

DEFQON.1 Music Festival

Overview of Traffic, Transport & Pedestrian Management Plan (TMP)

Sydney International Regatta Centre
Date: Saturday 17 September 2016



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Version: 1.0 14 May 2016

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1 General Information

1.1 Purpose

The purpose of this version of the Traffic Management Plan (TMP) is to provide an overview of the Traffic, Transport and Pedestrian elements required to be implemented for the 2016 DefQon.1 Music Festival to be held on Saturday 17 September 2016 at the Sydney International Regatta Centre (SIRC), Penrith Lakes.

This document will provide an overview of the operational strategy by describing, and providing attached plans that show how the organisers intend to control and facilitate the management of Traffic, Site Access, Car Parking, Transport, and Pedestrian movements external to the venue, being, the SIRC, during the various phases of Event Operations. The TMP particularly focuses on the requirements for the egress of patrons at the conclusion of the event and the proposed treatments to assist safe exit from the venue, anticipate and manage pedestrian flows, facilitate the event shuttle buses between Penrith Station and SIRC and minimise disruption to the non-event community.

1.1 Background

DefQon.1 is a Music Festival which originates from the Netherlands. The event has been held there since 2003 and attracts crowds of over 40,000 people. DefQon1 was successfully held in Australia for the first time in 2009, at the Sydney International Regatta Centre, Penrith on Saturday 19 September 2009.

Event Date	Attendance
Saturday 19 September 2009	Approx. 15,000
Saturday 18 September 2010	Just over 18,000
Saturday 17 September 2011	Just over 20,000
Saturday 15 September 2012	just over 22,000
Saturday 14 September 2013	Just under 20,000
Saturday 20 September 2014	Just under 20,000
Saturday 19 September 2015	Just under 22,000
Saturday 17 September 2016	Proposed Attendance 22,000-25,000

1.2 Organisational Context

Event & Sports Projects Australia Pty Ltd (ESPA) have been engaged by Q-Dance Australia, organisers of DefQon.1 Music Festival, on 11 April 2016, to review and update the 2015 TMP and its associated plans for the 2016 DefQon.1 Music Festival to be held on Saturday 17 September 2016 for an attendance of between 22,000 and 25,000 patrons.

The 2016 TMP will operate fundamentally the same as the final operational version of the TMP that was successfully implemented in 2015. Minor operational refinements have been included across the TMP overview and attachments. A list of key changes in 2016 have been included in Section 1.6.

The 2016 TMP, has primarily been compiled on information supplied by the Organiser (Q-Dance Australia) including debrief notes, the Risk Identification & Emergency Management process, the 2015 TMP, agency feedback and recommendations made at the 2015 event debrief, SIRC venue management, and NSW Police Penrith LAC. Information has also been gathered from other relevant traffic and transport agencies including, NSW Roads and Maritime Service (RMS), Penrith City Council, Sydney Trains, Security Contractor, Bus Contractor, Taxi Council and Transport for NSW as required.

1.3 Qualifier – Scope of Work

ESPA have been asked to prepare a traffic and transport management plan that is to consider external pedestrian / patron movements and flows during the ingress and egress phases of the event around the areas adjacent to the event venue being, the Sydney International Regatta Centre and other key operational areas such as Penrith Station and various travel routes around the site.

This document is a single use plan only, for the purpose and use for the DefQon.1 Music Festival at SIRC on Saturday 17 September 2016. This document along with any attachments and plans may not be used for any other event without undertaking a comprehensive consultation, review and updating process in a timely manner.

1.4 Timeline

Task	Date
DefQon 1 Planning Meetings <ul style="list-style-type: none"> - NSW Police (Penrith LAC, ISEC, ESPA, Q-Dance) - Penrith Train Station (Sydney Trains, ISEC, ESPA, Q-Dance) - Bus Load/Unload Area (ESPA, ISEC, Q-Dance) 	Tuesday 10 May 2016
TMP submitted to event organisers Q-Dance for review and comment.	Saturday 14 May 2016
TMP submitted to Penrith City Council as a part of Development Application	Monday 30 May 2016
TMP and relevant information circulated to operational agencies that do not form part of the Penrith Traffic Committee, for feedback and approval.	Monday 30 May 2016
Penrith Council Local Traffic Committee Meeting	June 2016
Feedback from Q-Dance and relevant Traffic and Transport Authorities	Up to Friday 15 July 2016
Compile feedback and maintain ongoing consultations with Traffic & Transport Authorities as required to provide operations details into operations version of Plan.	Up to Friday 29 July 2016
Addendums to TMP issued to relevant parties, 6 weeks prior to event.	Friday 5 August 2016
Final table of infrastructure requirements provided to Q-Dance for final contractor selection process.	Friday 5 August 2016
Ongoing communications and consultations continue with any changes to the Operations TMP version 15 August 2014	Up to 1 week prior to event

Task	Date
being noted as an Addendum and distributed to relevant agencies.	
Event Transport Operations Group Meeting.	TBC
TMP operational	Saturday 17 September 2016
Event Debrief	Approx. 2 weeks after the event

1.5 Event Details

The DefQon.1 Music Festival will be held on Saturday 17 September 2016 at the Sydney International Regatta Centre. The event will be operational between the hours of 10:30 AM and 11:00PM.

Advertised Gates Open: 10:30 AM (soft opening at 10:00 AM)

Event Concludes: 11:00 PM (soft stage shutdown from 10-11 PM)

The organisers are expecting between 22,000 and 25,000 patrons to attend with a split of 65% males and 35% females in the age brackets of 18 to 26. The event is an 18+ event and identification checks will occur prior to entry to the event.

