

# LOCAL STAKEHOLDER SUBMISSION

Version 2019.1




11 May 2019



**Letter To:**

The Byron Shire Council  
Local Traffic Committee

CONFIDENTIAL

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DATED:	12 July 2018
VERSION:	1.0
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## 1 DOCUMENT PURPOSE

<b>Event Manager:</b>	<b>NXsports Community Foundation Limited, hereafter known as NXsports (Event Manager)</b> ABN: 99 145 432 006 Office: 1300 28 29 49 A. Race Director: Michael Crawley ✉ mike@nxsports.org ☎ 0402 226 333 B. Event Manager: Kevin Pready ✉ growth@nxsports.org ☎ 0411 757 577 C. Event Manager: Nicola Farquhar ✉ delivery@nxsports.org ☎ 0478 710 344
<b>Contraction:</b>	<b>QSMSports Pty Ltd (Owner)</b> ABN: 21 141 818 779 The Owner shares with the NXSports Community Foundation (the Event Manager) its intellectual property and assets for the purpose of delivering its Special Event.
<b>Authority:</b>	This authority of this document is in accordance with the Quality System under which all planning for the event is to proceed. Changes and deviations to this plan require the consent of the Owner.
<b>Confidentiality:</b>	<p><i>Only for the Permitted Purpose of assisting the Event Manager to deliver the Special Event can an approved document user continue to read this document, and an unapproved document user should return the document to office@qsmports.com. The document user may only be those who have been approved by the Owner. The obligations to protect the confidentiality of the intellectual property, now and into the future, are imposed on the document user to preserve the rights of the Owner and not cause direct or indirect detrimental harm to the Owner. The intellectual property includes data, information, designs contained in this document and will remain the exclusive property of the Owner, and will only be used for the permitted purpose.</i></p> <p>Copyright ©NXSports Community Foundation Limited 2017</p> <p>Except as permitted by the copyright law applicable to you, you may not reproduce or communicate any of the content on this document, without the permission of the copyright owner. All rights reserved.</p>
<b>Quality System:</b>	<p>Using our intellectual property and methodology we produce management plans which are part of the internal quality system, which include documents for Strategy, Community and Transit, Sales and Marketing, and Operations.</p> <div style="display: flex; justify-content: space-around; align-items: center;">   </div>

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Dear members,

NXsports Community Foundation is pleased to make application to the Local Traffic Committee for approval to conduct the 23<sup>rd</sup> Byron Bay Triathlon on Saturday the 11<sup>th</sup> of May 2019.

The event continues the fine tradition of being one of the most highly sought-after sports tourism destination triathlons in the nation.

Consultation with the community and local businesses is essential in the planning of the Bryon Bay Triathlon; together we will work to deliver a valuable economic and socially responsible project with perennial returns for stakeholders and our charitable partners.

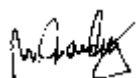
We have formalised a Stakeholder Design 5-stage process into the NXsports Quality System that incorporates the pre-event engagement phase and the post-event feedback phase in order to better capture the impact on individual residents and businesses in community. The Stakeholder Design will incorporate the feedback from the community into the early stages of planning in order to mitigate problems on the day.

The triathlon includes stakeholders such as the Byron Bay Surf Life Saving Club, Brunswick Valley Rescue, Byron Bay Scouts, Byron Running Club, Byron Cycling Club, Lennox Head Cricket Club, and the Byron Youth Activity Centre, who will each contribute expertise, labour and will raise funds as a result of their contributions to the event.

The Saturday Triathlon is expected to attract 1,200 competitors, plus an estimated 1,500 supporters. Most competitors come from Queensland, the Tweed, Bryon, Sydney, and regional areas. The Byron Bay Triathlon brings day visitors and week visitors to the area. The majority of visitors are three-day visitors, with a surprisingly high ratio bringing with each athlete an average of 3.3 visitors resulting in 12,000 bed nights (2017 data).

NXsports Community Foundation looks forward to continuing the journey with the Byron Bay community and the Byron region.

Thank you.

