NZEA
NZ EVENTS ASSOCIATION
Ngā Ahumahi Hui huinga o Aotearoa

PARALLAX

PRACTICE NOTE

FOR PLANNED PUBLIC EVENTS THAT IMPACT THE ROAD NETWORK

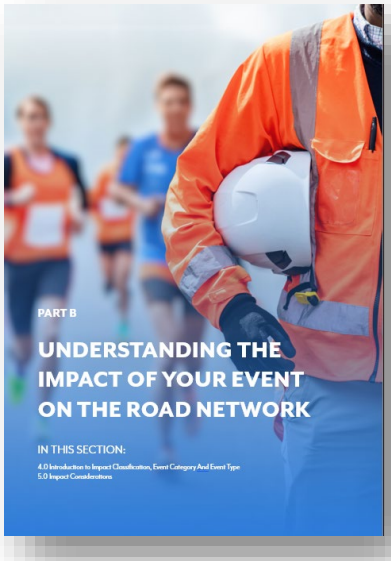
Guidelines for PCBUs

April 2025

ACKNOWLEDGEMENTS

Parallaxx would like to acknowledge and thank the stakeholders who have contributed and collaborated to develop this guidance document.

PRACTICE NOTE STRUCTURE

	Part A: Introduction **FOR EVERYONE** *Understand your responsibilities under the Health & Safety at Work Act 2015.*	Page 3
	Part B: **FOR EVENT ORGANISERS, TTM PLANNERS & RCAs** *Understanding the impact of planned public events on the road network & using the impact classification tool.*	Page 34
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PART A

INTRODUCTION

IN THIS SECTION:

1. ABOUT THESE GUIDELINES

IN THIS SECTION:

A simpler, more consistent, and risk-focused approach to planning safe, successful public events on New Zealand's roads and public spaces.

1.1. What is the Why?

Between 2015 and 2024...

73

Christmas Parades were held, with the number significantly impacted by rising costs and the COVID-19 pandemic.

43

Anzac Parades took place, with TMP costs being a growing concern for event viability.

Costs and Funding Trends:

Funding & Sponsorship

In many regions, TMPs are sponsored by local businesses. Whangarei, for example, still receives council support for parades.

Other councils, like Whanganui, outsource TMP support to contractors, but rising costs have led to increased scrutiny over event funding.

vRising TMP Costs

Whangarei saw a

300% increase

in **TMP execution costs**, reaching up to **$4,000 per event** by 2022.

Rotorua shifted its parade location to reduce costs due to rising TMP expenses.

Post-COVID, TMP-related contracts in Feilding have increased by

30%

Volunteer Support

- In regions like Whakatāne, TMPs are supported by volunteers and local contractors, while other regions rely on collaborations between community groups like Lions Club New Zealdn and Māori Wardens.

Impact of Rising Costs:

3x Increase

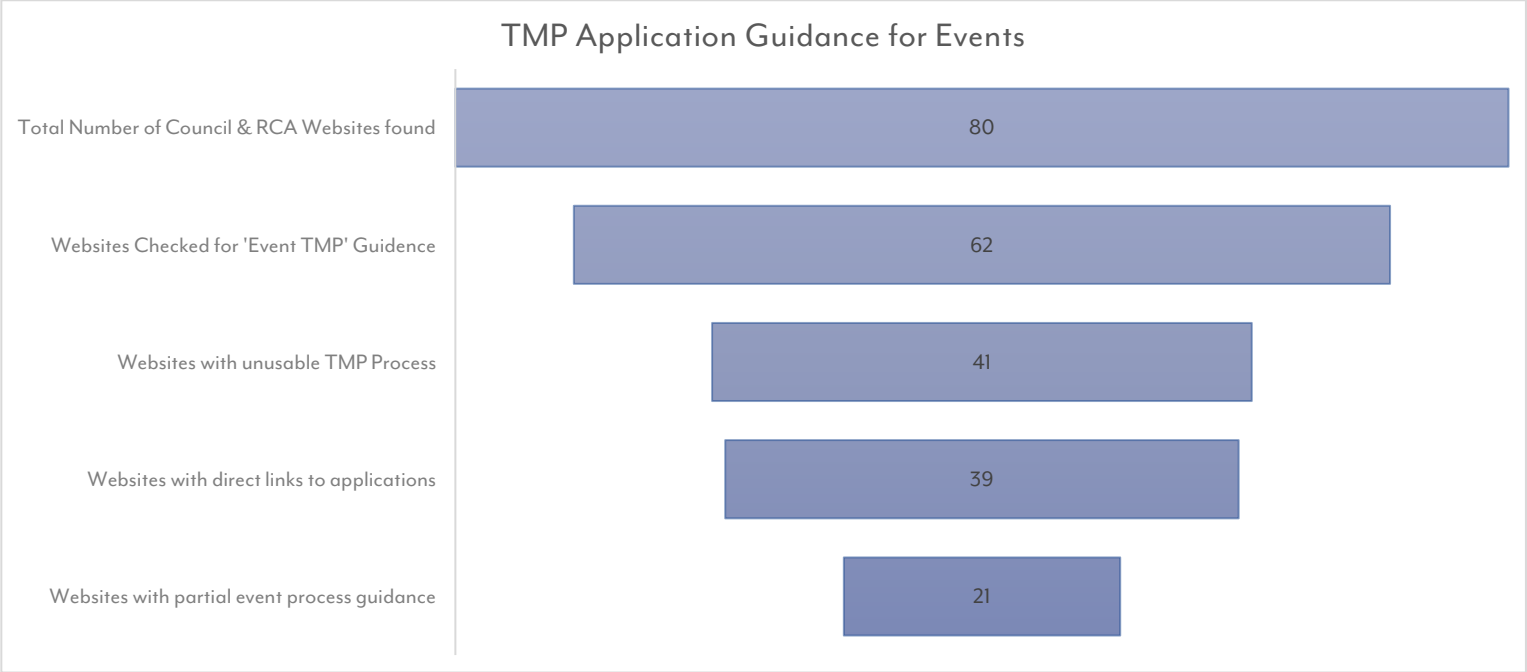
in **TMP costs from 2015 to 2024** across many regions.

1 event

has been canceled annually due to cost and capacity issues since 2020.

Viability Concern:
ManawatŪ and Nelson councils are reviewing future event viability as TMPs now account for a large portion of the event budget.

Guidance and Consistency Survey:



ANALYSIS
1. Survey Scope: A total of 80 RCA and Council websites were assessed, with 62 specifically checked for their Event TMP (Traffic Management Plan) processes.
2. Event TMP Process Availability: Out of the 62 websites examined, 41 had a usable Event TMP application process. This indicates a substantial, but not universal, presence of Event TMP processes across surveyed RCAs and Councils.
3. Direct Application Links: Among the websites with usable Event TMP processes, 39 provided direct links to either a TMP or CAR (Corridor Access Request) application. This feature facilitates accessibility and may improve application submission efficiency.
4. Lacking TMP Application Process: 21 websites mentioned event processes but did not detail a TMP application process, potentially signalling an area where additional standardisation could improve clarity and consistency for event organisers.

CONCLUSION
The findings show that while the majority of RCAs and Councils incorporate an Event TMP process, there are gaps in the uniformity of the application process, thresholds and triggers for requiring a TMP, and the availability of direct links. Strengthening this standardisation could enhance user experience, reduce confusion for event planners, and improve compliance with Event TMP requirements across all of New Zealand's RCAs and Councils.

1.2. Terminology

Notes: use of '**must**,' '**should**,' and '**could**'

The words 'must,' 'should,' and 'could' indicate whether an action is required by law or is a recommended practice or approach.

TERM	DEFINITION
	Legal requirement that **must** be complied with.
	**Recommended** practice or approach.

1.2.1. Key terms:

The glossary at the back of these guidelines – here - this has a list of the agreed naming conventions (by the stakeholder groups), technical words, terms, and abbreviations used in these guidelines and explains what they mean.

1.2.2. Lists

Lists of examples are not intended as complete lists. They may list some but not all possible examples.

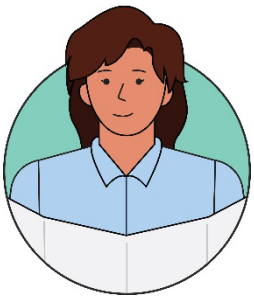
1.2.3. Images

Images are a guide only. They are not intended to serve as technical specifications.

1.3. Who should read these guidelines?

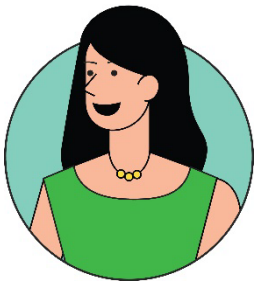
TTM Providers

Event Organisers



TTM Planners

RCAs



Council

1.4. What planned public events are covered by these guidelines?

"A planned public event is any scheduled gathering—like a marathon, concert, or parade—that may disrupt normal road or public space use and therefore, requires coordinated planning, risk management, and traffic control to ensure safety and a positive experience for everyone involved."

Included

Note: These event types are classified by purpose and not venue – i.e. Stadium host events but are not the event themselves.

Sporting Events
- Marathons, triathlons, road races, fun run/walks, cycling races.

Cultural Festivals and Parades
- Cultural celebrations, Parades, heritage festivals.

Concerts and Stadium Events
- Concerts, Festivals, sports matches, major public gatherings.

Markets and Community Fairs
- Farmers' markets, local craft fairs, seasonal events.

Special Events on Public Roads
- Vehicle rallies, temporary art displays, promotional activities.

Club Sports
- Basic Guidelines given in order for clubs to understand their responsibilities in relation to the road network but as they are **not public events**, guidance is limited.

Play Streets
- These events have established guidelines, an application process and example of trials, categorisation in to this category and links to the guidance are included.

Not included

Film Productions
- Film events require highly specialised requirements, including unique permits, unique equipment placement considerations, and tailored traffic control plans.
- Consult directly with local councils and film commissions for tailored traffic management solutions.

Charity walks/rides
- Involving either a singular person or very small group of people operating in a manner that would be expected of any member of the public without changing the normal operating condition of the road network.

Unplanned, Non-Permitted Public Events
- Protests, marches, rallies, funeral processions.

2. STAKEHOLDER CONSULTATION

IN THIS SECTION:

"It was essential to engage with industry experts in developing this Good Practice Guide, rather than creating it in isolation. This collaborative approach ensured a comprehensive, effective and inclusive framework, drawing upon the expertise of professionals from diverse fields to contribute to and enhance the document."

2.1. Stakeholder Consultation for the development of this guide.

This section details the stakeholder engagement involved in creating this document. Four core groups were formed: Event Organisers, Road Controlling Authorities (RCAs), Temporary Traffic Management (TTM) Providers and Planners, and a risk management group composed of members from the first three groups.

2.2. Consultation Groups

Event Managers	Background	Areas of interest
Bea Mossop	Whangarei District Council	Risk Assessment for high-impact events
Shanelle Barrett	SB Events	Operations for major events
Janette Douglas	Events Collective	Cycling and rolling closure events
Nick Mattingley	Decision Support Center Limited (UK)	Focus on stakeholder communication and coordination
Shane Hooks	Independent	Cycling and running events
Jenny Moore	Squishydog	Event owners and operations
Calum Nicholson	GCCNZ	High-impact events coordination

Road Controlling Authorities	Background	Areas of interest
Jenna Quay	Tauranga City Council	Coordination with event organisers
Troy Chapman	Nelson	Principal technical officer for Network Management for WSP
Simon Hodges	Christchurch City Council	Planning and approval of TMPs, major events lead
Charles Agate	NZTA	High-impact events and risk management, Corridor Access Lead for Wellington Transport Alliance
James Park	WSP	TMP approval and large-scale event planning
Phil Gollings	Upper Hutt City Council	Ensuring safety and access during high-impact events
Mike Brazil	Stantec	Approval processes for regular events
Madeleine Pain	Auckland Transport	Events TTM Lead and TTM Specialist

TTM Providers & Planners	Background	Areas of interest
Tim Richards	Chevron Traffic Solutions	Provider of TTM for events
Chrissy McHardy	Chevron Traffic Solutions	Provider of TTM for events
Paul Tyson	Fulton Hogan	TTM Manager, Designer, and Reviewer
Sue Surjupersad	RTL	TTM equipment supplier
Colin Clifton	Independent Traffic Control	National Events TTM Manager
David Lapthorn	Events specialist	Events specialist with Canterbury team working extensively with CCC, other Transport Authority Organisations (TAO) and event companies for a range of different events

Risk Management	Background	Areas of interest
Chris Randle	RNDLX	General experience with large and medium-scale events
Adam McDonald	Euphoria Group	Risk management for venue and road events
Tanya Cokojic	Christchurch City Council	High-impact events risk assessment

Tim Richards	Chevron Traffic Solutions	Provider of TTM for events
Shanelle Barrett	SB Events	Operations for major events
Calum Nicholson	GCCNZ	High-impact events coordination

2.3. Ongoing Collaboration

2.3.1. Frequency of Collaboration

Meetings were not held regularly but are scheduled as needed for consultations.

2.3.2. Consultation Details

	Scope of Consultation	Key Outcomes
First Consultation: Conducted on October 24, 2024.	The key objective for this meeting is to address the question: "What is the problem we are trying to solve?"	Key outcomes from stakeholder consultations highlighted that the main pain point in event planning is the difficult approval process, rather than issues on the ground during the event. Consultation groups expressed frustration over the lack of early communication and unclear expectations. Event managers feel unprepared to push back effectively due to insufficient information, leading to inefficiencies and higher costs.
Second Consultation: Conducted on February 3rd, 2025.	The key objective for this meeting is to address the question: "Categorisation of Special Event impacts on the network?"	The discussion focused on refining event categorisation and approval levels using an 'Event Assessment Tool' to determine approval requirements. Key updates included clearer terminology, risk management factors, and alignment with the Local Government Act 1974 for road closures. Authorities will now review events with a simple "yes" or "no" response, ensuring a more streamlined process. Further refinements are ongoing.
Third Consultation: Conducted on 25th March, 2025	Event Impact Classification Tool - Testing Group	The key objective of testing the Event Impact Categorisation Tool was to assess the accuracy of its categorisation based on event knowledge, identify any discrepancies between expectations and the tool's results, and provide feedback on its effectiveness. The evaluation focused on whether the categorisation aligned with expectations, any areas where the tool may have been inaccurate, and suggestions for improvement in terms of clarity, question relevance, and interface usability. Additionally, if discrepancies arose or the TMP requirement was unclear, it was important to document and explain the reasoning behind the evaluation.
Fourth Consultation: Peer Review 2nd April, 2025	Peer review for accuracy and content checks	*Proofing, consistency and content checks*

3. RISK MANAGEMENT FOR PLANNED PUBLIC EVENTS

IN THIS SECTION:

"Executing a planned public event affecting the road network requires multiple parties to collaborate to ensure safety, efficiency, and regulatory compliance. This section outlines the core responsibilities of event organisers, contractors, local councils, and road-controlling authorities to effectively manage risks."

3.1. Core responsibilities of each party involved.

This section explores the core responsibilities of each party involved in relation to executing planned public events. Any additional event specific requirements beyond these core responsibilities will be explored under each event classification (Low impact, moderate impact, high impact, major & unplanned/unpermitted events).

A person conducting a business or undertaking (PCBU) has a duty to ensure, so far as is reasonably practicable, workers and others are not exposed to health and safety risks arising from the business or undertaking. This duty includes implementing control measures to prevent people being injured by moving vehicles in the workplace.

3.1.1. Consultation, cooperation and coordination

PCBUs **must** consult, cooperate and coordinate (*3Cs*) with other PCBU[i]. Therefore, event organisers should communicate with all relevant people, such as workers, volunteers, contractors, suppliers and the RCA or council, and work together in a cooperative and coordinated way so all risks are managed. This could include pre-event planning meetings to identify potential traffic hazards and decide what needs to be done to control the risks.

The following section aims to provide a framework for expectations on what the 3Cs entail for the varying size of special events and their impact on the road reserve.

An overarching explanation of the requirements are as follows:

✓ **Consult**

- Event organisers **must** identify key stakeholders who are likely to be affected by their event or who are directly involved as a PCBU, contractor, or sub-contractor.
    - Example: The RCA, parks and recreation, parking services, traffic management suppliers, security and vendors.
- A PCBU **must** share relevant information about potential health and safety risks associated with their activities.
- A PCBU **should** communicate openly about their activities to identify risks and promote safe practices across the event.
- Workers and volunteers **should** be engaged in health and safety discussions, ensuring they have a voice in decisions that affect their safety.
- A PCBU **should** document their consultation efforts, including meetings held, decisions made, and actions taken

Example: Event Organisers initiate a stakeholder consultation meeting to gather insights and take on board the possible impact their event could have on stakeholders, the road network and wider community.

✓ **Cooperate**

- Stakeholders and authorities are to provide clear expectations in relation to approval requirements and be cooperative in providing relevant information and guidance.

- All PCBUs present share responsibility for ensuring the health and safety of workers, volunteers, and attendees.
- PCBUs **should** establish consensus on key safety measures, such as emergency procedures and risk controls, for consistency across the event site.
- PCBUs **should** be willing to share resources and expertise when necessary to ensure overall event safety.

Example: *RCAs, TMP Planners and TTM Providers cooperate to establish emergency plans, crowd management, and incident response protocols specific to the network affected.*

✓ **Coordinate**

- PCBUs need clear definitions of safety responsibilities to avoid confusion about duties.
- PCBUs **should** coordinate efforts where duties overlap, preventing safety gaps and ensuring smooth execution of safety protocols.
- PCBUs **should** establish clear communication channels and protocols for the duration of the event.
- Regular check-ins or briefings should be scheduled throughout the event to ensure ongoing coordination.

Example: *Event organisers hold a pre-event briefing with all PCBUs to clarify roles, safety procedures, and shared duties, ensuring coordinated efforts in managing crowd and traffic flow. A randomised scenario sessions can be particularly helpful to assist in gaining greater certainty of process and outcomes.*

By using the event categorisation tool included with this document an event organiser will understand the level of consultation required with the RCA and begin to understand their requirements where a planned public event interacts with the road network. There may also be local council or other authority requirements that must be met.

After the event, PCBUs should conduct a post-event review to evaluate the effectiveness of their consultation, cooperation, and coordination efforts, and identify areas for improvement in future events.

3.2. Overlapping Duties of PCBU

This section offers guidance for PCBUs on ways to manage shared health and safety responsibilities while working in a contracting chain or shared workspace in a special event environment.

Planned public events often have multiple PCBUs with overlapping health and safety obligations. This often involving a sponsor or council funding the activity, while a separate business manages the logistics and delivery.

For instance, a local council might commission an event management company to plan a community festival—overseeing everything from hiring performers and vendors to coordinating safety and traffic management. In that scenario, even though the council may hold the permit, the contracted company acts as the event organiser, bearing overall responsibility for ensuring the festival runs safely and smoothly.

Overlapping duties play out in two different ways[ii]:

- in a contracting chain, or
- in a shared workplace.

3.2.1. Contracting Chain

Contracting is when a PCBU (called the contracting PCBU) hires another PCBU (called a contractor) to carry out work for them. A contractor may also hire another PCBU (called a subcontractor). This is known as a contracting chain and is commonly used in the event industry.

The contracting chain for events often involves multiple layers of coordination. At the top of the chain, key stakeholders like the local council and event organiser lead the planning and approvals process. The event organiser coordinates with primary contractors, such as venue management, traffic management (TTM) suppliers, and transportation providers, to deliver the necessary services.

While each contractor in the chain is directly accountable to the PCBU above it, it's important to note that the lead PCBU cannot simply transfer risk down the contracting chain. Each PCBU in the chain has a responsibility to manage risks that are appropriate and reasonably practicable within their control.

For larger or more complex events, primary contractors often rely on subcontractors or hired resources to meet the event's demands.

For example:

- *Venue Management may engage security firms who may hire additional guards for crowd control needs.*
- *TTM Providers might subcontract another traffic management company to deliver a specific portion of a large-scale event to assist with staffing and equipment needs.*
- *Public transport providers may subcontract private transportation providers for additional drivers and buses to meet the demands of integrated ticketing.*

This structure ensures resources are allocated effectively, responsibilities are clear, and the event runs smoothly. However, all PCBUs in the chain must consult, cooperate, and coordinate activities with other PCBUs with whom they share overlapping duties.