Event organisers are expecting the following split of patrons, based on ticket sales to previous events:

Origin	%
International	5
Interstate	20
NSW – excluding Greater Sydney	5
Sydney NW Suburbs	20
Sydney SW Suburbs	28
Sydney Southern suburbs	10
Sydney North	6
Sydney East	6

1.6 Key Changes in 2016

Area	Change
SIRC – Gate A	Proposed VIP, International artist drop off zone.
Accessibility	Further considerations have been made in 2016 to facilitate additional area for accessible drop off and parking.
Multiple	No Camping arrangements – event is now a one day event.
Penrith Station	Minor adjustments to area – due to different layout
Charter Bus Parking	Controlled crossing – to assist with moving charter buses out of the area safely during peak egress.

1.7 Event Overview

Event Name:	DefQon.1 Music Festival
Event Owner/ Promoter:	Q-Dance Australia Pty Ltd
Date:	Saturday 17 September 2016
Venue/ Location:	Sydney International Regatta Centre (SIRC)
Activity:	Large Site, Multiple Stage Music / Hard Dance Festival, featuring live bands and International DJ's.
Expected Attendance:	22,000-25,000 patrons
Classification:	Class 2 Event (based on; attendance, impacts on local road systems, impacts on local residents, requirement of Police and security to be in attendance and other criteria as outlined within RTA's Guide to Special Event Planning Matrix).
Demographic:	Male and Female 18 – 26 years would make up the primary demographic.
Gates Open:	'soft' gate opening at 10:00 AM advertised opening: 10:30 AM
Event Commences:	10:30 AM – advertised time
Event Concludes:	10:00 PM; soft shutdown to be concluded at 11:00 PM
Transport Services Commence:	Rail Services from first service on Saturday 17 September 2016 Event Shuttle Buses commence operation: 9:00 AM.
Event Car Parks at SIRC Open:	6:00 AM (on the day car parking Fee of \$20), no pre-event bookings taken.
Ingress:	Ingress: 10:00 AM to 3:00 PM, peak ingress expected at approx. 11:30 AM to 2:30 PM.
Stage Shutdown:	Main Stage is planned to conclude at 10:00 PM with 5min break then another 2 stages will play for 45mins – 1hr with an international DJ to act as 'soft' shutdown. Soft music will play until 12:00AM.
Egress:	Gradual Egress: from 8:00 PM, peak Egress from 10:10 PM, ongoing egress until 11:30 PM, minor egress until 12midnight may be expected.
Event Transportation:	Special event transport planning and resources are required for this event. Event organisers are providing a partially integrated ticket covering all Sydney Trains services and the provision of a Shuttle Bus service between Penrith Station and the venue. A mini-loop bus service will operate along Old Castlereagh Rd to ensure no pedestrians walk along this road. The organiser has also scheduled some local area shuttle buses to local hotels (accommodation).

Lane & Road Closures:	<p>Temporary Lane and Road closures will be required to be implemented during specific times, primarily used to facilitate the egress operations of patrons from the venue at the conclusion of the event.</p> <p>A 'vehicle control point' is being operated on Old Castlereagh Rd at Leland St to limit the number of vehicles accessing the venue and to restrict pedestrians walking along Old Castlereagh Rd.</p>
Special Event Clearways:	No Special Event Clearways are being implemented
Speed Restriction Zones:	A 60km/hr speed restriction will come into force on Old Castlereagh Rd from 8:00 AM until 12midnight.
Temporary No Stopping:	Temporary No Stopping zones to be installed on Combewood Ave and Thornton Dr to ensure there is a safe passage for event shuttle buses into and out of the train station car park.
Temporary Bus Zone:	Temporary bus zones will be installed at Sydney International Regatta Centre. The event shuttle buses will utilise the bus interchange on the northern side of Penrith Station as per 2015.
Taxi Ranks:	Patrons will be able to access a limited number of taxis from Penrith Station (Southern Side) at the permanent taxi rank on the southern side of the station.
Private Vehicle Set-down:	Patrons will be requested to be dropped off at Penrith Station on the southern side and catch the event shuttle bus from the Station to the site.
Event Shuttle Buses:	<p>Event shuttle buses will operate from the northern side of Penrith Station to the venue throughout the day and evening.</p> <p>An additional 'mini'-loop bus service will operate to limit the requirement for pedestrians to walk along Old Castlereagh Rd.</p>
Key Stakeholders:	Identified above
Promotion, marketing:	Q-Dance Australia
Public Relations & Comms	Q-Dance Australia
Production & site operations:	Q-Dance Australia
Event Website:	www.q-dance.com.au

1.8 General Objectives of the TMP

- Serve as the key document that is agreed to by all parties so that it serves as 'core' information that agencies may refer to and operate from for the 2016 DefQon1 event,
- Provide an overall strategy that aims to improve the safety of staff working on events at the venue, the patrons who attend SIRC events, and manage the general public and NEC around the precinct who are not directly associated with events at the venue,
- Provide an overview of information that has been gathered from various operational agencies and the process taken, that has led to the compilation of the strategies and recommendations herein,
- Provide a description of the various traffic and crowd management elements that need to be considered and treated for patrons attending this event at SIRC,
- Provide an overview of traffic and crowd management strategies in and immediately surrounding the venue that allow SIRC events to operate successfully, as a result of historical feedback from other events and key items raised by stakeholders, primarily SIRC, NSW Police, Penrith City Council and RMS,
- Provide a plan whereby a monitoring process may be implemented to ensure continual improvement of operations and Workplace Health & Safety standards may be documented within the document and communicated appropriately to staff working at this event.

1.9 Key Operational Elements

The TMP has considered a number of operational elements that are encountered on or around the venue site, routes to and from the Sydney International Regatta Centre, loading the venue, egress, departure and transportation.

The TMP will also combine some of the standard operating practices that are currently used at the Sydney International Regatta Centre during event days with similar characteristics to the this event and integrate relevant operating practices into this plan where possible.