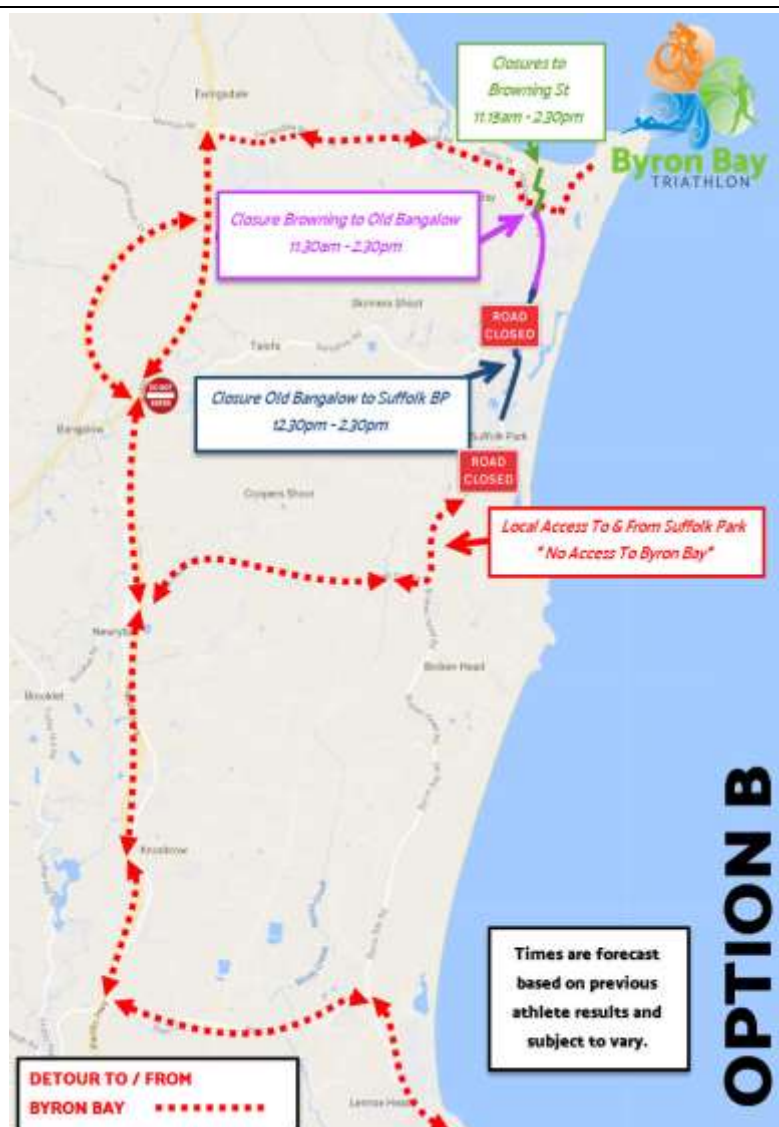


Yours sincerely,

Mike Crawley

NXsports, Race Director

<b>Dates</b>	Saturday 11 May 2019		
<b>Venue</b>	The Erections crew will install rubbish bins and undertake a full site clean at the end of the event in conjunction with Solo Waste and Byron Shire Council.		
<b>Program &amp; Closures</b>	<b>Road</b>	<b>Specification</b>	<b>Time of Road Impact</b>
	<b>VENUE</b>		
	Denning Park	Transition	Set up of bike transition from 8am Friday 10 May.
	Denning Park	Outside surf club	Delivery of crowd control fences Friday 10 May and set up of event site from 8am.
	<b>SATURDAY ROAD CLOSURES</b>		
	Bay Street (from Surf Club Fletcher St south)	North & southbound	7.00am to 5.00pm
	Middleton Street (from Bay St to Marvel St)	North & southbound	10.30am to 3.00pm
	Lawson Street (from Fletcher St to Massinger St)	North & southbound	10.30am to 5.00pm
	Marvell Street (from Middleton St to Tennyson St)	North & southbound	10.30am to 3.00pm
	Tennyson Street (Middleton St to Browning St)	North & southbound	11.00am to 3.00pm
	Bangalow Road (from Browning St to Old Bangalow Rd)	North & southbound	11.30am to 3.00pm
	Broken Head Road (from Old Bangalow Rd to BP Fuel Station Beech Dr)	North & southbound to Suffolk BP	12.00pm to 3.00pm
	<p>The proposed cycle course total time roads are closed to Suffolk Park BP is approximately 3 hours. The southbound lane is affected for approximately 2.5 hours; and northbound lane affected for approximately 3 hours.</p> <p>The proposed program operates on three courses under a gradual closure:</p> <ul style="list-style-type: none"> <li>From surf club left to Ruskin St, 1.80km outbound; 3.0km return (<b>GREEN</b>)</li> <li>From surf club to Old Bangalow Rd corner, 2.50km outbound; 5.0km return (<b>PURPLE</b>)</li> <li>From surf club to Beach Drive 5.0km outbound: 10km return – (<b>BLUE</b>)</li> </ul> <p>Implementation of staggered wave starts will ensure that the loading of cycles on the course remains at a reasonable level. The forecast closure times based on 2017 athlete times are noted below for each section of course.</p>		



The times below are based on the 2017 average.