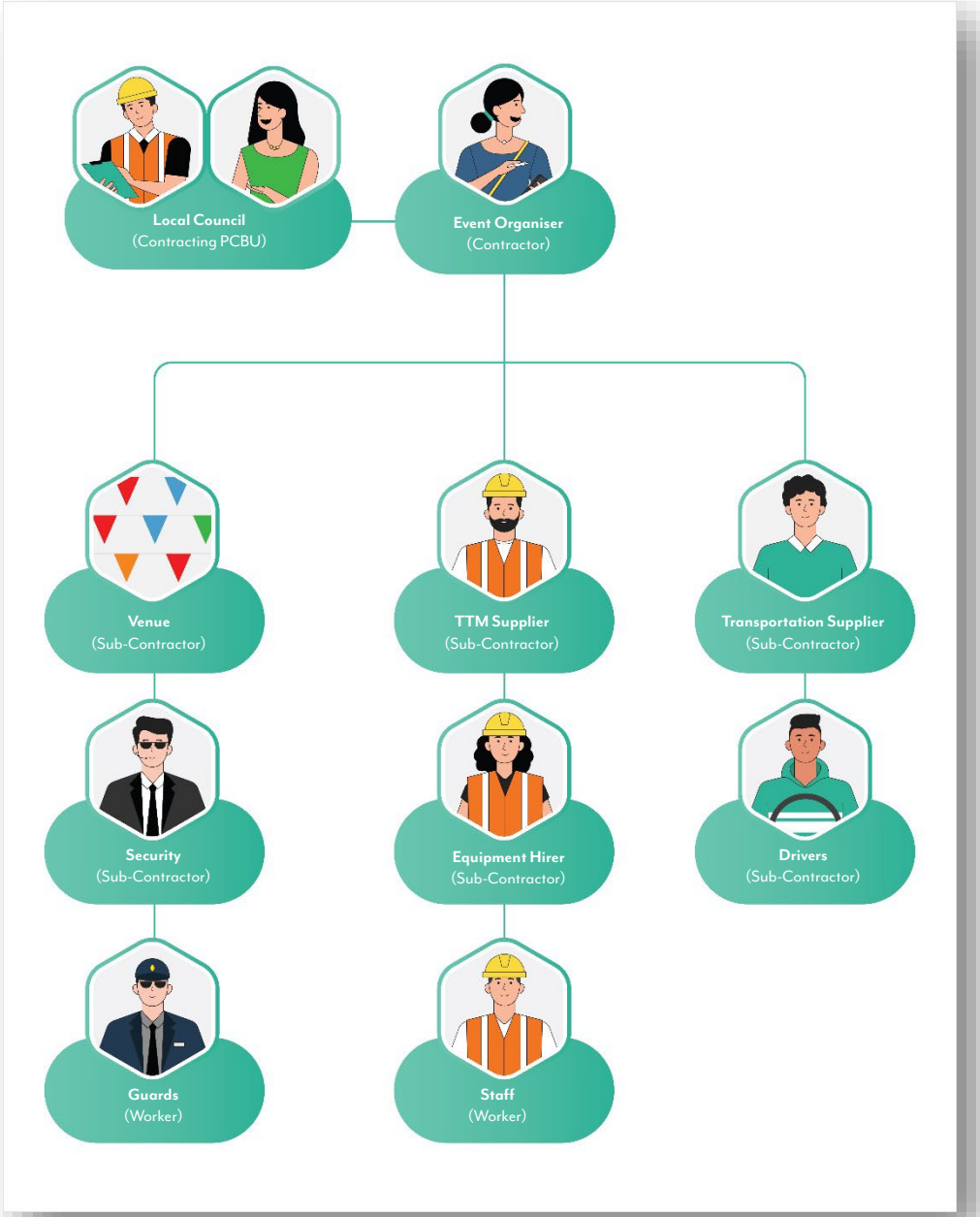


Figure 1: example of a contracting chain

3.2.2. Shared workplace

A concert venue is a typical example of a shared workplace, where multiple PCBUs, including venue owner/operators, contractors and subcontractors, are operate before, during, and after the event. Each PCBU carries out distinct jobs, such as stage setup, crowd management, traffic control, and technical production. While these tasks differ, all PCBUs share overlapping health and safety duties under the Health and Safety at Work Act (2015).

No single PCBU necessarily has overarching authority unless a specific duty holder is appointed (e.g., a venue manager). Each PCBU is independently responsible for its health and safety but must *consult, cooperate, and coordinate (i.e. the "3Cs")* to address shared risks.

For example:

- *Event organisers coordinate the overall event, ensuring contractors work collaboratively and safety plans are integrated.*
- *Traffic management workers manage the safe flow of vehicles and pedestrians outside the venue, especially during peak arrival and departure times.*
- *Technical Crews focus on stage, sound, and lighting setup, ensuring equipment is secure and operational.*
- *Security Teams handle crowd control, monitor access points, and ensure emergency response readiness.*

Despite the lack of direct contractual relationships between some of these groups, all contractors must do the "3Cs" to manage shared risks, such as ensuring clear emergency exits, safe equipment zones, and controlled pedestrian areas.

Figure 2: Shared workplace example

3.2.3. Key Summary for Overlapping Duties

Key Aspect	Contracting Chain	Shared Working Space
Relationship	Hierarchical, with contractual relationships	Independent, no direct contractual links
Responsibility	Each PCBU responsible for risks they can reasonably control	Shared responsibility for overlapping risks
Coordination	Coordinated by the lead PCBU, but all must consult and cooperate	Cooperation between PCBUs onsite
Example	***Subcontracting security staff for an event***	***Security and stage lighting team working independently but at the same venue and same vicinity.***

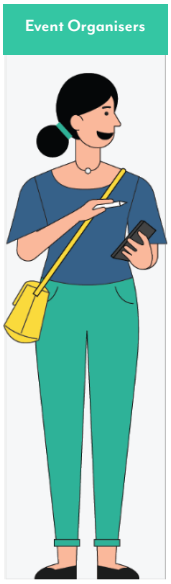
It's important to note that in both scenarios, PCBUs cannot contract out of their health and safety duties. All PCBUs must be able to explain the steps they have taken to consult, cooperate, and coordinate with each other about their overlapping duties, and their arrangements to control risks.

3.3. PCBUs roles and responsibilities relating to traffic management for planned public events

Now let's explore more in-depth detail about each party's roles and responsibilities in this system, to get a planned public event from inception to execution.

3.3.1. Event Organisers

Event organisers are responsible for planned activities and must coordinate with local council and/or RCAs to ensure public safety during planned public events. Their key responsibilities include:



Engagement and Coordination:

- Collaborate with RCAs, TTM planners, and TTM providers to develop comprehensive TTM plans
- Consult with stakeholders and address specific risks associated with the event

Planning and Risk Management:

- Assess and mitigate risks related to event timing, location, and expected foot traffic
- Develop contingency plans for various scenarios

Compliance and Permitting:

- Secure appropriate permits from local authorities
- Ensure compliance with relevant regulations and guidelines

Communication:

- Provide clear information to volunteers, staff and the public
- Maintain open lines of communication with all involved parties before and during the event

Oversight:

- Monitor the delivery of the event, ensuring timelines, deadlines, and restrictions are being met
- Respond promptly to any safety concerns or incidents

Post-Event Review:

- Participate in post-event debriefings to identify areas for improvement

3.3.2. Road Controlling Authorities (RCAs)

RCAs, like local councils or NZTA (for state highways), oversee and coordinate traffic management on New Zealand's roads. Under the New Zealand Guide to Temporary Traffic Management (NZGTTM), their role has shifted toward endorsement, coordination and risk viewer responsibilities, instead of approvals in the previous compliance-based system.

They still approve regulatory changes such as:

- temporary road signs and traffic devices,
- temporary speed limits, and
- issue permits for temporary road closures.

RCAs complete a risk-review and approve regulatory elements of TMPs. They can veto any plan they believe risks public safety.

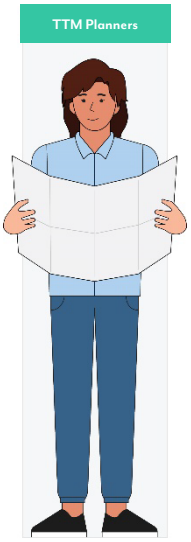
A key role is in **network coordination** - they organise and schedule different works happening at the same time.

- Make sure overlapping projects do not create unsafe conditions, and

- Maintain smooth and efficient traffic flow during events or roadworks.
- Event organisers usually need to apply well in advance (sometimes up to 90 working days).
- RCAs ensure public safety by reviewing event plans, managing closures, and coordinating with other groups.

3.3.3. TTM Planners

TTM planners play a crucial in the planning and design phase. Their responsibilities have evolved to align with the new risk-based approach:



Risk Assessment and Planning

- Lead the consultation and coordination meetings with RCAs acting as a mediator for all parties and provide unbiased expert advice.
- Prepare comprehensive risk assessments for the TTM elements of the event
- Identify and document possible risk controls specific to each event phase

TMP Development

- Create site-specific TMPs that address the unique TTM risks of the event
- Ensure TMPs align with the NZGTTM's risk-based approach
- Develop Traffic Management Diagrams (TMDs) detailing the physical layout and TTM equipment placement

Collaboration and Communication

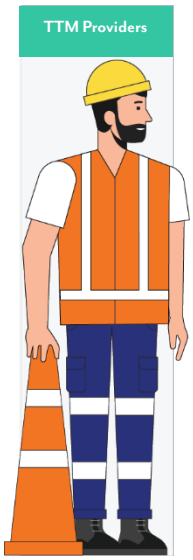
- Work closely with lead contractor PCBUs, clients, and Road Controlling Authorities (RCAs)
- Participate in the quality assurance process led by the lead contractor PCBU
- Submit completed TMPs to network access coordinators and risk reviewers

Continuous Improvement, documentation and reporting

- Stay updated on innovative safety technologies and practices in TTM
- Ensure TMPs meet WorkSafe guidelines and industry best practices
- Focus on eliminating or minimising risks to both workers and road users
- Consider the needs of all road users, including vulnerable road users
- Prepare and maintain all necessary documentation for TTM plans

3.3.4. TTM Providers

TTM providers play a critical role in implementing and managing traffic management plans for special events. Their responsibilities under the NZGTTM include:



Implementation of TTM Plans:

- STMS take on an event co-ordination role on the day and should deeply understand the details and timings of the event.
- Time management is critical
- They accurately translate the TTM planner's design into a functional on-site setup
- Install, maintain, and dismantle TTM devices as per the approved plan

On-Site Safety Management:

- Ensure the effectiveness of TTM measures throughout the event duration
- Address unforeseen risks dynamically and implement necessary adjustments
- Maintain a safe working environment for TTM staff and event participants

Communication and Coordination:

- Maintain clear communication channels with event organisers, RCAs, TOCs, and other relevant PCBUs
- Understand when to escalate major changes to the TTM for approval
- Coordinate with emergency services for potential incident response

Staff Training and Competency:

- Ensure all personnel are adequately trained to undertake their role on the day
- Provide specific training on hazard awareness and response protocols for the event
- Keep staff updated on any changes to TTM requirements on the day

Monitoring and Reporting:

- Continuously monitor the effectiveness of the TTM setup
- Report any incidents, near-misses, or significant issues to relevant parties
- Maintain accurate records of TTM activities and any on-site adjustments made

Equipment Management:

- Ensure all TTM equipment is in good condition and compliant with current standards
- Properly maintain and store equipment between uses

Compliance and Quality Assurance:

- Adhere to the approved TTM plan and any relevant standards or guidelines
- Participate in quality assurance processes, including on-site audits or inspections

Flexibility and Adaptability:

- Be prepared to make real-time adjustments to the TTM setup if required due to changing conditions or unforeseen circumstances

TTM providers are the on-ground implementers of traffic management strategies, playing a crucial role in ensuring the safety of all road users during special events.

3.3.5. Local Council

Local councils are responsible for processing permits for public events that may impact roads, public spaces, and local communities. Even when a TMP is not required, councils play a key role in ensuring events comply with local regulations and minimise disruption. Their focus is on enabling events while safeguarding public safety, accessibility, and community interests.

Event Permitting and Regulatory Approvals

- Assess and approve event permit applications under relevant legislation, including the Local Government Act(s) 1974 and 2002 and applicable bylaws.
- Issue event permits for activities affecting public spaces, including road reserves, footpaths, parks, and town centres.
- Require supporting documentation such as site plans, risk assessments, and public liability insurance before granting approvals.
- Determine whether a TMP is needed based on the event's scale, location, and potential impact on traffic or pedestrian flows.
- Coordinate with internal council teams (e.g., parks, regulatory services, environmental health) to ensure all necessary approvals are obtained.

Public Space and Amenity Considerations

- Assess event impacts on shared spaces, including footpath use, temporary structures, waste management, and noise control.
- Ensure accessibility requirements are met, particularly for pedestrians, mobility-impaired persons, and emergency access.
- Facilitate approvals for temporary signage, banners, and other event-related installations in public areas.

Stakeholder Coordination and Community Engagement

- Liaise with emergency services, public transport providers, and local businesses to mitigate event-related disruptions.
- Provide guidance to event organisers on good practices for minimising impact on residents and businesses.
- Notify the public of significant events through council websites, social media, and advisory notices.

Compliance Monitoring and Post-Event Review

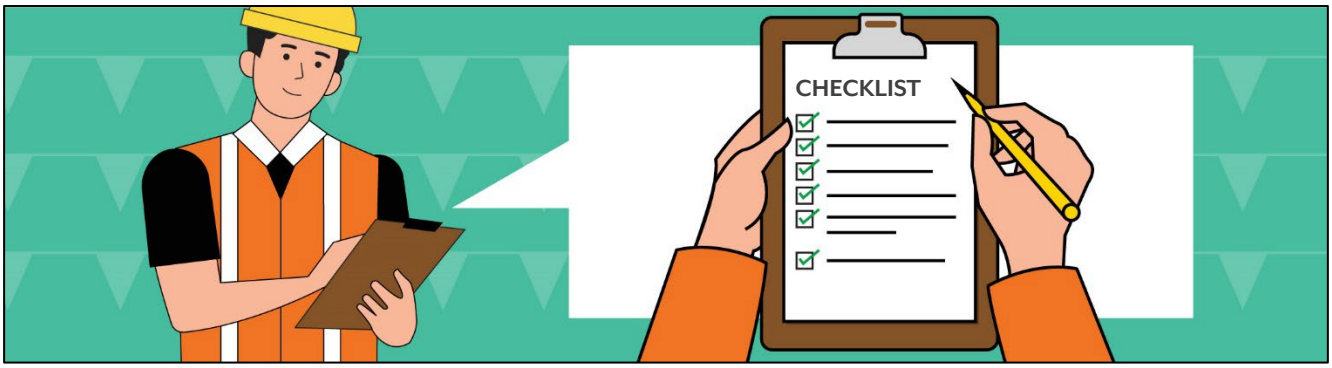
- Conduct checks to ensure event organisers adhere to permit conditions, including noise, safety, and crowd management requirements.
- Enforce compliance through warnings, fines, or permit conditions as needed.
- Participate in post-event debriefs to assess effectiveness and improve future event permitting processes.

Local councils are a key enabler of public events, ensuring they are well-planned, legally compliant, and considerate of local communities. Their role extends beyond traffic management to broader event governance, ensuring events enhance public spaces while maintaining safety and accessibility.

3.4. Risk Management

WorkSafe has published a good practice guide for Keeping Healthy and Safe While Working on The Road or Roadside[iii], these guidelines provide advice for PCBUs on how to keep workers healthy and safe while working on the road or roadside. It provides comprehensive risk management principles, and therefore this section will only briefly outline a checklist-like process and some event specific examples. You can find the risk management section of the WorkSafe Guide here as well as a dedicated guide for managing risk at events here. It is **highly recommended** that you take the time to read and understand the application of these guides for your events' context.

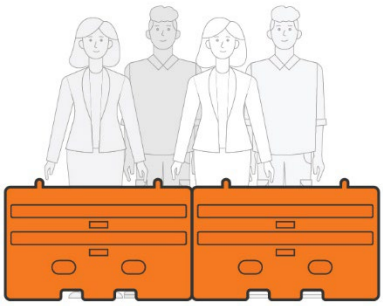
3.4.1. Quick Checklist for Managing Risks at Events

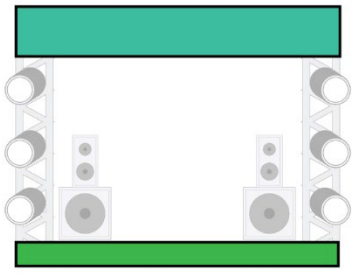
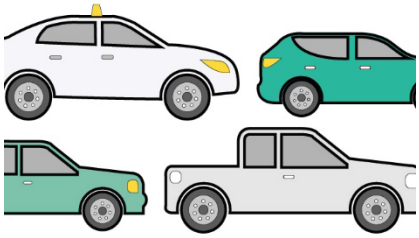
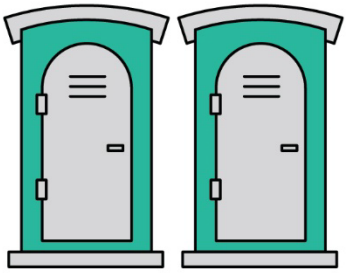


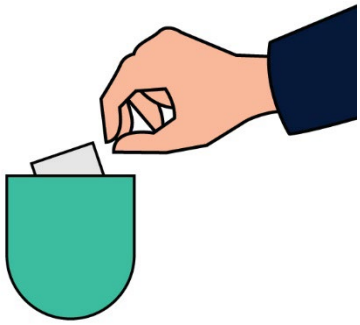
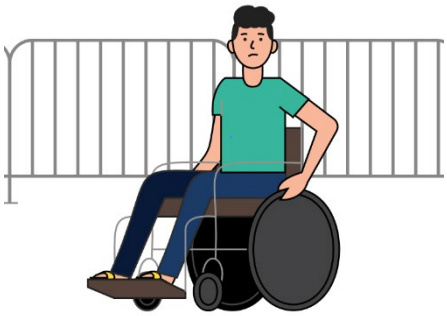
STEP 1. Identify Hazards

- ✓ Work with your team to identify hazards specific to the event.
- ✓ Review previous incident records to highlight potential risks.

Examples:

RISK AREA	RISK COMMENTARY
CROWD MANAGEMENT 	1. Overcrowding or stampedes during popular performances. 2. Poorly managed queuing systems leading to frustration or injury. 3. Restricted emergency access due to dense crowds. **Key Considerations:** • What groups of people are likely to attend the event? What support might they need? • Where can people go if they feel distressed or overwhelmed? • Are event areas accessible for people with disabilities? • Does the event pose a security risk or require additional safety measures? • Will there be enough access to drinking water and shaded areas? • Where can attendees find information or request assistance? • What medical support is available for attendees and staff?
WEATHER CONDITIONS 	1. Heatstroke or dehydration at outdoor summer events. 2. Cold exposure for winter or early morning events. 3. Wet or slippery surfaces from rain. 4. Wind hazards affecting temporary structures (e.g., stages, marquees, port-a-loos). **Key Considerations:** • What is the weather forecast for the event duration? • How will temperature be regulated for indoor spaces? • Are there any areas that could become slippery in wet or icy conditions? • Where can attendees and staff seek shelter from extreme weather?

	• How visible will signage be in poor weather conditions (e.g., fog, heavy rain)? • Are structures and barriers designed to withstand high winds? • How will emergency services access the site if roads become inaccessible due to flooding or debris?
TEMPORARY STRUCTURES AND EQUIPMENT 	1. Structural collapse of stages, scaffolding, or temporary seating. 2. Falling objects from lighting rigs or banners. 3. Tripping hazards from cables and cords. 4. LPG or power-related hazards. **Key Considerations:** • Have workers received proper training for equipment use? • Are all structures and equipment regularly inspected and maintained? • Are power sources and fuel (LPG, generators) stored safely? • How are cables and trip hazards managed in high-foot-traffic areas? • Are barriers and fencing stable and secure?
TRAFFIC AND TRANSPORT 	1. Pedestrian and vehicle conflicts. 2. Inadequate parking management causing congestion. 3. Insufficient public transport planning for large-scale events. **Key Considerations:** • What types of vehicles will be present, and how will they interact with pedestrians? • How will traffic enter and exit the site, and what effect will this have on nearby roads? • Are there designated drop-off areas for rideshare services, shuttles, or buses? • Are speed limits and vehicle movement restrictions clearly communicated? • Will emergency vehicles have unimpeded access to the event site?
NOISE LEVELS 	1. Hearing damage to staff or attendees from excessive noise. 2. Communication difficulties for emergency or event staff due to loud environments. **Key Considerations:** • Are there designated quiet zones for staff and attendees needing a break from noise? • Are hearing protection measures available for workers in high-noise areas? • How will emergency announcements be communicated effectively in loud environments?
HYGIENE AND SANITATION 	1. Overflowing bins or inadequate waste disposal. 2. Insufficient toilet facilities for the number of attendees. 3. Contaminated food or water supplies. 4. Port-a-loo leaks or spills. **Key Considerations:** • Are there enough sanitation facilities for the expected crowd size? • How will waste management be handled throughout the event? • Are food and beverage vendors complying with health and safety standards?

SECURITY RISKS 	1. Theft, pickpocketing, or vandalism. 2. Physical altercations among attendees. 3. Potential for terrorism or high-risk threats. **Key Considerations:** • What security personnel and surveillance measures are in place? • How will crowd control be managed in high-risk areas? • Are emergency lockdown or evacuation procedures established and communicated?
MEDICAL EMERGENCIES 	1. Sudden health incidents like heart attacks or allergic reactions. 2. Delayed response times for paramedics due to poor access. **Key Considerations:** • Are there designated first-aid stations, and are they easily identifiable? • How will medical teams access attendees in crowded areas? • Are emergency response plans in place, including communication with local hospitals?
ACCESS & INCLUSIONS 	1. Fencing or TTM equipment preventing access for attendees with disabilities. 2. Lack of appropriate signage or information for non-local or non-English-speaking guests. **Key Considerations:** • Are pathways wide, level, and accessible for mobility-impaired attendees? • Is event information available in multiple languages or formats (e.g., braille, large print)?
ALCOHOL AND SUBSTANCE USE 	1. Intoxicated attendees causing disruptions or accidents. 2. Overconsumption leading to medical emergencies. **Key Considerations:** • How will alcohol service be managed to prevent overconsumption? • What procedures will be in place to manage intoxicated attendees? • Where can intoxicated individuals seek medical treatment or support?

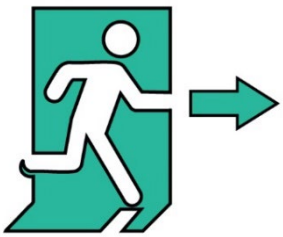
EVENT-SPECIFIC ACTIVITIES 	1. Hazards from pyrotechnics, fireworks, or laser shows. 2. Risks associated with amusement rides or physical activities. **Key Considerations:** • Have risk assessments been conducted for high-hazard activities? • Are licensed professionals operating amusement rides or pyrotechnics?
VULNERABLE STAFF AND VOLUNTEERS 	1. Fatigue and exhaustion from long shifts or physically demanding roles. **Key Considerations:** • Will staff have designated break areas and scheduled rest periods? • How will lighting and security be managed for late-night shifts? • What support services (e.g., mental health, hydration stations) will be available?
EMERGENCY EVACUATION 	1. Poor site layout causing overcrowding and bottlenecks. **Key Considerations:** • How many emergency exits are there, and are they clearly marked? • Are evacuation routes free from obstacles like cables or barriers? • Are there alternative evacuation routes for people with mobility impairments? • Is the event site located near water, cliffs, or other potential fall hazards?[iv]

Table 1: Examples of common special event hazards

STEP 2. Assess the risk by asking the following questions:

- ✓ Who could get harmed and how? *Create some risk scenarios.*
- ✓ What is the likelihood of this harm occurring and what level (or severity) of harm could occur?
- ✓ Prioritise **high-consequence, high-likelihood** risks like fatalities or serious injuries.

