020 - Peel St closure @ White Street- Cavalcade
- 3 TCMF 2020 - Peel @ Brisbane St – Cavalcade
- CMF 2020 Peel St - Brisbane & Bourke Sts Cavalcade
- TCMF 2020 - Peel St @ Darling Street -Cavalcade
- TCMF 2020 - Peel St & O'Connell St Closure @ Marius St & Macquarie St - Cavalcade
- TCMF 2020 - Peel Street @ Bligh Street- Cavalcade

VEHICLE CONTROL PERMITS

- TCMF 2020 - permits for road closures
- 2a. Business Support - Traffic - Permit to enter closed roads – Blue
- 2b. Business Support 2020 - Traffic - Permit to enter closed roads - Orange - 6pm to 10am
- 2c. Business Support - Traffic - Permit to enter closed roads - Green 24 hour
- 4a. Country Music Festival 2020 - Traffic - Permit - CWA Car park - Pool staff
- 4b. Country Music Festival 2020 - Pools - poster - Permit to enter closed roads

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Amlec House Desktop Review Report: Tamworth Country Music Festival Risk Assessment and Hostile Vehicle Mitigation Plan

- 2020 Tamworth Country Music Festival - Approval for Kable Avenue Commercial Stall - Template

VEHICLE TRAFFIC REPORT HISTORY

- Traffic Count Report - Fitzroy Street (Peel Street to 10m South) - March 2018
- Traffic Count Report - Fitzroy Street - (Kable Avenue to 20m North) - 4 May to 17 May 2018
- Traffic Count Report - Fitzroy Street (Peel Street to 50m South) - 20 April to 3 May 2018
- Traffic Count Report - Fitzroy Street, between Peel Street and Marius Street, outside Town Hall - Nov 2015
- Traffic Count Report - Kable Avenue, Brisbane Street 100m to Bourke Street - Sept 2015
- Traffic Count Report - Kable Avenue, Fitzroy Street 100m to Brisbane Street - Sept 2015
- Traffic Count Report - Peel Street (Murray Street to 70m West) - September 2018
- Traffic Count Report - Peel Street, between Bourke Street and Brisbane Street northbound carriageway only - Nov 2015
- Traffic Count Report - White Street NB Lane (Peel Street to 60m North) - September 2018
- Traffic Count Report - White Street SB Lane (Peel Street to 60m North) - September 2019

5 DESKTOP REVIEW: OBSERVATIONS AND FINDINGS

5.1 EVENT RISK MANAGEMENT PLAN

"The Toyota Country Music Festival Tamworth is one of the most significant events in the Southern hemisphere, spanning 10 official days of music and events, with the Tamworth Country Music Cavalcade held on the last Saturday of the festivities."

The 'Cavalcade' event, held since 1982, has been organised by the Tamworth Regional Council ('TRC') since 2005. "The Cavalcade now attracts approximately 100 floats involving at least 500 participants. It is viewed by crowds of up to 10,000 people lining the Cavalcade route along Peel Street between Hill & O'Connell Streets."

We made the following observations:

1. Of the 40 identified risks, eighteen (18) relate to or may involve vehicle risk. These are:

3. Vehicle accident	19. Fire on float
4. Vehicle movement within restricted zone	23. Radio communications failure
5. Vehicle based terrorism	24. Structures/staging/fencing collapse
9. Non-authorized participants	25. Poor float participant behaviour
12. Poor access & egress for emergency situations	26. Damage to cavalcade reputation
12. Overcrowding	33. Inappropriate float – political/obscene/nudity
15. Poor float construction	35. Vehicle/float breakdown
16. Damage to infrastructure from cavalcade vehicle	38. Terrorism
18. Bomb threat / Terrorism	40. Hostile Vehicles

5. The risks identified require enhanced definition or clarification as to their interdependencies. Risk relationships and possible interdependent impacts are not evident.

6. Safety controls present as generic and broad in nature. For Serious Risks, the Required Management Action is defined as:

"Develop and implement specific controls. Allocate actions and budgets for implementation. Consider alternative activity unless appropriate controls are implemented. Monitor implementation to ensure effective."

7. Hostile Vehicles is rated as a Serious Risk, with one Safety Control nominated:

"All Drivers have to submit a copy of their driver's licence with their application, we forward it to the Police"

8. Terrorism Threat is rated as a Serious Risk, with four Safety Controls nominated:

- a) Refers to Vehicle Mitigation "Temporary concrete barricades and large TRC trucks blocking roads and intersections as well in place for event"

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- b) Reference or consideration to other attack types, including Active Offender or Improvised Explosive is not evident.
- c) 'Vehicle Based Terrorism' is not evaluated in the Risk Assessment, though was identified as a specific risk.
- d) There is no reference to barrier types, location or purpose.
- e) There is no reference to a security management plan or security operations.
- f) There is no reference to security briefings and pre-event intelligence practices.

5.2 EMERGENCY RISK MANAGEMENT PLAN

Version Update 12, September 2019.

The LEOCON has responsibility for the establishment and functioning of the EOC while the POC will be the responsibility of the Police Festival Operations Manager, or delegate.

The following have been identified as the main sources of risk (hazards) associated with the Tamworth Country Music Festival and which this plan encompasses:

- fire / explosion (urban);
- terrorist threats;
- flood;
- wind / rain / hail storm;
- mass gatherings; and
- bio-security.

Terrorist Threats

Chemical, Biological & Radiological agent exposure

Risk Statement:

There is a risk of the release of CBR agents (accidental or intentional), impacting on life, health, property and the environment, particularly where there are large gatherings of people.

<i>Likelihood: Likely</i>	<i>Consequence: Major</i>	<i>Priority: Extreme</i>
----------------------------------	----------------------------------	---------------------------------

Risk Analysis:

With the increase in the number of vehicular movements and the increased population during the Festival period, combined with the prevalence of toxic industrial and agricultural chemicals within the TRC area generally, it is reasonable to assume that any accidental or intentional release of such agents would have a significant impact on life, property, and the environment. Given that the New England Highway runs through Tamworth in close proximity to the Festival epicentre, and that significant quantities of Dangerous Goods and / or Hazardous Materials are transported by heavy vehicles on this route, any incident will significantly impact the Festival.

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This may be enhanced by prevailing wind and weather patterns, type of agent released, and toxicity of the product to life and the environment.

During the 2007 Festival period, a 40,000 litre trailer transporting Unleaded Petrol was involved in a rollover & subsequent spillage of flammable fuels at Willow Tree, south of Tamworth, requiring significant resources from Fire & Rescue NSW, Rural Fire Service, and supporting Agencies to combat.

Although in a remote area, this incident caused significant disruption to Festival and Holiday traffic by necessitating the closure of the New England Highway for over 12 hours.

Hostile Vehicle Attack and Active Armed Offender

Risk Statement:

There is a risk of terrorist style vehicle or weapon attack, impacting on life, health and property, particularly where there are large gatherings of people.

<i>Likelihood: Likely</i>	<i>Consequence: Major</i>	<i>Priority: Extreme</i>
----------------------------------	----------------------------------	---------------------------------

Risk Analysis:

With the large numbers of people gathering in public places for concerts, and also in the general vicinity of the CBD during the Festival period, it is reasonable to assume that any terrorist style vehicle or weapon attack would have a significant impact on life and property.

Any such incident will significantly impact the Festival.

MASS GATHERINGS

Risk Statement (relevant only)

There is the risk that mass casualties may occur as a result of crowd rush, mass evacuation, civil disturbance or man-made incident.

<i>Likelihood: Likely</i>	<i>Consequence: Major</i>	<i>Priority: Extreme</i>
----------------------------------	----------------------------------	---------------------------------

Risk Analysis:

A number of the organised events have the potential to draw crowds in excess of 1,500 and up to 10,000, including outdoor concerts in Bicentennial Park, processions and spectacles in Peel Street (including the 'Cavalcade'), OR at large scale indoor / outdoor venues such as the Tamworth Regional Entertainment and Convention Centre (TRECC) and the Australian Equine and Livestock Events Centre (AELEC).

Special planning has been put in place to deal with any incident arising from such things as disease outbreak, food borne illness and mass casualties. NSW Health and Hunter New England Area Health Service (HNEAHS) have the responsibility for the provision of public and mass casualty related services.

The NSW Ambulance Service (NSWAS), St John Ambulance and NSW Community Services (formerly DoCS) have worked with HNEAHS to present a coordinated public health and

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welfare and safety response to any such incidents and such arrangements are detailed in their respective plans and standing operating procedures / guidelines / operational plans.

Vulnerability (relevant only)

- gatherings of people in excess of 3,000 in Bicentennial Park or other outdoor or indoor areas across the City;
- gathering of people along Peel Street to observe the Cavalcade;

RISK TREATMENTS

A risk treatment to "Hostile Vehicle Attack or Active Armed Offender" was not evident.

For 'Mass Gatherings', risk treatment refers to 'Event Organisers and / or Tamworth Regional Council' to have "public health, venue safety, security and evacuation plans."

INCIDENT RESPONSE

POLICE OPERATIONS CENTRE

Initially the (POC) will provide an area for the police risk assessment management and command team to coordinate their activities as the Festival proceeds.

If the Police Festival Operations Manager determines that increased agency communication is required the POC will be staffed with agency liaison officers as needed and as the situation dictates. (In this instance probably emergency service organisation Liaison Officers only). It will then become a centralised information, co-ordination, and decision-making centre.

If an actual emergency results an EOC may need to be established under the control of the LEOCON and staffed with agency liaison officers.

EMERGENCY OPERATIONS CENTRE

The Tamworth Regional Council EOC will become the control and coordination centre should the LEOCON determine it necessary to activate and EOC function.

The EOC is located in the TRC Works Depot at Flynn Street Tamworth.

The Tamworth LEMO is to ensure that the EMPLAN lines are accessible and that contingencies are in place to expedite setting up the centre as required by the LEOCON.

EOC ACTIVATION

The EOC will be activated as required and in accordance with EMPLAN arrangements.

SUPPORT TO EMERGENCY OPERATIONS

The LEOCON will activate the Emergency Operations provisions of this plan when:

- information /Intelligence is received which creates a situation of urgency;
- speedy information management across agencies is required and telephone liaison is not considered appropriate;
- at the request of a Police Site Controller to support any operation at a site where normal communications and access to resource support is inappropriate/not working; and
- an actual emergency occurs requiring a significant and coordinated response.

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CRIME SCENE

While not detracting from the aim of protecting life and property, response agency managers are to ensure as far as practicable, that crime scene evidence is not compromised by any unnecessary activity. This will require considerable agency liaison with Police within the POC / EOC and at sites with Police Site Controllers.

DISASTER VICTIM REGISTRATION

In the event that an emergency or crime scene results, the collection of disaster victim registration information will be of great importance. Whilst Police will manage this function, emergency services or other agencies may be tasked to carry out registration procedures. Disaster Victim Registration Books are available from the REMO.

DISASTER VICTIM IDENTIFICATION

This is a Police function normally carried out by Police Forensic Services personnel. A large scale operation of this sort may require significant coordination of support resources, which may require the POC / EOC to be maintained for a considerable period.

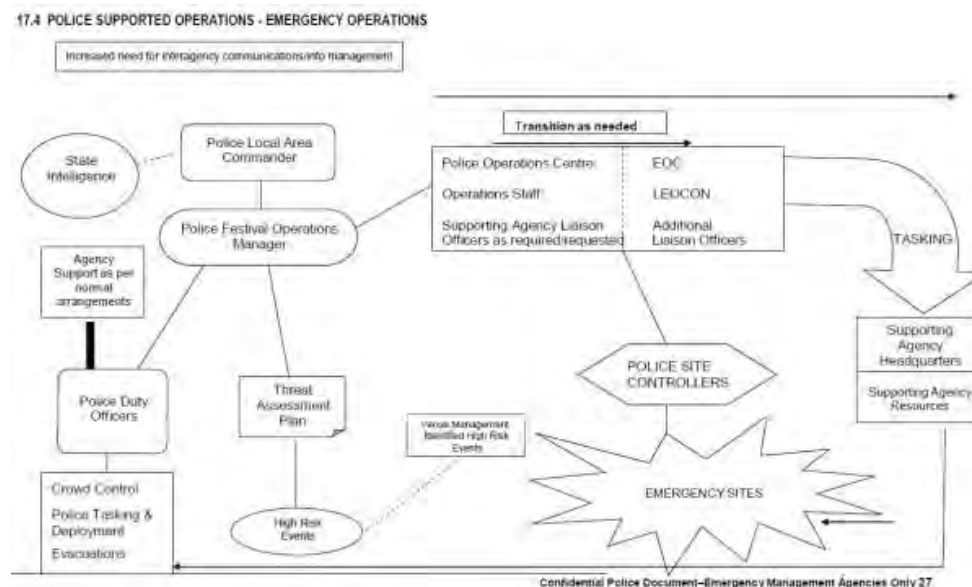


Figure 2: Police Operations flowchart in EMP

5.3 TRAFFIC MANAGEMENT PLAN

Duration of the festival from Friday 10 January 2020 to Wednesday 29 January 2020

Permits to enter Road Closures – includes vehicle size restrictions.

Golf carts to be used for deliveries following closures unless for infrastructure repairs.

Temporary festival Loading Zones will be established at two locations immediately outside the road closure. These zones will be located in Fitzroy Street near the Post Office building and another in Kable Avenue near the rear of Ray Walsh House, council's administration building. Golf carts and drivers will be located in these areas to assist with the transport of items from 10:00am to 4:00pm daily.

Temporary CBD Road Closures:

- Kable Ave - closed between Brisbane Street and just south of Fitzroy Street – NOTE: No vehicular access or egress to closed road from Brisbane Street. Access from Kable Ave south of Fitzroy Street only;
- Peel Street – closed between White and Brisbane Streets – Council Authorised Vehicles Excepted. NOTE: No vehicular access and egress from Brisbane Street. Access/egress at White Street only;
- Fitzroy Street – closed Kable Avenue to Smith Place egress. No vehicular access or egress to closed road from Fitzroy Street or Peel Street.
- Brisbane Street – remains open between Kable Ave and Marius Street; and
- Dowe Street, Treloar Lane and Cooper Lane – remain open with no changes to traffic conditions.

We observed the following statements:

1. "Barriers - water filled barriers not to be filled too full at access points. Emergency service need to be able to move them to get in and out of road closures."
2. "Vehicle Mitigation devices (concrete blocks) are to be placed in accordance with Police requirements and spaced to allow waste vehicles to enter and exit road closures."
3. "TRC staff to be posted at Bridge/Carter Street intersection; NOTE: *No fulltime Police presence this year – intermittent only.*"
4. "Vehicle mitigation devices (trucks or concrete blocks) will be placed at road closures in accordance with Police requirements" Police requirements are not evident.

REFUELING: Rigid vehicles are restricted to two axles & < 7 metres long

WASTE: Rigid vehicles are restricted to a maximum of four axles & 13 metres in length.

5.4 TRAFFIC PERMITS

Traffic Permits appear generic in nature and easily reproduced, with a risk of unauthorised use. We note in Table 1 there are a number of permits not approved and not collected. Further review of the permit process may identify areas of improvement, including the integrity of permit use and document controls.

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Table 1: Number of Permits Applied for & Issued

	No. of Blue Companies	Approved permits (approx)		No. of Red Companies	Approved permits (approx)		No. of Green Companies	Approved permits (approx)		Approved total?	Applied for?	
2012	19	26		235	899					925		
2014	43	167		230	558						652	
2016	24	120		180	452					572	638	6x Blue & 22x Red not picked up.
2019	31	80		43	107		73	241		428	434	46x not collected - 2x blue, 20x red, 23x green
2020	all	230	(expect a total of 400-ish for the event)									
	Blue	38										
	Green	174										
	Orange (red)	17										
13-Jan	+24 applications to process, approx 35 permits											

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5.5 SECURITY PLANNING AND COORINDATION

A documented Security Management Plan was not evident.

A document Vehicle Mitigation Management Plan was not evident.

A Security Plan (Map) indicated security personnel are situated in nine (9) locations, as follows:

- 2 x Peel Street
- 2 x Fitzroy Street
- 2 x Kable Avenue
- 3 x Bicentennial park

Security Analysis Reports were reviewed and we note the following:

2018 Analysis Report: "A traffic plan of streets to be closed due to vendors be implemented more thoroughly ensuring enough bollards or structures are in place to prevent unauthorised vehicles entrance into the closed locations after hours."

2019 Analysis Report: "Traffic Bollards (water filled ones) to fully close up streets after Hours to limit vehicle access, Traffic controllers to be used at Road closures, a more efficient way to block off access road during festival to maintain a secure environment."

Communicating to stakeholders, such as Stall Operators is limited in relation to security, with no consideration to raising security awareness and encouraging appropriate reporting of suspicious behaviour. This includes warnings to not leave keys in vehicles (particularly heavy vehicles) and how to report a security incident.

Security Message in the Commercial Stall Template is limited to the following:

Security

Security will be on site from 8pm to 7am from Thursday 16 January to Sunday 26 January.

5.6 CCTV SURVEILLANCE AND MONITORING

We refer to the CCTV Landscape map of the TRC CCTV network, which excludes privately owned cameras. In addition, TRC mobile camera systems and a CCTV Trailer will be deployed during the festival in Bicentennial Park however, this may change depending on any upsurge of activity.

Live monitoring of the CCTV network is available to NSW Police and authorised TRC staff. During the TCMF, we are advised NSW Police intensify monitoring of the network to specifically target criminal or suspicious activity. TRC staff also increase monitoring of the network with a focus on function and performance of the cameras. We are informed NSW Police and TRC staff are in regular contact regarding the CCTV network performance and functions.

TRC Rangers are rostered between 7:00am until 9:00pm to perform a variety of duties during the TCMF, including providing a public safety presence and local government compliance control. Areas such as Camping Grounds and the CBD have been tasked as a priority. TRC Ranger numbers will range between seven (7) for the majority of the day and two (2) officers between 6:00pm to 9:00pm daily.

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5.7 BARRIER SELECTION AND INSTALLATION

Guidelines: “Achieving standoff is the single most important factor in reducing the damage caused by a hostile vehicle...If retrofitting vehicle mitigation measures in an existing built environment, it may be difficult to maintain ideal standoff distances, particularly in high-density urban areas. In these more constrained sites, particular attention should be given to site or precinct-wide security, avoiding direct approach routes, managing maximum vehicle approach speed and installing threshold vehicle mitigation measures.” (Safe Places Vehicle Management).

The selection of the type of barrier, required method of installation and mitigation rating has cost implications. Rated barriers to PAS68 will be significantly higher and depth of installation also has additional cost implications. All bollards and barriers should be at spans of 1200mm face to face.