	Estimated Average		
	Start Swim	Start Bike	Finish Bike
<b>Juniors</b>	11:15am	11:19am	11:31am
<b>Big Kids</b>	11:25am	11:30am	12:00am
<b>Tempta</b>	11:45am	11:58am	12:25pm
<b>Sprint</b>	12:10am	12:27pm	1:11pm
<b>Olympic</b>	12:30pm	12:58pm	2:21pm

#### Traffic Diversions

Traffic diversions / traffic advisement points are as per the traffic control plans.

Location	Approaching	Diversion
Ross Lane - advisement	Lennox Heads	Ross Lane to Pacific Hwy
Midgen Flat Rd – advisement	Midgen Flat Rd & from Lennox	Midgen Flat Rd to Pacific Hwy
Old Bangalow Rd, Bangalow Rd	From Bangalow or Coopers Shoot	Bangalow Rd to Pacific Hwy
Browning St (near Mitre 10)	Jonson St	Back via Jonson St to Ewingsdale Rd
Ewingsdale Rd	From Pacific Hwy	Return to Pacific Hwy

Permits	Permits and approvals required from:- <ul style="list-style-type: none"><li>New South Wales Police</li><li>Byron Shire Council</li><li>Local Traffic Committee</li><li>Surf Life Saving Australia</li><li>New South Wale Roads and Maritime Service</li></ul>																																				
Community Groups	The following community groups may be involved and may receive direct benefits from the event:- <ul style="list-style-type: none"><li>Byron Surf Club</li><li>Brunswick Valley Rescue</li><li>Byron Bay Scouts</li><li>Byron Running Club</li><li>Byron Cycling Club</li><li>Lennox Head Cricket Club</li><li>Byron Youth Activity Centre</li></ul>																																				
Key Stakeholders		<table><thead><tr><th>Name</th><th>Function</th><th>Representative</th></tr></thead><tbody><tr><td>NXsports</td><td>Event viability</td><td></td></tr><tr><td>Byron Shire Council</td><td>Strategic benefits, economic impact and community ownership</td><td></td></tr><tr><td>State Roads (RMS)</td><td>Approvals and safety</td><td></td></tr><tr><td>Peak Sporting Body</td><td>Development of sport</td><td></td></tr><tr><td>NSW Police</td><td>Approvals and safety</td><td></td></tr><tr><td>Course Communities</td><td>Community involvement and minimized impact</td><td></td></tr><tr><td>Transport (Buses, Trains)</td><td>Community involvement and minimized impact</td><td></td></tr><tr><td>Shops/Businesses in Byron Bay</td><td>Community involvement and minimized impact</td><td></td></tr><tr><td>Suffolk Park Progress Association</td><td>Community involvement and minimized impact</td><td></td></tr><tr><td>Chinderah District Residents/ Progress Association</td><td>Community involvement and minimized impact</td><td></td></tr></tbody></table>	Name	Function	Representative	NXsports	Event viability		Byron Shire Council	Strategic benefits, economic impact and community ownership		State Roads (RMS)	Approvals and safety		Peak Sporting Body	Development of sport		NSW Police	Approvals and safety		Course Communities	Community involvement and minimized impact		Transport (Buses, Trains)	Community involvement and minimized impact		Shops/Businesses in Byron Bay	Community involvement and minimized impact		Suffolk Park Progress Association	Community involvement and minimized impact		Chinderah District Residents/ Progress Association	Community involvement and minimized impact			
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#### 4 COMMUNITY AND TRANSIT PLANNING