The following are some operational elements that have been considered for this event, but not limited to:

- Patrons travelling to the venue by **public transport**,
- **Shuttle bus route** from Penrith Station to Sydney International Regatta Centre (Gate A) set down and pick up point,
- Patrons travelling to the event by **private vehicle** and being **dropped-off**,
- Patrons travelling to the event by Taxis and Hire Cars (**public vehicle drop offs**),
- Patrons travelling to the venue by **private vehicles and parking in event parking area**,
- Patrons travelling to the venue by **private vehicles and parking in other areas**,
- Patrons travelling by **privately organised Charter Bus**,
- Additional **mini-loop shuttle bus route**, and additional bus pick-up areas to limit the requirement for patrons to walk along Old Castlereagh Rd,
- VIP, corporate guests, and artists access and parking arrangements,
- AAA Production Crew, media staff, vehicles, equipment and access arrangement,
- Residents and nearby businesses (and identified impacts and access requirements),
- Non Event Community Notifications & signage,
- Emergency Vehicle Access, Medical help point (First Aid) & Ambulance Access,

- Police and other emergency services access,
- Identification of increased Traffic or Pedestrian generators, such as other events,
- Identification of scheduled project works, north side Penrith Station, Transport for NSW, Penrith City Council & Landcom Project,
- Identification of project works for south side of Penrith Station, RailCorp Project,
- Ingress (venue loading) & egress (venue dispersal) considerations,
- Transport messaging & transport operations,
- Communications Policy along with Control & Command (C3),
- Traffic management plans and treatment required to facilitate other plans,
- Traffic management messages using portable VMS,
- Lighting considerations at various operational areas for patron and staff safety,
- Coordination and procurement of adequate resources, temporary infrastructure, equipment and staff.

1.10 Key Stakeholders & Contacts

Event Promoter/ Proponent / Client

Simon Coffey
 Q-dance Australia
 Suite 466, 311-315 Castlereagh St
 HAYMARKET, SYDNEY NSW 2000
 Mob: +61 416 929 577
 Fax: +61 (02) 9281 0410
www.q-dance.com.au

Landowners / Tenants

Penrith City Council (PCC)
 Sydney International Regatta Centre (SIRC)
 Local Residents and Businesses

Operational Agencies

Q-Dance Australia
 NSW Police
 Transport for NSW – Sydney Trains
 Roads & Maritime Service (RMS)
 Transport for NSW
 NSW Taxi Council
 Ticketing Agency
 Event Shuttle Bus Contractor – TBC
 I-Sec Security – Security Contractor
 Event & Sports Projects Australia Pty Ltd (ESPA)

Interested Parties

Events NSW
 Penrith Railway Station
 Pubs & Clubs near to SIRC & Penrith Station

Event Suppliers
Event Staff
Talent, Corporate and VIP's attending the event
NSW Ambulance
NSW Fire Brigade
NSW Rural Fire Service

2 Authority and Approval

2.1 Authority (Area of Incidence & Duration)

This version of the TMP (to be issued on 30 May 2016), will be used as the primary document for the management and control of traffic and transport for the DefQon.1 Music Festival on Saturday 17 September 2016. This plan may not be amended or used for any other event at any time, other than the event and timeframe specified within this document.

Any changes to the TMP dated 30 May 2016, that may be required for any reason, as identified by any of the operational agencies involved with this event may be done, but only in consultation with the event organiser and ESPA so that any changes are captured, reviewed, agreed to as an operations group, and then distributed to all relevant agencies as an Addendum to the Operations version of the plan and noted as such.

Any operational changes that do not go through this process will not be included and considered as an operational document and thus may result in partial integration of that plan and any associated plans, that may in turn cause confusion.

In the case of an Emergency, the Police may act outside the scope of the TMP in relation to the circumstances that present, and subsequently controlled by the event commander in consultation with the NSW Police Traffic Supervisor, RMS, the Event Organiser and other relevant traffic, transport and emergency services.

2.2 Approvals & Process

The distributed Traffic Management Plan will not include any items that have not previously been agreed to or have been supported by the Penrith City Council and Police being the primary document submitted on 30 May 2016, and tabled at the Local Traffic Committee Meeting scheduled for June 2016. ESPA will integrate all feedback about the overall TMP from the Traffic Committee to include recommendations within the final version of the TMP distributed on 17 July 2016.

The TMP will also be submitted to Roads and Maritime Service (RMS) for concurrence. The version of the TMP (dated 30 May 2016) will be distributed directly to the RMS, via the Network & Safety Officer – James Suprain.

See Attachment 20 for Penrith Council Terms and Conditions of Approval (once received)

See Attachment 19 for signed concurrence from RMS

2.1 Event Insurance

Event Insurance will be provided by Q-Dance Australia and submitted to the Council as part of their event plan and DA documentation that is required to be submitted for this year's event. Certificate of Currency will also be provided to Transport Management Centre (TMC) for the purpose of issuing the Road Occupancy Licences.

See **Attachment 1** for a copy of the Public Liability Insurance

2.2 Distribution

The TMP will be distributed in 'full' and 'part' to relevant agencies in electronic format, once the TMP and its attachments have been approved by the key agencies being; NSW Police Penrith LAC, Road Network Services Department of Penrith City Council, NSW RMS, Sydney Trains and the Event Organiser.

2.3 Event Risk Management

A Risk Assessment and Emergency Management Plan will be prepared for the event by Q-Dance Australia. The Risk assessment includes an assessment of the physical site, both within the production site and around the immediate areas, approximately 1km surrounding the site where direct or indirect activities and operations may take place as a result of organising the above mentioned event.

In addition to SIRC, another key operational area that will be risk assessed by the organiser is Penrith Station, from a crowd management, security and transport perspective. This should be included in the event risk assessment.

The risk management process is an ongoing process and forms the basis of the ongoing review and planning improvement process that is written into the Operations Plan for the event. Various consultancies and meetings form an important part of the event risk identification, assessment and management process, whereby the organiser asks each agency involved with the event to assess their specific operational component.