We made the following observations:

1. The areas identified as vulnerable to vehicle access or with vehicle controls in place are:
 - Kable Ave - closed between Brisbane Street and just south of Fitzroy Street – NOTE: No vehicular access or egress to closed road from Brisbane Street. Access from Kable Ave south of Fitzroy Street only;
 - Peel Street – closed between White and Brisbane Streets – Council Authorised Vehicles Excepted. NOTE: No vehicular access and egress from Brisbane Street. Access/egress at White Street only;
 - Fitzroy Street – closed Kable Avenue to Smith Place egress. No vehicular access or egress to closed road from Fitzroy Street or Peel Street.
 - Bicentennial Park and surrounds.
 - Riverside campgrounds (NOTE: relevant documentation not provided or reviewed)
 - Gipps Street Campgrounds (NOTE: relevant documentation not provided or reviewed)
2. All nominated vehicle control areas appear vulnerable to vehicle approaches at high or accelerated speed, shown in TCP 1 – 7 and should be reviewed to ensure standoff distances are maximised and to review equivalent treatments to remove or reduce the approach speed and thereby the consequence of a vehicle incident.
3. Specification of concrete blocks is not evident.
4. Specification or nomination of 'Truck' type is not evident.
5. Nomination of mitigation standards or guidelines is not evident.
6. A formal concept plan for rated vehicle barriers has been submitted (Concept Plan), however was not progressed due to cost.
7. There is opportunity to monitor vehicle mitigation locations and vehicle approaches and movements via the CCTV Network, however this Safety Control does not appear to have been identified or acknowledged.

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5.8 BICENTENNIEL PARK - CPTED APPLICATION AND OBSERVATIONS

We refer to Attachment B for Crime Prevention Through Environmental Design (CPTED) and vehicle barriers at Bicentennial Park.

CPTED is defined as 'the proper design and effective use of the built environment which can lead to a reduction in the fear of crime and the incidence of crime, and to an improvement in the quality of life' (Crowe, 2000, p. 1). CPTED comprises the concepts of natural surveillance, natural access control and territorial reinforcement in order to protect an asset.

Designing out crime concepts adopt CPTED principles and can be applied in a range of settings. CPTED is well understood by security designers to provide a moderate security application for the protection of assets in a community (Rogers, 2007; Dewberry, 2003; Hummer and Preston, 2006). CPTED is most distinct from the concept of defence in depth where barriers are imposed to prevent access to assets (Smith, 1999).

The design of open public space should include the use of natural barriers and improve scheduling of productive and effective activities. The perception of natural surveillance can be increased by being overlooked by building windows, regular and unscheduled activities and with general gathering areas in the line of sight to other areas needing protection. Distances and isolation may be overcome by improving communication to isolated areas such as security call posts and frequent security patrolling (Adams & Crowe, 1995, p. 37).

We refer to Safe Places Vehicle Management (page 19) for passive barriers:

There are a great number of options for creating effective passive barriers around an asset. They need not be costly to install and can easily fulfil aesthetic requirements of the space and its patrons, as well as the requirements of HVM.

A balance should be struck between proportionate security measures, the needs of the local businesses and functionality of public space. It is possible to integrate bespoke HVM measures into most public realm features. Urban elements that can be used include:

1. Landscape features (e.g. sculpted or clad earthworks, steep verges)
2. Shrouded bollards (i.e. designed to match local architecture)
3. Decorative, structural or energy absorbing planters (i.e. more aesthetically acceptable)
4. Strengthened 'light' structures (e.g. bus or smoking shelter, information sign)
5. Large immovable landmarks (e.g. statues, walls)
6. Integrated street furniture (e.g. lighting column, traffic signal, seating, cycle rack)
7. Level changes (e.g. steps, high kerbs)
8. Water features (e.g. fountain, pond or pool)

There are several principles to this strategy that maybe used separately or in conjunction, which are as follows:

Natural Access Control which provide secure barriers to prevent unauthorised access and to reinforce and guide the legitimate movement of people and / or vehicles;

Surveillance through physical design which provides opportunities for natural and electronic surveillance by physical design, use of space and appropriate lighting;

Territorial Identity which clearly delineates private and public areas to deter and discourage trespass and creates a sense of pride and ownership.

Social Interaction and fostering positive relations within the community will enhance passive community surveillance and reporting as well as supporting good corporate citizenship and building community capacity.

Security Services to ensure the security service employed/contracted is able to provide the appropriate response to detection of intruders.

The review has made relevant CPTED and Vehicle Barrier comments on TCMF site photographs provided in Attachment B.

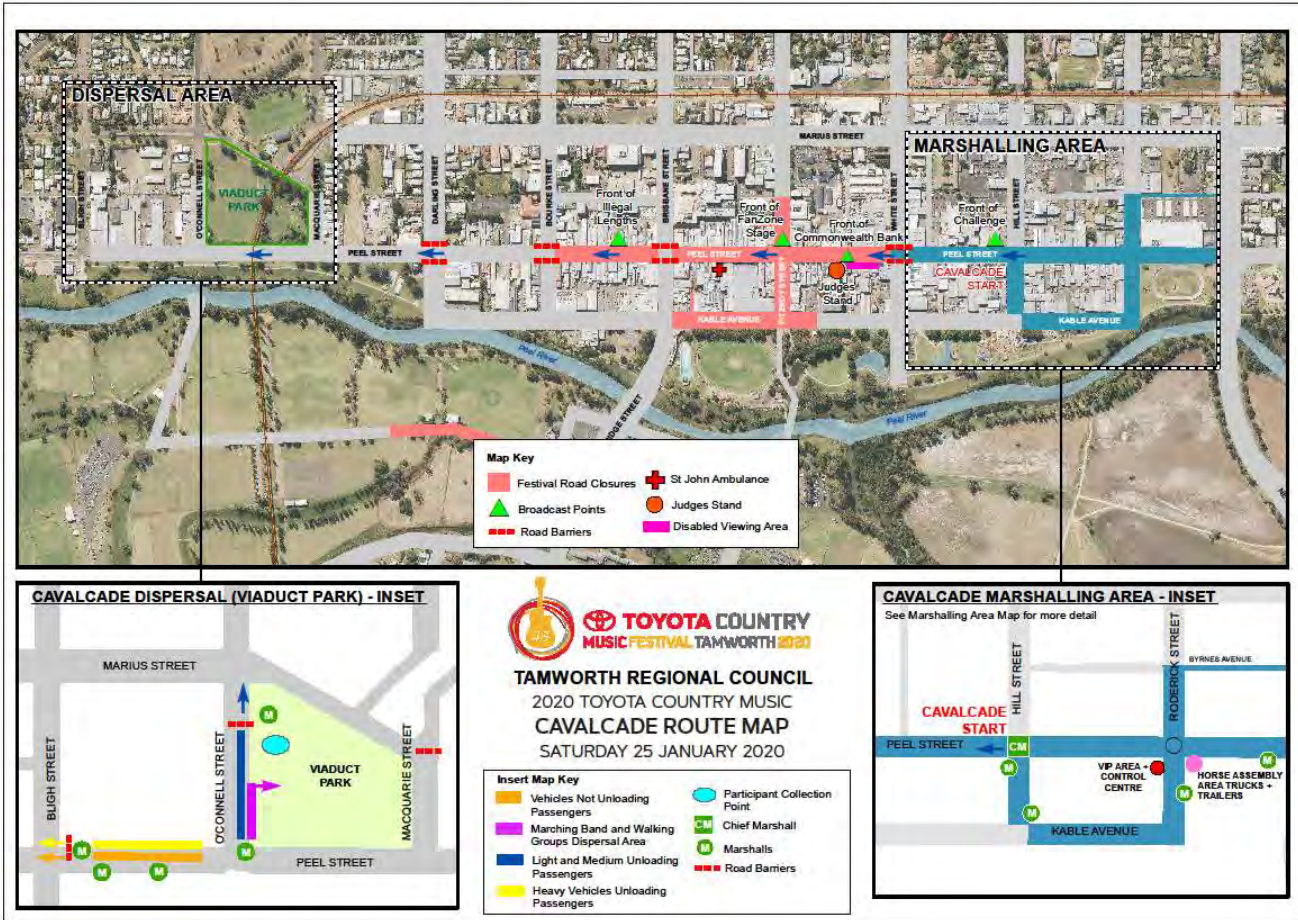
Commercial in confidence

© Amlec House Pty. Ltd. 2020

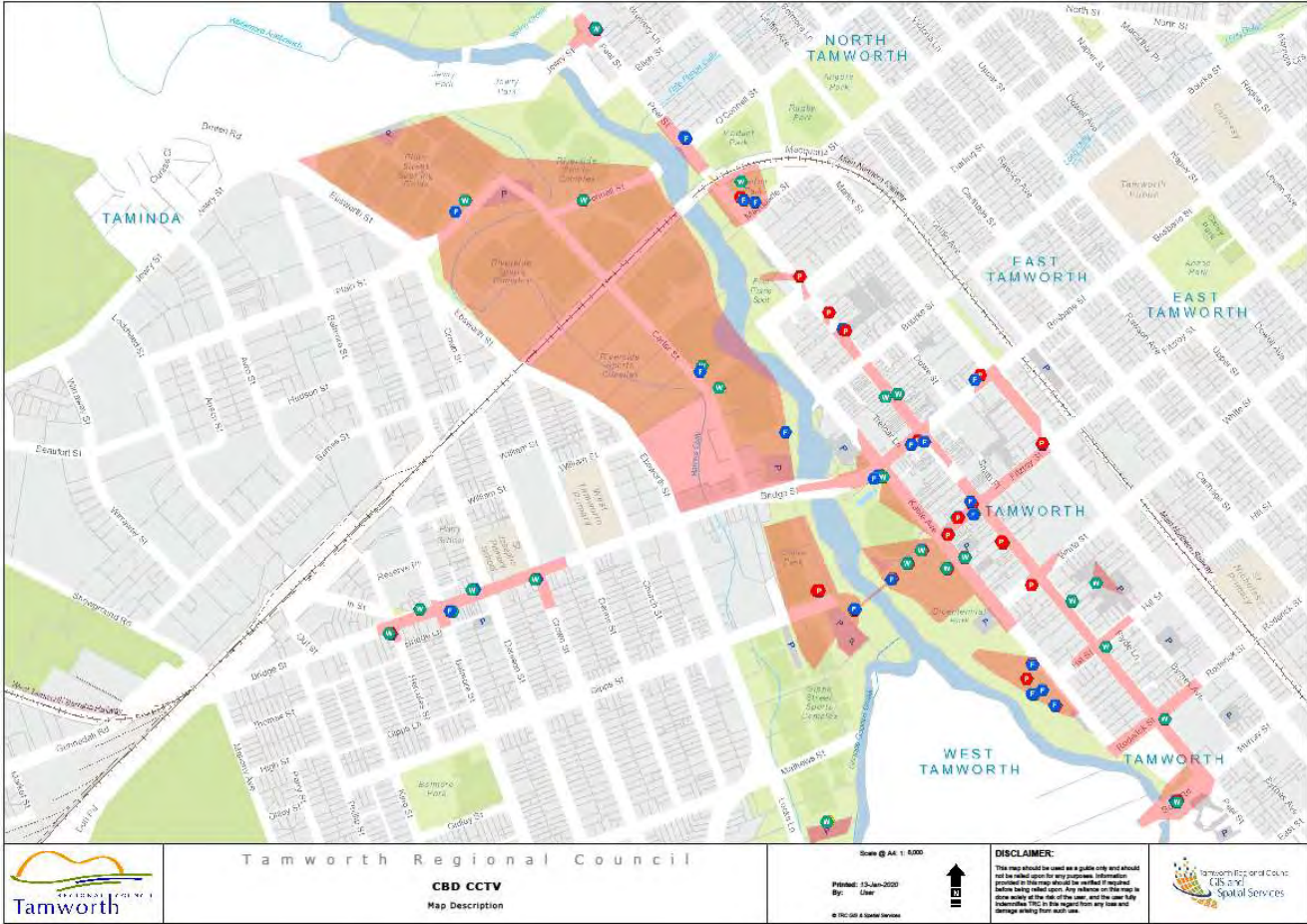
www.amlethouse.com

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ATTACHMENT A



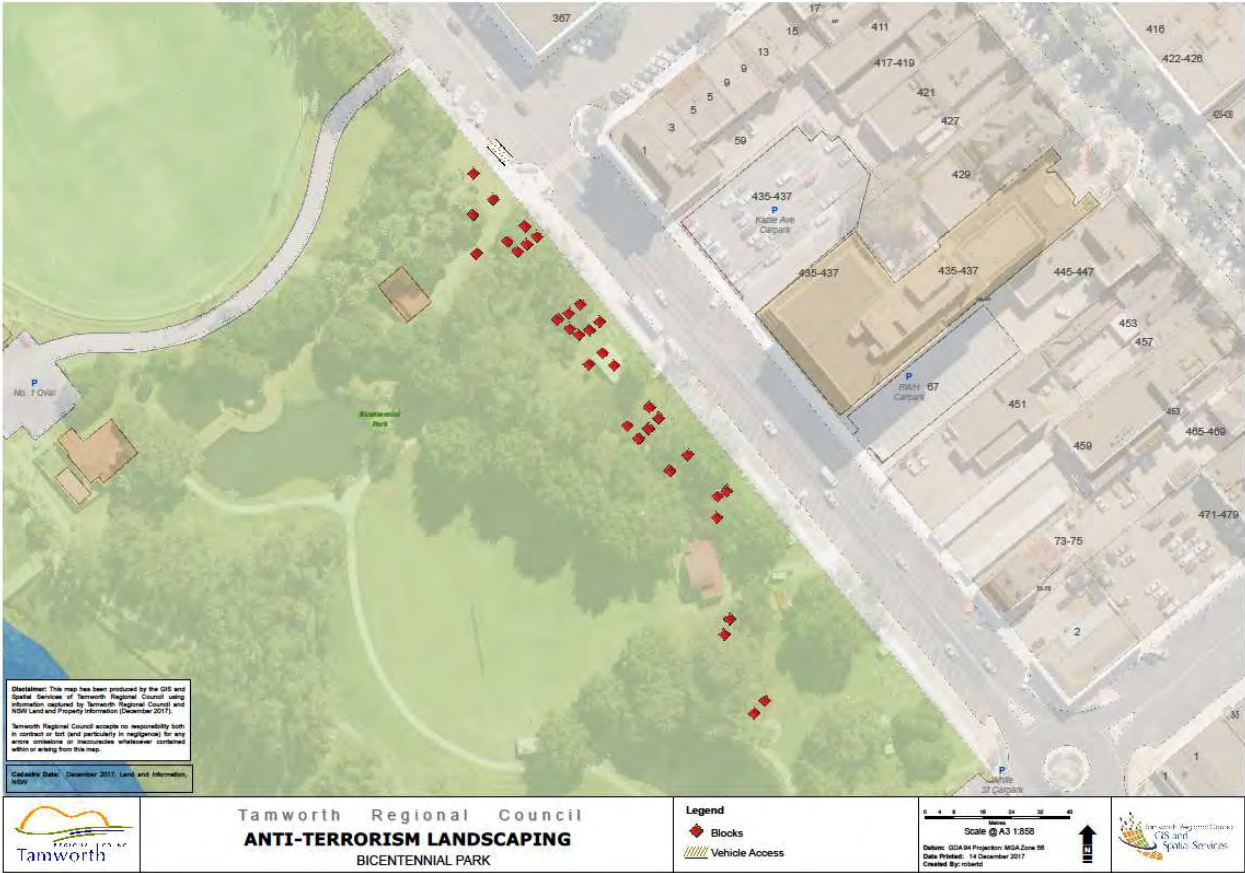
NOTES	
NOTES	
LEGEND	
<div> AMLEC HOUSE PTY LTD ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892</div>	
TITLE	
TCMF CAVALCADE ROUTE	
PROJECT	
TCMF HOSTILE VEHICLE MITIGATION	
DRAWN	DATE
C.C.	13/02/2020
STATUS	SCALE
ISSUED	NTS
DRAWING NO.	REVISION
TCMF - HVM - 001	V1.0



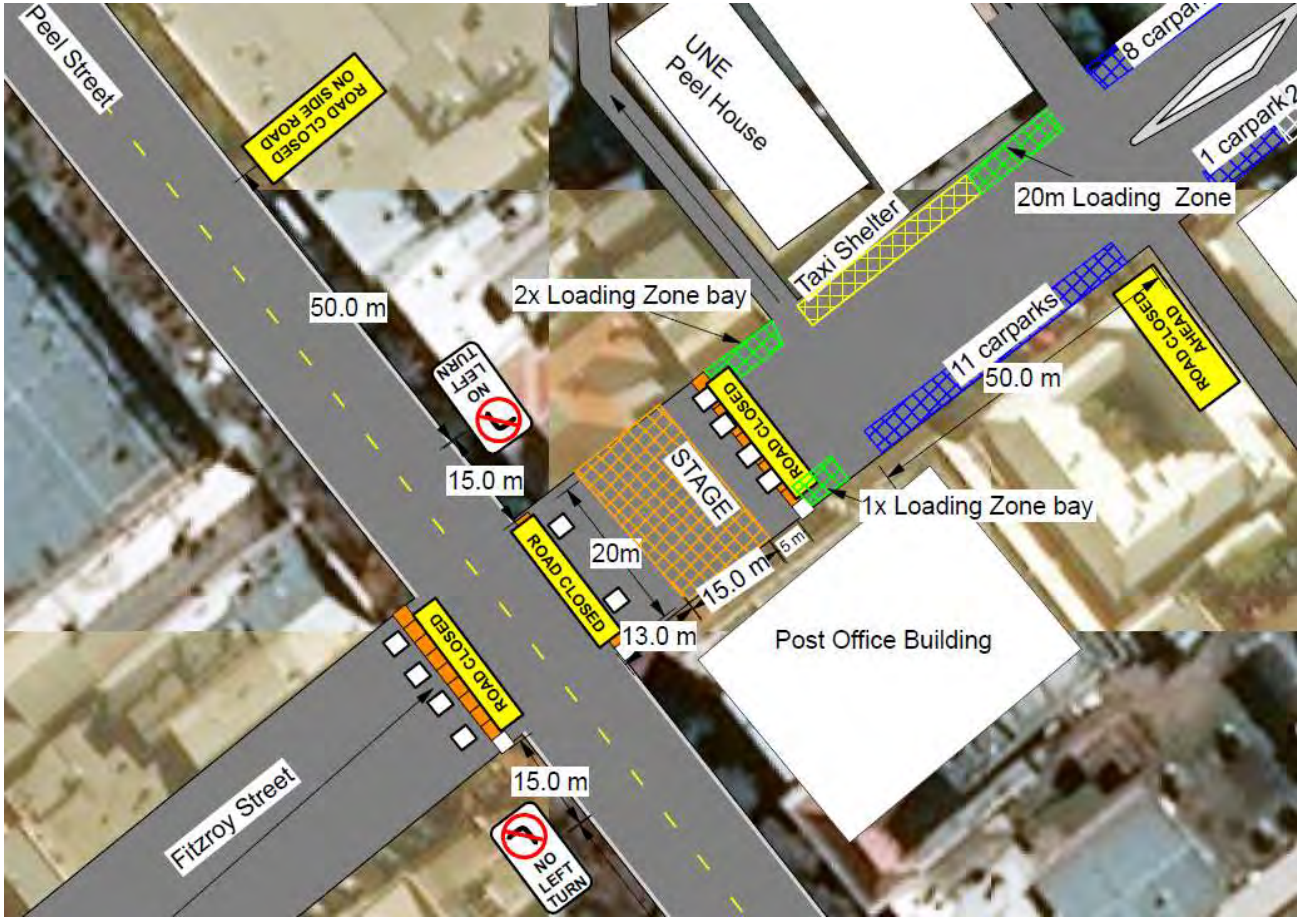
NOTES	
NOTES	
LEGEND	
 AMLEC HOUSE PTY LTD ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892	
TITLE TAMWORTH CCTV MAP	
PROJECT TCMF HOSTILE VEHICLE MITIGATION	
DRAWN C.C.	DATE 13/02/2020
STATUS ISSUED	SCALE NTS
DRAWING NO. TCMF - HVM - 002	REVISION V1.0