Examples of notifiable harm that could occur from a low-impact market to a high-impact stadium event.	
Low-Impact event: Elderly attendee trips over cable while using mobility aid, resulting in fractured hip.	**Major event:** Pedestrian struck by a vehicle in mass exit from a stadium, resulting in serious injuries and hospitalisation.
	

STEP 3. Manage the Risk

- ✓ From your assessment of risk above, look at all the risks that are at an unacceptable level (in relation to your organisations risk tolerance, then
- ✓ Apply the **Hierarchy of Controls** to those unacceptable risks (you might like to consult with other stakeholder at this point, especially if some of your controls will be TTM related)

Example for running events:

Most Effective

FIRST TRY ELIMINATION

Eliminate risks
Remove sources of harm
Example: Close the road entirely for the duration of the event to prevent interaction between runners and traffic.

IF ELIMINATION IS NOT REASONABLY PRACTICABLE

Substitute	**Isolate**	**Use engineering control measures:**
the hazard for something safer **Example:** Use alternative paths within parks or closed off areas instead of busy streets with live traffic.	the hazard from people **Example:** Erect fencing along the course route to keep runners and spectators away from vehicles.	**Example:** Set up controlled pedestrian crossings with marshals, gates and manual traffic control where runners cross over roads.

IF THERE IS STILL RISK

Use administrative control measures
Have marshals at key points to manage pedestrian crossings and ensure proper signage is in place.

IF RISK STILL REMAINS – PPE IS THE LAST LINE OF DEFENCE

Use personal protective equipment (PPE)
Equip event staff and volunteers with high-visibility vests and runners with reflective bibs or tags for better visibility.

Least Effective

STEP 4. Review Control Measures

✓ Regularly check and adjust controls to ensure they remain effective.

✓ Ensure coordination across all stakeholders, from organisers to contractors.

Example: *During a local food and wine festival (**Moderate Impact Event**), organisers initially placed crowd control fencing to guide pedestrians safely through high-traffic areas. However, as the day progresses and the crowd size grows unexpectedly, the barriers begin to obstruct pedestrian flow, creating a pinch point. After reviewing the situation, organisers reposition the barriers to create wider pathways and assign additional marshals to manage pedestrian flow effectively.*

STEP 5. Manage Risks Across the System

✓ Consider the entire event lifecycle:

✓ Avoid creating new, more significant risks while mitigating others.

Design: Well planned and designed sites to ensure safe flow of pedestrian and vehicle traffic.

Execution: Monitor risk during setup, event operations, and pack-down.

Future Maintenance: Address new or unplanned risks for ongoing or recurring events.

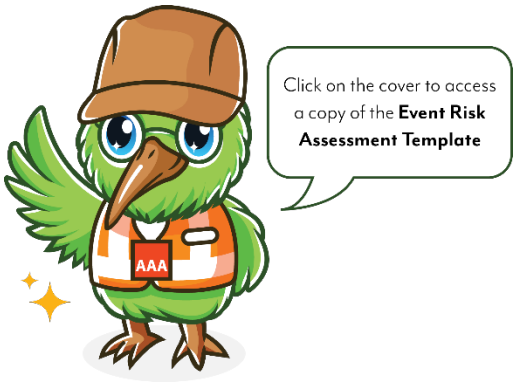
Example: *Redirecting crowds must not lead to dangerous crossings at uncontrolled intersections.*

STEP 6. Manage Risks in Dynamic Environments

✓ Anticipate dynamic risks and conduct scenarios session prior to the event to discuss processes, chain of command, communication tactics and key responsibilities/ownership of the unplanned risks.

✓ Train workers to adapt and respond

Examples: *Sudden weather changes, unexpected crowd surges, or emergencies and marshals at a marathon event empowered to redirect runners in case of a nearby accident.*



PART B

UNDERSTANDING THE IMPACT OF YOUR EVENT ON THE ROAD NETWORK

IN THIS SECTION:

4. INTRO TO IMPACT CLASSIFICATION, EVENT CATEGORY AND EVENT TYPE

IN THIS SECTION:

"Planned public events of all sizes can significantly shape the flow of traffic and the overall functionality of a public space. Recognising how your event might affect the road network—both positively and negatively—is a vital first step toward informed decision-making. In this section, you'll discover why understanding impact matters and what factors determine an event's place within the Impact Classification framework."

4.1. Introduction to Impact Classification

As agreed by all stakeholder groups, planned public events throughout this guide are categorised according to their potential impact on the road network. When you use the impact classification tool, it will assign the event to one of the categories shown below.

- Part B – Section 5 of this guide explains how to assess the road network impacts that determine these classifications.
- After determining the impact level (classification), consult the relevant section of this guide for good practices and specific guidance based on the type of event.

4.1.1. Overview of Classifications

Use the table below to understand each classification, its typical level of road-network impact, and the types of events that commonly fall into each category.

Step 1: Impact Classification

Use the Impact Classification Tool to assess your event's potential effect on the road network.

Step 2: Identify Category

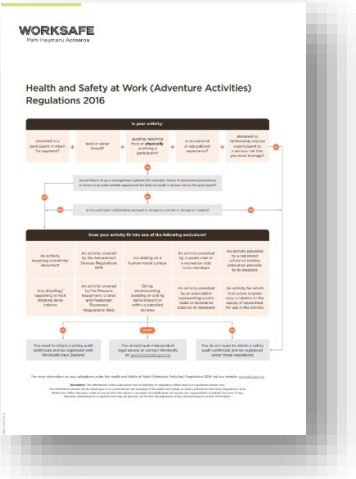
Determine your event's Impact Category (e.g., Play Streets, Low, Moderate, High, Major).

Step 3: Select Event Type

Choose from the event type that align with your category and plan accordingly.

- **Proceed to Part B.5** -> Assessing Road Network Impacts for guidance on evaluating the scale of road closures, expected traffic disruption, and other critical factors.
- Then, refer to each classification's dedicated chapter to explore in-depth good practices relevant to your event's impact level and type.

Tip: If you anticipate that your event might cross over from "Low-Impact" to "Moderate-Impact" based on attendance or geographic scale, consider planning as if it were in the higher category to ensure you have sufficient contingencies in place.


WORKSAFE
Mahi Haumaru Aotearoa

Health and Safety at Work (Adventure Activities) Regulations 2016

IMPORTANT: There may be situations where event organisers are providing adventure activities as defined by the Health and Safety at Work (Adventure Activities) Regulations 2016 and will therefore need to comply with the Regulations. If you are an event organiser, this guidance will help you determine whether you need to be registered[1].

Classification	Impact Category	Typical Event Types
Play Streets & Club Events	*Guidance Only*	• *Neighbourhood street activation* • *Organised club events that are **NOT A PUBLIC EVENT***
Low-Impact Events	Low or minimal disruption	• Static cultural & community (e.g., markets, Christmas activations) • Stadium (sports, concerts, festivals) Parks & green spaces (festivals, entertainment, concerts)
Moderate-Impact Events	Moderate effect on traffic; requiring TTM	• Static cultural & community (e.g., markets, Christmas activations, street parties) • Dynamic cultural & community (e.g., parades) • Stadium (sports, concerts, festivals) • Road sports (cycling, triathlon, running, motor vehicle) • Parks (festivals, entertainment, concerts)
High-Impact Events	High level of disruption; significant TTM required and co-ordination	• Stadium (sports, concerts, festivals) • Road sports (cycling, triathlon, running, motor vehicle) • Parks & Green Spaces (festivals, entertainment, concerts)
Major Events	Protections for declared major events in New Zealand under the Major Event Management Act, 2007	• International events at Stadiums (sports, concerts, festivals) • International on-road sports (cycling, triathlon, running, motor vehicle) • Parks & Green Spaces (festivals, entertainment, concerts)

Unplanned or unpermitted events: *If your event falls under "unpermitted/unplanned," you may need to abbreviate or customise the suggested process to accommodate reactive deployment. Prioritise swift notification and coordination with relevant authorities to ensure safety and minimise road disruptions.*

4.2. Why Understanding Impact Matters

Understanding how a planned public event affects the road network is crucial for effective planning and management. When event organisers and TTM planners recognise the potential disruptions to traffic flow, public safety, and community access, they can:

- **Design Better Layouts** – Tailor event footprints to minimise traffic issues.
- **Coordinate Resources** – Allocate personnel and equipment efficiently.
- **Engage Key Stakeholders** – Communicate proactively with RCAs and councils to streamline the permitting process.

By anticipating the scope of network impacts early on, all parties can collaborate more effectively, implement targeted strategies to minimise congestion, ensure safety, and keep the event running smoothly.

4.3. Before You Use the Impact Classification Tool

It is important to first understand the factors that influence where your event fits within the impact classification framework. Doing so ensures you land in the correct category and receive the right level of guidance.

The tool focuses on **four key areas**:

Network Impact | Location Sensitivity | Transport Modes and Infrastructure | Behavioural Changes

Each of the following "tiles" (linked sections) provides more information on these areas. By exploring them, you'll gain a deeper understanding of how your event's unique characteristics influence road network impact—and ultimately, its classification.

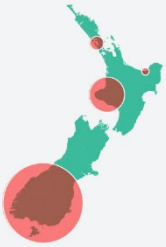
5. IMPACT CONSIDERATION

IN THIS SECTION:

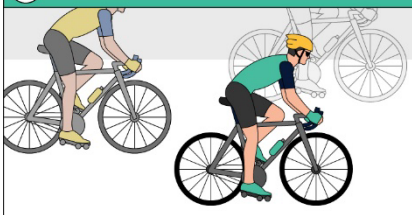
Click on the tile below to jump to the impact consideration you'd like to read.

NETWORK IMPACTS CONSIDERATIONS – (CLICK ON THE TILE TO HYPER LINK?)

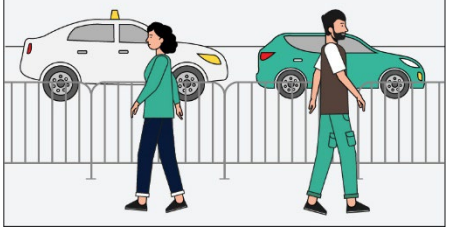
1 FOCUS AREA



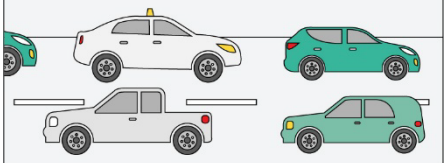
2 ROAD INTERACTION



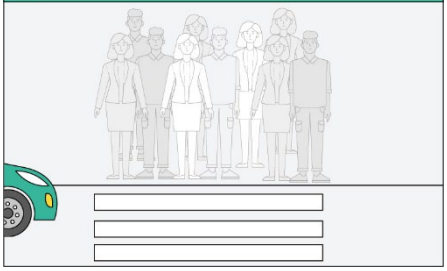
3 PROPOSED CHANGES TO ROAD CONDITIONS



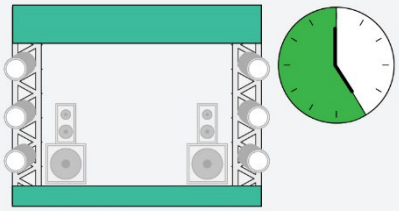
4 ROAD CLASSIFICATION



5 ATTENDANCE



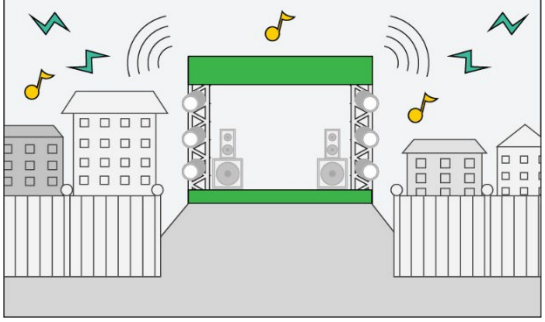
6 EVENT TIME AND DURATION



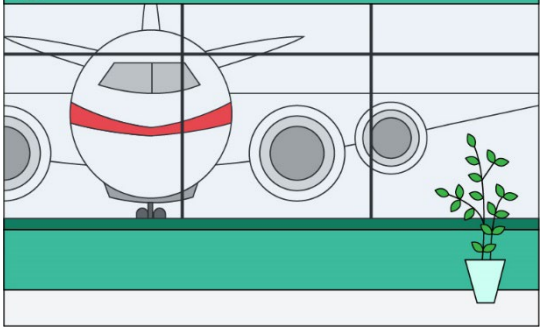
LOCATION SENSITIVITY

7 EMERGENCY ACCESS & ROUTES

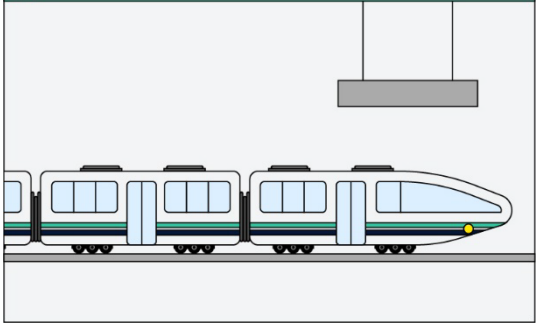
8 NOISE AND ENVIRONMENTAL IMPACTS



10 PORTS (SEA & AIR)

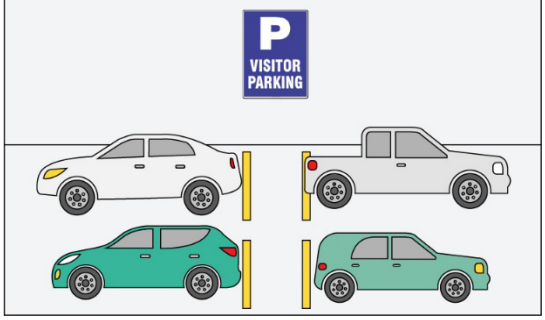


9 RAIL INFRASTRUCTURE



TRANSPORT INFRASTRUCTURE

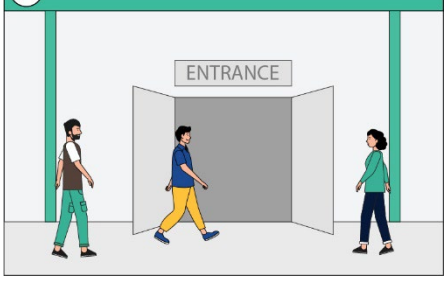
11 PARKING DEMANDS



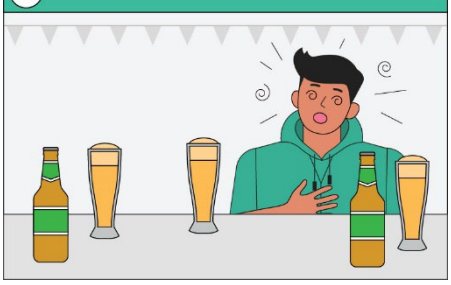
12 TRANSPORT MODES & DEMANDS

BEHAVIOURAL CHANGES

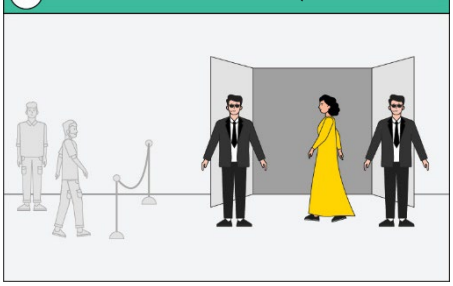
13 ARRIVAL, DURING & EXIT BEHAVIOUR



14 ALCOHOL SERVED



15 SPECIAL CONSIDERATIONS (PYRO/VIP

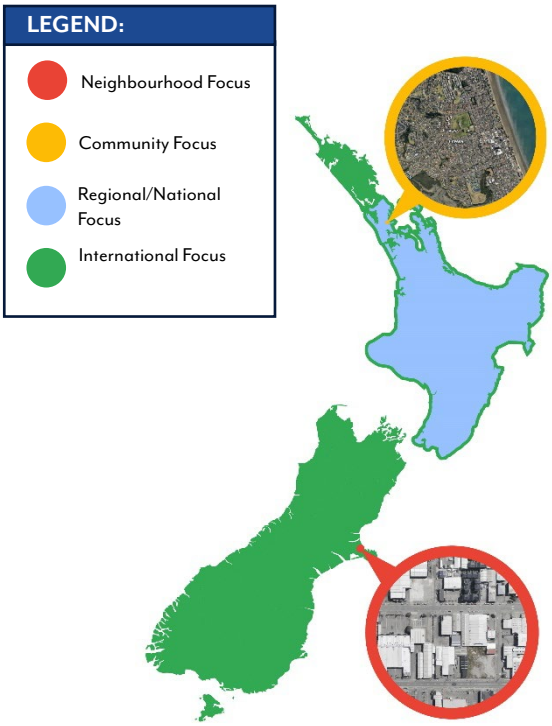


5.1. FOCUS AREA & ATTENDANCE NUMBERS

The relationship between an event's focus area and its impact on the road network is an important starting point when event planning, although there isn't a standardised formula for this, the event classification tool in this practice note aims to assist.

We can make some informed observations and predictions about what the focus area will be and, therefore choose one of the following: Neighbourhood, Community, Regional, National, International.

Focus Area examples and consideration below:



NEIGHBOURHOOD FOCUS

PROFILE: *Attendees (20 - 50pax) typically* ***arrive on foot, by bicycle, scooter*** *or via very short car journeys within a* ***residential radius****. Any additional* ***traffic*** *typically* ***remains on local streets*** *and is* ***unlikely to affect arterial roads****.*

Evidence: Studies on "Play Street" or "Street Party" events (e.g., the UK's Department for Transport reports on Play Streetsv) show negligible impact on the broader network, with most disruptions contained to a few adjacent blocks. This would typically fall into the Play Street events classification, A TMP is not required for a Play Streets event; application details can be found here.

COMMUNITY FOCUS

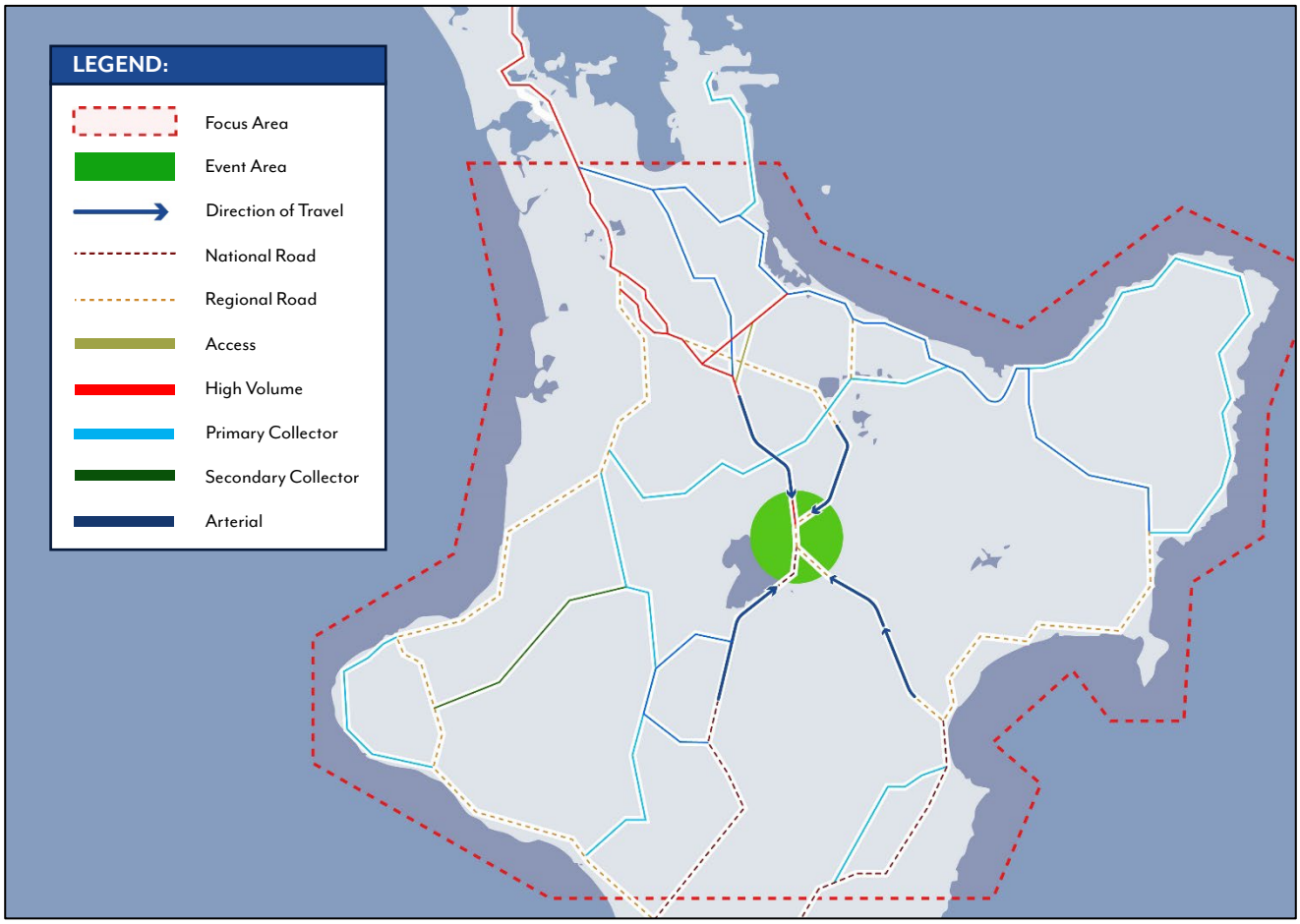
PROFILE: *Generally, events with a **local, community catchment** are likely to have **less impact** on the **wider road network**. **Attendees** can range from 50 – 1000+pax over the course of the day.*

Most participants are from the immediate town or suburb. Local roads and infrastructure are often designed to handle peak daily local traffic, so they may be better equipped to cope with increased local movement for an event if it simply emulates a weekday peak. This assumes the event size is proportional to the local population and road capacity. If the event schedule mirrors local commuting patterns, existing capacity may suffice.

Evidence: Research by local councils (for instance, Waka Kotahi NZ Transport Agency's local road capacity guidelines) indicates that small to medium-sized community events rarely exceed local road capacity unless poorly timed or poorly coordinated.