Some key aspects of the Risk Management Plan cover:

- Site design and capacity review,
- Crowd management and pedestrian flow analysis, ingress and egress,
- Venue and landowner compliances,
- Marketing and ticketing, policies and terms,
- Operations risk analysis,
- Production and activity risk analysis,
- Human behaviour and demographic profile,
- WHS, Staff & Patron Safety
- Contractor management and commercial relationships,
- Technology and technical issues,
- Command, Control, Communications (C3 Management Controls),
- Public amenities,
- Environmental impact analysis and monitoring (noise, waste),

- Environmental weather conditions (natural events),
- Stakeholder (non-event community) impact analysis,
- Traffic management,
- Transport management,

An independent site capacity Report has been undertaken in 2010 by; Lyndall Milenkovic, Lynette Britton and Kristy Stewart from Penultimate a business division of Riskworks. This report identifies that the site may be capable of accommodating up to 32,586 people, depending on the configuration of the site. There is however no assessment of the external areas, Ingress and Egress operations, so although a site assessment has been undertaken the capability of the overall event needs to be included in the event organisers Risk Assessment Plan noted above.

3 Traffic Management

3.1 Overview of Traffic Management Strategy

Considerations:

- Practical implementation of traffic treatments required,
- Minimising impacts to the non-event community,
- Implementing a 'vehicle control point' at Old Castlereagh to provide a clear road that gives priority to shuttle buses,
- Bus loading/unloading area at SIRC,
- Bus loading/unloading at Penrith Station,
- Mass egress at conclusion of the event,

3.1 Ingress

Ingress will occur from 10:00AM – 3:00PM. There are three main considerations for traffic management around the surrounding areas during ingress, these being the event shuttle bus routes, 'vehicle control point' and Penrith Station operations. Due to the location of the event, it is expected that the majority of patrons will arrive via public transport and will utilise the event shuttle service from Penrith station (Section 4.3).

A 'vehicle control point' will be in operation at the corner of Old Castlereagh Rd and Leland St to minimise traffic along the road to ensure that the event shuttle and charter buses can operate along this road with minimal delays.

A contingency closure has been planned for Mullins Rd, between 10:00am and 2:00pm when traffic was observed to be the busiest at the 2014 event. This contingency closure may be required if the event shuttle buses are experiencing congestion and this is impacting on the trips to SIRC. This closure will be put in under the discretion of the NSW Police. This closure was not required in 2015.

Additionally traffic management for ingress will occur on the SIRC internal roads between Gates A and B where the shuttle buses will unload patrons. This operation will occur to assist with unloading passengers from the buses and directing them to the event entry. Pedestrian management may also be required in this location as patrons will be required to walk from the car park to the event entry, and this will see them pass through the shuttle bus drop off point.

NSW Police, Security, Authorised Traffic Controllers and SIRC car park staff will coordinate all aspects of the traffic and pedestrian management for the event. A representative from the bus contractor will manage all buses that enter SIRC through Gate A, the set down point and bus movements exiting the site through Gate B.

3.1 Egress

Egress will occur from 8:00PM, with peak mass egress occurring from 10:00PM – 11:40PM. There are measures that will be put in place to assist with traffic management in the area during the egress. The main theory behind the traffic management during egress is to ensure that shuttle buses will have a smooth, clear operation to ensure that the shuttle buses flow consistently during the egress.

Closures will be in place in key areas from 8:30PM to Midnight to assist with the movement of traffic in the area.

3.2 Traffic Control Plans

The Traffic Control Plans (TCPs) have been prepared based on the previous successful operation of the Traffic Management Plan over the past 7 years for the DefQon.1 Music Festival. The TCPs have been developed to facilitate the increased traffic and transport requirements around Penrith and the Penrith Lakes area associated with this music festival while trying to minimise the disruption to the non-event community.

The specific objectives of the Traffic Control Plans (TCP's) are to provide adequate information to Police, Event Traffic Controllers, the Bus Contractor and other staff working on these points in the form of a diagrammatic representation of the site along with an overlay of traffic control devices and personnel with instructions about what needs to be implemented at prescribed times.

The TCP's also aim to minimise any additional traffic generators in the area, and maintain best possible traffic flows through the area considering the requirements of the event.

The Traffic control plans will in each instance address the following considerations:

- Safety of staff working at these points,
- Safety of patrons arriving and leaving the event site at each of these points,
- Provision of a preferred transport route for the event shuttle buses,
- Safety and management of non-event general public and traffic at these points,
- Maximising the efficiency of general traffic flows around the event site,
- Minimise impacts to the non-event community

Factors that may influence the nature of operations at various traffic management points are:

- Physical surroundings, pathways, roadways, permanent & temporary infrastructure
- Event Vehicle movements including event buses and event vehicles
- Non-event community vehicle movements and road network conditions
- Duration of operation required (including peak times)
- Other traffic generators and other events
- Environmental factors such as the weather

The operational version of the TCPs will be a collective of the input received from the Traffic Management Workgroup (event organizers, TMP compilers, NSW Police, RMS, and Penrith City Council) as to what is the most feasible, usable, applicable, effective and cost efficient for the applicable road closure and/or traffic treatment.

See [Attachment 3](#) for TCP & VMS Overview Map

See [Attachment 4](#) for TCPs (1-15) Complete Set

See [Attachment 10](#) for TCP Reasoning, Instructions and Risks

3.3 Site Inspections

ESPA has undertaken a site inspection of the TCP locations in order to perform this review of the TCPs. In previous years a number of site visits has occurred in order to develop the TCPs.