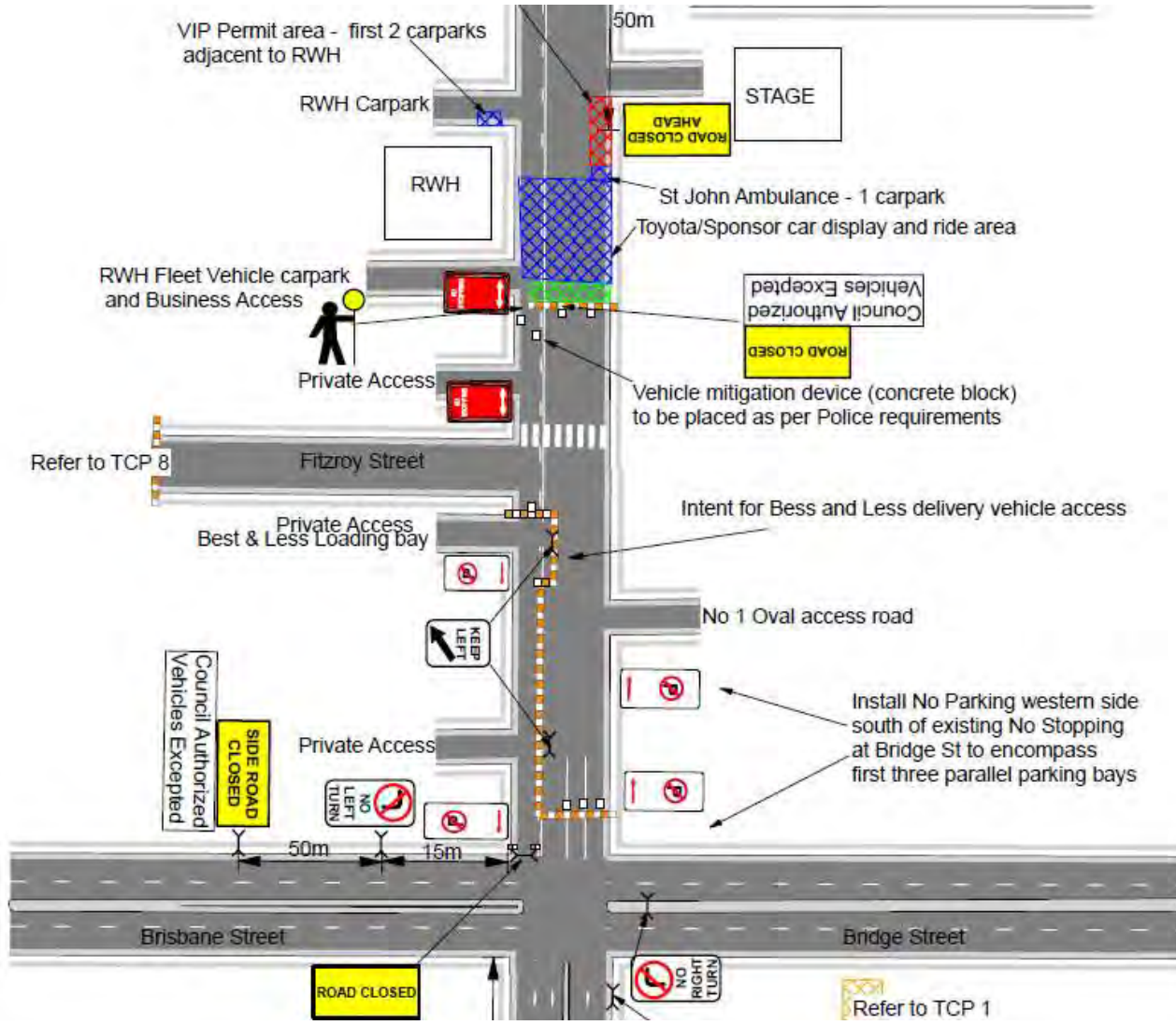
NOTES	
NOTES	
LEGEND	
<div> AMLEC HOUSE PTY LTD ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892</div>	
TITLE TCMF SECURITY OFFICER DEPLOYMENT MAP	
PROJECT TCMF HOSTILE VEHICLE MITIGATION	
DRAWN C.C.	DATE 13/02/2020
STATUS ISSUED	SCALE NTS
DRAWING NO. TCMF - HVM - 003	REVISION V1.0



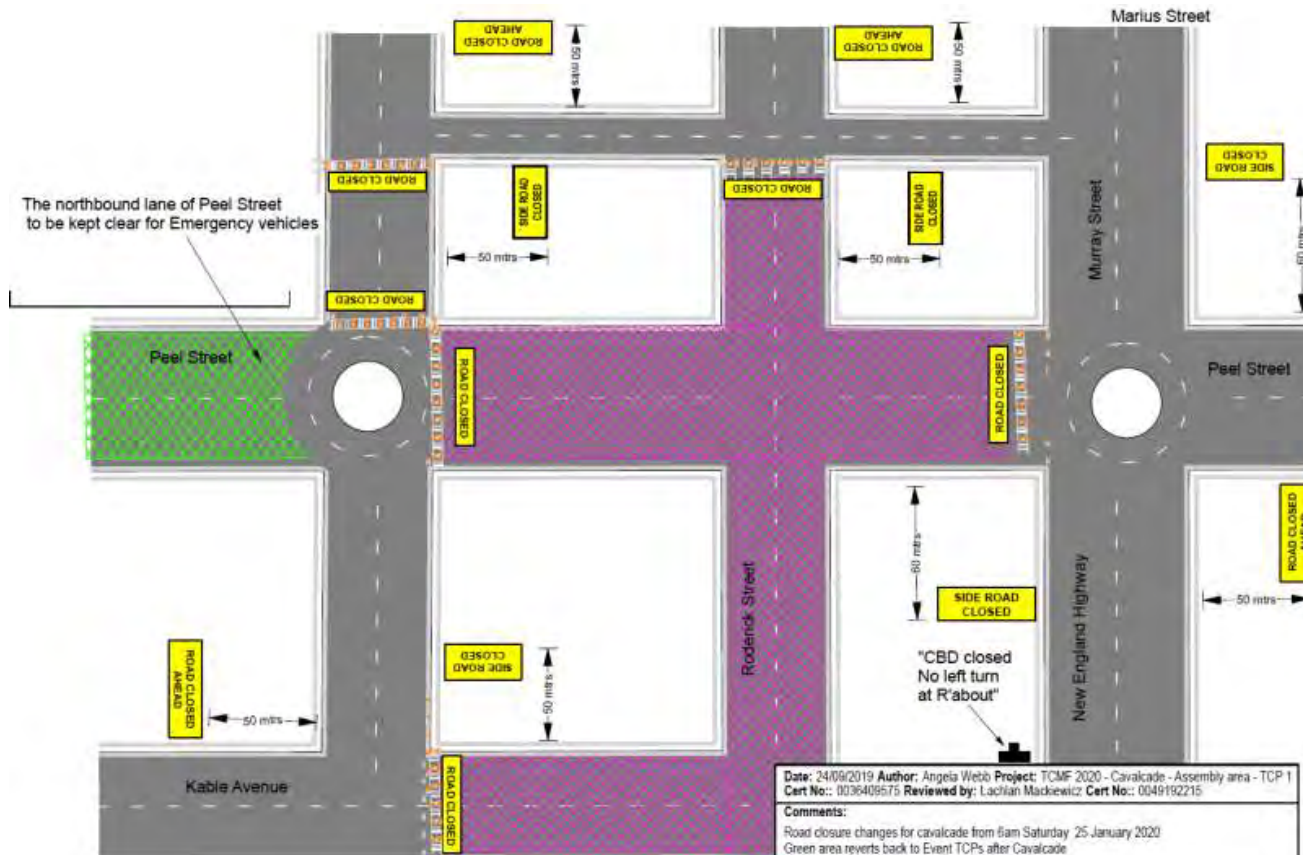
NOTES	
NOTES	
Refer to Attachment B for CPTED & Vehicle Barrier Comments	
Note use of the Term – Anti-Terrorism – suggests a Terrorist Threat – barriers observed are unlikely to restrict a motivated offender intent on using a vehicle as a weapon.	
LEGEND	
 AMLEC HOUSE PTY LTD ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892	
TITLE	
Bicentennial Park Vehicle Controls	
PROJECT	
TCMF HOSTILE VEHICLE MITIGATION	
DRAWN	DATE
C.C.	13/02/2020
STATUS	SCALE
ISSUED	NTS
DRAWING NO.	REVISION
TCMF – HVM - 004	V1.0



NOTES	
NOTES	
1. Identified as a vulnerable area Refer to TCMF Photographs 16 – 19 Cavalcade Photographs 52 - 55	
Note disparity of concrete blocks in plans but not applied	
LEGEND	
<div><div></div>Concrete block</div> <div><div></div>FANZONE</div> <div><div></div>Loading Zone</div> <div><div></div>Police carparks</div> <div><div></div>Stall holder Permit Parking Area</div> <div><div></div>Taxi Zone</div> <div><div></div>Water Filled Barrier</div>	
<div><div> AMLEC HOUSE PTY LTD ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892</div></div>	
TITLE Fitzroy street between Smith Place access to Peel Street	
PROJECT TCMF HOSTILE VEHICLE MITIGATION	
DRAWN C.C.	DATE 13/02/2020
STATUS ISSUED	SCALE NTS
DRAWING NO. TCMF - HVM - 005	REVISION V1.0



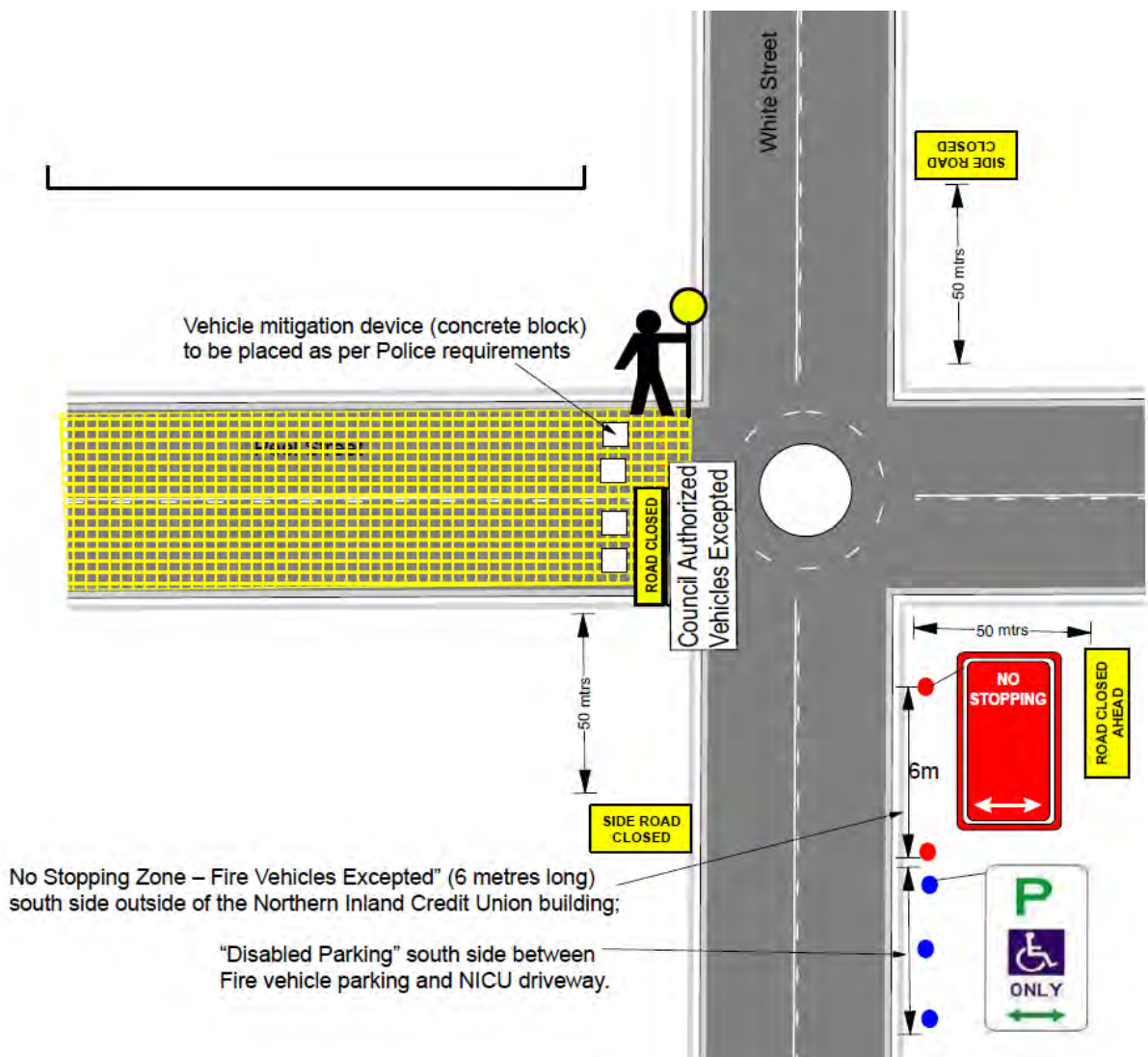
NOTES	
NOTES	
1. Identified as a vulnerable area Refer to Photographs 6 – 10	
LEGEND	
<div>Concrete block</div> <div>FANZONE</div> <div>Loading Zone</div> <div>Police carparks</div> <div>Stall holder Permit Parking Area</div> <div>Taxi Zone</div> <div>Water Filled Barrier</div> <div>Traffic Marshall / Security</div>	
<div> AMLEC HOUSE PTY LTD ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892</div>	
TITLE Kable Ave Road Closure Brisbane to White Street	
PROJECT TCMF HOSTILE VEHICLE MITIGATION	
DRAWN C.C.	DATE 13/02/2020
STATUS ISSUED	SCALE NTS
DRAWING NO. TCMF - HVM - 006	REVISION V1.0



Date: 24/09/2019 Author: Angela Webb Project: TCMF 2020 - Cavalcade - Assembly area - TCP 1
Cert No.: 0036408575 Reviewed by: Lachlan Mackiewicz Cert No.: 0049192215

Comments:
Road closure changes for cavalcade from 8am Saturday 25 January 2020
Green area reverts back to Event TCPs after Cavalcade

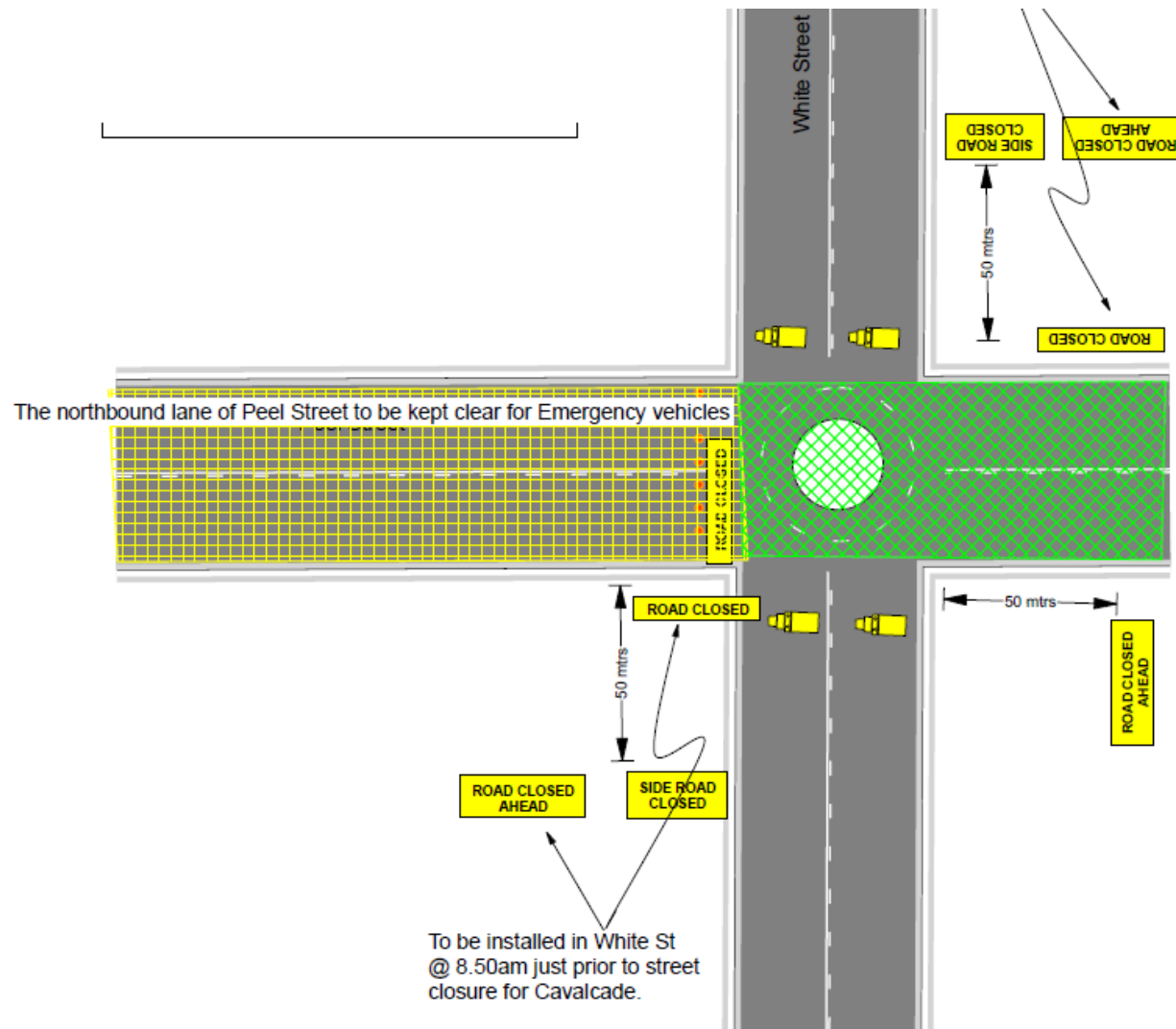
NOTES	
Identified as a vulnerable area. Refer to Photographs 27 – 41.	
LEGEND	
	Concrete block
	FANZONE
	Loading Zone
	Police carparks
	Stall holder Permit Parking Area
	Taxi Zone
	Water Filled Barrier
	Traffic Marshall / Security
 AMLEC HOUSE PTY LTD <small>ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892</small>	
TITLE	
TCMF 2020 Cavalcade Assembly area (TCP 1)	
PROJECT	
TCMF HOSTILE VEHICLE MITIGATION	
DRAWN	DATE
C.C.	13/02/2020
STATUS	SCALE
ISS/ID	NTS
DRAWING NO.	REVISION
TCMF – HVM- 007	V1.0