Figure 3: https://www.bayofplentynz.com/events/markets-in-the-bay/

REGIONAL AND NATIONAL FOCUS



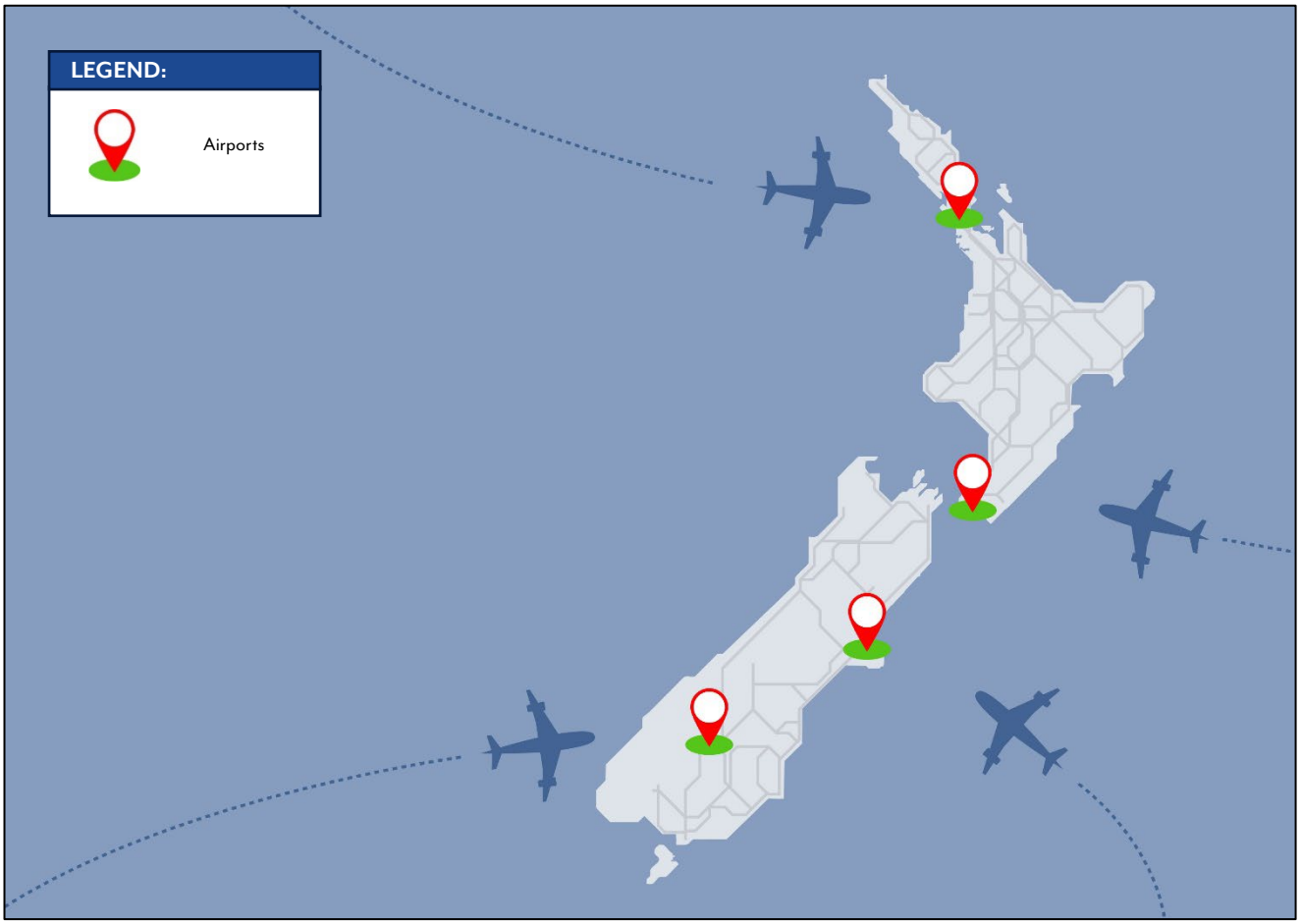
PROFILE: *Events **drawing attendees** from a **wider catchment are more likely to impact higher-capacity roads** (e.g., arterials, regional, or national roads). With **attendees** and **spectators** in mind these types of events can draw crowds of up to, or exceed 10,000pax.*

Attendees often use state highways or regional arterials to reach the event location or fly into the major centre and then commute (South Island to North Island for example). This therefore generates greater probability of congestion on national carrier routes, key intersections, and especially near popular accommodation centres.

Evidence: Reports from large-scale events (e.g., National sports events, music festivals) consistently show significant surges on highways and main routes, requiring multi-agency coordination (local council, regional transport agencies, and sometimes police).

Figure 4: https://www.cyclechallenge.com

INTERNATIONAL FOCUS



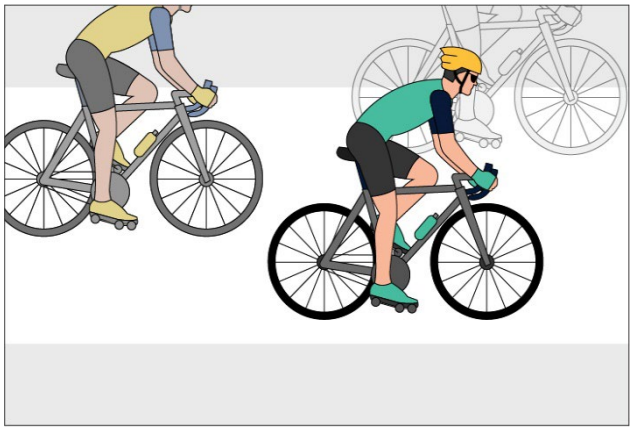
PROFILE: ***Multi-jurisdictional*** *events may require* ***cooperation between national and regional authorities****, especially if dignitaries, VIP or international teams attend.* ***Attendees*** *can often exceed 40,000-50,000pax.*

Evidence: Major events like the Rugby World Cup (NZ, 2011) and the Olympics (various host cities) demonstrate the need for integrated long-term transport planning, dedicated lanes, and special security protocols (often documented by official planning committees and in post-event evaluations).

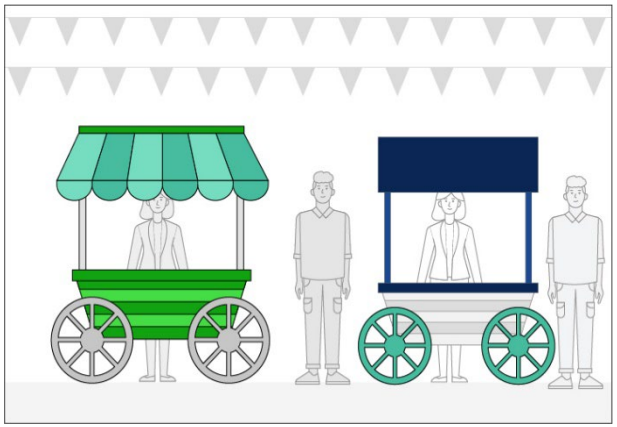
- National planning or coordination
- Security (special guest motorcades and cleared routes)
- Increased city population and pressure

5.2. ROAD INTERACTIONS

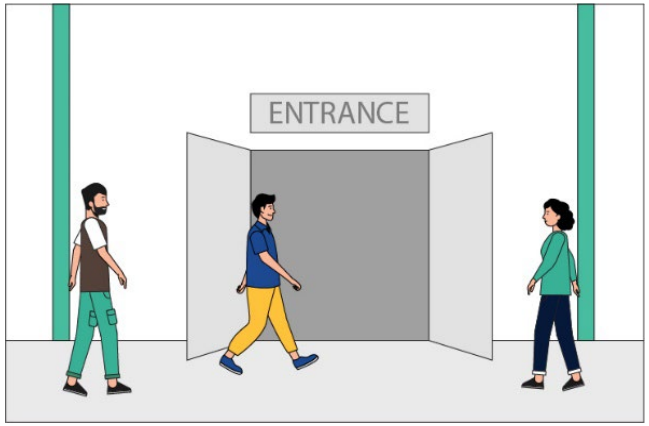
Where is your event being held? When planning public events, it's important to consider where and how the event intersects with the surrounding road network. Some events occupy the roads themselves, like parades or sports races, while others take place in green spaces or carparks adjacent to the carriageway, or in purpose-built venues such as stadiums and arenas. Each setting comes with different implications for traffic flow, safety, and accessibility.



ON-ROAD



CAR PARKS, PARKS & GREEN SPACES



STADIUMS, ARENAS & PURPOSE-BUILT VENUES

Events that occur directly on the carriageway (e.g., parades, cycle races, street fairs) present a range of challenges:

a. Road Closures & Detours

Parades or large races may necessitate complete shutdown of the road, while smaller events can sometimes operate with partial lane or rolling closures.

Consideration should be given to the pressure on planned alternative routes. These should be advertised and/or clearly signposted to manage redirected traffic flow.

When events are held in parks, reserves, or car parks bordering the road, the impact on traffic is more indirect but can still be significant:

a. Access & Egress Points

Increased vehicle movements are likely at park entrances or nearby intersections, especially if parking is limited. Pedestrian flows could exceed footpath capacity if a mass ingress and/or egress is likely.

Temporary crossings near park entrances can improve safety for attendees arriving by foot or bike.

Purpose-built facilities often have dedicated infrastructure, yet large events can still strain surrounding roads:

a. High-Volume Traffic Surges

Expect surges of vehicles before and after the event. Coordination of traffic signals, public transport schedules, rideshare access, public pick-up/drop-off zone and car parking exits can mitigate gridlock.

b. Intersection & Traffic Signal Adjustments

Temporary adjustments may be required to favour event-related vehicle, pedestrian or cyclist movements. On-site staff can help manage flows at major intersections, crossing points or event access areas.

c. Vehicle & Pedestrian Volume

Clear footpaths, fenced routes, and designated crossing points help maintain safety in high-foot traffic zones.
Higher volumes of both participants and spectators can create a secondary layer of capacity issue to the road network with the carriageway being used for the course and additional footpath space required for safe viewing by spectators, this put pressure on business-as-usual road user movements in an area.

d. Fencing & Signage

Clear, well-placed signage for road users and attendees assists with navigational clarity.
These help demarcate safe zones, but can also reduce road width.

b. Parking & Overflow

Limited on-site parking can push attendees onto surrounding roads, resulting in movement restriction. Look at temporarily repurposing some areas such as paddock, reserves or alternate lots can be used if local bylaws and ground conditions permit.

c. Public Parking and Transport Coordination

Manage exit flow from surrounding multi-level parking lots, as these can put localised pressure on to some surrounding roads in the area.

Check if local bus routes are affected; temporary relocations of stops might be required.

d. Noise & Environmental Considerations

Spillover Effects: Large events may generate noise or litter, prompting concerns from nearby residents and potential additional traffic movements. Where applicable, timing restrictions can help manage congestion during peak travel hours.

b. Coordination with Local Authorities

Collaborate with councils or RCAs on traffic signals, signage, and policing around venue perimeters.

Leverage existing bus, rail, or shuttle services to reduce personal vehicle use.

c. Pedestrian Routes & Crowd Control

Consider queue lengths at entrances and potential spillover to adjacent footpaths or roads. The level of security upon entry and the ticketing system can greatly affect the flow into the venue, if space is tight effective crowd control fencing design and layout can mitigate these challenges.

Large crowds exiting simultaneously calls for a ‘vehicle movement lock-down’ to ensure the carriageway is clear to be repurposed for pedestrian dispersal.

d. Neighbourhood Impact

Increased traffic and on-street parking can inconvenience local communities, requiring consultation and possibly temporary parking zones or permits.

5.3. ROAD CLASSIFICATION

Whether you are an event organiser or a TMP Planner, you need to understand our road classifications to help you determine which category of road you may be impacting to ensure we get the right level of controls and permits are applied.

The One Network Road Classification (ONRC) is a crucial framework for understanding and managing New Zealand's road network. Developed by the Road Efficiency Group (REG), Local Government New Zealand (LGNZ), and NZTA the ONRC provides a standardised approach to categorising roads based on their function within the network[vi].

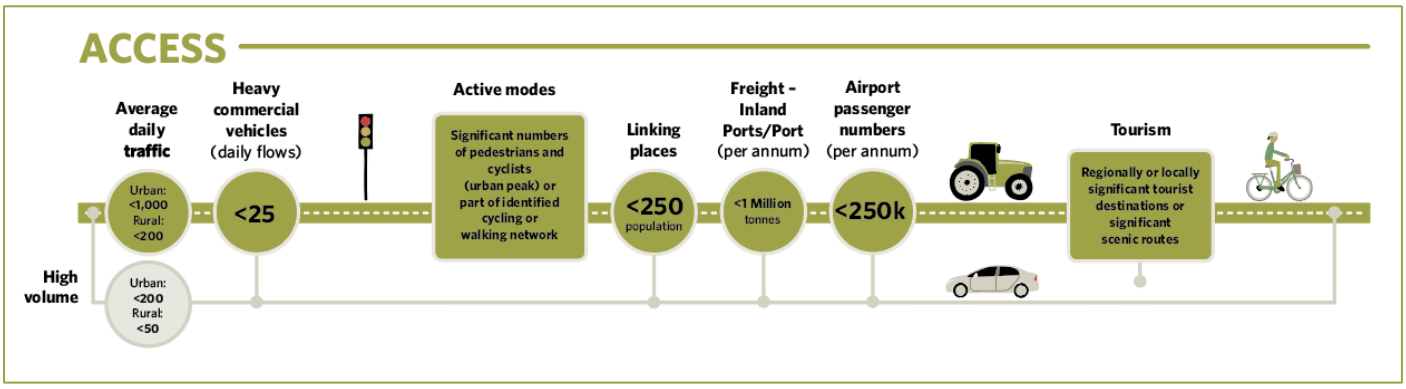
Access to ID roads: One Network Road Classification This is an important connection to make when considering your focus area as covered earlier.

Key aspects of the ONRC relevant to event planning include:

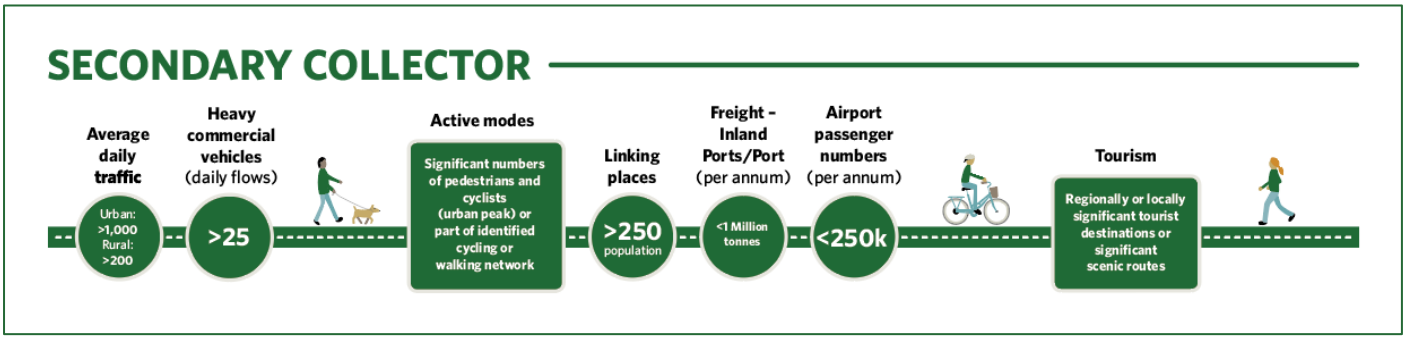
1. The **classification** considers both the **movement of people** and **goods** and the **significance of the place**, providing a more comprehensive understanding of a road's role in the network.[vii]

Further to this are the **functional categories**, which are **critical for planning and understanding** for use of the Impact Category Tool.

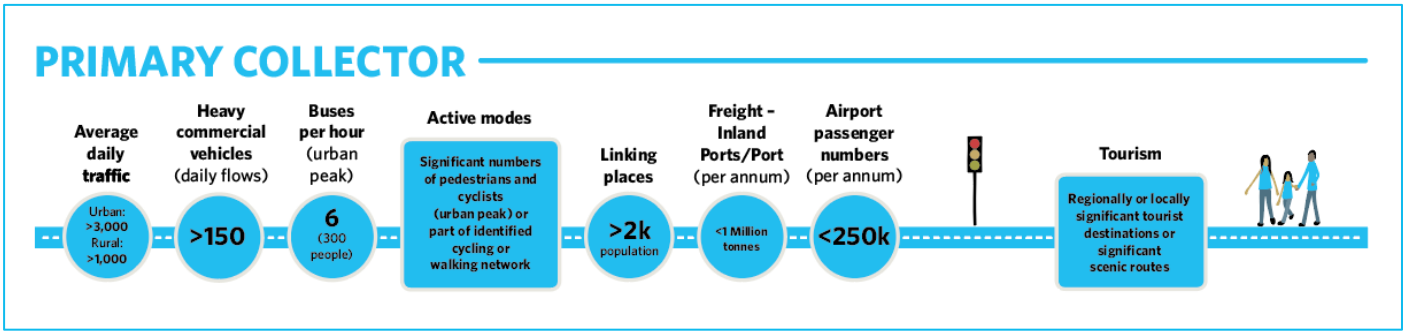
Access Roads: Lowest volume roads, including many rural roads. Events here typically have localised impacts but may still require management for local access.



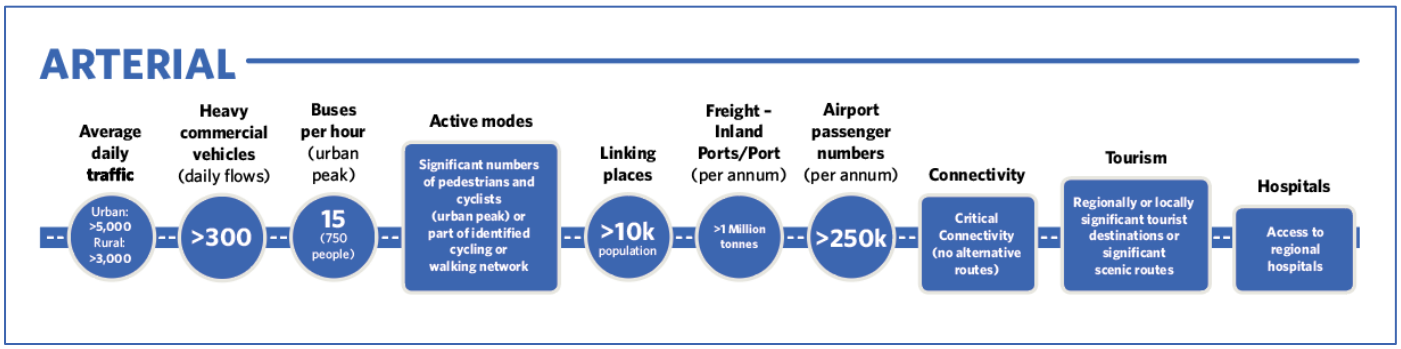
Secondary Collector Roads: These provide local access and connectivity. Events on these roads primarily affect local traffic and may require less extensive management.



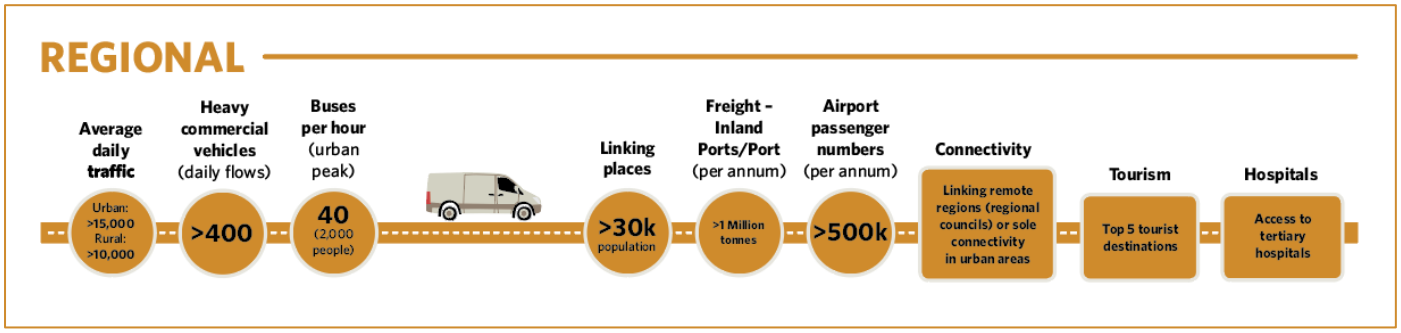
Primary Collector Roads: Important connectors between local areas and arterial routes. Events here may impact local and through traffic, necessitating careful planning for alternative routes.



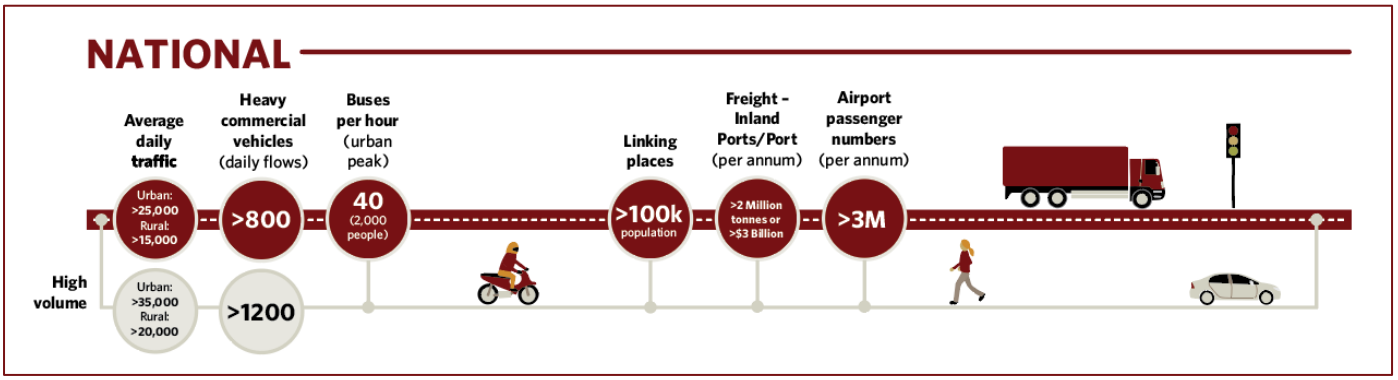
Arterial Roads: These are significant urban routes. Events on arterial roads may affect city-wide traffic flow and require comprehensive traffic management plans.