Date	Comments / Notes
Friday 5 April 2013	Site inspections around SIRC and Penrith Consultation meeting with NSW Police – Penrith LAC
Thursday 4 July 2013	Consultation with NSW Police on TCP Resourcing Consultation with businesses in Mullens Rd regarding road closure Site inspection of this area.
Tuesday 6 August 2013	Site inspections around SIRC and Penrith Site briefings with Traffic Control Supervisor Transport Walkthrough with All Traffic / Transport Agencies
Wednesday 5 March 2014	Review of Penrith Station Operations
Friday 29 August 2014	Site inspections around SIRC and Penrith Site briefings with Traffic Control Supervisor Transport Walkthrough with All Traffic / Transport Agencies
Monday 30 March 2015	Site inspection around SIRC and Penrith Review of Penrith Station Operations
Wednesday 15 April 2015	Draft TMP/TCP planning meeting with Penrith Police, cancelled by Police.
Thursday 2 July 2015	Police Planning Meeting
Wednesday 8 July 2015	Site inspection at SIRC with all Traffic/Transport agencies
Tuesday 10 May 2016	Police Planning Meeting Review of Penrith Station Operations

3.4 Road Closures

The following road and lane closures will be implemented as part of the Defqon.1 Music Festival:

- Old Castlereagh Rd at Leland St from 8:30AM to 12:00AM
- McCarthys Lane at Castlereagh Rd from 8:30PM to 12:00AM
- Leland St at Old Castlereagh Rd from 8:30PM to 12:00AM
- CONTINGENCY ONLY: Closure of Mullins Rd between 10:00AM and 2:00PM

Lane closures in streets that surround these road closures may also be required to minimise traffic attempting to enter these streets during the closure times.

Contingency will only be implemented at the discretion of the traffic police sergeant. This will only be required if traffic entering the roundabout from Mullins Rd is causing delays to shuttle buses. Due to the new bus route in 2015, this was not implemented. The contingency closure was implemented for a period of thirty minutes in 2014.

See [Attachment 15](#) for Detour Route for Mullins Rd Businesses

3.5 Temporary Speed Reduction

A 60km/hr Temporary Speed Reduction will be implemented on Old Castlereagh Rd between 8:00AM and 12:00AM on Saturday 17 September 2016. The temporary speed reduction is in place due to increased pedestrian activity at the site and allows event traffic controllers to work safely on/near the road as per the RMS guidelines.

3.6 Road Occupancy Licences and Speed Zone Authorisations

Road Occupancy Licence (ROL) applications will be submitted via the Online Planned Incident System (OPLINC) on Monday 30 May 2016 to apply for road closures and speed reductions required for the event.

See [Attachment 19](#) for RMS ROL & Speed Restriction Application Forms

3.7 Special Event Clearways

No Special Event Clearways are required for 2016 event. It has been identified that assessments may be required in future years, in particular at the housing development area at Penrith station.

3.8 Temporary No Stopping

Temporary No Stopping areas will be installed adjacent to the Bus Stops for Mini-Loop Shuttle Bus Services on Lugard St, Leland St, and at the slip-lane on the south east corner of Castlereagh Rd and Andrews Rd.

These signs will be in place from 8:00 AM until 12midnight to allow the Mini-Loop Shuttles room to pick up and set down patrons.

An additional area of Temporary No Stopping will be installed on Combewood Ave and Thornton Dr on both sides of the road between 6:00 AM and 12midnight to ensure buses have sufficient room to move along Combewood Ave and Thornton Dr. The No Stopping arrangements will be advertised and support of Council Rangers in enforcement is requested. Note: a traffic controller will be present to monitor the zones and move vehicles on where possible.

3.9 Emergency Access Corridors and Procedures

Emergency access to the SIRC and event area will occur through McCarthys Lane and Gate E (SIRC) for the duration of the event. The traffic controller positioned at the intersection of McCarthys Lane and Gate E will need to maintain access during the egress as cars exit the car parks and potentially could block the access point.

Additionally during ingress and egress, emergency access will be available by Old Castlereagh Rd and through Gate A. Communications would need to contact the bus coordinator to ensure they were in contact with their buses to allow the emergency vehicle priority.

NSW Ambulance and First Aid contractor will have vehicles on site at the SIRC for the duration of the event. These vehicles will access the site through Gate E off McCarthys Lane. Access is to be granted in and out at any time for these vehicles.

Additional access is available to the site beyond Gate A off Old Castlereagh Rd. This will provide access for incidents on the southern side of the site.

4 Transport Management Plan

4.1 Key Features of the Transport Management Plan;

1. Public transport will be messaged as the best option for patrons travelling to the event,
2. The use of an Integrated Transport & Entry Ticket, for all Sydney Train Services and all Event Shuttle Buses,
3. Additional Rail Services will be Scheduled to meet the demands of the event based on statistics from the 2009 - 2015 events,
4. Directional signage installed by Sydney Trains at Penrith Station to assist Patrons to Event Shuttle Buses
5. The use of Event Shuttle buses from Penrith Station to the venue entry point (Station Shuttle)
6. The use of additional mini-loop shuttle buses for Old Castlereagh Rd (Mini-Loop)
7. Minimise patrons arriving on foot,
8. Direct Drop-off/Pick-ups to occur from the South side of Penrith Station for ingress and egress.
9. Secondary drop-off point in Leland St at the control point on Old Castlereagh Rd then using the mini-loop shuttle to access the site.
10. Private vehicles will have parking at the event site for up to 1,000 vehicles at a charge of \$20 per vehicle (expected usage up to 500 cars).

One of the key features of this event is the Integrated Transport & Entry Ticket which Q-Dance Australia have organised with the Transport for NSW and Sydney Trains, whereby patrons are able to travel to the event on all Sydney Trains Services using their entry ticket.

The organiser is expecting the majority of patrons who attend the event will travel by train to Penrith Station as this is included in the event ticket price with the organiser strongly encouraging the use of Public Transport as the easiest way to get to and from the event due to limited car parking and other scheduled transport options to this site.

Penrith Station will be the main transportation 'hub' for people travelling to and from the event, with an extensive free shuttle bus services also being provided by the organiser as part of the integrated transport and entry ticket price.

4.2 Special Event Trains

As part of the event ticket price, patrons will be provided with rail transport anywhere in the network bounded by Newcastle, South Coast, Blue Mountains and Eastern Suburbs. Sydney Trains will provide enough special event trains to meet patron needs.