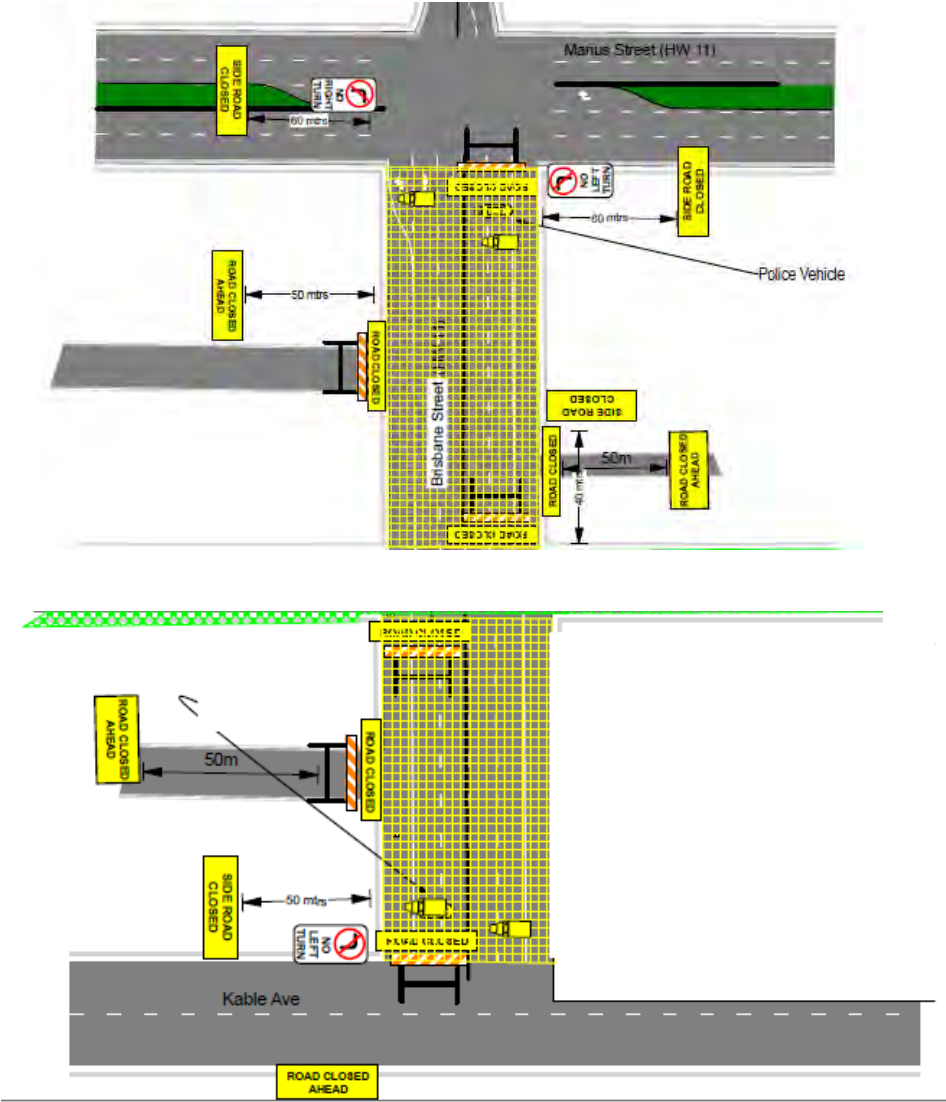
No Stopping Zone – Fire Vehicles Excepted" (6 metres long) south side outside of the Northern Inland Credit Union building;

"Disabled Parking" south side between Fire vehicle parking and NICU driveway.

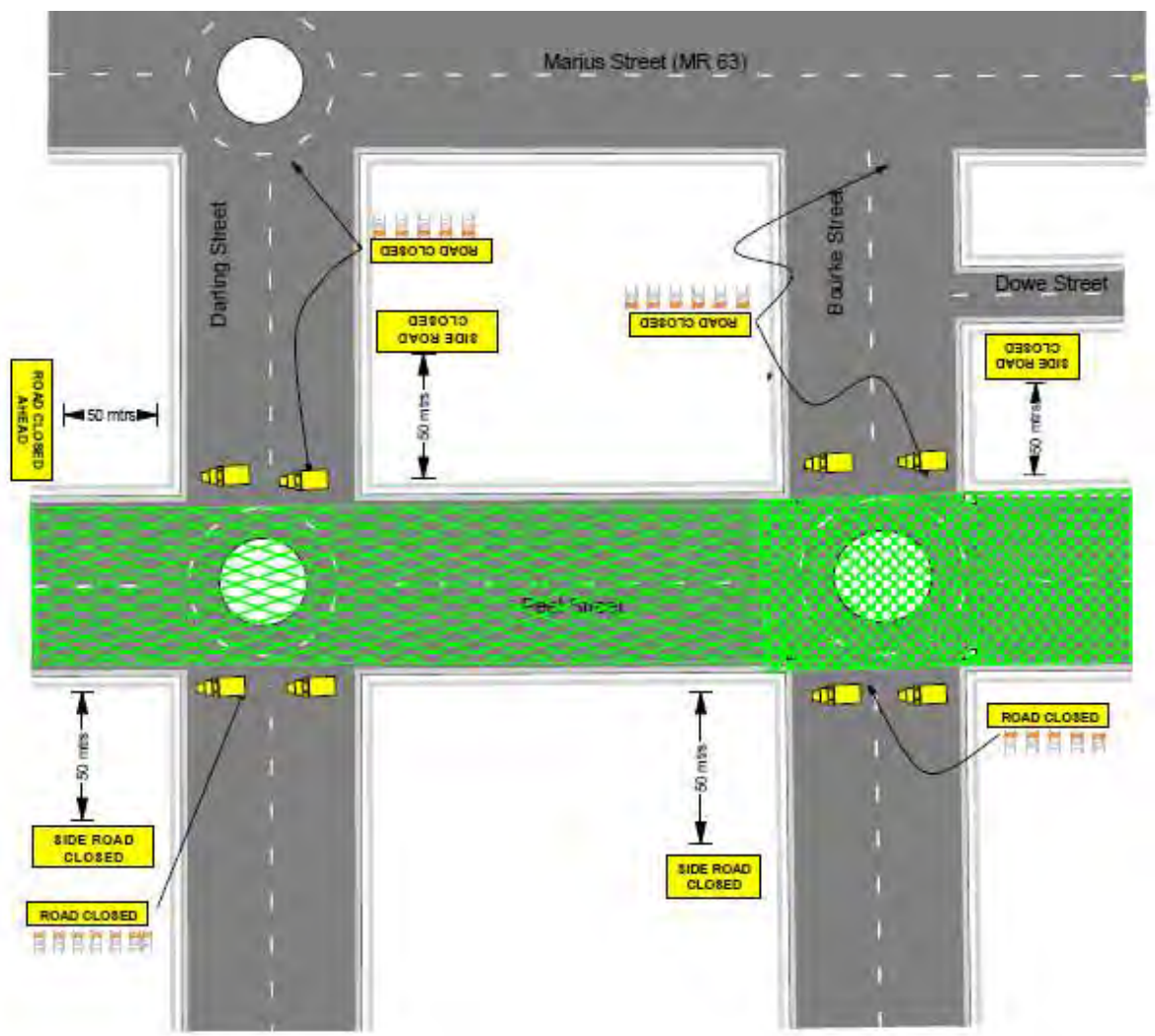
NOTES	
Identified as a vulnerable area: Refer to Photographs 22 – 26 Cavalcade Photographs – 42 - 51	
LEGEND	
<div>Concrete block</div> <div>FANZONE</div> <div>Loading Zone</div> <div>Police carparks</div> <div>Stall holder Permit Parking Area</div> <div>Taxi Zone</div> <div>Water Filled Barrier</div> <div>Traffic Marshall / Security</div>	
<div> AMLEC HOUSE PTY LTD ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892</div>	
TITLE Peel Street Road Closure at White Street (TCP 10)	
PROJECT TCMF HOSTILE VEHICLE MITIGATION	
DRAWN C.C.	DATE 13/02/2020
STATUS ISSUED	SCALE NTS
DRAWING NO. TCMF – HVM - 008	REVISION V1.0



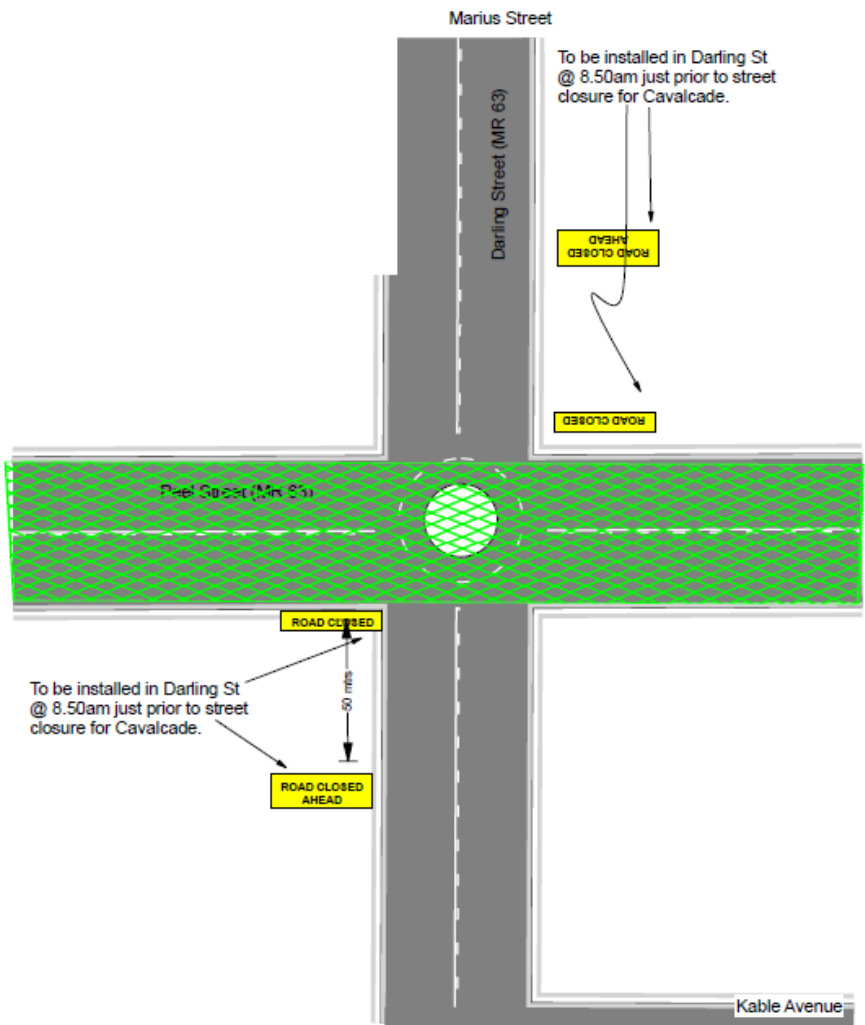
NOTES	
<p>1. Disparity between drawing and vehicle controls installed</p> <p>Identified as a vulnerable area: Refer to Photographs 22 – 26</p> <p>Cavalcade Photographs – 42 - 51</p>	
LEGEND	
 Concrete block  FANZONE  Loading Zone  Police car parks  Stall holder Permit Parking Area  Taxi Zone  Water Filled Barrier  Traffic Marshall / Security  Council Truck	
 <p>AMLEC HOUSE PTY LTD</p> <p>ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892</p>	
TITLE	
TCMF 2020 Cavalcade: Peel St closed at White St (TCP 2)	
PROJECT	
TCMF HOSTILE VEHICLE MITIGATION	
DRAWN	DATE
C.C.	13/02/2020
STATUS	SCALE
ISS/ID	NTS
DRAWING NO.	REVISION
TCMF – HWM- 009	V1.0



NOTES	
NOTES	
1. Disparity between drawing and vehicle controls installed	
2. Identified as a vulnerable area – Refer to Photographs 11 – 14	
Cavalcade Photographs 56 - 65	
LEGEND	
	Council Truck
 AMLEC HOUSE PTY LTD ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892	
TITLE Cavalcade Peel St at Brisbane St (TCP 3)	
PROJECT TCMF HOSTILE VEHICLE MITIGATION	
DRAWN C.C.	DATE 13/02/2020
STATUS ISSUED	SCALE NTS
DRAWING NO. TCMF - HVM - 010	REVISION V1.0



NOTES	
NOTES	
1. Disparity between drawing and vehicle controls installed Refer to Photographs 66 - 74	
LEGEND	
 Council Truck (Note 1)	
 AMLEC HOUSE PTY LTD ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892	
TITLE Cavalcade: Bourke St to Darling St (TCP 4)	
PROJECT TCMF HOSTILE VEHICLE MITIGATION	
DRAWN C.C.	DATE 13/02/2020
STATUS ISSUED	SCALE NTS
DRAWING NO. TCMF - HVM - 011	REVISION V1.0



NOTES	
Refer to Photographs 66 - 74	
LEGEND	
<div> AMLEC HOUSE PTY LTD ABN: 95 112 289 719 WA Security & Inquiry Agent Licence: 22892</div>	
TITLE Cavalcade: Kable Peel St at Darling Street Avenue (TCP 5)	
PROJECT TCMF HOSTILE VEHICLE MITIGATION	
DRAWN C.C.	DATE 13/02/2020
STATUS ISSUED	SCALE NTS
DRAWING NO. TCMF - HVM - 012	REVISION V1.0

Tamworth Country Music Festival 2020 Vehicle Mitigation & Controls

Photographs by Chris Cubbage, Amlec House

Kable Avenue



Kable Avenue – View West to Fitzroy Street



Kable Avenue – View East to White Street

Bicentennial Park



View South East from Kable Ave - Bicentennial Park



View South West from Kable Ave - Bicentennial Park

Bicentennial Park / Kable Avenue



View South from Kable Ave - Bicentennial Park



View East on Kable Ave from Fitzroy Street

Kable Avenue & Fitzroy Street



View North on Fitzroy Street from Kable Ave



View West on Kable Ave from Fitzroy Street

Kable Avenue



View West on Kable Ave



View East on Kable Ave

Kable Avenue



View West on Kable Ave towards Brisbane Street

Unsecured Barriers on Kable Avenue

Kable Avenue



View East on Kable Ave from Brisbane Street



View East on Kable Ave from Brisbane Street

Kable Avenue & Brisbane Street



View East on Brisbane Street to Kable Ave



View to Brisbane Street on Kable Ave

Kable Avenue & Brisbane Street



View North on Brisbane Street from Kable Ave



View South on Brisbane Street from Kable Ave

Peel Street & Brisbane Street



View West on Peel Street to Brisbane Street



View South on Peel Street to Brisbane Street

Peel Street & Brisbane Street



View East (north west side) on Brisbane Street to Peel Street



View East (south west side) on Brisbane Street to Peel Street

Peel Street & Brisbane Street



View South on Brisbane Street from Peel Street



View south on Brisbane Street from Peel Street

Peel Street & Brisbane Street



View West on Peel Street to Brisbane Street



View West on Peel Street across Brisbane Street

Peel Street



View West on Peel Street towards Brisbane Street



View West on Peel Street from Fitzroy Street towards White Street

Fitzroy Street



View South on Fitzroy Street towards Peel Street (rear of stage)



View South on Fitzroy Street towards Peel Street

Fitzroy Street



View north on Fitzroy Street – footpath beside stage



View north on Fitzroy Street – footpath beside stage

Fitzroy Street



View south on Fitzroy Street – footpath beside stage



View south east on Fitzroy Street – footpath beside stage

Fitzroy Street



View north on Fitzroy Street – footpath beside stage



View west on Fitzroy Street – rear of stage

Fitzroy Street & Peel Street



View South on Fitzroy Street from Peel Street

Fitzroy Street & Peel Street



View East on Peel Street towards White Street



View East on Peel Street across Fitzroy street

Peel Street & White Street



View East on Peel Street towards White Street



View East on Peel Street towards White Street

Peel Street & White Street



View East on Peel Street towards White Street



View north to Peel Street on White Street

Peel Street & White Street



View west on Peel Street from White Street (south side)



View west on Peel Street from White Street (north side)

Peel Street & White Street



View north on White Street from Peel Street



View south on White Street towards Peel Street (west side)

Peel Street & White Street



View West on Peel Street from White Street



View East on Peel Street towards White Street

Cavalcade 2020



View west on Peel Street from New England Highway



View east on Peel Street towards New England Highway

Peel Street & New England Highway



View west on Peel Street from New England Highway



View west on Peel Street from New England Highway

Peel Street



Waste Truck observed unattended and running – Peel Street



Waste Truck observed unattended and running – Peel Street

Peel Street & New England Highway



View east on Peel Street towards New England Highway



View east on Peel Street towards New England Highway

Peel Street & Roderick Street



View south on Peel Street towards Roderick Street

Peel Street & Roderick Street



View north on Roderick Street from Peel Street



View east on Peel Street from Hill Street

Peel Street & Hill Street



View east on Peel Street and Hill Street (north west corner)