<b>Sanctions</b>	Events and Races sanctioned through Triathlon New South Wales & Triathlon Australia
<b>Permits</b>	Permits and approvals required from:- <ul style="list-style-type: none"> <li>• New South Wales Police</li> <li>• Byron Shire Council</li> <li>• Local Traffic Committee</li> <li>• New South Wales RMS</li> </ul>
<b>Special Event Signage</b>	Special Event signage will be installed in affected suburbs two weeks in advance of the event. VMS electronic boards will be deployed 5 days in advance. Signage on streets closed for the race installed 7 days prior.
<b>Residents Notification</b>	NXsports to provide:- <ul style="list-style-type: none"> <li>• Regular news releases to local papers starting 3 months out</li> <li>• Special Event Notices go into the Byron Echo 1 and 2 weeks from the event</li> <li>• Doorknock to all affected businesses 1 month prior to the event</li> <li>• Letterbox drop to residents and businesses affected two weeks prior to event.</li> <li>• Residents will have access to the motorbike escort service for urgent entry/exit on routes.</li> <li>• All resident notification includes event contact mobile number.</li> </ul>
<b>Business Consultation</b>	<ul style="list-style-type: none"> <li>• Consultation will be made with shop owners and accommodation houses in the precinct.</li> <li>• NXsports will ask for design input from community and businesses through the local newspapers advertisements and a personalised email 3 months prior to the event.</li> <li>• NXsports will complete three waves of communications with shops/businesses in Byron via email.</li> <li>• NXsports will present to Chamber of Commerce.</li> <li>• A door to door personalised approach will be made to businesses on affected roads before the event.</li> <li>• Local fishermen and fishing clubs will be notified of the event in writing and followed up.</li> </ul>
<b>Road Signage</b>	<ul style="list-style-type: none"> <li>• Road detour signage and appropriate traffic signage will be used in advance of key changed road conditions &amp; activity areas as per Traffic Control Plan.</li> <li>• A major effort will be undertaken to improve detour signage for persons arriving in Kingscliff during road closures</li> <li>• An extensive campaign to participants will be undertaken to communicate detours, access roads before the weekend to minimise confusion</li> <li>• Special Event Signage will be placed on all connected roads into the event.</li> </ul>
<b>Bus Access</b>	The buses normally accessing the course will need to be diverted as per NSW Police recommendations; and a communication to residents affected needs to be jointly undertaken with Bus Company/Council/NXsports.
<b>Taxis</b>	Taxi companies will be contacted and regularly followed up.
<b>Car parking</b>	Council carparks with discounted code.
<b>Fencing &amp; Delineators</b>	Crowd control fences will be used to keep people off roads or away from high risk areas. Plastic delineators maybe used to deflect cyclists in high speed zones namely: <ul style="list-style-type: none"> <li>• Street crossings</li> <li>• Street corners on cycle course.</li> </ul>
<b>Road Marshalls &amp; Officials</b>	There will be volunteers assisting along all course positions within the town. All volunteers will be in the NXsports hi-vis vest where necessary. Triathlon New South Wales will provide 4-6 qualified Officials.
<b>Traffic Control</b>	Located as per the Traffic Control Plan
<b>Escort</b>	Three race experienced motorbike escorts with radio and high visibility vest will provide immediate interaction/control during races at the discretion of the Chief Official.
<b>Police</b>	There will be six police officers on site to manage traffic flows and local movement. Police will be on the repeater-based radio network to link all aspects of the events operations which will be installed by John Nolan.
<b>Risk Escalation</b>	During racing, all matters of safety, risk management are controlled by the Race Director, who with the Event Manager will take appropriate action. Officials & Traffic Controllers – report injuries; resident issues; behaviour incidents immediately to race radio Chief Official – assess risks and delegate to officials; first aider; Race Director Race Director/Race Manager coordinate response with emergency services; Council and Erection Crews


<b>Major Incident Protocol</b>	In the case of a major community incident, the event will be put on hold until the Race Director and Police determine when the event is safe to proceed. Race Director ensures that emergency services maintain right of way access to all closed roads.
<b>First Aid</b>	St John's Ambulance is on site in two locations. At the finish line with a team of 3; and the mobile unit with a team of 2. Byron Surf Club will manage first aid along the swim course and in the water.
<b>Rubbish</b>	The Erections crew will install forty rubbish bins and undertake a full site clean at the end of the event in conjunction with Solo Waste and Byron Shire Council
<b>PA</b>	A PA system will be used during the event. Speakers will be faced away from residents to reduce impact.
<b>Toilets</b>	Six toilets will be provided at Denning Park
<b>Technical Regulations</b>	Racing and event management will be conducted in accordance with technical regulations of Triathlon Australia. Penalties and fines will be afforded to individuals breaching clear code of conduct or race rules.
<b>Police Permit</b>	Applications submitted to Police 12 July 2018.