The special event trains will supplement the regular services from Penrith Station and will include 3 standby services in addition to the 9 regular services for the egress. These standby trains will stop at junction stations (Blacktown, Westmead, Parramatta, Granville, Lidcombe, Strathfield, Redfern and Central) between Penrith and Central.

See **Attachment 18** for Transport: Rail Schedule – to be provided by Sydney trains 4 weeks prior to event

4.3 Event Shuttle Bus

Q-Dance Australia will be organising a free event shuttle bus from Penrith Station to the event site. The shuttle bus will drop off and pick up patrons from inside Gate A at the Sydney International Regatta Centre throughout the day. Due to the opening of Thornton Drive in 2015, a new bus route was used in 2015. The same route will be utilised again in 2016.

INGRESS

It is expected for an attendance of 25,000 patrons that we will require **36 buses** to make loops between Penrith Station and the venue for the ingress to cater for the number of patrons requiring a bus to the venue given its location.

It is proposed that Buses will be able to layover in the Penrith Station Car Park (on the northern side of the station) to ensure maximum utilisation of services at peak times. It is anticipated that the buses will generally run in time with train arrivals at Penrith Station to ensure there is minimal build-up of patrons waiting to get to the event from Penrith Station.

EGRESS

It is expected for an attendance of 25,000 patrons that we will require up to 54 buses for the egress phase of the event to move up to 17,000 patrons back to Penrith Station at the conclusion of the event.

The buses will be split into 2 groups of 3 buses to load at the conclusion of the event and this will result in groups of 3 buses travelling to Penrith Station every 2 to 3 minutes.

Buses will pick patrons up from approximately 100m inside Gate A at SIRC. The buses will then exit the site through Gate B. The buses not being utilised will be able to layover along Old Castlereagh Rd east of gate A and a small number in P4 at SIRC to ensure the maximum amount of buses are available for the peak egress times.

Additionally, a reduced event shuttle service shall continue to operate throughout the day between the event site and Penrith Station to cater for patrons who leave the event early or who are requested to leave the event by Security and NSW Police. In the case of the latter, a security guard will travel on the service to ensure other patron and driver safety.

Our dispersal analysis estimates that the total egress capability needs to accommodate: **up to 17,000 may require Event Shuttle bus back to Penrith Station.**

The Shuttle bus route will take buses approximately 22 minutes to complete during ingress and 22min during egress. During peak times the buses will take up to 2 minutes to load and 1 minute to unload, making return trip during ingress approx. 25min and egress 25min. During egress we are planning for each shuttle bus between SIRC and Penrith Station to be able to make up to 4 trips within 1hr: 40min (100min), being main egress period, with some patrons leaving prior to main egress and some leaving slower.

Basic calculations during peak egress period of 10:00pm – 11:40pm (100min): are **therefore 54 buses making 4 trips over 100min (216 bus movements) with up to 70 people in each bus provides transport capability over that period for 15,120 people.**

In addition to the above calculations we have to assume that during the lead-up to main egress approximately 1,800 people will have left the site on the shuttle bus services prior to 10:00pm with a further 400 people slowly leaving the site after 11:40pm on a few shuttle buses that will have to make a 5th trip.

Note 1: On Ingress some Event Shuttle Buses from Penrith Station may get redirected via Lugard St and Leland St to pick up additional passengers if the Mini-Loop Service is not coping with the demand at this point.

Note 2: On Egress some Event Shuttle Buses from Penrith Station may get redirected via Lugard St and Leland Street if the roundabout at Castlereagh Rd / Andrews Rd becomes too congested.

Note 3: On egress some Event Shuttle Buses may be required to collect patrons from Old Castlereagh Rd if they have moved through the venue fences. This will be monitored through the egress and managed if required.

At the conclusion of the event, patrons will be directed to a corralling system approximately 500m from the SIRC Bridge. From here they will be split into 2 sections of bus loading. The bus loading for the 2016 event will be split into 2 groups of 3 buses that will alternate being released so to minimise congestion.

All station shuttle buses leaving the venue will exit through Gate B.

Buses will layover in Old Castlereagh Rd east of Gate A at the conclusion of the event (buses to pull over as far left as possible to ensure emergency access is maintained. Buses will lay over in this area from 8:00 PM to prepare for egress. Additionally Busways has advised that it has 2 depots located

along the bus route and these will be utilised to lay buses over as required in addition to the space on Old Castlereagh Rd.

See [Attachment 7](#) – Event Shuttle Bus Routes.

See [Attachment 13](#) for SIRC Bus Loading/Unloading Operations

See [Attachment 11](#) for Arrival & Dispersal Calculations and Transport Strategy

4.4 Penrith Station Transport Hub

The majority of patrons will arrive at Penrith Station to catch the free event shuttle that is being provided from Penrith Station to the SIRC. Q-Dance Australia will be providing a site manager for Penrith Station who will be responsible for the overall management of this area. A block of toilets and first aid will be deployed to this area for the entirety of the event day. The locations of these were discussed with Sydney Trains, ESPA and Q-Dance during the site meeting on Tuesday 10 May 2016.

Barricades will be used to set up a queueing system for the event shuttle bus during ingress and a similar set up will be used during egress to ensure patrons can access Penrith Station safely. Sydney trains has agreed to install directional signage at Penrith station.

Sydney Trains has again approved the proposal to allow patrons to walk through their car park and into the station. This thoroughfare allows the patrons to be stopped should the station become overcrowded. Additionally, the staff carpark will be messaged to Sydney Trains staff as being closed to avoid any vehicle movements in this area.

In 2016, the upper two levels of the commuter car park will be closed as these levels exit into the bus loading area. In the previous 3 years the number of cars parked in this car park have been minimal.

Please see [Attachment 16](#) for the Site Overview of Penrith Station (Shuttle Bus Operations)

4.5 Mini-Loop Service

A mini-loop service will run from the event site to the 7-Eleven service station, right into Lugard St, then right into Leland St and then returning to the event site. The purpose of the service is to accommodate all people who park in areas other than the event car park, and anyone that has walked directly to the event. This ensures that there are no pedestrians that walk along Old Castlereagh Rd.