Start of Cavalcade – Event Manager at Peel Street and Hill Street

Peel Street & Hill Street



View south on Hill Street from Peel Street



View south on Hill Street towards Peel Street

Peel Street & Hill Street



View south on Hill Street towards Peel Street



View south on Hill Street towards Peel Street

Peel Street & Hill Street



View south on Hill Street towards Peel Street (vehicle issue observed)



View south on Hill Street towards Peel Street

Peel Street & Hill Street



View west on Peel Street of crowd



View west on Peel Street of crowd

Peel Street & Hill Street



View west on Peel Street from Hill Street



Image of PVC fencing

Peel Street & Hill Street



View north on Hill Street to Peel Street



View north on Hill Street to Peel Street

Peel Street & Hill Street



View north on Hill Street to Peel Street



View north on Hill Street to Peel Street

Peel Street & Hill Street



Rear of Cavalcade – Waste vehicle



Rear of Cavalcade – Ambulance

Peel Street & White Street



View north east on White Street and Peel Street



View north on White Street from Peel Street

Peel Street & White Street



View south on White Street from Peel Street



View south on White Street from Peel Street

Peel Street & White Street



View north on White Street towards Peel Street



View north on White Street towards Peel Street

Peel Street & White Street



View north west on White Street towards Peel Street



View west from White Street on Peel Street

Peel Street & White Street



View west from White Street on Peel Street



View west from White Street on Peel Street

Peel Street & White Street



View west from White Street on Peel Street



View south on Peel Street to White Street

Peel Street & White Street



View south on Peel Street to White Street



View east on Peel Street to White Street

Peel Street & White Street



View west of crowd on Peel Street from White Street



View west of crowd on Peel Street from White Street

Peel Street & White Street



View west of crowd on Peel Street from White Street



View west of crowd on Peel Street from White Street (rear of Cavalcade)

Peel Street & White Street



View west of crowd on Peel Street between White & Fitzroy Street



View west of crowd on Peel Street between White & Fitzroy Street

Peel Street & Fitzroy Street



View west of crowd on Peel Street at Fitzroy Street



View south of crowd on Peel Street at Fitzroy Street

Peel Street & Fitzroy Street



View south of crowd on Peel Street at Fitzroy Street



View west of crowd on Peel Street at Fitzroy Street

Peel Street & Fitzroy Street



View east of crowd on Peel Street at Fitzroy Street



View west on Peel Street at Fitzroy Street

Peel Street & Fitzroy Street



View west on Peel Street towards Brisbane Street



View west on Peel Street towards Brisbane Street

Peel Street & Brisbane Street



View west on Peel Street towards Brisbane Street



View west on Peel Street towards Brisbane Street

Peel Street & Brisbane Street



View east on Peel Street from Brisbane Street



View west on Peel Street towards Brisbane Street

Peel Street & Brisbane Street



View west on Peel Street to Brisbane Street



View west on Peel Street to Brisbane Street

Peel Street & Brisbane Street



View south west on Peel Street to Brisbane Street



View north on Brisbane Street from Peel Street

Peel Street & Brisbane Street



View north on Brisbane Street from Peel Street



View south on Brisbane Street from Peel Street

Peel Street & Brisbane Street



View south on Brisbane Street from Peel Street



View south on Brisbane Street from Peel Street

Peel Street & Brisbane Street



View south on Brisbane Street from Peel Street



View west on Peel Street from Brisbane Street

Peel Street & Brisbane Street



View north on Brisbane Street from Peel Street



View south east on Peel Street to Brisbane Street

Peel Street & Brisbane Street



View south east on Peel Street to Brisbane Street



View west on Peel Street west of Brisbane Street

Peel Street & Brisbane Street



View west on Peel Street to Bourke Street



View west on Peel Street to Bourke Street

Peel Street & Bourke Street



View north west on Peel Street to Bourke Street



View north west on Peel Street to Bourke Street

Peel Street & Bourke Street



View east on Peel Street from Bourke Street



View south on Bourke Street from Peel Street

Peel Street & Bourke Street



View west on Peel Street from Bourke Street



View east on Peel Street from Bourke Street

Peel Street & Darling Street



View north on Darling Street from Peel Street



View north on Darling Street from Peel Street (vehicle traveling on wrong side of road)

Peel Street & Darling Street



View north on Darling Street from Peel Street (vehicle traveling on wrong side of road)



View west on Peel Street from Darling Street

Peel Street & Darling Street



View east on Peel Street towards Darling Street



View north on Peel Street to Darling Street

Peel Street & Darling Street



View north on Darling Street from Peel Street



View south on Darling Street from Peel Street

Peel Street & Darling Street



View south on Darling Street from Peel Street



View south on Darling Street from Peel Street

Peel Street & Darling Street



View west on Peel Street from Darling Street



View west on Peel Street from Darling Street

Sydney – Chinese New Year Harbour Street



Sydney – Chinese New Year Ultimo Road & Harbour Street



Sydney – Chinese New Year Ultimo Road & Quay Street



Sydney – Chinese New Year Ultimo Road & Quay Street



78

79

Sydney – Australia Day The Rocks



Argyle Street and Cumberland Street



George Street and Alfred Street

Sydney – Australia Day The Rocks



George Street and Alfred Street



George Street and Essex Street

Perth – Australia Day The Esplanade



Sample of Barriers Deployed

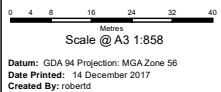
ATTACHMENT B



Tamworth Regional Council
ANTI -TERRORISM LANDSCAPING
BICENTENNIAL PARK

Legend

- Blocks
- Vehicle Access





CPTED OBSERVATIONS

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Territorial identity maximised with mural, plaque and waste bins

Social interaction supported with seating and opportunity for mixed activity

VEHICLE BARRIERS

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible through manoeuvre or by force.



**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Territorial identity maximised with waste bins for litter management

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible through manoeuvre or by force.



CPTED OBSERVATIONS

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

VEHICLE BARRIERS

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible through manoeuvre or by force.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.



CPTED OBSERVATIONS

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

VEHICLE BARRIERS

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access.
Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' vehicle access.

Subject to spans between barriers, vehicle access appears possible with limited manoeuvring or by force.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring or by force.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance -

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access.

**VEHICLE
BARRIERS**

Not apparent as to
the application or
position.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access.
Vehicle access possible with limited force.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

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Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
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Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring or by force.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access.
Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Body of water provides a natural barrier

**CPTED
OBSERVATIONS**

Limited lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.



**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Trees provide a natural barrier

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.



**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.





**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance

Limited natural access control to guide pedestrian use

**VEHICLE
BARRIERS**

Appears an area where a vehicle can pass through at speed.



**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Subject to spans between barriers, vehicle access appears possible with limited manoeuvring.

**CPTED
OBSERVATIONS**

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

**VEHICLE
BARRIERS**

Appears appropriate to 'deter' and 'direct' vehicle access. Barrier controls subject to water levels.



CPTED OBSERVATIONS

Appropriate lines of sight and lighting systems for natural surveillance - CCTV observed for additional electronic surveillance (NOTE: CCTV signage not observed)

Appropriate natural access control to guide pedestrian use

Social interaction supported with seating and opportunity for mixed activity

VEHICLE BARRIERS

Appears appropriate to 'deter' and 'direct' vehicle access. Barrier controls subject to water levels.