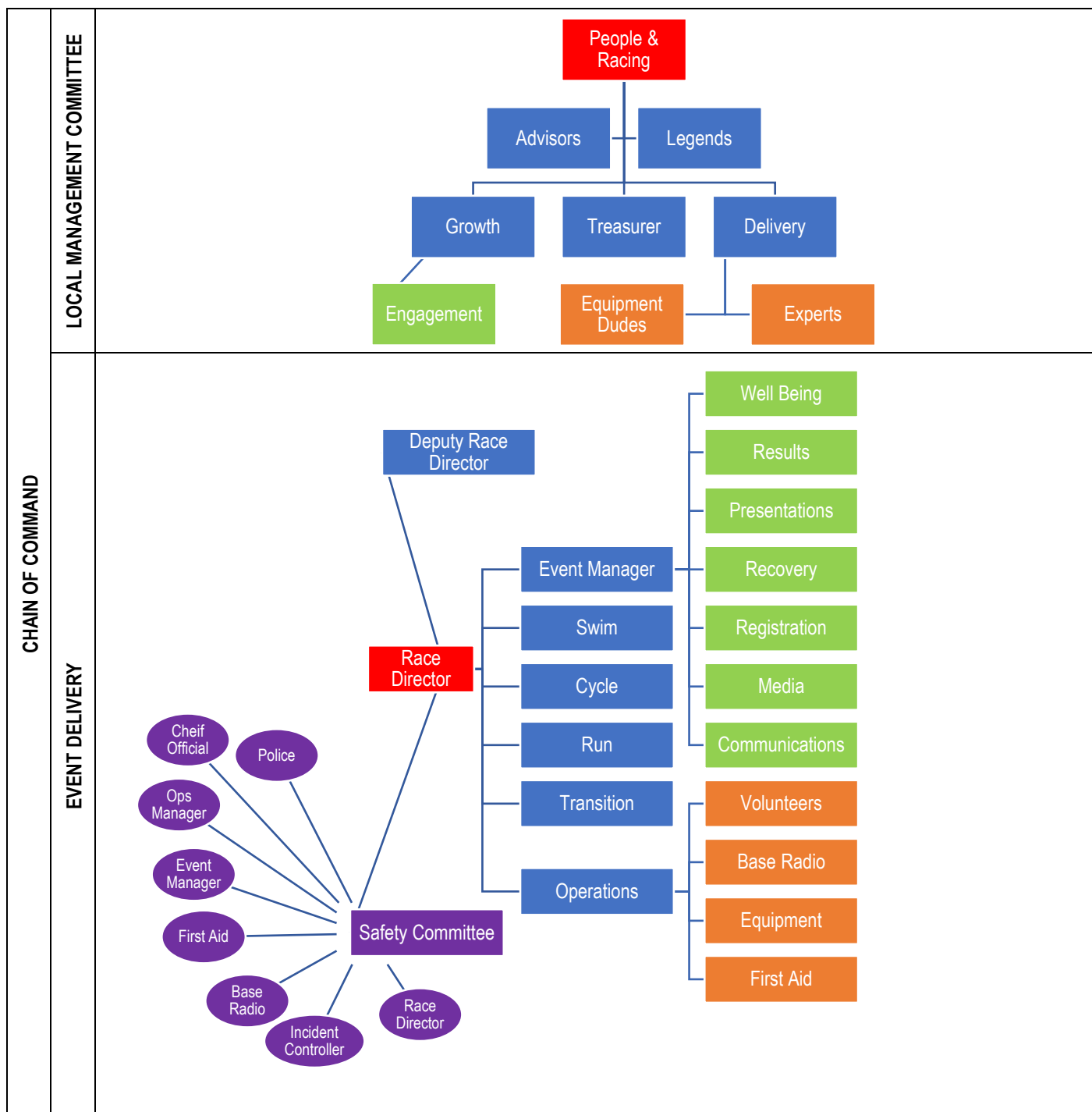
Shown below are the relevant business processes used to manage activities associated with the planning and implementation of this event. The intent is to conduct these processes in a consistent manner across all events and maintain our five-stage methodology:

1. Consult
2. Strategy
3. People
4. Process
5. Result

The driving force of the Quality Management System is a corporate culture centred on obtaining and implementing feedback, and an environment of constant improvement and innovation. All management plans are designed as works in progress in order to reflect the nature of ongoing consultation, analysis, and performance review.