It is anticipated that we require an egress capability to move around 3,000 people from the site over 100min. We estimate that 6 buses will be dedicated to this service.

See [Attachment 7](#) – Event Shuttle Bus Routes

4.6 Local Shuttle / Hotel Shuttle Bus:

The organisers will again be providing a local area / hotel shuttle bus service at the conclusion of the event. This bus service will operate from the southern side of Penrith Station and follow 3 routes to key points and hotels within the Penrith local area. This bus service is being provided due to the

shortage of taxis in the area at the conclusion of the event and in this case there will be **3 additional buses** for this service that connects on the south side of Penrith Station.

A fee of \$5 per ticket is charged for this service.

4.1 Temporary Bus Zones

A temporary bus terminal will be installed at SIRC on the internal road between Gate A and B. It is planned that this bus terminal will include 7 loading bays (6 for the event shuttle, 1 for Mini-Loop Bus Service)

An additional two (2) temporary bus zones are being proposed for the Mini-Loop Shuttle Bus that will operate along Old Castlereagh Rd via, Gate A, the slip lane on south east corner of Castlereagh Rd/ Andrews Rd, Lugard St and Leland St.

These areas will be signed and delineated using a combination of crowd control barriers, waterfill barriers and other temporary infrastructure to ensure safe operations are maintained at all times.

See **Attachment 13** for SIRC Bus Loading/Unloading Operations

4.2 Private Vehicles

Patrons who are driving to the event will be allowed beyond the 'Vehicle Control Point' on Old Castlereagh Rd, only to park within the event car park at a flat rate of \$20. Private vehicles will be directed into SIRC through Gate C and will then be directed of the correct area to park by SIRC car parking staff. It is proposed that the car park is prepared for operation from 9:30 AM. Staff members that have the correct parking pass will be able to park on site from 6:00 AM on event day.

Car Parks P5 & P6 will accommodate up to 1,750 cars however we will initially work from the capacity of 1,500 cars spaces for this event. We will then work on the assumption that up to 450 cars may actually use the event car parking at SIRC on the day, with an average of 2.9 people in each car, being 1,305 patrons arriving by private vehicle, (approx. 6% of the attendees at 25,000).

Additionally lighting may be required in some areas of the SIRC car park to ensure that patrons can find their car safely.

Private vehicles wanting to drop off at the event will be advised to do so at the south side of Penrith Station. These patrons will be advised to catch the event shuttle bus, from Penrith Station to the event site and catch the shuttle back to Penrith Station at the conclusion of the event.

No private pick-ups will be allowed at SIRC at the conclusion of the event and patrons will be directed to catch the event shuttle bus, then directed to be picked up on the Southern Side of Penrith Station.

Private vehicles that arrive at the 'Vehicle Control Point' to drop off patrons will be advised to drop off in Lugard St and patrons will board the mini-loop bus to the event site. Drivers will be advised that pick-up must occur at Penrith Station.

See **Attachment 12** for SIRC Parking, Pedestrian and Vehicle Flows

4.3 Car Park Egress

Patrons who have driven to SIRC will be directed to leave the venue by Gate E and then turn right onto McCarthys Lane. From here if they are heading to Sydney or Penrith they will be directed right onto Castlereagh Rd and then left onto Andrews Rd (towards the Northern Rd and M4 Motorway).

Vehicles heading towards Richmond and Windsor will be able to turn left at Castlereagh Rd / McCarthys Lane intersection. The intersection of Castlereagh Rd and McCarthys Lane will be under control of NSW Police and Authorised Traffic Controllers to improve traffic flows out of McCarthys Lane.

4.4 Staff Parking

Due to the large numbers of staff required for the event, convenient locations need to be considered for staff that are working the event. Staff can utilise car parks P5 & P6 on site at SIRC until 9:00PM. Any late starting staff on event day, will not be allowed access to Old Castlereagh Rd and will be directed to park on the Northern Side of Penrith Station Carpark and catch the free shuttle bus to the event. This ensures that Old Castlereagh remains free of vehicles. A staff parking pass will be developed and distributed by Q-Dance Australia.

4.5 Contingency & Wet Weather Car Parking

Should adverse conditions prevent the use of the SIRC car park or limit the available space, then a wet weather parking option will be utilised at Emu Plains Train Station. If there is a severely limited number of car parking available on site then the organiser will issue a Wet Weather message using SMS, email and social media to request patrons look to Public Transport due to very limited parking being available due to the adverse weather conditions.

4.6 Taxi Arrangements

ESPA will liaise with the NSW Taxi Council and will request that all taxis drop patrons at the taxi rank on the southern side of Penrith station in Jane Street. Patrons can then utilise the free event shuttle bus to the event site.

During ingress, in the event that a taxi arrives at Old Castlereagh Rd, Taxis will be permitted to continue through the 'Vehicle Control Point' and will be directed to enter the site through Gate C, drop-off at the RMS hardstand within SIRC and then exit through gate B.

During egress, Taxis are not permitted to pick-up from the event site. Taxis approaching the site during egress will be redirected to Penrith Station. NSW Taxi Council will be advised of this arrangement in the weeks leading up to the event.

See [Attachment 16](#) for Penrith Station Layout

4.7 Minibuses and Coaches

The private hiring of minibuses, coaches and other buses as a mode of transport was heavily utilised in 2015 and is expected to again be used as a significant mode of transport to the event.

It is anticipated that up to 3,600 patrons may arrive by their own chartered minibus, coach and other bus. During ingress minibuses and coaches will access the site through Gate C and be directed to P5 south or P6 south to drop off.

During egress minibuses, coaches and hire cars will be able to access the venue through Gate C and will be then directed to park to wait for their patrons. All private charter buses, minibuses and hire cars will be directed to leave the venue via Gate B.