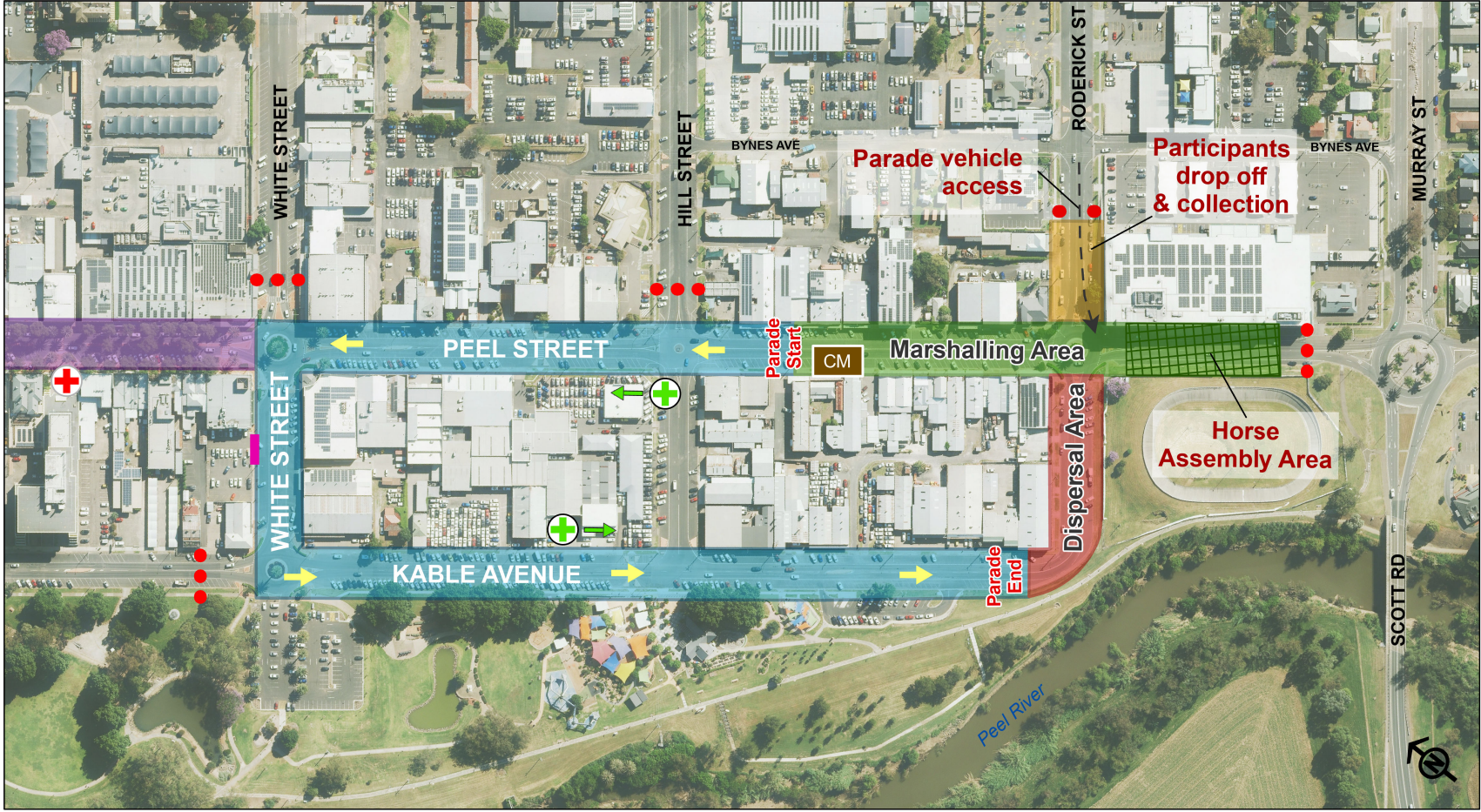


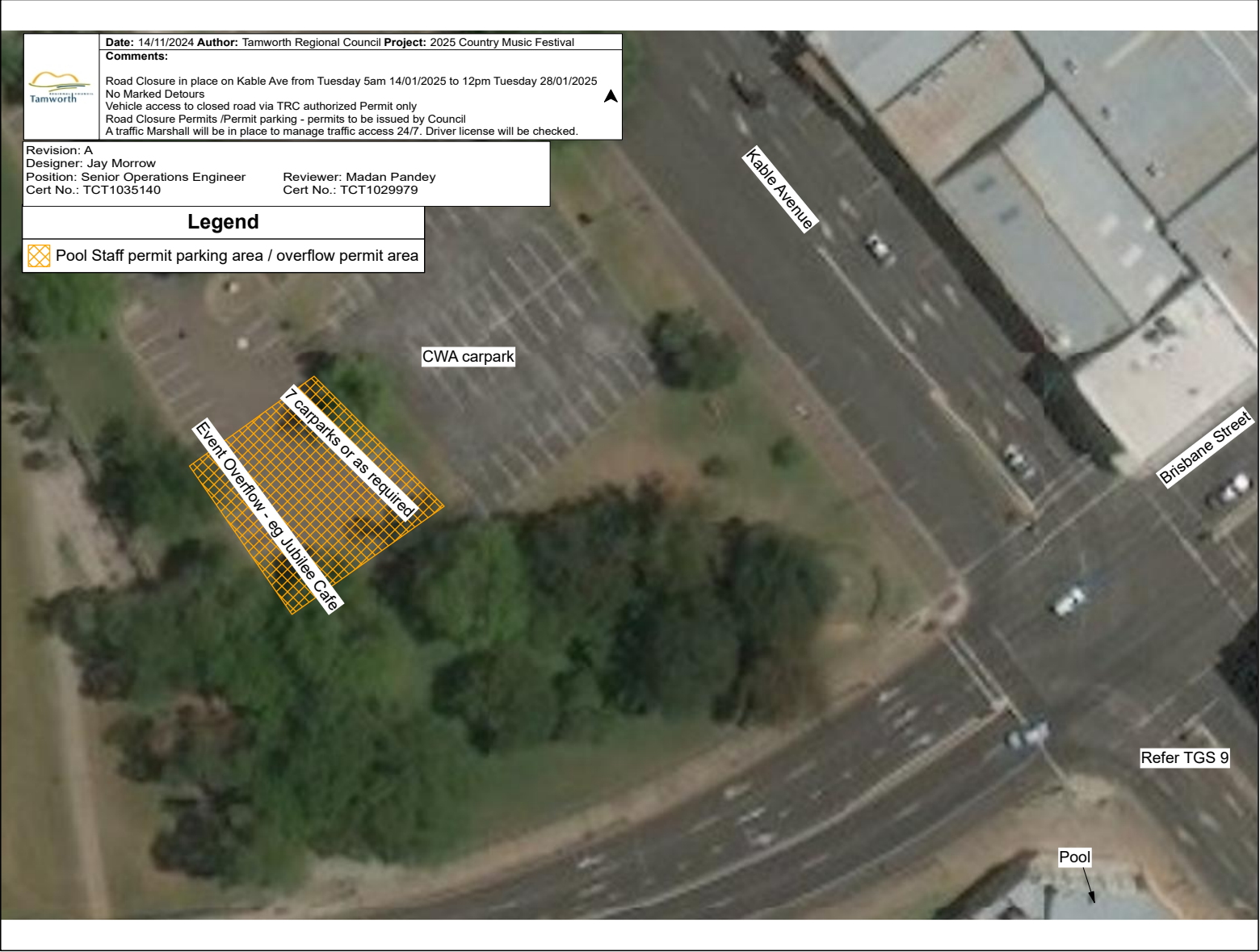
COUNTRY MUSIC PARADE ROUTE MAP

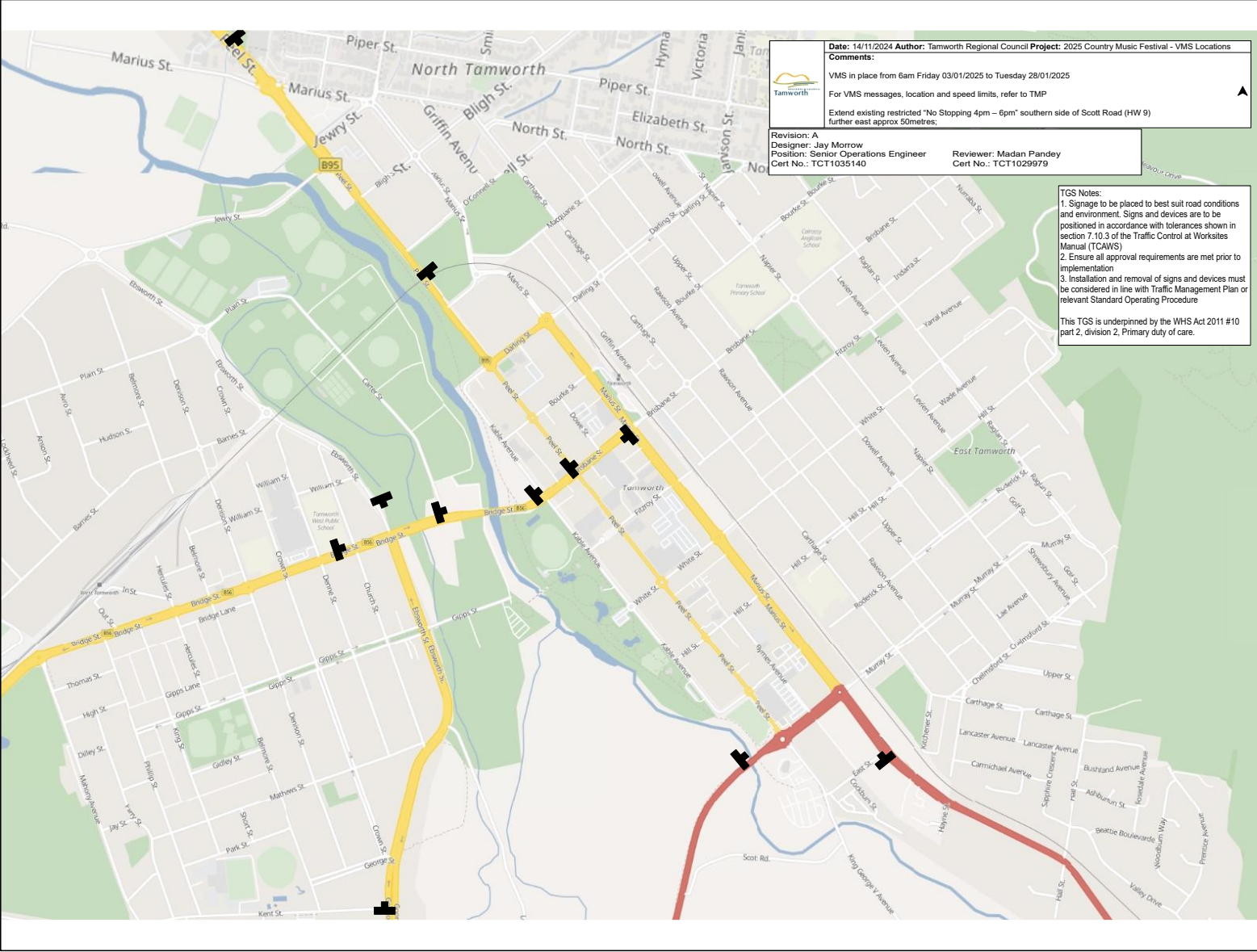
SATURDAY 25 JANUARY 2025

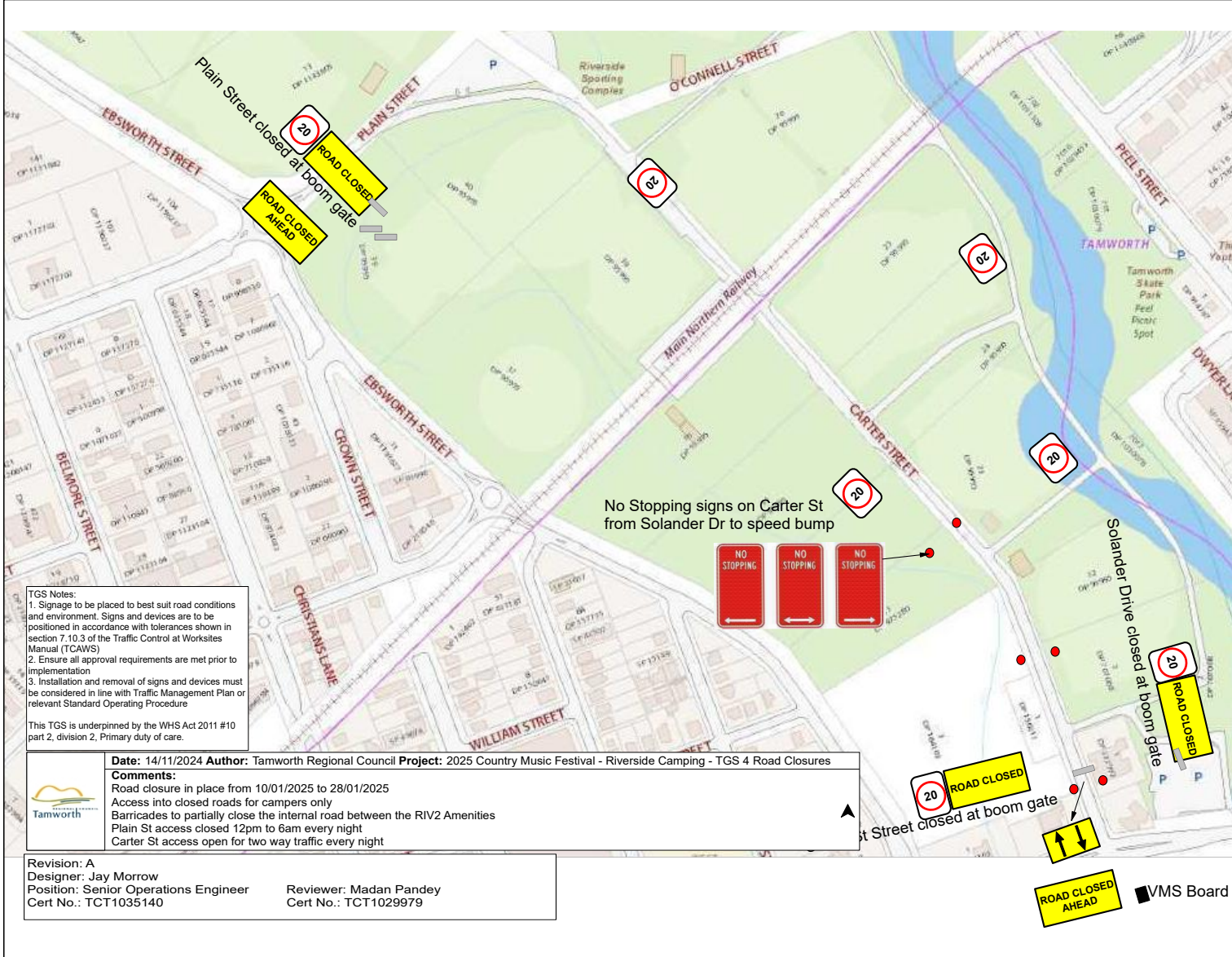
Legend

First-Aid Station	Road Barrier	Parade Route
Mobile First-Aid	Participant drop off & collection	Festival Precinct Road Closure
Chief Marshal	Marshalling Area	Horse Assembly Area
Accessible Viewing Area	Dispersal Area	

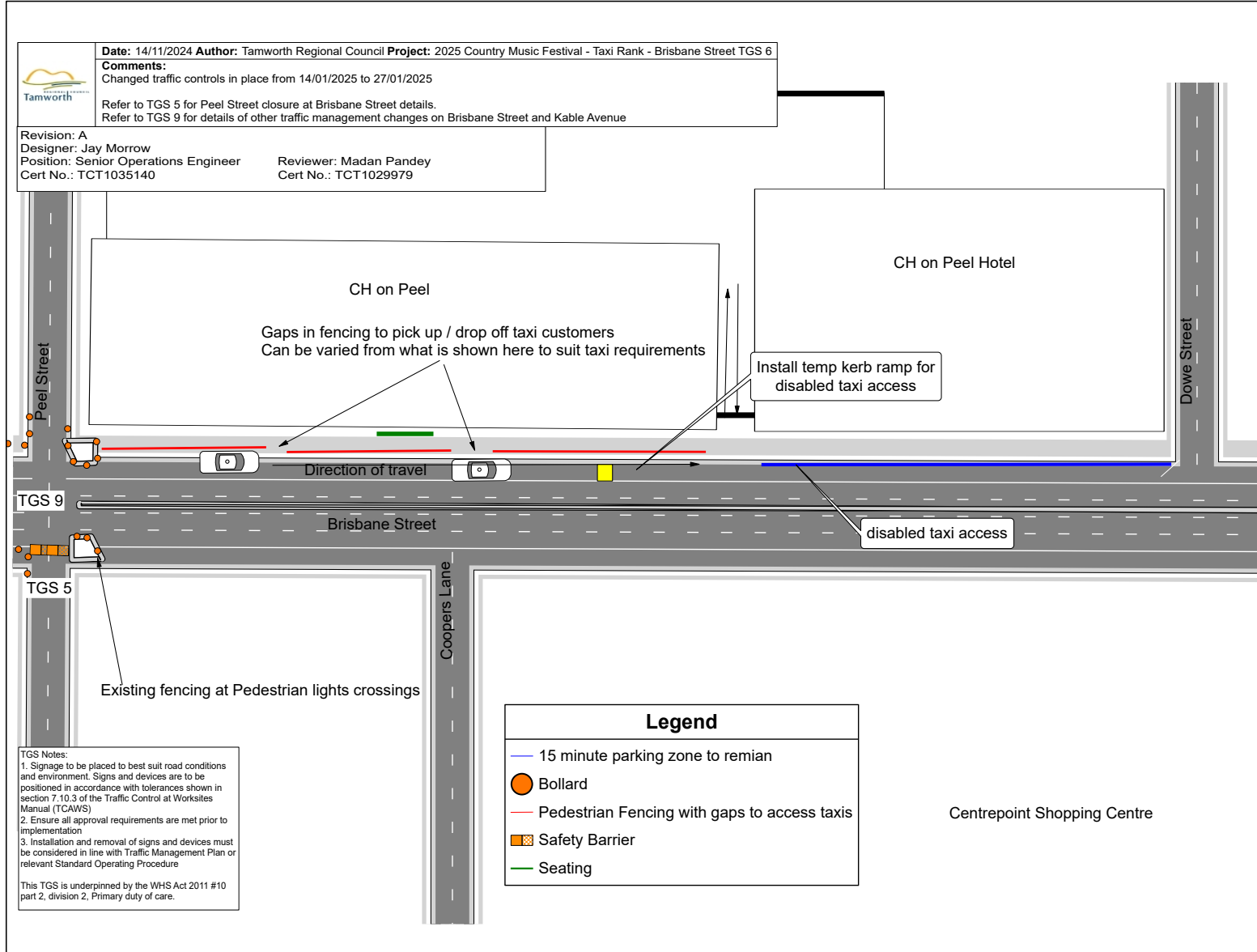


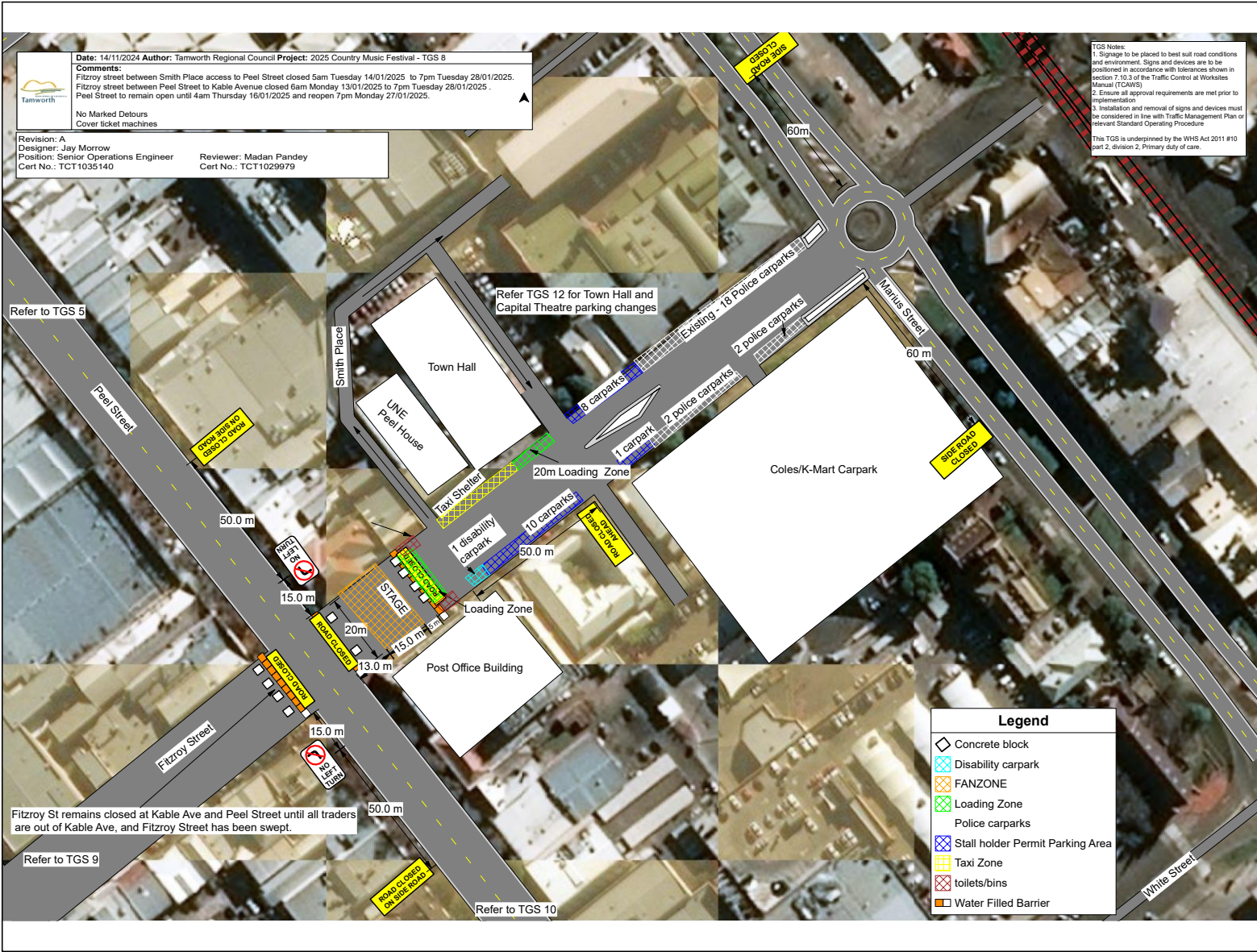


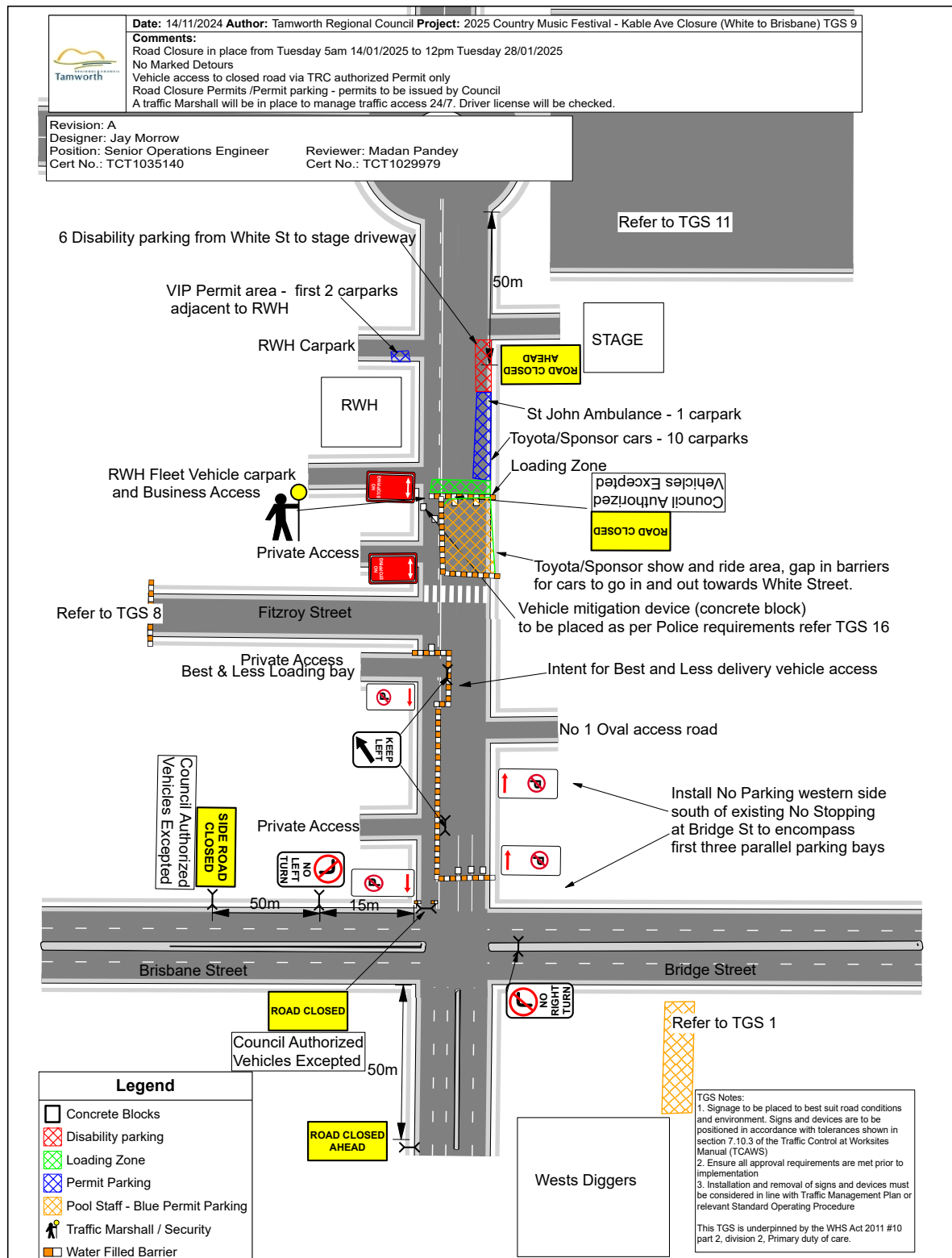














Date: 14/11/2024 **Author:** Tamworth Regional Council **Project:** 2025 Country Music Festival - Peel Street Road Closure at White Street TGS 10

Comments:

Comments:
Road Closure in place from 4pm Wednesday 15/01/2025 to 7:00pm Monday 27/01/2025
No Marked Detours
Vehicle access to closed road via TRC authorized Permit

Revision: A

Revision: A
Designer: Jay Morrow

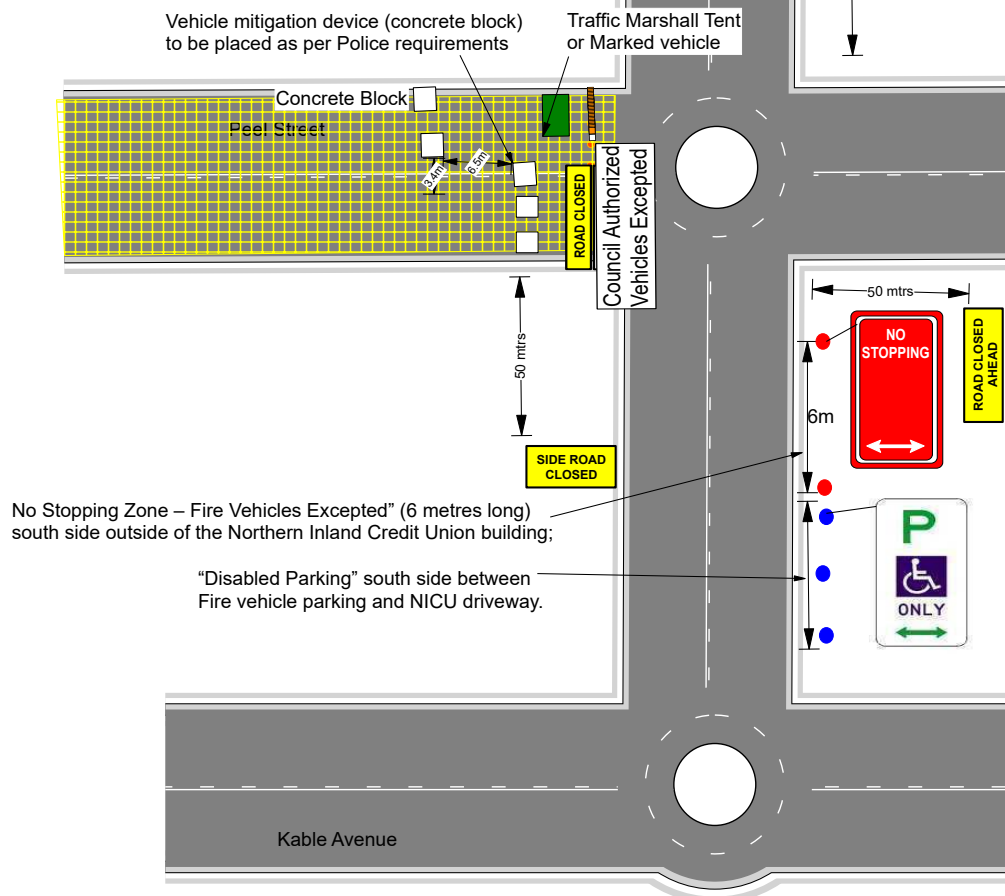
Position: Senior Operations Engineer
Cert No.: TCT1035140

Reviewer: Madan Pandey
Cert No.: TCT1029979

TGS Notes:

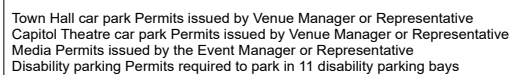
1. Signage to be placed to best suit road conditions and environment. Signs and devices are to be positioned in accordance with tolerances shown in section 7.10.3 of the Traffic Control at Worksites Manual (TCAWS)
2. Ensure all approval requirements are met prior to implementation
3. Installation and removal of signs and devices must be considered in line with Traffic Management Plan or relevant Standard Operating Procedure

This TGS is underpinned by the WHS Act 2011 #10 part 2, division 2, Primary duty of care.