Regional Roads: Connecting regions and major towns, these roads are crucial for inter-regional travel. Event planners must consider the wider regional impact of any disruptions.



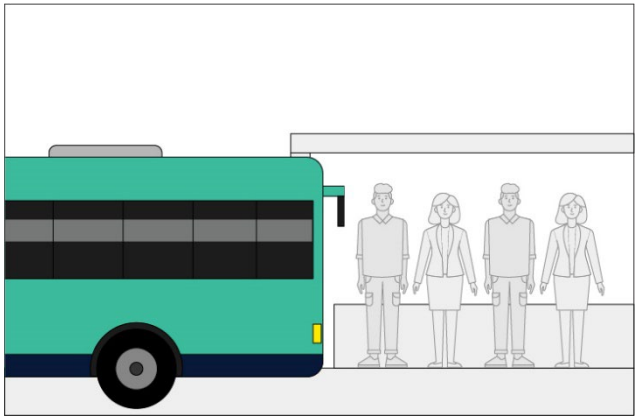
National Roads: These roads connect major population centres, ports, or airports and have high traffic volumes. Events impacting these roads require extensive planning and coordination due to their strategic importance.[viii]



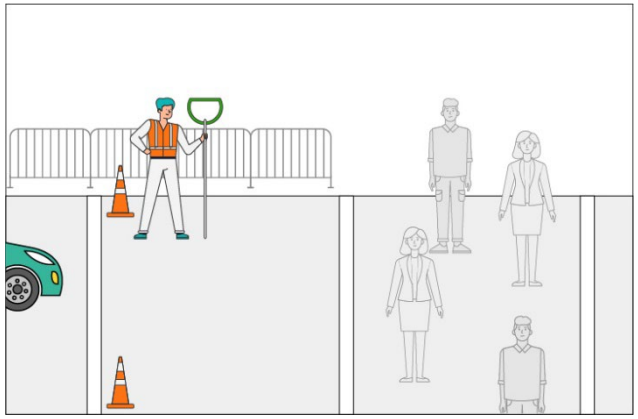
5.4. PROPOSED CHANGES TO THE ROAD CONDITION

These scenarios should help you identify which traffic-closure or signage approach best suits your event's size, audience travel patterns, and logistical complexities. By selecting the right combination of interventions, you can maintain safe and efficient operations for both event participants and the surrounding community.

WAYFINDING SIGNAGE



TEMPORARY ADDITIONAL PUBLIC TRANSPORT INFRASTRUCTURE



MANUAL TRAFFIC CONTROL

What is it?
*Temporary signage directing attendees to parking areas or event entrances, without altering normal traffic flows. (Does **not** include detour or road-closure signage.)*

Use Cases
Great for Low-impact events:

- Smaller events that do not require TTM but benefit from extra signs for smooth arrivals and departures.

Making the most of existing infrastructure

- When most attendees will drive, and the existing road and parking infrastructure can

What is it?
Extra trains, buses, or other public transport options, along with any signage, layup areas or management added temporarily for the event.

Use Cases
Integrated ticketing

- If tickets include public transport access or if organisers expect large numbers to use public transport beyond normal capacity.

What is it?
Personnel (traffic controllers, police) actively managing intersections or crossing points, often overriding signals or temporarily stopping traffic for pedestrians or event flows.

Use Cases
Pedestrian Crossings

- High pedestrian flows where continuous crossing might otherwise prevent traffic from clearing (e.g. busy zebra crossings or repeated signal phases).
- Desire to prevent 'jaywalking' or last-minute dashes across the street, improving safety for pedestrians and drivers.

accommodate the anticipated traffic volume without further intervention.

Supplementary signage to TTM Signs:

- Additional non-TTM signage used in cases where multiple entrances (vehicle and pedestrian) or parking areas exist, and organisers want to guide attendees clearly between them, splitting the load on the road network.

Key Points

- Minimises confusion and therefore reduces the chance of attendees circling around or missing designated parking.
- Affordable option and lower cost than implementing full traffic management (e.g., detours or closures).
- Works with existing infrastructure: Assumes no major strain on roads, parking, or pedestrian facilities. (and therefore, does not require trained TTM staff to install).

High passenger volumes:

- Situations where standard (BAU) public transport won't cope with surge demand—e.g., large music festivals, major sports finals, etc.

Event Shuttle Service:

- Where attendees travel to a single start or finish area, requiring shuttle services or additional rolling services at specific times.

Key Points

- Proper planning of additional services can ease congestion by shifting more attendees from cars to public transport.
- Requires coordination and must work closely with transport operators to schedule additional services or alternative routing.
- May need additional supporting measures such as clear signage, staff for crowd management at stations and stops, plus thorough communications to encourage use.

Temporary or New Crossing Points

- When the event layout introduces new pedestrian desire lines (e.g. temporary parking areas in fields or alternate entrances), and existing infrastructure doesn't provide a safe crossing.
- For controlled crossing during a race avoid collision between participants (e.g., runners, cyclists) and spectators or control access to a parade route.

Intersection Priority Overrides

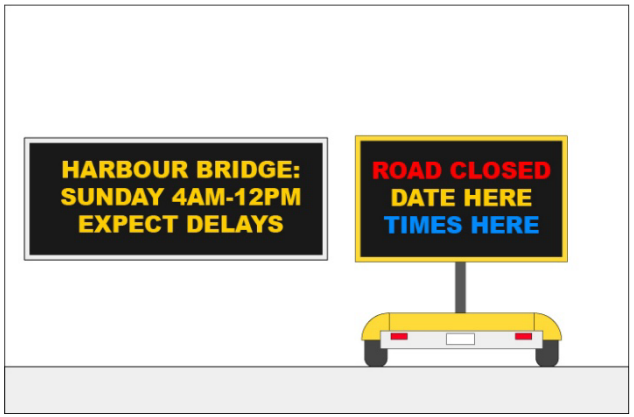
- Where an event route (parade, fun run, cycle race) needs uninterrupted right-of-way through an intersection, where they would normally be required to give way or stop.
- Flushing traffic from a busy approach—particularly when large crowds/vehicles exit at once.
- Flushing newly impacted intersections on detours routes where volumes might spike, and the configuration cannot handle the new load.

Hold Points

- To give instructions (e.g., safety briefings) to vehicles entering restricted zones, preventing hasty U-turns if unauthorised.
- For rolling parades, motorcades, or "green waves" (all signals green for a VIP convoy).
- During short-duration hazards (e.g., pyrotechnics, drone take-off/landing, smoke, Large LED Screens) that affect roadway visibility or road user attention.

Key Points

- Direct human control means greater flexibility in real-time but requires trained staff either TTM or trained marshals (See Training Guidance Sheet).
- Resource-intensive as it requires personnel plus coordination with local authorities.
- Improves safety and control for high-volume pedestrian or participant movements.



ALTERNATIVE ROUTES
(OVERHEAD GANTRY & VMS BOARDS

PARTIAL ROAD CLOSURE

ISOLATED ROAD CLOSURE

What is it?

Using overhead electronic message signs (e.g., gantries) or portable Variable Message Signs (VMS) to advise drivers of alternative routes or expected congestion.

Use Cases

Early warnings:

- Notifying drivers well ahead of the event area to avoid bottlenecks or closed roads.

Route splitting:

- Diverting non-event traffic onto less congested corridors, leaving event corridors more open for attendees.

Major events:

- Supporting large-scale closures or citywide congestion management (e.g., marathons, city festivals, stadium events).

Key Points

Proactive driver guidance:

- Reduces last-minute confusion and potential gridlock.

What is it?

Closure of a portion of the roadway—often one or two lanes—while allowing some limited traffic flow, local access, or emergency access.

Use Cases

Street fairs or community events:

- Where part of the roadway is used for stalls or activities but at least one lane remains open.

Lane repurposing:

- For pick-up/drop-off zones, controlled public transport lanes, or participant lanes (e.g., a fun run using one lane of a multi-lane road).

Mitigating high impact:

- When a full closure would cause excessive disruption, a partial closure can achieve safe event space while maintaining some local traffic or transit.

Key Points

Balance between event & traffic:

- Preserves some road function while providing enough space/safety for the event.

What is it?

*A **single** roadway (or short segment) closure with minimal impact on the surrounding network, as opposed to shutting down multiple roads or an entire area.*
Often involves a street that is not a major arterial, meaning traffic can be rerouted easily with little disruption.

Use Cases

Localised community events:

- Farmers' markets, street fairs, neighbourhood parties, or small parades.

Minimal disruption:

- Appropriate when the road to be closed has straightforward detour options and does not significantly affect broader traffic flows.

Safety buffer near event areas:

- Helps secure a localized zone (e.g., near a stage entrance, event back-of-house) without requiring larger-scale closures that might inconvenience the wider community.

Key Points

Requires planning & accurate info:

- Must update boards promptly and provide clear instructions.

Broad reach:

- Helps regular road users make informed decisions, not just event traffic.

Traffic management complexity:

- Need signage, cones, barriers, and possibly MTC to merge and direct vehicles correctly.

Works best for moderate attendance:

- Large crowds may need more space or a full closure.

Contrast with Multiple Road Closures:

- Unlike broader, more complex closures, this approach targets a single roadway, reducing the need for extensive traffic diversions.

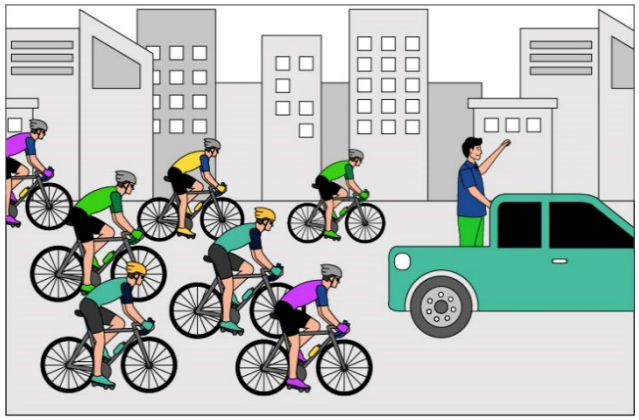
Simpler detour management:

- Typically requires fewer traffic resources and less signage.

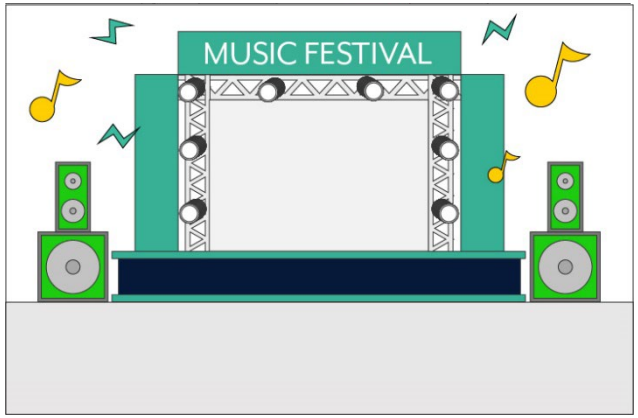
Local stakeholder engagement:

- Important to coordinate with residents and businesses on the affected street, ensuring they can plan around access needs.

ROLLING ROAD CLOSURES
(ROLLING PARADE)



MOTORCADES
(NEUTRALISING (CYCLING), ESCORTS, GREEN WAVES)



STAGED CLOSURES

What is it?

A moving closure traveling along a set route, typically managed by lead and tail vehicles or police escorts; roads reopen once the parade or participants pass.

Use Cases

Parades & processions:

- City centre parades, holiday processions, cultural or religious processions.

Running/cycling events:

What is it?

Movement of VIPs or dignitaries in a convoy, often requiring prioritized or protected routes (e.g., "green waves," police escorts).

Use Cases

High-profile guests:

- Government officials, royalty, foreign delegations needing secure travel.

Support crew or team buses:

What is it?

Closures implemented or lifted in phases (e.g., first closing a small perimeter for initial setup, then expanding it during the event, and finally scaling down after the event ends).

Use Cases

Large or complex events:

- Music festivals, multi-day sporting championships, etc., where setups (stage construction, vendor areas) occur in steps.

- Where participants move continuously, allowing sections of the route to reopen once the last participant passes.

Mobile promotional caravans:

- Advertising or sponsor caravans traveling on a set timetable.

Key Points

Dynamic approach:

- Minimises total closure time for any given road segment.

Requires precise coordination:

- Organisers, police, and traffic controllers must track timings carefully.

Public awareness:

- Essential to inform local residents/businesses about rolling closures, so they're aware the disruption is brief at each location.

- For large-scale sports events, with official team convoys or support team caravans.

Security considerations:

- Times when safety or threat-level assessment dictates minimal stops and free-flow routes.

Key Points

Security-driven:

- Often led by police or special security forces.

Potential for brief but heavy disruption:

- Can involve halting intersections, clearing highways, or re-timing signals.

Close communication:

- Requires real-time updates and cooperation between event staff, local law enforcement, and city traffic control centres.

Gradual buildup of crowds:

- If attendee numbers ramp up over time (e.g., day-long events that peak in the evening).

Bump-in/bump-out requirements:

- Maintaining partial public access during load-in or dismantling, then moving to full closure only when needed.

Key Points

Flexibility over time:

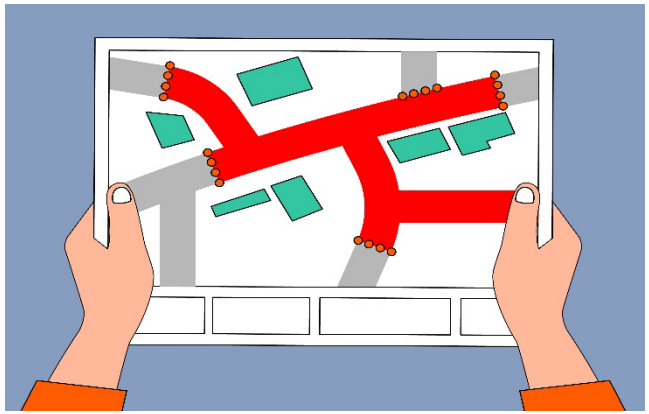
- Matches the evolving needs of event logistics, attendee flows, and local traffic demand.

Reduced disruption:

- Allows some normal traffic or pedestrian access until stricter closures are absolutely necessary.

Detailed scheduling needed:

- Must coordinate with all contractors, vendors, and public notifications as closures tighten or relax.



MULTIPLE ROAD CLOSURES

What is it?
Coordinated shutdown of several roads simultaneously, usually in a defined zone, for major or citywide events.

Use Cases
Citywide festivals or marathons:
- Large-scale events (e.g., marathons, triathlons, or city parades) needing broad vehicle exclusion.

Complex logistics:
- When multiple intersections or streets must close to protect participants and spectators.

Safety & security perimeters:
- For high-profile international events where multiple roads form a "sterile zone."

Key Points
Significant impact:
- Can disrupt traffic across a wide area, demanding robust public outreach, alternative routes, and possibly additional public transport.

Inter-agency cooperation:
- Typically involves police, city transport agencies, emergency services, and event organisers.

High planning overhead:
Requires detailed traffic models, extensive signage, and robust communication with residents, businesses, and travellers.

NATIONAL PLANNING

What is it?
Large-scale planning (potentially across multiple jurisdictions or regions) for events with national significance or large international attendance.

Use Cases
Major international tournaments:
- World Cups, Olympic qualifiers, or events drawing visitors from across the country.

State visits or national celebrations:
- Royal tours, government ceremonies, or multi-city events.

Coordinated transport & security:
Where multiple local authorities, national agencies, and transport networks must act in unison.

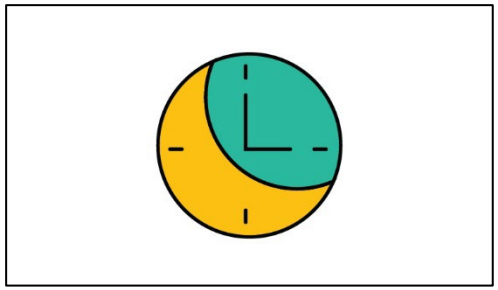
Key Points
High-level coordination:
- May involve national governments, highways agencies, law enforcement, and local councils across several regions.

Extended timelines:
- Planning often starts years in advance for massive events.

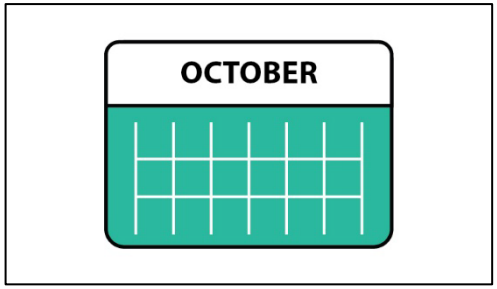
Integrated approach:
- Traffic management is one element alongside broader security, hospitality, and national infrastructure planning.

5.5. EVENT TIMINGS

Understanding your event timings in relation to traffic peaks on the road network.



When will the Event be Live?



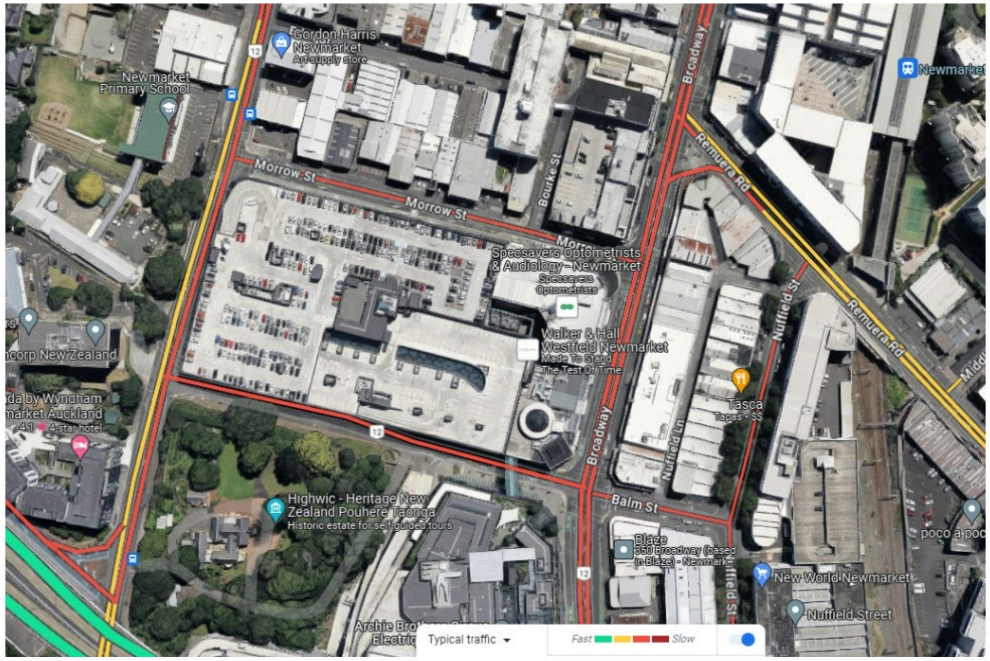
What is the entire duration of the Event? *("Bump-in" refers to event setup; "bump-out" is pack-down)*

Peak Weekdays		Night (Monday – Thursday)	
Typical Times: • Morning: ~7:00 am – 9:00 am • Evening: ~4:00 pm – 6:00 pm	**Example Scenario** *A weekday concert in central Auckland that opens gates at 5:00 pm (overlapping with peak commuters) and finishes around 9:00 pm.*	**Example Times** • Setup: 3:00 pm – 6:00 pm • Event Live: 6:00 pm – 11:00 pm Pack-down: 11:00 pm – 1:00 am	**Example Scenario** *A pop-up night market on a central city street that begins after office hours to reduce impact on peak commuters.*

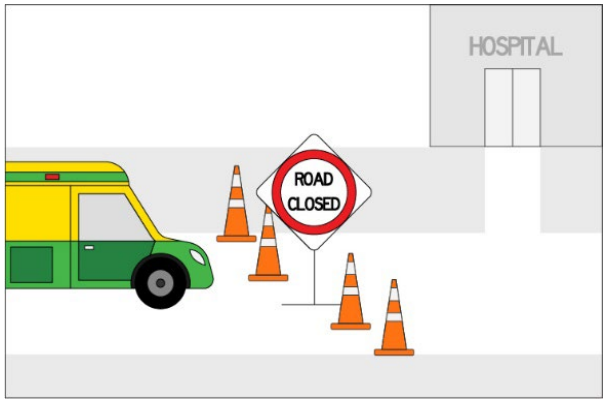
Off-Peak Weekdays		Night (Friday – Sunday)	
Typical Times • Mid-morning – Prior to school traffic: ~9:00 am – 3:30 pm • Later evening: ~7:00 pm onwards	**Example Scenario** *A small street market in Hamilton set up from 9:30 am to 2:00 pm.*	**Example Times** • Setup: 5:00 pm – 8:00 pm • Event Live: 8:00 pm – Midnight • Pack-down: Midnight – 2:00 am	**Example Scenario** *A live music event running Friday to Saturday nights at a waterfront venue; road closure spans the late evening into early morning.*

Peak Weekends		Weekend (All Day)	
Typical Times • Saturday late morning to mid-afternoon: ~10:00 am – 2:00 pm	**Example Scenario** *A food festival in Tauranga on a Sunday lunchtime, when families are out and about.*	**Example Times** • Setup: Saturday 6:00 am – 9:00 am	**Example Scenario** *A two-day street festival in a regional town's main street that stays closed to traffic for the full weekend.*

• Sunday midday around popular destinations: ~11:00 am – 2:00 pm	• Event Live: Saturday 9:00 am – Sunday 5:00 pm (continues overnight) • Pack-down: Sunday 5:00 pm – 8:00 pm

Off-Peak Weekends		Weekend (Inter/Post-Peak)	
• **Typical Times** • Early mornings: Before ~9:00 am • Late evenings: After ~7:00 pm	**Example Scenario** *A community fun run in Christchurch that starts at 7:00 am on a Sunday to avoid the busiest weekend driving period.*	**Example Times** • Event runs during lower-traffic portions of Saturday or Sunday, e.g., early Saturday morning or late Sunday afternoon.	**Example Scenario** *A car-free event on Sunday afternoon from 3:00 pm – 7:00 pm, specifically avoiding midday peak activity around shops and cafes.*
 Google traffic showing a typical Saturday at 3pm in Newmarket		**Weekday (All Day)**	
		Example Times • Setup: 5:00 am – 8:00 am • Event Live: 8:00 am – 6:00 pm • Pack-down: 6:00 pm – 9:00 pm	**Example Scenario** *A one-day filming event on a Tuesday that occupies parts of a city street for the entire workday.*
		Weekday (Inter/Post-Peak)	
		Example Times • Event scheduled strictly between morning and evening rush hours, e.g. 10:00 am – 3:00 pm.	**Example Scenario** *A council works open day: short midday closure of a low-volume urban street, avoiding peak commuter periods.*
		Series	
		Example Times • Multiple dates or consecutive days, with separate bump-in/bump-out for each event. • Could span a week or several weekends.	**Example Scenario** *A multi-week sports tournament involving partial closures around a stadium on different match days.*

5.6. LOCATION SENSITIVITY

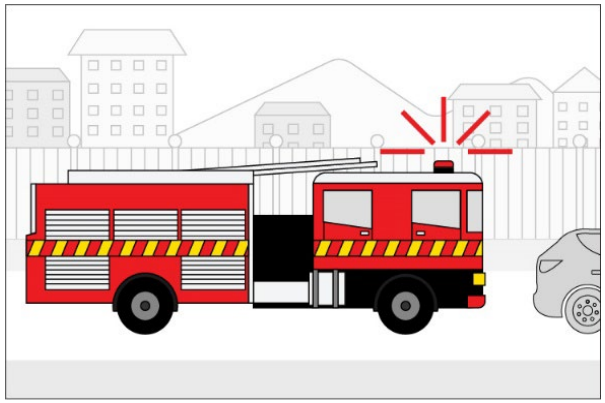


ACCESS RESTRICTIONS

Consideration
Planned public events can slow or even block routes to critical healthcare facilities.