METHODOLOGY	CONSULT	<ul style="list-style-type: none"> <li>Identify key stakeholders and appoint the Strategic Advisory Board</li> <li><b>Review</b> and agree the outcomes and critical impact factors for the event</li> <li>Perform the event SWOT</li> </ul>
	STRATEGY	<ul style="list-style-type: none"> <li>Create the event budget and set targets</li> <li>Create the specific management plans, beginning with the Strategy Map</li> <li>Set the overarching scorecards</li> <li>Ensure the resources and structure required to deliver the event are clearly in place</li> <li><b>Review</b> the consultation progress to ensure the management plans are current</li> </ul>
	PEOPLE	<ul style="list-style-type: none"> <li>Recruit the best people for the job and appoint the Local Management Committee</li> <li>Empower the team and give ownership of tasks, responsibilities, and projects</li> <li><b>Review</b> the team and structure to ensure there is capacity to grow, change, and quickly adapt</li> </ul>
	PROCESS	<ul style="list-style-type: none"> <li>Implement the processes set out in the requisite management plans</li> <li>Perform ongoing <b>feedback</b> loops and integrate results into the management plans</li> <li><b>Evaluate</b> the ROI of marketing, consultation and operations tactics and <b>adjust</b> as required</li> </ul>
	RESULT	<ul style="list-style-type: none"> <li>Seek post-event <b>feedback</b> from customers, stakeholders, and Strategic Advisory Board</li> <li><b>Review</b> and judge scorecard results for each management plan</li> <li><b>Evaluate</b> the ROI of marketing and delivery tactics</li> <li><b>Review</b> overall event results with the Strategic Advisory Board and set the '4x4' improvement targets</li> </ul>
QUALITY PLANNING		<p>Using our intellectual property and methodology, three consistent management plans are structured for each event based on the direction provided by the Strategy Map. Each management plan is reviewed based on a scorecard method, and updated consistently in concert with regular feedback loops.</p> 

MANAGEMENT PLANS	STRATEGY MAP	<p>The Strategy Map draws together high-level strategy such as Purpose, Mission, and Values; the document details:</p> <ul style="list-style-type: none"> <li>• Overall scorecard</li> <li>• 12-month objectives</li> <li>• 3-year goals</li> <li>• Strategic advisory board</li> <li>• Local management committee</li> <li>• Budget summary</li> </ul>
	COMMUNITY & TRANSIT	<p>The Community &amp; Transit Management Plan is used to manage impacted stakeholders; the document details:</p> <ul style="list-style-type: none"> <li>• Key local stakeholders</li> <li>• Risk classification and risk management</li> <li>• Contingency planning</li> <li>• Community impact</li> <li>• Local consultation and notification</li> <li>• Site overview</li> <li>• Transit services</li> <li>• Police and emergency services</li> <li>• State roads and maritime authority</li> <li>• Traffic management</li> <li>• Special event signage</li> </ul>
	SALES & MARKETING	<p>The Sales &amp; Marketing Management Plan is used to set clear communications and campaigns; the document details:</p> <ul style="list-style-type: none"> <li>• Sales objectives</li> <li>• Economic impact and visitation</li> <li>• Product, price, and positioning</li> <li>• Branding and visual standards</li> <li>• Sponsorship</li> <li>• Communications and engagement timeline and milestones</li> <li>• Paid campaigns and ROI</li> <li>• Communications insights and analysis</li> </ul>
	OPERATIONS	<p>The Operations Management Plan is used to specify event day activities and logistics; the document details:</p> <ul style="list-style-type: none"> <li>• Race day chain of command</li> <li>• Safety committee</li> <li>• Briefings</li> <li>• Evacuation and emergency access</li> <li>• Site maps and measurements</li> <li>• Site build implementation plans</li> <li>• Pack lists and resources required</li> <li>• Site risk assessments</li> </ul>
CHAIN OF COMMAND	STRATEGIC ADVISORY BOARD	<pre> graph TD     SAB[Strategic Advisory Board] --- NXsports[NXsports]     SAB --- Council[Council]     SAB --- DA[Destination Activation]     SAB --- SR[State Roads]     SAB --- PSB[Peak Sporting Body]     SAB --- CC[Chamber of Commerce]     SAB --- Police[Police]     SAB --- RA[Residents Association] </pre>



## QUALITY ASSURANCE AUDIT

Stakeholder	Action	Completed
Consult		
Strategy		
People		
Process		
Result		