Comments:
Permits in place from Tuesday 14/01/2025 to Tuesday 28/01/2025.
Signs to be installed indicating the Permit zones.

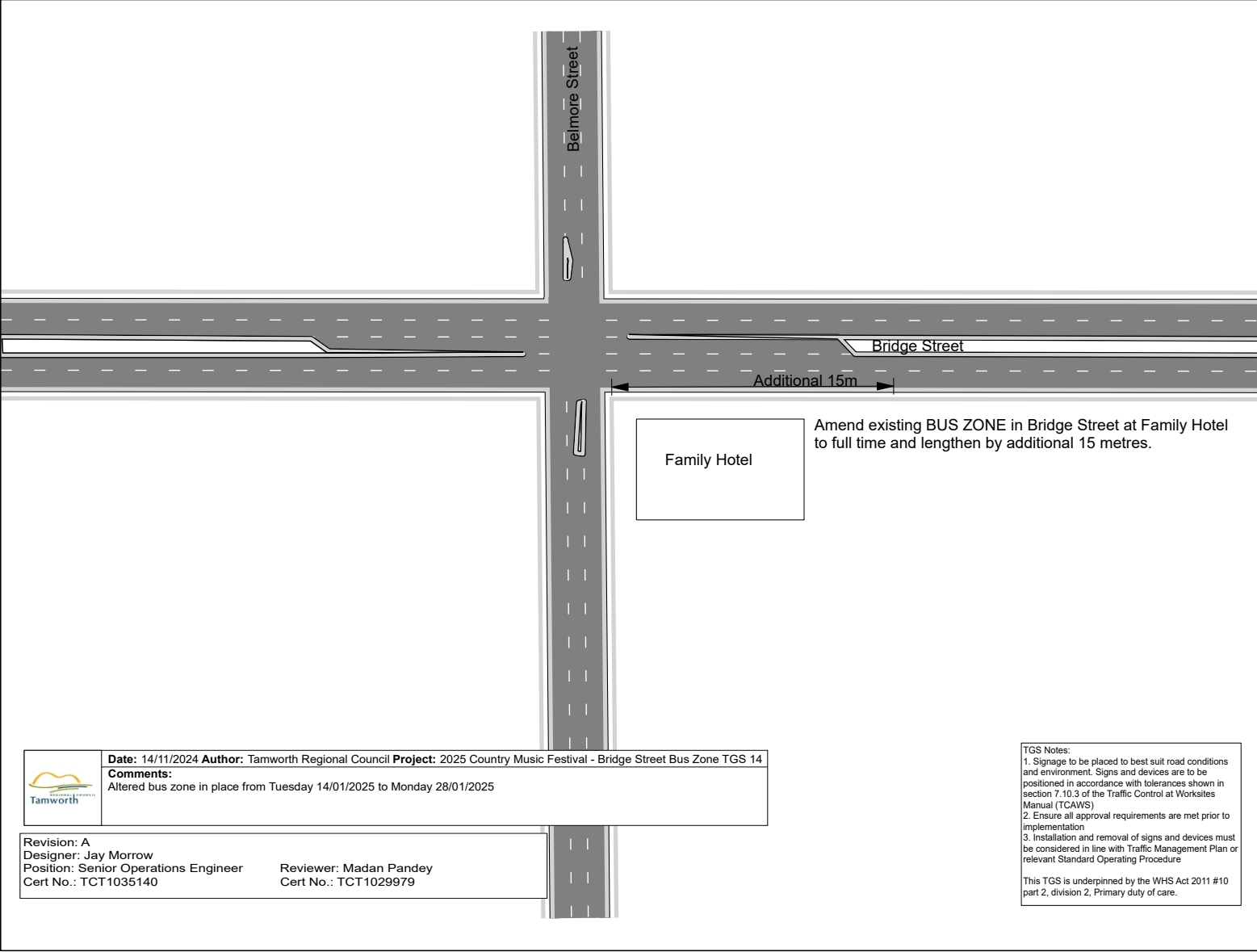


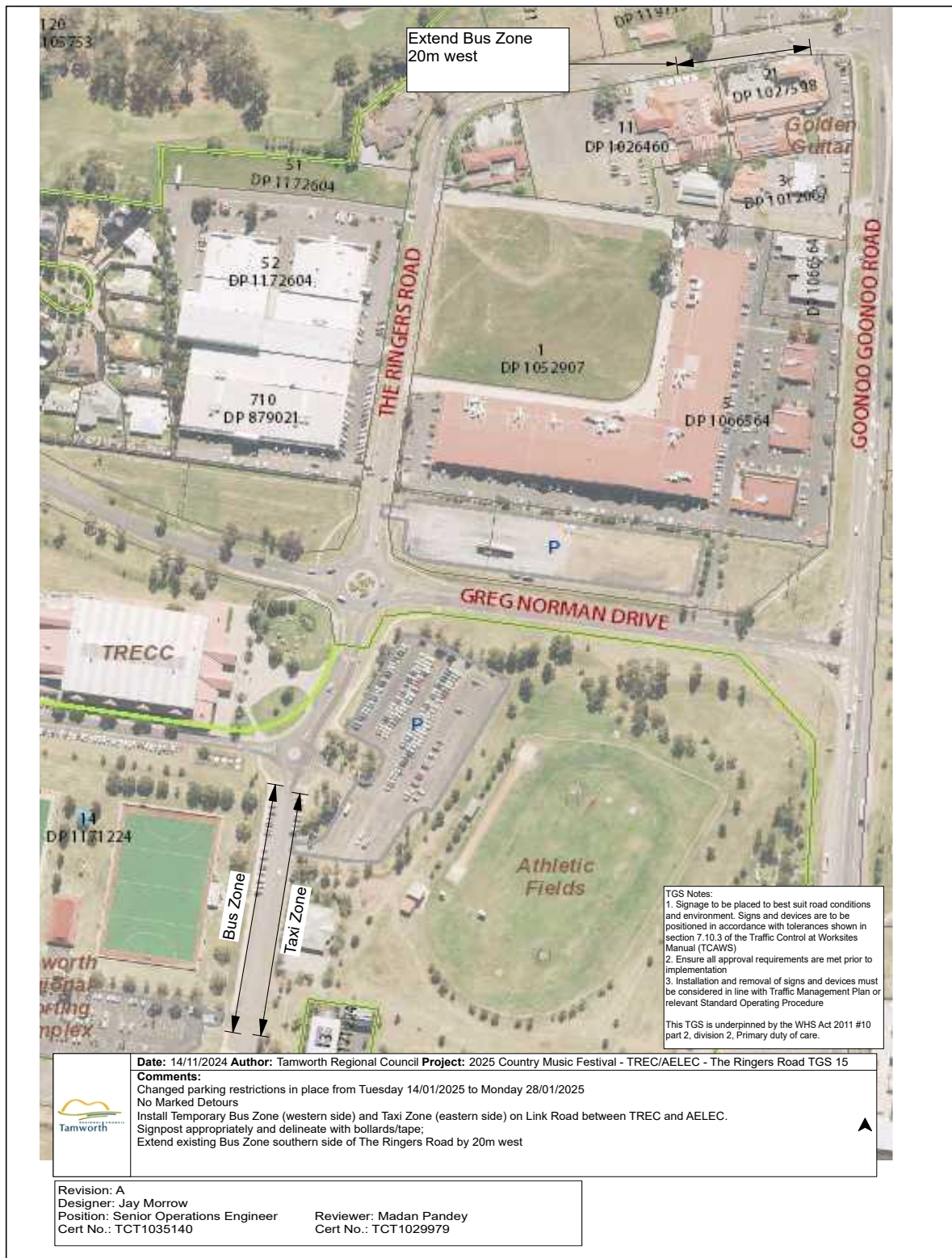
Reviewer: Madan Pandey
Cert No.: TCT1029979

TGS Notes:

1. Signage to be placed to best suit road conditions and environment. Signs and devices are to be positioned in accordance with tolerances shown in section 7.10.3 of the Traffic Control at Worksites Manual (TCAWS)
2. Ensure all approval requirements are met prior to implementation
3. Installation and removal of signs and devices must be considered in line with Traffic Management Plan or relevant Standard Operating Procedure

This TGS is underpinned by the WHS Act 2011 #10 part 2, division 2, Primary duty of care.









Date: 14/11/2024 **Author:** Tamworth Regional Council **Project:** 2025 Country Music Festival - Goonoo Goonoo Road Bus Zone Salvation Army Stop TGS 17

Comments:

Changed parking restrictions in place from 6am Wednesday 15/01/2025 to Monday 27/01/2025
Bus zone from southern driveway to front of the bus stop set down area approximately 20m

Revision: A

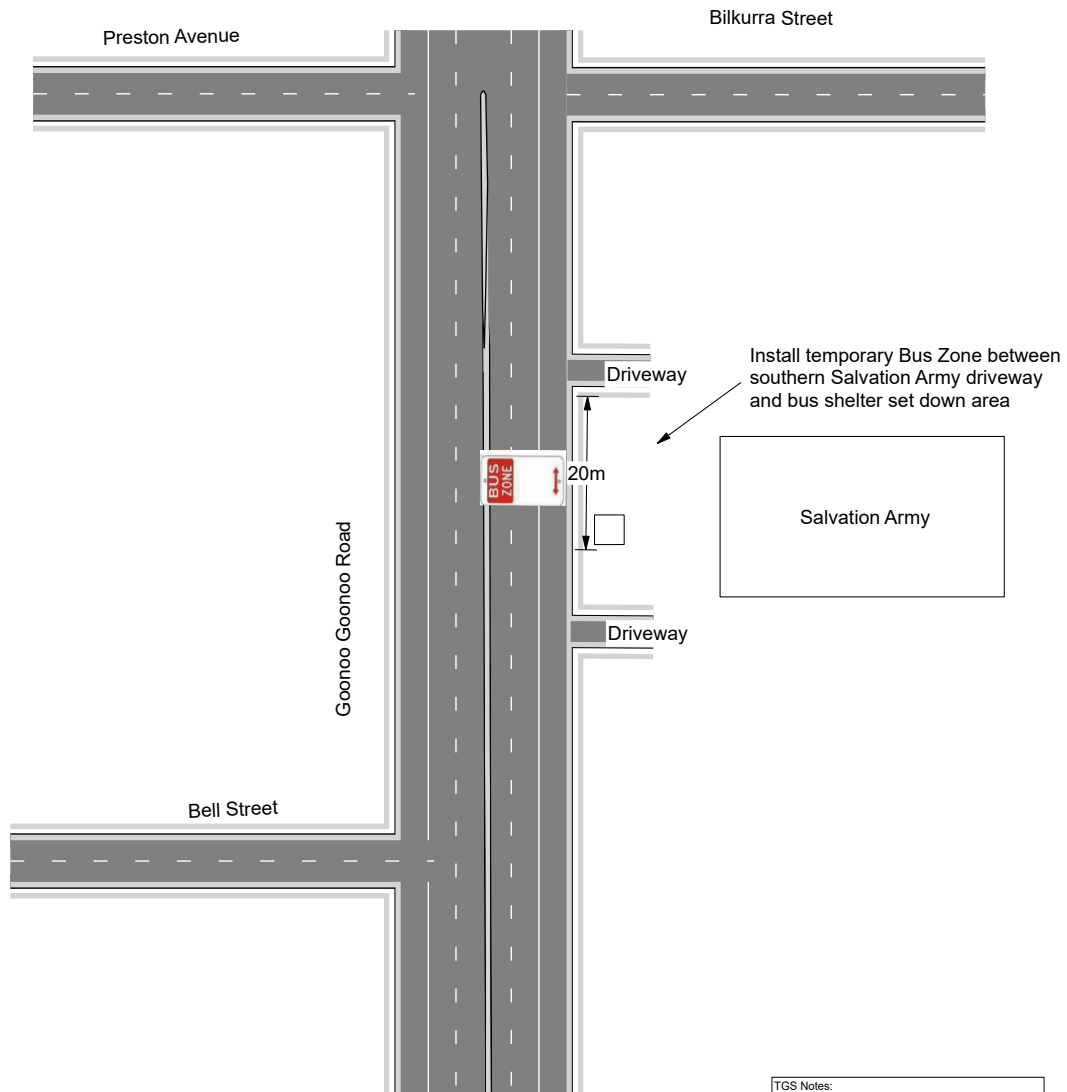
Designer: Jay Morrow

Position: Senior Operations Engineer

Cert No.: TCT1035140

Reviewer: Madan Pandey

Cert No.: TCT1029979




TGS Notes:

1. Signage to be placed to best suit road conditions and environment. Signs and devices are to be positioned in accordance with tolerances shown in section 7.10.3 of the Traffic Control at Worksites Manual (TCAWS)
2. Ensure all approval requirements are met prior to implementation
3. Installation and removal of signs and devices must be considered in line with Traffic Management Plan or relevant Standard Operating Procedure

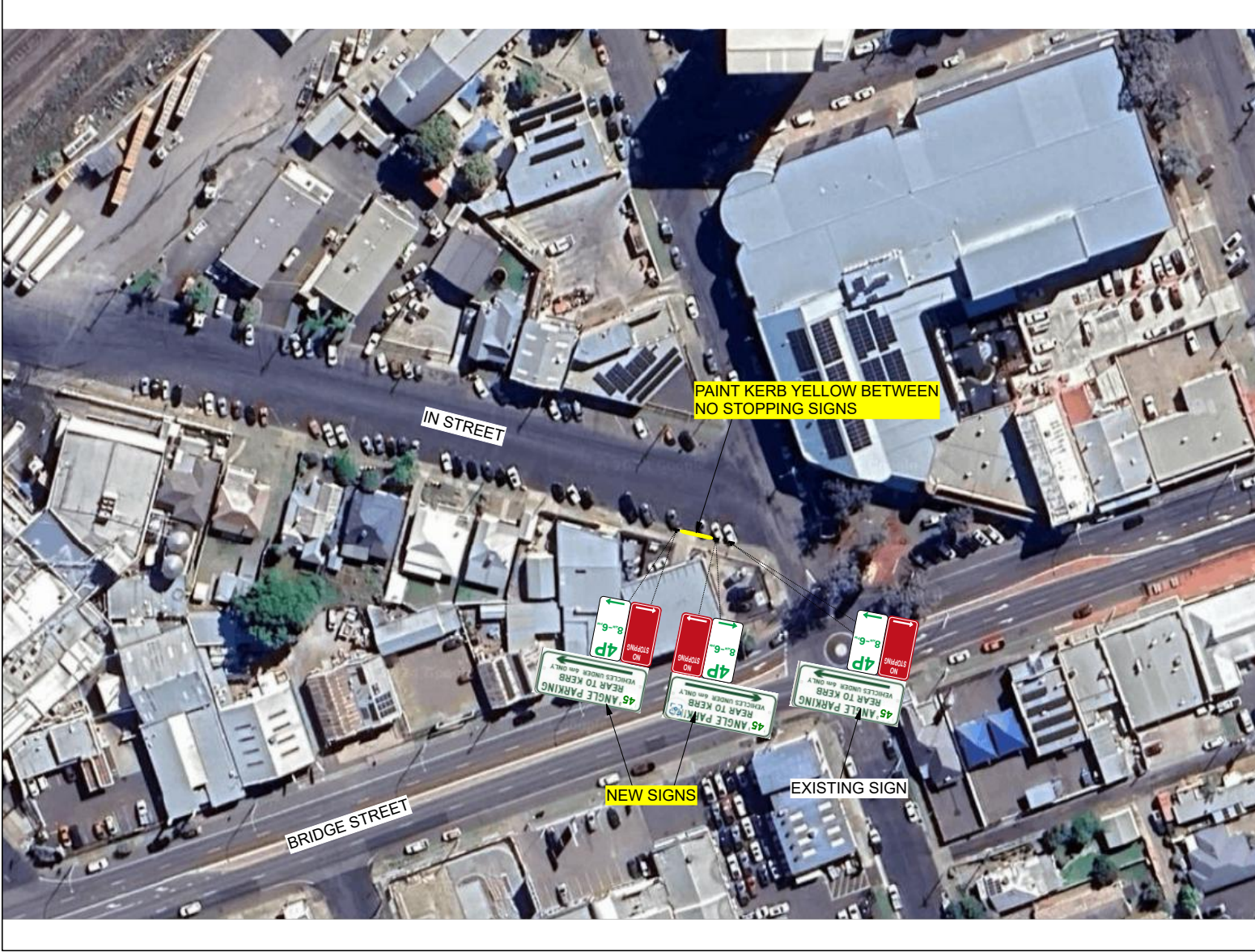
This TGS is underpinned by the WHS Act 2011 #10 part 2, division 2, Primary duty of care.





 **Date:** 14/11/2024 **Author:** Tamworth Regional Council **Project:** 2025 Country Music Festival - Ray Walsh House Carpark TGS 20
Comments:
Parking restrictions in place 7am 14 JANUARY 2025 TO 12 Noon Tuesday 28 JANUARY 2025

Revision: A	Reviewer: Madan Pandey
Designer: Jay Morrow	Cert No.: TCT1029979
Position: Senior Operations Engineer	
Cert No.: TCT1035140	



Tamworth Regional Council ARIC Workplan 2024-2028



More than just a city. More than just one place.

Tamworth Regional Council ARIC Workplan 2024-2028

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Tamworth Regional Council ARIC Workplan 2024-2028

1 INTRODUCTION

The *Local Government Act 1993* ("the Act"), the *Local Government (General) Regulation 2005* ("the Regulation") and the *Guidelines for Risk Management and Internal Audit for Local Government in NSW* ("Guidelines") require each council in NSW to have:

- an Audit, Risk and Improvement Committee ("ARIC" or "Committee") that continuously reviews and provides independent advice to the council on how it is functioning and managing risk;
- a robust Risk Management Framework that accurately identifies and mitigates the risks facing the council and its operations; and
- an effective Internal Audit Function that provides independent advice as to whether the council is functioning effectively and the council's internal controls to manage risk are working.

The three mandatory governance mechanisms are vital to ensure that councils are doing the right things the best way they can for their communities and are on track to delivering their community's goals and objectives.