Potential Impact
- Delayed emergency vehicle response times.
- Difficulty for patients traveling by private vehicle to reach care promptly.

Risk Mitigation
- Ensure at least one clear route for ambulances and hospital-bound traffic at all times.
- Engage early with local hospitals and ambulance services to align on detours or priority lanes.

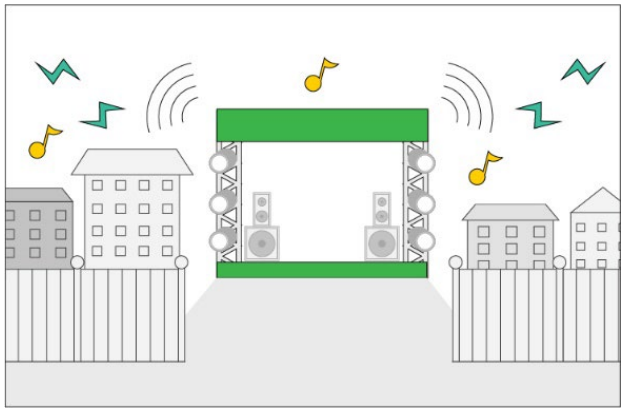


ROUTE DISRUPTIONS

Consideration
Certain roads must remain open or easily accessible for fire, police, and specialised vehicles.

Potential Impact
- Delays for first responders if typical access routes are blocked.
- Wide-load or hazardous cargo transport encountering narrow detours or low-clearance routes.

Risk Mitigation
- Map and prioritise critical corridors, potentially implementing “rolling closures” to maintain partial accessibility.



COMMUNITY DISRUPTION

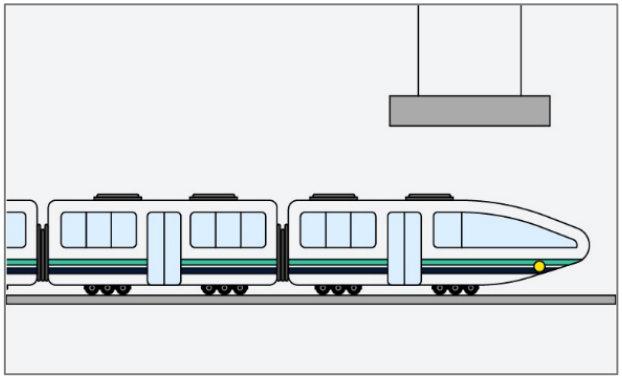
Consideration
Large events often generate increased noise, foot traffic, and vehicle emissions that can affect nearby residents and businesses.

Potential Impact
- Complaints or negative feedback due to prolonged noise or higher pollution levels.
- Heightened tension with local communities if disruptions are frequent or poorly managed.

Risk Mitigation
- Inform residents and businesses of event timing, potential disruptions, and contact points for concerns.
- Implement noise curfews, use eco-friendly power sources where feasible, and encourage

- Work with local authorities to time closures around expected emergency vehicle movements where possible.

carpooling or public transport to reduce emissions.



IMPACT ON RAIL

Consideration

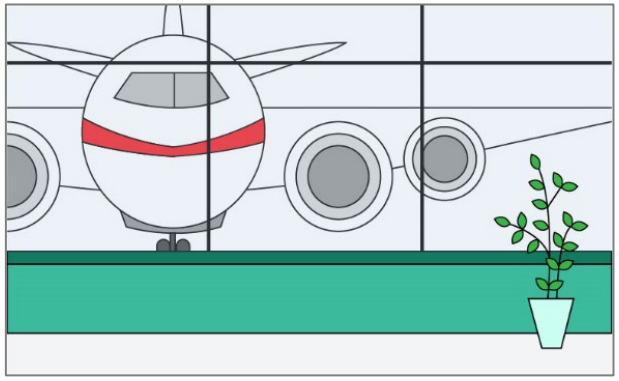
Events near train stations or crossing points can lead to increased platform congestion and heightened safety risks.

Potential Impact

- Overcrowding on platforms, increasing the chance of slips or falls.
- Unsafe pedestrian behaviour around tracks if attendees attempt shortcuts.

Risk Mitigation

- Schedule additional train services or implement crowd management strategies during peak arrival/departure times.
- Install temporary fencing, signs, or staff to guide attendees to safe crossing points.



ACCESS RESTRICTIONS

Consideration

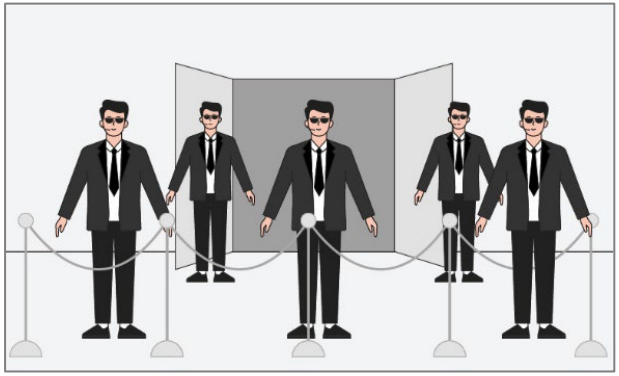
Ports depend on smooth, predictable traffic flows for cargo shipments and passenger travel.

Potential Impact

- Congestion on main access roads, delaying time-sensitive cargo or passenger arrivals.
- Bottlenecks at critical checkpoints or departure gates, affecting both commercial and private travel.

Risk Mitigation

- Develop event-specific traffic plans that maintain key port routes during scheduled load/unload periods.
- If closures are unavoidable, schedule them outside peak operational windows and communicate clearly to freight and passenger services.



SECURITY THREATS & MEDIA ATTENTION

Consideration

Events drawing high-profile figures often require additional protective measures that disrupt normal traffic flow.

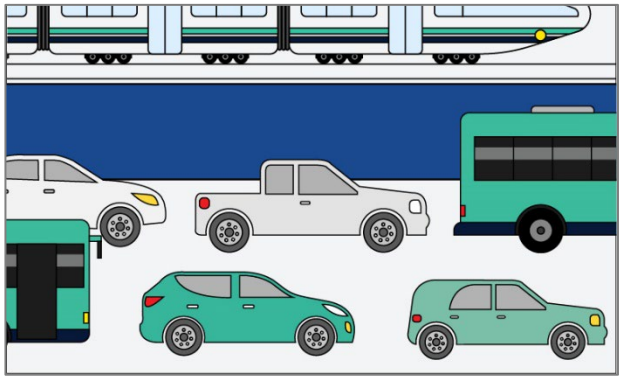
Potential Impact

- Road closures or restricted areas to accommodate secure convoys.
- Extended wait times at venue perimeters, affecting attendee movement and crowd control.

Risk Mitigation

- Plan secure routes and buffer zones in coordination with law enforcement, minimising unexpected disruptions.
- Clearly communicate restricted areas, expected closure times, and alternative access points to avoid confusion.
- Consider the Crowded Places Police by the NZ Police.[ix]

5.7. TRANSPORT MODE AND INFRASTRUCTURE



TRANSPORT MODE

Considerations

Attendees may be local or travelling from distant regions.
Check whether your event schedule causes people to arrive all at once (en mass) or gradually (trickle).
Consider whether integrated special public transport (such as shuttle buses or extra trains) is available.
Assess the availability of ride-share services, and plan designated pick-up and drop-off areas if needed.
Ensure your venue is pedestrian-friendly, and verify whether safe walking paths or bike lanes exist.

Network Impact

Peak-Time Congestion:

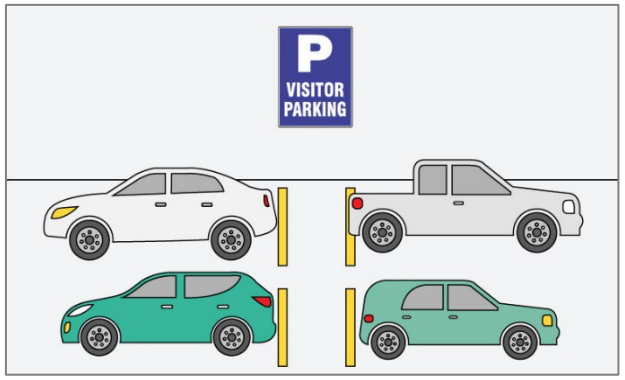
- Surge demand on roads or rail platforms during event start/end times.

Bottlenecks:

- Ride-share pick-up zones may become congested if not adequately managed.

Pedestrian Flow:

- Footpath crowding or potential conflicts if space or crossing points are limited.



PARKING CAPACITY

Considerations

Review the number of on-site parking spaces and the availability of nearby overflow car parks.
Estimate what percentage of attendees are likely to drive.
Identify whether local parking restrictions, residential permit zones, or private car parks might limit capacity.

Network Impact

Traffic Overflow:

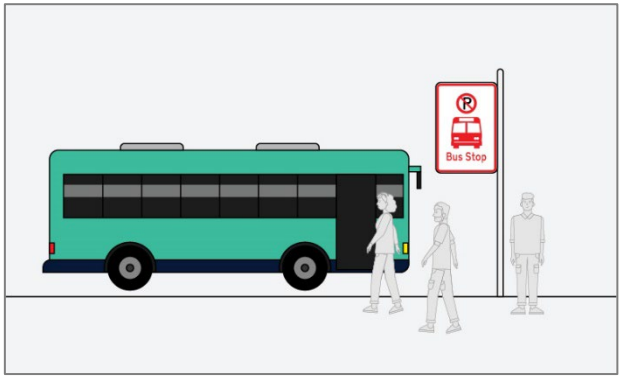
- Vehicles may circulate in search of parking, causing congestion.

Illegal or Unmanaged Parking:

- Drivers might resort to parking in unauthorised areas.

Safety Issues:

- Pedestrians may cross unexpectedly if forced to park far from the venue.



PUBLIC TRANSPORT INFRASTRUCTURE

Considerations

Determine if there will be a surge in demand before and after the event and check if existing public transport timetables provide enough capacity.
Consider whether stations and platforms have ample space and safe queuing areas for crowds.
Ensure you have liaised with transit authorities for possible timetable changes or extra services.

Network Impact

Overcrowding:

- Excessive crowding at stations and platforms can create safety risks.

Ripple Effects:

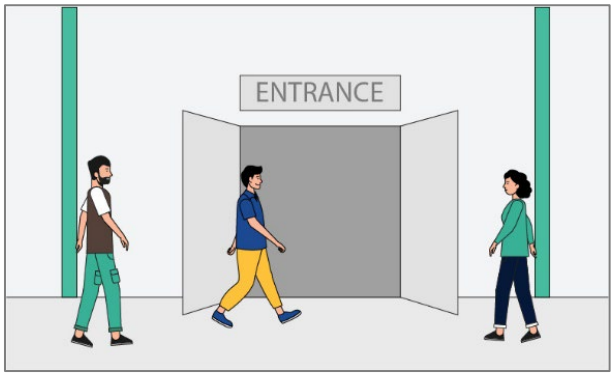
- Overloading at one hub can disrupt wider public transport networks.

Prolonged Wait Times:

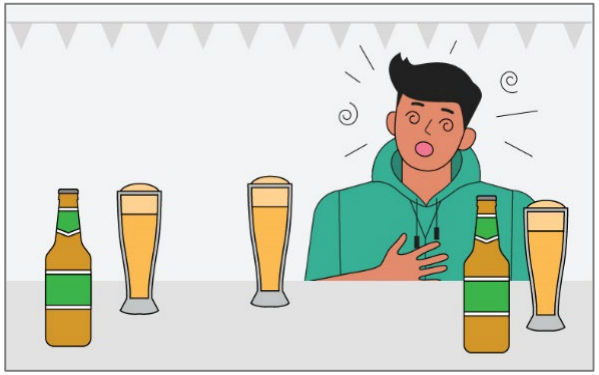
- Long queues can frustrate attendees and raise safety concerns.

Mitigations **Pre-Event Communication:** • Publicise carpool and ride-share options; provide walking or cycling directions. **Staggered Arrival/Departure:** • Spread out arrival times by scheduling or programming to minimise congestion. **Dedicated Zones:** • Establish safe ride-share and pick-up/drop-off areas, and provide secure bike parking or discounted public transport passes.	**Mitigations** **Advance Planning:** • Provide maps and information on official parking locations and alternative transport options. **Remote Parking & Shuttles:** • Use off-site car parks, with shuttle buses bringing attendees to the venue. **Parking Controls:** • Deploy parking resolutions or fencing to prevent congestion and unauthorised parking. • Arrange temporary parking permits or agreements for local business car parks.	**Mitigations** **Capacity Boost:** • Arrange extra trains, buses, or carriages specifically timed for your event. **Staggered Departures:** • Encourage partial scheduling or post-event entertainment to spread out departure waves. **Crowd Management:** • Place marshals or signage for orderly queuing and establish one-way flows if necessary. **Pre-Event Communication:** • Publicise timetables and inform attendees about less crowded stations or lines when applicable.

5.8. BEHAVIORAL CHANGES



ARRIVAL, DURING & EXIT BEHAVIOUR



ALCOHOL SERVED

SPECIAL CONSIDERATIONS (FIREWORKS / VIP GUESTS)

Consideration

Attendee arrival, how they behave during the event, and their departure patterns—can all cause significant surges and congestion on surrounding roads.

Arrival Surges

Potential Impact

- Large influxes of attendees at specific times can create bottlenecks on major routes, congestion near parking areas, and slow access for emergency or service vehicles.

Risk Mitigation

- Stagger arrival times (e.g., by offering early-bird entry) to spread out traffic.
- Provide real-time travel information (via apps or signage) so attendees can pick the least congested routes or arrival windows.

Consideration

Serving alcohol at an event can heighten safety risks and contribute to impaired judgment among attendees, potentially increasing both road congestion and accident likelihood.

Potential Impact

- Attendees who consume alcohol may be impaired, leading to increased risk of intoxicated driving, slow reaction times, and erratic, unpredictable pedestrian behaviour.
- Alcohol-related disturbances inside or near the venue can spill out onto public roads or public transport hubs and services.

Risk Mitigation

- Promote and facilitate responsible transport modes (e.g., shuttle buses, dedicated rideshare drop-off/pick-up points, “sober driver” promotions).

Consideration

Hosting high-profile guests or using pyrotechnics often entails unique security and logistical needs that require specialist attention.

Fireworks:

Potential Impact

- Fireworks or special effects often require specific safety perimeters, which can block roads or reduce lane capacity.
- Road user distractions (both drivers and pedestrians) could contribute to an increased risk of accidents.

Risk Mitigation

- Confirm pyrotechnic launch sites and fallout zones well in advance, and plan for temporary closures close to the launch site.

- Work with local transit agencies to increase service frequency or capacity.

During the Event

Potential Impact

- Some attendees may move in and out intermittently (e.g., to smoke areas, food trucks, etc.), causing intermittent congestion on local streets and pedestrian crossings.

Risk Mitigation

  - Designate clear pick-up/drop-off zones for rideshares or taxis, reducing random stopping.
  - Encourage attendees to remain on-site with sufficient amenities (food, rest areas), minimizing repeated vehicle trips.

Exit Surges

Potential Impact

- When events end, large groups typically depart at once, leading to gridlock on surrounding roads and increased risk of accidents or pedestrian conflict.

Risk Mitigation

- Implement phased or "soft" closing times, where different sections or activities end sequentially, rather than an abrupt single closing time.
- Coordinate with local law enforcement for traffic-light adjustments and temporary road diversions to move crowds away quickly and safely.
- Provide post-event guidance, such as recommended exits, designated parking egress routes, and real-time updates on traffic conditions.
- Enforce strict alcohol policies (e.g., cut-off times, staff training on responsible serving) to reduce the likelihood of overconsumption.
- Increase security and police presence at locations where disturbance are likely to take place.

VIPs & Dignitaries

Potential Impact

- Heightened security measures may require a 'green-wave' through signalled intersection and key closure points to ensure the security detail convoy does not stop at any point from departure to arrival.
- Media presence can cause additional congestion, as reporters and onlookers gather.

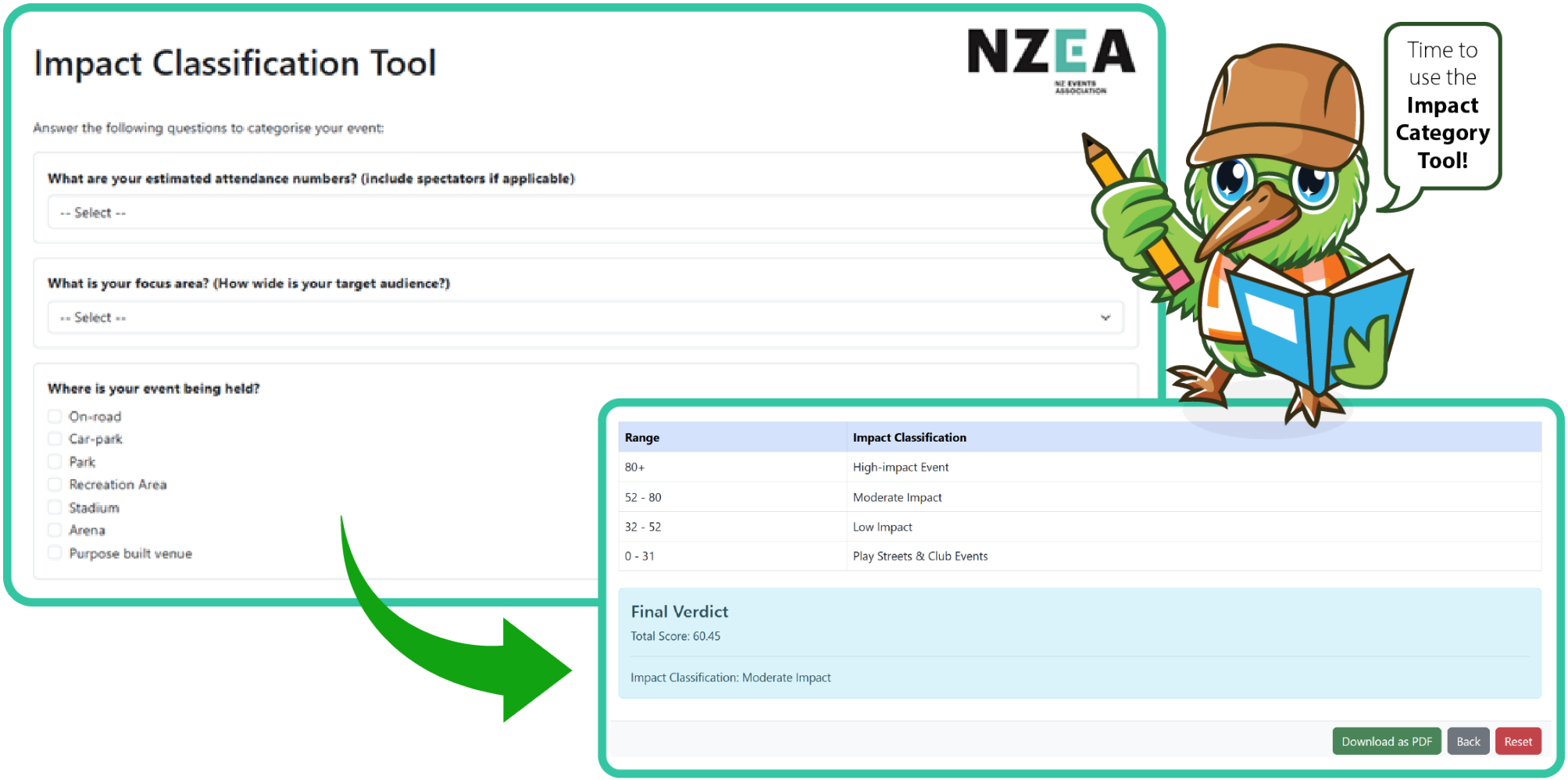
Mitigation:

- Coordinate in advance with police and operations control rooms to schedule and communicate escorted routes and therefore critical closure points.
- Dedicated lanes may be required if multiple convoys are required (International Team Buses)
- Set up designated media areas or press zones away from main traffic lanes.

5.9. IMPACT CLASSIFICATION TOOL

With the information in section 5. Impact Considerations, Event Organisers should now be able to use the Impact Classification Tool - HERE.

Please complete this form and save a copy of the results. This is important information to submit with your event permit, share with TTM Planners, RCA or simply to keep as evidence of due diligence for you planning process.