Due to charter buses requiring access through Gate C, additional measures have been put into place to ensure that pedestrians do not exit through these gates. These measures have been outlined in the below attachments.

See [Attachment 13](#) for SIRC Bus Loading & Unloading Operations

4.1 Accessible Drop Off/ Pick Up Accessibility

In 2016 the event organisers will be assessing the accessibility options available for the event. Due to the nature of the event, it is not expected that there is a need for an extensive accessible options. A small area of four car parking spaces near the event parking area (P5) has been identified as a space for accessible parking. Four parking spaces will be reserved, with this area being closed off by barrier boards. Should an accessible vehicle need to park, they will need the appropriate sticker to confirm the requirement. They will be parked by SIRC staff, and then the patron unloaded. From here, it is being proposed that a buggy will pick them up and transport them to the event site, via the police compound for screening. The reverse is due to happen on egress. ESPA will continue to work with Q-Dance, ISEC and SIRC to ensure that the most appropriate methods are in place for accessibility that does not inhibit the existing traffic or security options.

4.2 Artists & VIPs

The majority of artists, entertainers and performers will be advised to park in the staff parking areas at P5 & P6. A small contingent of artists and VIPs will be provided with an AAA vehicle accreditation and will be allowed to drop off in the small area at the front of the SIRC Operations Centre at Gate A. A traffic controller will be deployed to this area for the duration of the day, and will ensure that the vehicles dropping off, are advised to wait until an appropriate break in shuttle buses occur, then direct the vehicle to exit out Gate B. These vehicles will then park in the staff carpark area for the duration of the event. This drop off area will only be utilised by A-List internationals. All DJs will be directed to go past the police compound for screening, a guard will be placed at the fence area to provide access through to this area. ESPA will continue to work closely with Q-Dance, ISEC Security and SIRC to ensure that the most appropriate and safe operation is developed that does not impact the shuttle bus operations significantly.

5 Public Relations & Event Notification

The Event Organisers are responsible for the management and implementation of the Public Relations and Notification aspects of this event. It has been explained that the majority of key stakeholders, landowners, residents and businesses will be notified of the event, with additional details about access and timing being available to them shortly.

6 Implementation of TMP

6.1 Staffing & Deployment

A staff deployment schedule will be developed and issued as an addendum which is based on the operational, approved TCP's included within the TMP. TCP's will be implemented by a combination of Penrith Police and RMS certified Traffic Controllers. The staff deployment schedule to be included in the Final TMP will focus on personnel resources around the perimeter of the site and external to the event site.

A dedicated staff member will be allocated to the Event Control Centre (ECC) that will provide a communication link with the other key agencies that are situated in the ECC.

See [Attachment 8](#) for Staff Deployment Overview

6.2 Police Deployment

This will occur under the direction of the Traffic Sergeant of Penrith Police and as per the revised and agreed resource deployment schedule within each of the TCPs.

6.3 RMS Deployment

At this point in time there is no plan for RMS to be involvement in the implementation of this TMP.

Communications with the TMC will only be required if the NSW Police request increased phasing of the lights at the Northern Rd/Andrews Rd and Thornton Dr/Castlereagh Rd to improve flows out of the area.

6.1 Event Signage

There is a requirement for event signage to be erected at SIRC and Penrith Station for both ingress and egress. A detailed list will be available closer to the event. Other signage external to the venue will be used to direct patrons to bus stops and other areas of interest around the site.

6.2 Variable Message Signs (VMS)

Portable Variable Message Signs (VMS) boards will be deployed to locations in the area to provide advanced notification of arrangements and to provide notifications of changed traffic conditions in the area. Further, a number of VMS will be used at the bus load/unload area to assist in directing patrons to the correct areas to depart the event.

See [Attachment 3](#) for TCP & VMS Overview Map

See [Attachment 14](#) for VMS Message Schedule

6.3 Communications, Command & Control (C3)

The main feature of the Communications, Command & Control structure is the implementation of the Event Control Centre (ECC), which will be located on site and will operate from bump-in, event day operations and until completion of bump-out.

The ECC will operate as the communications base for the event and will accommodate the appropriate management and Supervisors that are able to provide the appropriate level of decision making, command and instruction to operatives working in the field.

An Event Communications Policy will be written and agreed to, and included in the Operations Plan for the event.

6.4 Equipment and Temporary Infrastructure

A schedule of equipment & temporary infrastructure required to manage the external aspects of the venue will be compiled by ESPA and provided to Q-Dance.

See **Attachment 17** for Equipment and Temporary Infrastructure Register

7 List of Attachments

Attachment 1 – Certificate of Currency for Public Liability Insurance

Attachment 2 – Event Site Plan

Attachment 3 – TCP & VMS Overview Map

Attachment 4 – TCPs (1-15) Complete set

Attachment 5 – Overview of Ingress/Egress Vehicle Flows around the Area

Attachment 6 – Pedestrian Flows to SIRC

Attachment 7 – Event Shuttle Bus Routes

Attachment 8 – Staff Deployment Overview

Attachment 9 – Light Tower Overview Map

Attachment 10 – TCP Reasoning, Instructions and Risks

Attachment 11a – Arrival & Dispersal - Calculations

Attachment 11b – Dispersal Analysis & Transport Strategy

Attachment 12 – SIRC Parking, Pedestrian and Vehicle Flows

Attachment 13a – SIRC Bus Loading and Unloading Operations

Attachment 13b – SIRC Bus Loading and Unloading Instructions

Attachment 14 – VMS Message Schedule

Attachment 15 – Detour Route for Mullins Rd Businesses

Attachment 16 – Site Overview Penrith Station (Shuttle Bus Operations)

Attachment 17 - Equipment and Temporary Infrastructure Register

Attachment 18 – Transport: Rail Schedule – to be provided by Sydney Trains 4 weeks prior to event

Attachment 19 – RMS ROL and Speed Restriction Application Forms

Attachment 20 – Terms and Conditions of Approval from Penrith City Council – To be supplied