The NSW Office of Local Government established the Guidelines in December 2023 to assist councils to comply with statutory requirements under the Act and the Regulation.

The Committee is an advisory body only. It exercises no administrative functions, has no delegated financial responsibilities, and does not perform any management functions of council.

The Committee provides independent advice to the council, which is informed by council's internal audit and risk management activities, as well as information and advice provided by council staff, relevant external bodies, and other subject matter experts.

The ARIC Workplan outlines the actions and activities that will be the focus of the Committee over the council term of 2024-2028.

2 COMMITTEE MEMBERSHIP

Membership of the ARIC is currently comprised of the following members:

Independent Members:

- Ron Gillard (since 12 October 2018; Chair since October 2021)
- Dr Meredith Caelli (since 31 October 2022)
- Glenn Inglis (since 17 September 2024)

Councillor Member:

- Cr Matt Sharpham (since 22 October 2024)

Tamworth Regional Council ARIC Workplan 2024-2028

3 INTERNAL AUDIT ARRANGEMENTS

Internal Audit is established by authority of the Tamworth Regional Council ("Council"), with its responsibilities defined in this Internal Audit Charter ("Charter") approved by Council on endorsement of the ARIC.

This Charter provides the framework and authority for the performance of internal audit activities at Council.

Chief Audit Executive describes the person in the senior position responsible for managing the Internal Audit Function of an organisation. The Charter and the *International Professional Practices Framework* ("IPPF") issued by the Institute of Internal Auditors ("IIA"), consistently refer to the role of Chief Audit Executive, however the Guidelines refer to this role as the Internal Audit Coordinator. At Council, the Chief Audit Executive is the Internal Auditor.

4 WORKPLAN

The Workplan (enclosed as Appendix 1) sets out the requirements of the Workplan, and allocates the frequency of review and planned year(s) of review during the council term.

The review requirements of the initial year are split into each of the anticipated Committee meetings.

It is intended that an update of progress against the annual and council term Workplan, including a subsequent annual meeting plan, will be provided to Council annually following the Committee's July/August meeting.

5 REVIEW OF THE WORKPLAN

The Workplan will be reviewed annually, with any material/significant changes endorsed by the ARIC and approved by Council.

6 APPROVAL OF THE WORKPLAN

Endorsed:

Audit Risk and Improvement Committee

24 October 2024

Adopted:

Council

<Resolution Number>

<Date>

Tamworth Regional Council ARIC Workplan 2024-2028

APPENDIX 1 – WORKPLAN (OCTOBER 2024)

Plan Ref #	Terms of Reference Requirement [per Schedule 1 (s.428A of Act)]	Frequency (minimum)	Source / Supporting Documents and/or Actions Required	Yr 1 Oct	Yr 1 Feb	Yr 1 Apr / May	Yr 1 Jul / Aug	Yr 2	Yr 3	Yr 4
Internal Audit			<i>Principle: The Council has an effective internal audit function and receives maximum value from its internal audit activities.</i>							
1	Provide overall strategic oversight of internal audit ("IA") activities	Annual	IA Projects / Meet with Internal Auditor ("IAr")				x	x	x	x
2	Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit	Always		x	x	x	x	x	x	x
3	Coordinate, as far as is practicable, the work programs of internal audit and other assurance and review functions	Annual	IA Plan / External Auditor ("EAr") Invited to ARIC		x			x	x	x
4	<i>Review and advise the council:</i>									
4.1	on whether the council is providing the resources necessary to successfully deliver the internal audit function	Annual	Meet with IAr / Assess IA Function				x	x	x	x
4.2	if the council is complying with internal audit requirements, including conformance with the International Professional Practices Framework	5 Yr*	Quality Assurance Improvement Program ("QAIP") / IA Charter / External Assessment			x				
4.3	if the council's internal audit charter is appropriate	Annual	IA Charter	x				x	x	x
4.4	whether the internal audit policies and procedures and audit/risk methodologies used by the council are suitable	4 Yr	Review IA Policies & Procedures							x
4.5	of the strategic four-year work plan and annual work plan of internal audits to be undertaken by the council's internal audit function	Annual	IA Plans		x			x	x	x
4.6	if the council's internal audit activities are effective, including the performance of the IAr and the internal audit function	Annual	Assess IA Function / Meet with IAr				x	x	x	x
4.7	of the findings and recommendations of internal audits conducted, and corrective actions needed to address issues raised	Qtr	IA Project Reports	x	x	x	x	x	x	x
4.8	of the implementation by the council of these corrective actions	Qtr	IA Action Plan	x	x	x	x	x	x	x

Tamworth Regional Council ARIC Workplan 2024-2028

Plan Ref #	Terms of Reference Requirement [per Schedule 1 (s.428A of Act)]	Frequency (minimum)	Source / Supporting Documents and/or Actions Required	Yr 1 Oct	Yr 1 Feb	Yr 1 Apr / May	Yr 1 Jul / Aug	Yr 2	Yr 3	Yr 4
4.9	on the appointment of the internal auditor ("IAr")	As Required								
4.10	on the appointment of the internal audit external providers ("IAEP")	As Required								
4.11	if the internal audit function is structured appropriately and has sufficient skills and expertise to meet its responsibilities	Annual	Meet with IAr / Assess IA Function				x	x	x	x
External Audit <i>Principle: The Council receives maximum value from its external audit activities.</i>										
5	Act as a forum for communication between the governing body, general manager, senior management, the internal audit function and external audit ("EA")	Always		x	x	x	x	x	x	x
6	Coordinate as far as is practicable, the work programs of internal audit and external audit	Annual	Annual Engagement Plan ("AEP") / IAr Invited to ARIC		x			x	x	x
7	<i>Provide input and feedback on the:</i>									
7.1	financial statements	Annual	Final Audited Fin Stmts	x				x	x	x
7.2	performance audit coverage proposed by external audit	Annual	AEP		x			x	x	x
7.3	external audit services provided	Annual	Final & Interim Audit Mgmt Letters / AONSW Survey		x	x		x	x	x
8	Review all external plans and reports in respect of planned or completed audits and monitor council's implementation of audit recommendations	Qtr	AEP / Audit Mgmt Letters / EA Action List	x	x	x	x	x	x	x
9	Provide advice to the governing body and/or general manager on action taken on significant issues raised in relevant external audit reports and better practice guides	Annual	Final Audit Mgmt Letter / AEP		x			x	x	x
Risk Management <i>Principle: The Council has an effective risk management framework and internal controls that successfully identify and manage the risks it faces.</i>										
10	<i>Review and advise the council:</i>									
10.1	if the council's has in place a current and appropriate risk management framework ("RMF") that is consistent with the Australian risk management standard	Annual	Review RMF		x			x	x	x
10.2	whether the council is providing the resources necessary to successfully implement its risk management framework	Annual	Meet with IAr / Assess RMF				x	x	x	x

Tamworth Regional Council ARIC Workplan 2024-2028

Plan Ref #	Terms of Reference Requirement [per Schedule 1 (s.428A of Act)]	Frequency (minimum)	Source / Supporting Documents and/or Actions Required	Yr 1 Oct	Yr 1 Feb	Yr 1 Apr / May	Yr 1 Jul / Aug	Yr 2	Yr 3	Yr 4
10.3	whether the council's risk management framework is adequate and effective for identifying and managing the risks the council faces, including those associated with individual projects, programs and other activities	4 Yr	Review of RMF / IA Project Reports						x	
10.4	if risk management is integrated across all levels of the council and across all processes, operations, services, decision-making, functions and reporting	4 Yr	Review of RMF / IA Project Reports						x	
10.5	of the adequacy of risk reports and documentation, for example, the council's risk register and risk profile	Annual	RMF Risk Profile & Risk Appetite / Risk Register(s) / ARIC Meeting Papers		x			x	x	x
10.6	whether a sound approach has been followed in developing risk management plans for major projects or undertakings	Qtr	Major Projects Report	x	x	x	x	x	x	x
10.7	whether appropriate policies and procedures are in place for the management and exercise of delegations	4 Yr	Review of Delegations / IA Projects		x					
10.8	if the council has taken steps to embed a culture which is committed to ethical and lawful behaviour	4 Yr	Council Report to ARIC / Code of Conduct / Fraud and Corruption Policy / Risk Register(s) / IA Project Reports	x						
10.9	if there is a positive risk culture within the council and strong leadership that supports effective risk management	Annual	IA Project Reports / Risk Register(s) / Risk Maturity Assessment		x			x	x	x
10.10	of the adequacy of staff training and induction in risk management	Annual	Council Report to ARIC / IA Project Reports / Risk Register(s)		x			x	x	x
10.11	how the council's risk management approach impacts on the council's insurance arrangements	Annual	Insurance Report(s) / Council Report to ARIC		x			x	x	x
10.12	of the effectiveness of the council's management of its assets	4 Yr	Council Report to ARIC / IA Project Reports					x		
10.13	of the effectiveness of business continuity arrangements, including business continuity plans ("BCP"), disaster recovery plans and the periodic testing of these plans	Annual	Council Report to ARIC / IA Project Reports / BCP		x			x	x	x

Tamworth Regional Council ARIC Workplan 2024-2028

Plan Ref #	Terms of Reference Requirement [per Schedule 1 (s.428A of Act)]	Frequency (minimum)	Source / Supporting Documents and/or Actions Required	Yr 1 Oct	Yr 1 Feb	Yr 1 Apr / May	Yr 1 Jul / Aug	Yr 2	Yr 3	Yr 4
Internal Controls			<i>Principle: The Council has an effective risk management framework and internal controls that successfully identify and manage the risks it faces.</i>							
11	Review and advise the council:									
11.1	whether the council's approach to maintaining an effective internal audit framework, including over external parties such as contractors and advisors, is sound and effective	Annual	Review of IA Charter	x				x	x	x
11.2	whether the council has in place relevant policies and procedures and that these are periodically reviewed and updated	Annual	Policy Register(s) / IA Project Reports			x		x	x	x
11.3	whether appropriate policies and procedures are in place for the management and exercise of delegations	4 Yr	Review of Delegations / IA Projects		x					
11.4	whether staff are informed of their responsibilities and processes and procedures to implement controls are complied with	4 Yr	Review of Delegations / IA Projects		x					
11.5	if the council's monitoring and review of controls is sufficient	Qtr	IA & EA Action Lists / IA Project Reports / IA Plan	x	x	x	x	x	x	x
11.6	if internal and external audit recommendations to correct internal control weaknesses are implemented appropriately	Qtr	IA & EA Action Lists	x	x	x	x	x	x	x
Compliance			<i>Principle: The Council has an effective compliance framework that ensures it is complying with its legal obligations and other governance and contractual requirements when undertaking its functions.</i>							
12	Review and advise the council:									
12.1	of the adequacy and effectiveness of the council's compliance framework	4 Yr	Review of Compliance Framework / IA Project Reports					x		
12.2	on whether the council's has appropriately considered legal and compliance risks as part of its risk management framework	Annual	Review of RMF / IA Project Reports		x			x	x	x
12.3	on whether the council's manages its compliance with applicable laws, regulations, policies, procedures, codes, and contractual arrangements	4 Yr	Review of Compliance Framework / Council Report to ARIC / IA Project Reports					x		
12.4	on whether appropriate processes are in place to assess compliance	4 Yr	Review of Compliance Framework / Council Report to ARIC / IA Project Reports					x		

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Plan Ref #	Terms of Reference Requirement [per Schedule 1 (s.428A of Act)]	Frequency (minimum)	Source / Supporting Documents and/or Actions Required	Yr 1 Oct	Yr 1 Feb	Yr 1 Apr / May	Yr 1 Jul / Aug	Yr 2	Yr 3	Yr 4
Fraud and Corruption			<i>Principle: The Council has an effective fraud and corruption control framework in place that minimises the incidence of fraud and corruption.</i>							
13	<i>Review and advise the council:</i>									
13.1	of the adequacy and effectiveness of the council's fraud and corruption prevention framework and activities	4 Yr	Review of Fraud and Corruption Prevention Framework / IA Project Reports						x	
13.2	whether the council has appropriate processes and systems in place to capture and effectively investigate fraud-related information	Annual	Fraud Policy / Fraud Control Plans / Self Assessment Tool / Council Report to ARIC / IA Project Reports	x				x	x	x
Financial Management			<i>Principle: The Council has an effective financial management framework, sustainable financial position and positive financial performance.</i>							
14	<i>Review and advise the council:</i>									
14.1	if the council is complying with accounting standards and external accountability requirements	Annual	Audit Mgmt Letters / Audited Fin Stmts		x			x	x	x
14.2	of the appropriateness of the council's accounting policies and disclosures	Annual	Audit Mgmt Letters / Audited Fin Stmts		x			x	x	x
14.3	of the implications for the council of the findings of external audits and performance audits and the council's responses and implementation of recommendations	Annual	Audit Mgmt Letters / Audited Fin Stmts / EA Action List		x		x	x	x	x
14.4	whether the council's financial statement preparation procedures and timelines are sound	Annual	AEP / Council Report to ARIC / Audit Mgmt Letters / EA Action List		x			x	x	x
14.5	the accuracy of the council's annual financial statements prior to external audit, including: <ul style="list-style-type: none"> management compliance/representations significant accounting and reporting issues the methods used by the council to account for significant or unusual transactions and areas of significant estimates or judgements appropriate management signoff on the statements 	Annual	Council Report to ARIC / Audit Mgmt Letters / EA Action List				x	x	x	x

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14.6	if effective processes are in place to ensure financial information included in the council's annual report is consistent with signed financial statements	Annual	Draft Council Annual Report / Audited Fin Stmts	x				x	x	x
14.7	if the council's financial management processes are adequate	Annual	IA & EA Action List / IA Project Reports / Audit Mgmt Letters		x			x	x	x
14.8	the adequacy of cash management policies and procedures	Annual	IA Projects / Audit Mgmt Letters		x			x	x	x
14.9	if there are adequate controls over financial processes, for example: <ul style="list-style-type: none">• appropriate authorisation and approval of payments and transactions• adequate segregation of duties• timely reconciliation of accounts and balances• review of unusual and high value purchases	Annual	Audit Mgmt Letters / IA Projects / IA & EA Action List / Council Report to ARIC		x			x	x	x
14.10	if policies and procedures for management review and consideration of the financial position and performance of the council are adequate	4 Yr	IP&R Review / IA Projects / Audit Mgmt Letters / Council Report to ARIC		x					
14.11	if the council's grants and tied funding policies and procedures are sound	4 yr	Grant Funding Policy & Procedure Review / IA Projects / Audit Mgmt Letters / Council Report to ARIC							x
Governance			Principle: The Council has an effective governance framework to ensure it is appropriately directing and controlling the management of the Council.							
15	Review and advise the council regarding its governance framework, including its:									
15.1	decision-making processes	Annual	Policy Register / IA Project Reports			x		x	x	x
15.2	implementation of governance policies and procedures	Annual	Policy Register / IA Project Reports			x		x	x	x
15.3	reporting lines and accountability	4 Yr	Organisation Structure / Delegations Register / Council Report to ARIC		x					

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15.4	assignment of key roles and responsibilities	4 Yr	Organisation Structure / Delegations Register / Council Report to ARIC		x					
15.5	[council] committee structure	4 Yr	Council Report to ARIC		x					
15.6	management oversight responsibilities	Annual	Organisation Structure / Delegations Register / Policy Register / IA Project Reports		x			x	x	x
15.7	human resources and performance management activities	Annual	Council Report to ARIC / IA Project Reports				x	x	x	x
15.8	reporting and communication activities	As Required	IA Project Reports							
15.9	information and communications technology ("ICT") governance	Annual	IA Project Reports / Audit Mtmt Letters	x				x	x	x
15.10	[records] management and governance of the use of data, information and knowledge	As Required	IA Project Reports							
Strategic Planning			<i>Principle: The Council has an effective framework that ensures it achieves its strategic plans and objectives under the integrated planning and reporting (IP&R) framework.</i>							
16	<i>Review and advise the council:</i>									
16.1	of the adequacy and effectiveness of the council's integrated planning and reporting ("IP&R") processes	Annual	IP&R Review / Council Annual Report / Council Report to ARIC		x			x	x	x
16.2	if appropriate reporting and monitoring mechanisms are in place to measure progress against objectives	Annual	IP&R Documents / Council Annual Report / Council Report to ARIC		x			x	x	x
16.3	whether the council is successfully implementing and achieving its IP&R objectives and strategies	Annual	IP&R Documents / Council Annual Report / Council Report to ARIC		x			x	x	x

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Service Reviews & Business Improvement			<i>Principle: The Council has an effective framework to ensure it is delivering services and conducting its business and functions to an expected standard.</i>							
17	Act as a forum for communication and monitoring of any audits conducted by external bodies and the implementation of corrective actions (for example, NSW government agencies, Commonwealth government agencies, insurance bodies)	Always		x	x	x	x	x	x	x
18	<i>Review and advise the council:</i>									
18.1	if the council has robust systems to set objectives and goals to determine and deliver appropriate levels of service to the community and business performance	4 Yr	Review of Service Management Framework / Council Annual Report / IA Project Reports / Council Report to ARIC							x
18.2	if appropriate reporting and monitoring mechanisms are in place to measure service delivery to the community and overall performance	Annual	Council Annual Report / IA Project Reports / Council Report to ARIC				x	x	x	x
18.3	how the council can improve its service delivery and the council's performance of its business and functions generally	Always		x	x	x	x	x	x	x
Performance Data Measurement			<i>Principle: The Council's performance management framework ensures the Council can measure its performance and if it is achieving its strategic goals.</i>							
19	<i>Review and advise the council:</i>									
19.1	if the council has a robust system to determine appropriate performance indicators to measure the achievement of its strategic objectives	Annual	Council Report to ARIC / IA Project Reports		x			x	x	x
19.2	if the performance indicators the council uses are effective	Annual	Summary of IP&R Documents / Council Annual Report		x			x	x	x
19.3	of the adequacy of performance data collection and reporting	Annual	Council Report to ARIC / IA Project Reports		x			x	x	x

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Additional Tasks Not Included On Schedule 1										
20	Review/update annual and strategic work plan	Annual	Annual & Four Year Work Plan				x	x	x	x
21	Review ARIC Terms of Reference	Biennial	Terms of Reference					x		x
22	ARIC Annual Report to Council	Annual	ARIC Annual Report		x			x	x	x
23	Agree ARIC meeting schedule for the next fiscal year, including any 'Special Meeting' dates for reviewing draft and/or final audited financial statements	Annual	AEP		x			x	x	x
24	The committee will provide a comprehensive assessment every council term of the matters listed in Schedule 1 to the governing body and the general manager. ... Guidelines p87	4 Yr								x