PART C

UNDERSTANDING YOUR IMPACT CLASSIFICATION

IN THIS SECTION

Congratulations on Completing Your Impact Classification!

You've successfully used the Impact Classification Tool to determine how your event might affect the road network, resources, and the community. Now it's time to explore the next steps. Below, you'll find a quick roadmap to help you confirm your Impact Category (e.g., Low, Moderate, High) and then select the Event Type (Static On-Road, Dynamic On-Road, Venues, Road Sports, or Static Recreational Spaces). Each section is packed with practical examples, training tips, and good practices to help you plan and execute your event effectively and responsibly.

6. HOW TO NAVIGATE THE NEXT SECTIONS

1. ***Step 1:*** *identify your impact category*
    - *Using your Impact Classification results, determine if your event is* ***Low****,* ***Moderate****,* ***High*** *Impact.*
    - *If your event is* ***High Impact*** *and has the potential to be* ***internationally significant*** *it could be considered a* ***Major Event*** *– explore what that means here*
    - ***Where to Go:*** *Click or select the corresponding tile for your* ***Impact Category*** *in the next page or sidebar.*
2. ***Step 2:*** *select your event type*
    - *Within each category, there are multiple* ***Event Types****, including:*
        1. ***Static On-Road Cultural & Community*** *(e.g., street markets, holiday activations, street parties)*
        2. ***Dynamic On-Road Cultural & Community*** *(e.g., parades)*
        3. ***Venues*** *(e.g., sports stadiums, concerts, festivals)*
        4. ***Road Sports*** *(e.g., cycling, triathlons, running/walking, motor vehicle events)*
        5. ***Static Recreational Spaces*** *(e.g., festivals, entertainment, concerts in parks and green spaces)*
    - ***Where to Go:*** *Click or select the corresponding tile to choose the* ***Event Type*** *from the linked subsections.*
3. ***Step 3:*** *dive into targeted guidance*
    - *Once you've identified both your Category and Type, you will find guidance tailored to your specific event, covering specific topics that are focused on optimising the planning of TTM in relation to planned public events.*

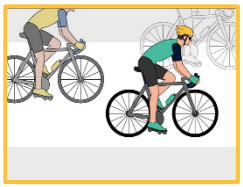
Next Steps

- ***Bookmark Your Category Page****: Keep your category's section on hand to review and reference when planning.*
- ***Access Relevant Tools****: Download any checklists, training modules, or template documents provided.*

For questions or further clarification, refer to the contact details for NZEA and Parallaxx representatives who can assist with your questions

7. IMPACT CATEGORY & EVENT TYPES

Neighbourhood street activation



Club run sports events

Static cultural & community

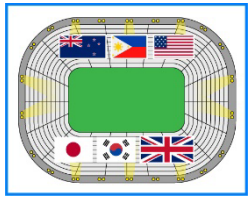
Parks & green spaces

Stadium & Venues

Static cultural Festival

Parks & green spaces

Major Parades



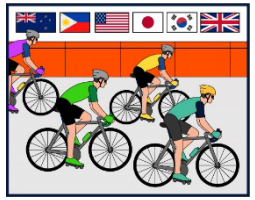
Stadium

Road sports

Parks & green spaces

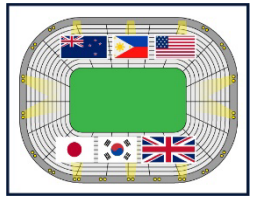
Dynamic on-road cultural & community

Static cultural & community



International Road Sports

Parks & green spaces (Media attention)



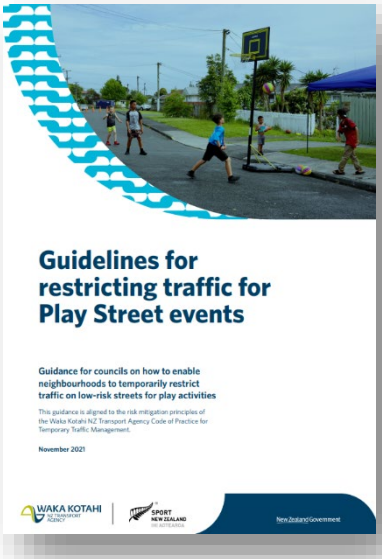
Stadium

PLAY STREET & CLUB EVENTS

IN THIS SECTION:

8.1. Introduction to Play Street Events[x]:

Play Streets are temporary, **resident-led events** that transform **quiet local streets** into safe spaces for **play**, **physical activity**, and **community connection**. These events typically last for **less than four hours during daylight** and involve **temporarily restricting vehicle traffic** to allow children, families, and neighbours to engage in free play and social interaction.



8.1.1. Key characteristics of Play Streets include:

Location:	Held on low-risk, quiet local streets with light traffic
Participants:	Primarily involve residents of the street and nearby neighbours
Activities:	Focus on informal play like cycling, scooting, skating, and chalk drawing
Traffic management:	Use resident-led methods to temporarily restrict vehicle access, see link to videos here
Simplicity:	Kept low-key without commercial operations or performances

For detailed guidance on organising a Play Street event, including traffic restriction methods, safety considerations, and application processes, refer to the **"Guidelines for restricting traffic for Play Street events"** published by NZTA (NZ Transport Agency, Waka Kotahi). These guidelines aim to help councils develop consistent, risk-proportionate processes that enable neighbourhoods to host Play Streets safely, easily, and cost-effectively. A set of frequently asked questions by Traffic Management Coordinators is provided in Appendix 4 of the document.

The guidelines are comprehensive, therefore, if you fall into this category please refer to the guide link above.

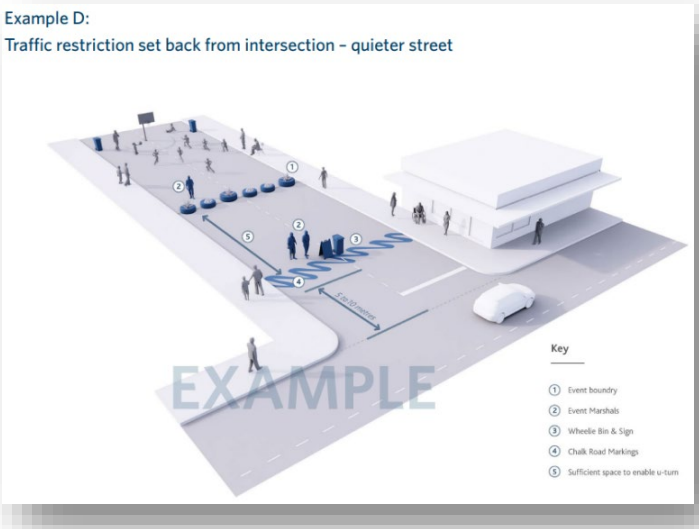
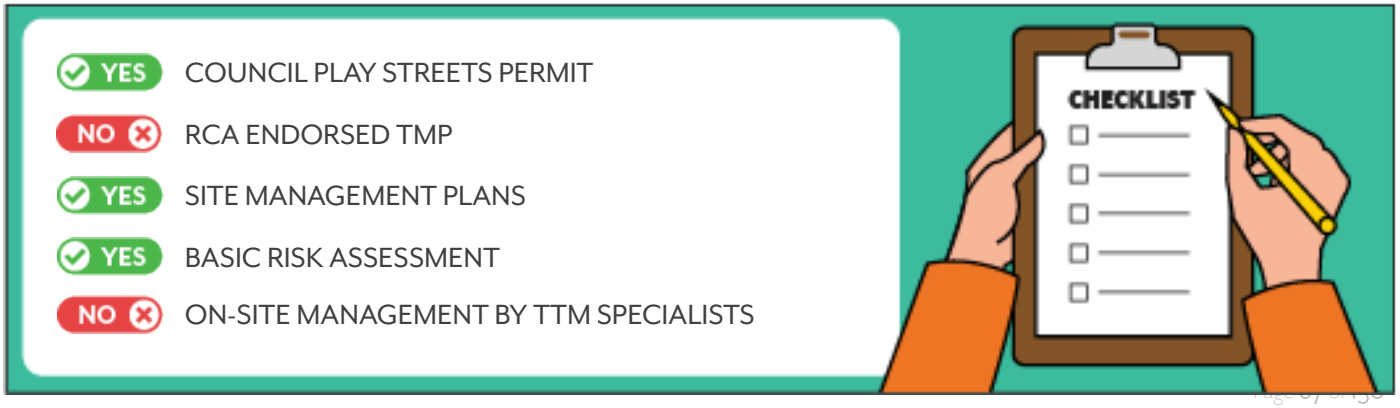


Figure 5: Example of the Play Street closure in the guide and then in practice

8.2. What do I Need?



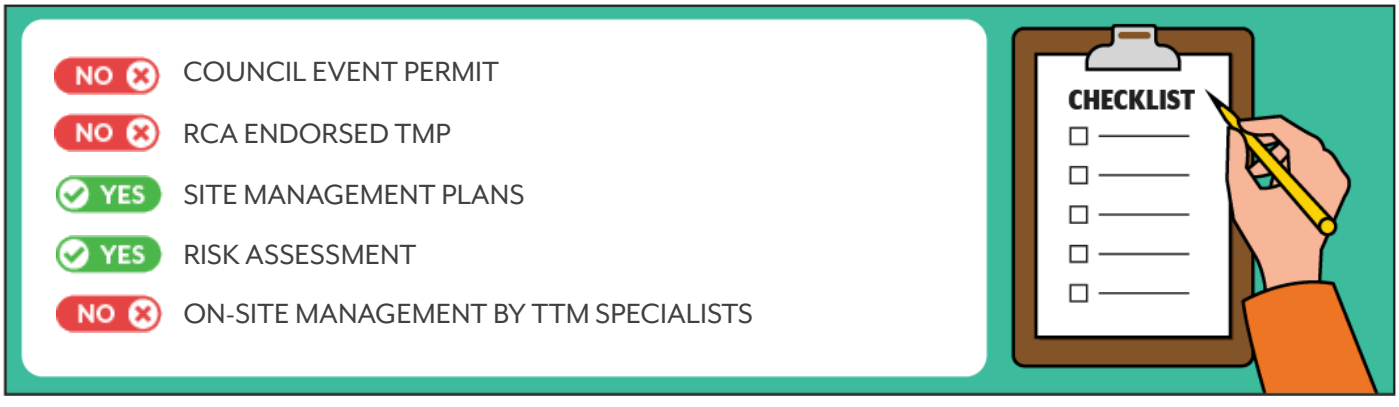
8.3. Introduction to Organised Club Sports Events

Club sporting events in New Zealand, whether for cycling, running, or other activities, are subject to similar health and safety obligations under the Health and Safety at Work Act 2015, regardless of whether the activity is classified as an "event" or not. Sport New Zealand, Cycling New Zealand and Canoe Racing New Zealand websites provide fantastic guidance and tools to assist club with their responsibilities. As these events are **not planned public events**, this is basic guidance around the clubs responsibilities for its club members.

8.3.1. Requirements and responsibilities of Clubs:

	Clubs* **must comply** with the HSWA, ensuring a **safe environment** for staff, volunteers, members, participants, and spectators. They **have a duty of care** to maintain safety and implement sound health and safety practices. **Failure to fulfil** the duty of care **could lead to prosecution by WorkSafe** or other regulatory bodies. **Club officers** may be found **personally liable**, emphasising the importance of compliance. See Sport New Zealand's Advisory here, and the scenario excerpt below. Clubs **must create documented Health & Safety Policies** and **Safety Management Systems** and develop **event-specific safety plans**, including **emergency procedures**. Club must conduct **thorough risk assessments** for routes, venues, and activities. Develop and implement a comprehensive **safety management plan and maintain incident records** for at least five years.
	Appoint a **Health and Safety Coordinator** who acts as a **dedicated person** to oversee policy implementation and compliance. Ensure adequate **training and supervision** for event leaders, marshals, and volunteers before and during activities. Which includes establishing **clear communication** channels for **emergencies** and have trained first aid personnel and equipment available. **Obtain appropriate insurance** coverage for club activities. **Inform all participants** about **safety procedures** and **potential risks** (through mandatory pre-even/race briefings).
	**Regular club activities** typically **don't require special permits** if considered casual recreational use. **Larger events** or competitions **may need permits**, especially if the event calls for traffic management or the use of a public space. **Use the Impact classification tool in this practice note to check the level of impact your event might have on the road network.**

8.4. What do I need?

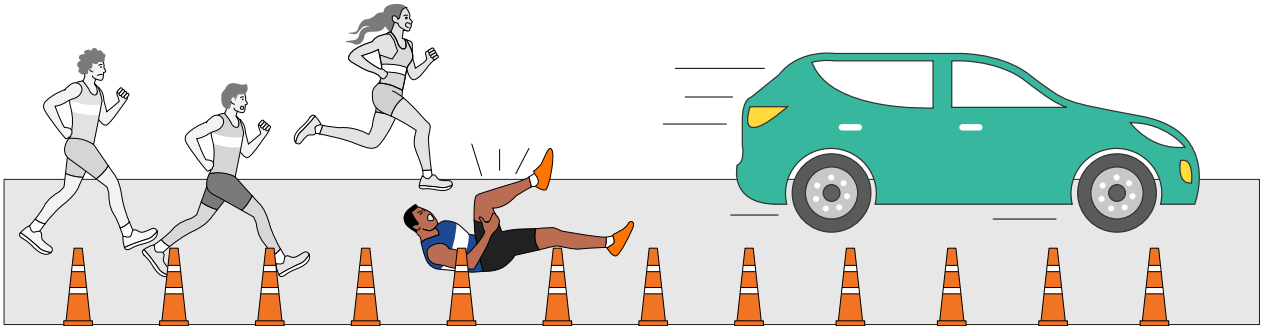


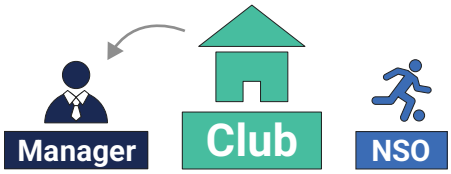
8.5. Scenario Sessions

Important scenario session, detailing liability between National Sporting Organisations (NSOs) and Clubs, as published by Sport New Zealand[xi]

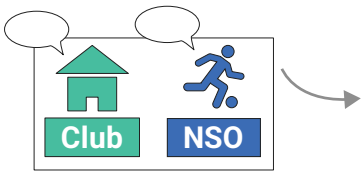
Accident:

SCENARIO 1: During the event, the club's manager is hit by a car that entered the course even though the roads were closed, and is badly hurt. Who has health and safety duties and what should be done?





The club has the main duty because it employs the manager. The club should ensure that the area is made safe and that the manager receives appropriate medical attention. As far as practicable, the club should not interfere with the accident scene.



WORKSAFE
Mahi Haumaru Aotearoa

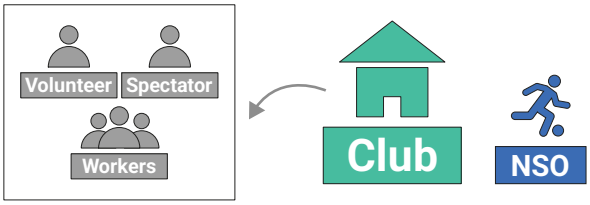
The club and NSO should consider and discuss whether they are obliged to notify WorkSafe, and whether they should take advice.

- Between them, the club and NSO should ensure the accident is investigated to determine the causes and whether anything different could have been done to prevent it. If so, those steps should be built into the club's and NSO's systems to ensure they are taken at future events. Regardless of whether one or both of them investigate, they should share the outcomes and any remedial steps identified.

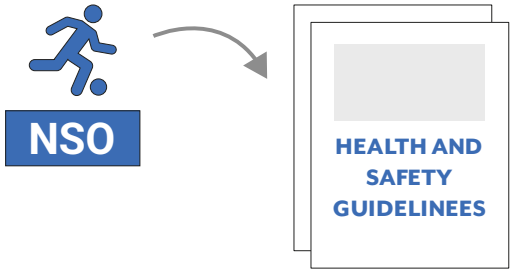
SCENARIO 2: Instead of the club's manager, a spectator and volunteer were hit. Who has health and safety duties and what should be done?

- Practically this does not change anything because PCBUs owe health and safety duties to people other than workers.

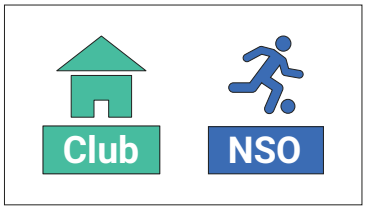
VARIATIONS ON THE SCENARIO: Instead of the NSO giving specific advice to the club, the club runs the event without the NSO's involvement, though an NSO employee who is a club member and lives locally attends and helps out. The club uses the NSO's standard event management guidelines which are available on the NSO's website. Who has health and safety duties in this scenario, and what are they?



The club continues to have the main health and safety duty to its workers and others at the event because it is a PCBU and is running the event.

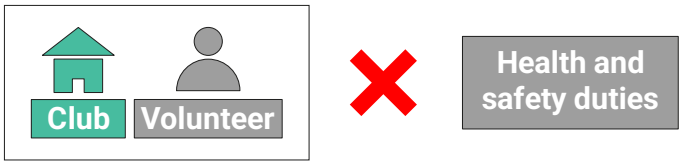


The NSO has a duty to ensure that its health and safety guidelines (and any other health and safety information it makes available for club use) are accurate and do not put anyone at risk. It should also periodically review its guidelines against national and international best practice. A disclaimer excluding liability will not protect the NSO from a health and safety prosecution if the guidelines are deficient. That is not to say that NSOs should not publish guidelines or provide other guidance or assistance. Rather, the NSO should be clear about the limitations of the guidance provided, and about the need to plan and seek



The club and NSO employee should be clear about the capacity in which she is attending and helping out.

VARIATIONS ON THE SCENARIO: What if the club does not have employees but is entirely run by volunteers – it is a 'Volunteer Association'.*



Volunteer associations do not have health and safety duties under HSWA, as they are not PCBUs.

The club, as an organisation, does not have legal health and safety duties because a Volunteer Association is not a PCBU.

The NSO's duty is as above.

**A volunteer association is a group of volunteers working together for a community purpose who do not employ any person. Purposes could include the promotion of art, culture, science, religion, education, medicine, or to support a charity, sport or recreation activity. Volunteer associations do not have health and safety duties under HSWA, as they are not PCBUs.*

9. LOW-IMPACT EVENTS

IN THIS SECTION:

"Low-Impact Events are designed to bring communities together and gatherings often take place in local parks, community centres, or smaller venues, focusing on cultural, social, or recreational activities.

With minimal traffic impact and straightforward planning requirements, these events provide an important opportunity for community engagement without the need for extensive traffic management."

9.1. Introduction to Low-Impact Events

Low-Impact events typically involve a community-oriented activity with minimal disruption to local roads and public infrastructure. **These events often take place in parks, community spaces, or smaller venues where significant traffic control measures or formal TMPs are not required**.

Static cultural & community *(e.g. Markets in carparks)*

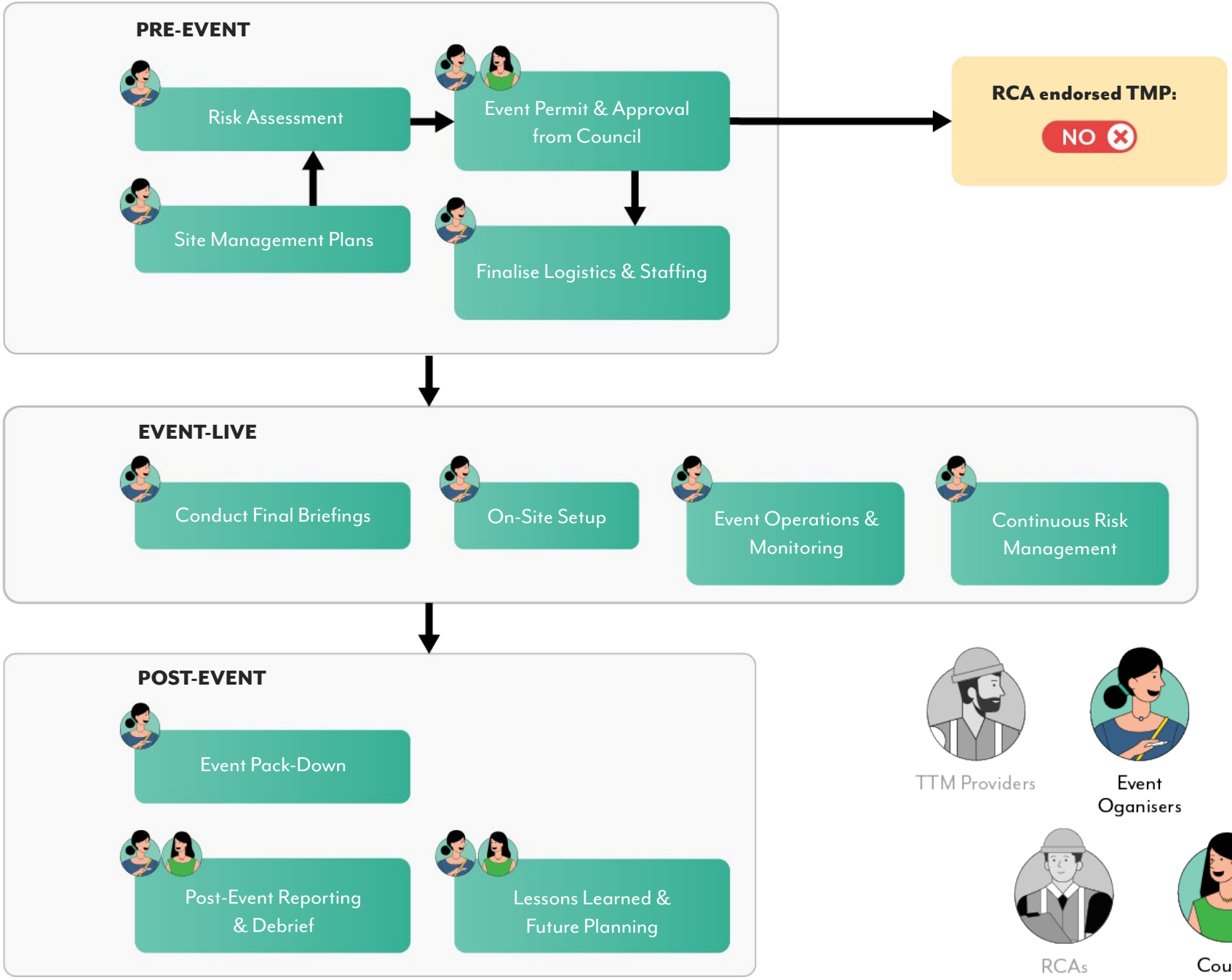
Parks & green spaces *(e.g. Small activations and displays)*

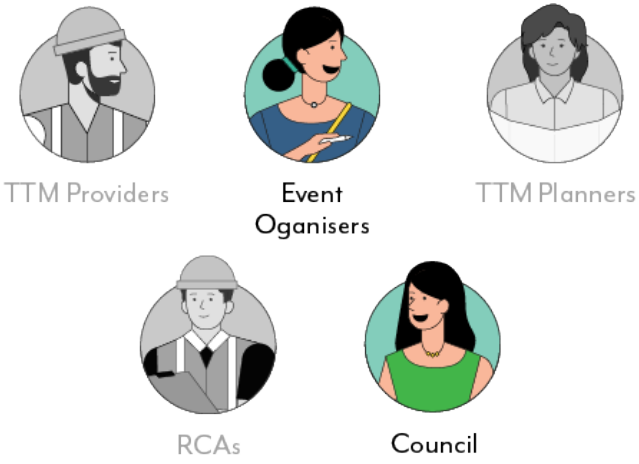
Stadium & Venues *(e.g. Inter-club sports days)*

Now you have completed your impact assessment (Link here is you have not completed this step), with the result **low-impact** we can explore what you need from here. Below shows what you need to consider with a more details process on the following pages.

9.2. What is required?

9.3. What's the Process & Who is Involved?





9.4. Site management plans

Having a well-planned site management plan will help you event permit application process as well as your risk assessment.

Should include but is not limited to:

- **A scaled site map s**howing vendor locations, entrances/exits, and any utility or first aid stations.
- Simple **operational timelines** for set-up, event hours, pack-down, and any vehicle movements.
- **Volunteer/staff assignments** detailing who is responsible for each area (e.g., main entrance, kids' zone, vendor zone).
- **Emergency contacts** for the council, venue management, security, and medical services.

Here are some other considerations, having this level of detail and evidence of risk management will help instil trust in many of the stakeholders to obtain necessary permits.

Focus Area	Why It Matters	Action
Access & Egress	Ambulances or emergency vehicles may need direct entry	Mark emergency routes, ensure gates open, brief volunteers
Utilities & Infrastructure	Power, water, waste, restrooms affect attendee comfort	Show power sources and restrooms on site map; secure cables, covers
Environmental Considerations	Prevent litter, noise issues, or ground damage	Provide waste bins, follow noise limits, use protective flooring if needed
Capacity & Crowd Flow	Overcrowding risks even at low-impact events	Estimate attendance, spread out attractions, ensure clear exits
Security & Stewarding	Some events benefit from basic security or volunteer stewards	Assign staff to key zones, coordinate with venue security
First Aid & Welfare	Minor injuries and health issues can arise	Show first aid points on map, train volunteers on emergency contacts
Signage & Wayfinding	Clear directions reduce confusion and bottlenecks	Provide signs for entrances, exits, restrooms, and key areas
Set-Up & Pack-Down Logistics	Vehicles or deliveries may need site access	Schedule deliveries at off-peak times, coordinate with venue staff
Noise & Community Engagement	Even small events can disturb residents	Notify neighbours of times, encourage public transport, manage noise
Contingency Plans	Weather or bigger crowds can change impact quickly	Plan for severe weather, have backup layouts, be ready to scale up

9.5. Council Event Permit & Consent Guide

Application Timeline: Low-impact events typically require 6–9 weeks' notice for council approval, with an associated fee.

Factors Influencing Permit Requirements:

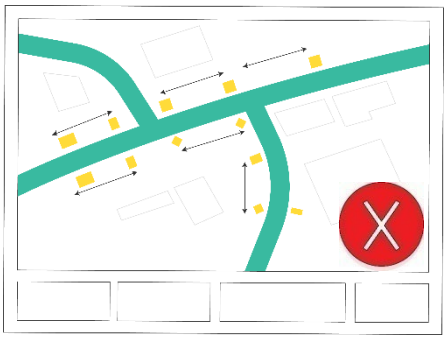
- Venue Type: Public spaces (car parks, reserves) often require permits. Privately run stadiums may not, but additional approvals may be needed for large events or special activities (e.g., fireworks, alcohol sales).
- Estimated Attendance: In Auckland, events with 150+ attendees in public spaces trigger permit requirements.
- Planned Activities: Includes food sales, alcohol, fireworks, amusement rides, open fire.
- Noise & Environmental Impact: Amplified sound and significant disruption to neighbours or the environment may require approvals.

Building Consent (If Applicable):

Required for:

- Marquees over 100m² or in place for over a month
- Stages, gantries, grandstands over 1.5m high
- Structures over 2.5m, such as signage, artwork, or platforms.

9.6. Is a Traffic Management Plan Required?



The scale and impact of a low-impact event on the road network is under the threshold to trigger the need for an endorsed TMP with the RCA.

If conditions changes and likely impact is set to increase, please redo the impact assessment and contract your local RCA to confirm requirements.

9.7. Safety & Risk Management

✓ **Complete a Risk Assessment**

Conduct a basic risk assessment tailored to your event,

- Ensure you read 3.4.1 Quick Checklist for managing risk, you may use this guides template if you do one have one of your own. Template here

✓ **Emergency Plan**

Develop a straightforward emergency response plan.

- Ensure volunteers know where first aid stations or first aid kits are located and how to contact emergency services if needed.

✓ **First Aid**

- Consider having first aid resources or a first aid station on-site, staffed by trained volunteers or local community groups (if available).
- Communicate to both volunteers and attendees how to access these resources quickly.

✓ **Clear Communication**

- Establish direct communication channels (e.g., radios, mobile phones, messaging apps) among event organisers, volunteers, and local authorities.
- Consider assigning a "communications lead" who can coordinate and relay important information or updates.

9.8. Site Management on Event Day

Volunteer Coordination	Crowd Management
Clear Roles • Assign specific tasks (e.g., entry monitoring, help desk, parking guidance) so everyone knows their responsibility. **Training & Briefings** • Provide a short induction on site layout, emergency procedures, and basic crowd and traffic control techniques. An example can be found here **Communication Channels** • Use radios or group messaging apps to keep volunteers connected and ensure quick responses to issues. **Scheduling & Breaks** • Plan shift times to avoid fatigue, ensuring enough coverage at busy periods (e.g., event start, main acts).	**Entry & Exit Flow** • Set up multiple entrances and exits, if possible, with volunteers posted at each to prevent bottlenecks. **Signage & Wayfinding** • Use clear signage (e.g., Alternative parking, Toilets, Food, Main Stage) so attendees can self-navigate, reducing staff intervention. **Monitoring Hotspots** • Station volunteers where crowds may gather—around entertainment areas, queues for food or restrooms—to disperse groups if necessary. **Emergency Considerations** • Train volunteers to calmly guide people away from hazards and know whom to contact if medical or security issues arise.

Traffic Control (Within the Site)

- **Set-Up & Vehicle Access**

  - ✓ Always close the entry points first, allowing any vehicle in the area to exit without the need for staff intervention. An example can be found here
  - ✓ Once the area is clear, the exits can be closed off too if there is a risk of a vehicle entering in via the exit, if not, leave the exits open for better self-management and less staff interaction with vehicles.
  - ✓ Post volunteers at the entry to car parks or designated drop-off zones; use signage or simple barriers to direct vehicles.

- **During and Pack-Down Times**

Schedule deliveries and equipment movement outside peak attendee times to avoid mixing vehicles with pedestrian traffic.

If vehicles must occasionally move onsite (e.g., restocking a vendor), ensure a volunteer escorts or warns pedestrians. Simply walking to the front-left of the vehicle verbally warning or physically gaining the attention of any attendees in the vicinity. Examples provided here

Otherwise, it is recommended to have a set time and call made for a vehicle movement ban.

  - ✓ Vendors to have vehicles parked in their final positions or moved off site well before the advertised start time of the event. This avoids the mixture of attendees with vehicles.
  - ✓ Once the event is finished and it is safe to lift the vehicle ban, vendor may re-enter the area or begin move offsite.

- ✓ For stadiums or large venues, align any traffic movement guidelines with the venue's existing protocols and safety rules.

A final check of the area to return it back to its original state signifies the time to reopen the area. The reserve of the set-up procedure is good practice.

- ✓ Exits opened (if they were closed off)
- ✓ First remove any signage or materials that is safer under the traffic restriction
- ✓ Then any signage in the entry points along with traffic restricting materials

Tip: Keeping **communication**, **coordination**, and **awareness** high among volunteers is critical to managing crowds and internal vehicle movements effectively—even when no formal traffic management plan is required.

10. MODERATE-IMPACT EVENTS

IN THIS SECTION:

"A moderate-impact planned public event generally involves either on-road activity (such as a cycling race, parade, or fun run) or off-road events with enough attendees to affect the local road network. As a result, some form of traffic management in the immediate event area is usually required.

These events represent a significant portion of public celebrations in New Zealand but are increasingly facing escalating costs due to highly prescriptive approaches to traffic management."

10.1. Introduction to Moderate impact Planned Public Events

Events in this category either **take place directly on the road** or **influence traffic flows significantly** due to larger crowds.

Typical event types in this category include:

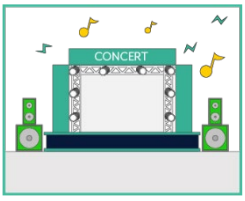
- Community or regional sporting events run on the road (e.g., cycling, running, walking).
- Static community events involving road closures (e.g., Christmas markets, cultural street festivals).
- Stadium events like local concerts or regional sports fixtures (e.g., Super Rugby).
- Larger gatherings in parks or reserves.
- Dynamic on-road community events such as parades.

Key Challenges

Moderate-impact events are a significant portion of New Zealand's public celebrations but often face escalating costs due to overly prescriptive traffic management. This section aims to help event organisers, TTM planners, and TTM providers collaborate effectively, reduce unnecessary complexity, and adopt cost-efficient solutions while maintaining safety and compliance.

Road sports

Static cultural & community



Stadium

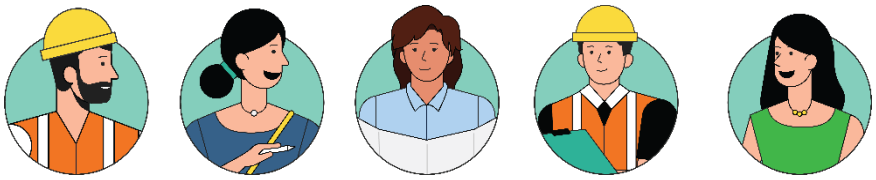
Parks & green spaces

Dynamic on-road cultural & community

10.2. What is required?

YES	COUNCIL EVENT PERMIT
YES	RCA ENDORSED TMP
YES	SITE MANAGEMENT PLANS
YES	RISK ASSESSMENT
YES	ON-SITE MANAGEMENT BY TTM SPECIALISTS
NO	DEDICATED EMERGENCY SERVICES *(Unless needed as a risk control)*
NO	KEY STAKEHOLDER DEBRIEF MEETING
YES	RISK SCENARIO SESSIONS
NO	LOCAL TOC STAND-UP

10.4. What is the Process & Who is Involved?



PRE-EVENT

Initial Site Management Plans → Risk Assessment → Council Event Permit Application and conditions – Triggers a TMP:

TMP Planning and Submission → Check and adjust any site plans and risk assessment before final documents submitted. → All Application Approved (Event Permit & TMP) → Finalise Logistics & Staffing

Conduct Final Briefings

On-Site Setup

Event Operations & Monitoring

Continuous Risk Management

Event Pack-Down

Post-Event Reporting & Debrief

Lessons Learned & Future Planning

10.5. Site Management Plans and Location Considerations

Before developing your site management plan, carefully consider your venue and method of event delivery in relation to its impact on the road network. Your **traffic impact needs to align with your budget/funding**—higher-impact events typically come with increased costs.

Engage with a **TMP Planner** early to assess your options and explore **alternative locations or methods** that can reduce complexity, risk, and costs. See the **table below** for general considerations.

Key Considerations Before Selecting a Location

Why It Matters?	What Actions Can You Take?
Your choice of site can simplify or complicate the consenting process, TTM scope, and overall risk.	Investigate options such as stadiums, parks, or private car parks instead of public roads.
On-road TTM can be expensive. Alternative venues or methods can reduce staffing and infrastructure needs.	Consult stakeholders early and work with venue owners or private landowners to explore shared benefits (e.g., foot traffic, marketing).
Reducing interaction between road users and large crowds lowers risk.	Compare closure types, consult a TMP Planner about alternative TTM methods, and ensure your event delivery remains flexible to accommodate a safer and more efficient approach.

10.6. Specific Guidance in relation to Event Types

Community or Regional Sporting Events on the Road (Cycling, Running, Walking)

Considerations:

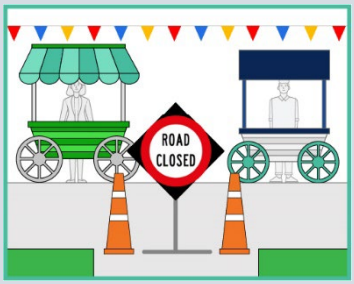
- Running or cycling events on **main roads** require **full road closures or lane reductions**, which can significantly **increase costs**.
- **Alternative:** Consider **closed-loop circuits in parks, stadiums, or large venues** to eliminate the need for road closures.
- If using public roads, **rolling closures** may be a cost-effective way to manage traffic while keeping disruptions minimal.

Site Management Plan Must Include:

- YES Route map with closure points (if applicable)
- YES Emergency access plan for medical assistance
- YES Signage plan for road users and event participants
- YES Alternative transport or parking options for attendees
- YES Safe spectator zones

Possible Alternative: Instead of using a busy arterial road, a half-marathon could be held within a **regional park or reserve**, reducing TTM requirements, network impact and being in a more controlled environment.

Static Community Events with Road Closures (Christmas Markets, Cultural Street Festivals)



Key Site Considerations:

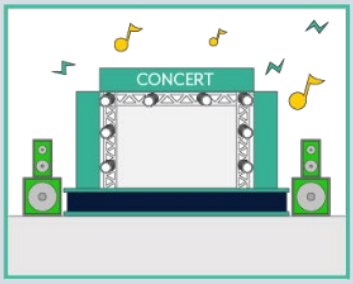
- **Full street closures** with moderate impact to the network will require comprehensive **TMPs** and public notification.
- A parking resolution may be beneficial to clear the road of parked vehicle
- Where road closures are unavoidable, opt for off-peak times (e.g., early Sunday mornings) to minimise disruption and reduce costs.

Site Management Plan Must Include:

- YES Vendor layout & crowd flow strategy
- YES Waste management & environmental impact considerations
- YES Emergency exit routes and first aid stations
- YES A clear **set-up and pack-down schedule** for road reopening

Possible Alternative: A **Christmas market** could be moved to a **large parking area of a shopping centre**, where roads remain open while foot traffic is managed internally.

Stadium Events (Local Concerts, Regional Sports like Super Rugby)



Key Site Considerations:

- Some stadiums have internal vehicle management plans, which can be leveraged to reduce additional TTM requirements.
- Integrated ticketing for free travel on public transport
- Ensure pedestrian flow to and from transport hubs (e.g., trains, buses, rideshare zones) is safe and well-marked.
- Car park management —designate areas for VIPs, teams, emergency services.

Site Management Plan Must Include:

- YES **Crowd dispersal plans** post-event (e.g., staggered exits)
- YES Traffic, parking and pedestrian wayfinding signage
- YES Integration with **public transport** services where possible
- YES Coordination with venue security and emergency services

Possible Alternatives: Encourage attendees to use **public transport options** by working with council and venue operators to **improve signage**, **shuttle services**, or **park-and-ride** schemes.

Larger Gatherings in Parks or Reserves

Key Site Considerations:

- Parks provide **natural containment**, reducing the need for road closures.
- If temporary vehicle access is needed, **restrict movement during event hours** to prevent mixing pedestrians with vehicles.
- Consider **parking overflow areas and controlled pedestrian access points**.
- **Security** and **hazard management** in such a large, free-flow area for public

Site Management Plan Must Include:

- YES Designated entry & exit points for attendees (Controlled access)
- YES Vehicle access plan (for deliveries, vendors, emergency services)
- YES Traffic, Parking and pedestrian wayfinding signage
- YES Noise management strategies to **minimise community disruption**

Possible Alternatives: A **food & music festival** held in a park rather than a closed-off street will drastically reduce or even **eliminate the need for on-road TTM**, reducing risk, impact and costs.

Dynamic On-Road Community Events (Parades)

Key Site Considerations:

- **Parades held** on the **road** require either **full** or rolling closures.
- **Mustering** and **dispersal area** are a critical, and where possible, **spaces off the road** (such as rugby clubs or closed car parks) should be used.
- If road closures are necessary, choose routes with minimal impact on critical transport corridors.
- Off peak times will be most favourable for RCA approval and network impact.
- **A parking resolution** may be beneficial to clear the road of parked vehicle

Site Management Plan Must Include:

- YES **Parade route** (consider public transport impact - parades should never cross a rail level crossing)
- YES Mustering and dispersal area for parade participants
- YES Parade marshal map

	YES	Contingency plan for unexpected delays (e.g., extended road closures, crowd surges)

Possible Alternatives: Instead of a **traditional main street parade with full road closures**, a Christmas parade could take place **within a large mall car park**, with attendees able to park and access the parade without disrupting main roads.

10.7. Council Event Permits & Consent Guide

Moderate-impact events will trigger the need for a TMP, however there could be additional permits required when applying for an event permit. These ensure public safety, regulatory compliance, and smooth event operations.

10.7.1. Key Requirements for an Event Permit

Submit applications at least six weeks before the event. If road closures and parking resolutions are involved, allow 9+ weeks (varies by council). There is often a fee for an event permit, and this can vary depending on the location and scale of the event.

Health & Safety Plan	Must outline how risks will be managed during the event. Includes a risk assessment and emergency response plan.
Communication & Emergency Plan	Details how event staff, volunteers, and emergency services will communicate. Includes emergency contacts and incident response procedures.
Waste Management Plan	Specifies rubbish collection, recycling, and post-event clean-up. Required for events with food vendors or large crowds.
Public Liability Insurance	Required by most councils to cover potential damages or injuries. Minimum coverage varies—check with your local council.
Noise Management Plan *(if applicable)*	Required if amplified sound is used (e.g., concerts, parades). Must outline noise control measures and compliance with local regulations.
Additional Permits & Licences *(if applicable)*	Food stalls: Vendors need food safety certification. Alcohol sales: Requires a special liquor licence. Amusement rides: Certification needed for inflatable structures, carnival rides, etc. Fireworks or pyrotechnics: Requires separate approval.
Community Consultation & Notification	Some councils require event organisers to notify nearby businesses and residents. Public notification (e.g., newspaper, letter drop) may be necessary for road closures. Application Process

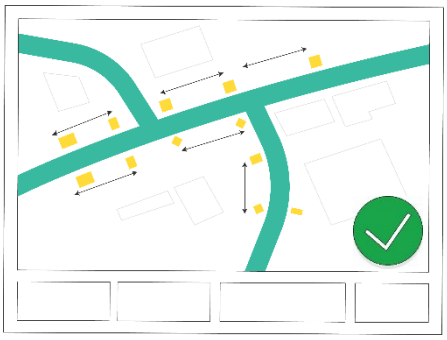
10.7.2. Where to apply for an Event Permit

Applications are submitted via your local council's event planning department. Here are some local councils with links to their event permit instructions or guidelines:

Local Council	Event Permit Guidelines URL
Ashburton District Council	Event Permit
Auckland Council	Event Permits
Christchurch City Council	Event Permit Guidelines
Queenstown Lakes District Council	Event Planning
Ruapehu District Council	Event Planning and Support
South Waikato District Council	Event Management Guidelines
Thames-Coromandel District Council	Events Licensing
Whangarei District Council	Council Event Regulations
Hurunui District Council	Running an Event - Hurunui District Council Running an event brochure.pdf

For detailed guidance, use the Planned Public Event Health & Safety Template

10.8. RCA-Endorsed TMP



Here are some questions that event organisers can consider as early as possible in their planning stage (5.4 Site management plans and considerations) or a TMP Planner can ask and coach the event organiser on requirements.

This is where your downloaded results of the Impact Classification Tool is a great starting point to be shared with a TMP Planner. It will answer many initial questions allowing the planner to focus in on TMP specific needs such as:

Pre-Event – (Bump-in)	
When do you need to start packing in/setting up?	
Will you be affecting the road network for bump-in?	*If so, what do you require? - Footpath space? – Car park? - Road space? - Entire road?*
	*Any **structures** that could impact emergency services access?*
Do you need parking removed and/or managed/reserved?	*See **parking resolution fact sheet** for information.*
Will there be a pre-event briefing?	*Where and when? The STMS should be in attendance and contribute to this.*
Do you need access controlled or monitored?	*Will approved vehicles have permits displayed?*
Are there vendor time allotments to access pack-in area?	
Will there be any temporary pedestrian diversions?	*How will you **communicate this to attendees** and the public?*
Will local businesses or residents be impacted?	*Have you **notified affected parties** about road closures and access restrictions?*
Will emergency vehicles need specific access routes?	
Have you identified any public transport conflicts?	*Do you need to liaise with **bus/train operators** about reroutes or schedule adjustments?*

Event Live	
What time are attendees expected to start arriving?	*Will there be spectators arriving later? (Sporting events, concerts, parades)*
Will there be a call for a **vehicle ban**?	*What time? Any exceptions? Authorised event vehicles in closures or on course?*
Who is the **main point of contact** on the day?	*How do you want to communicate with TTM Providers? (Cell phone, App, RT?)*
Are there any **key phases or stages** we need to know about? *(Curtain openers, main acts, lead cyclist/runner estimated at landmarks, parade float timing, etc.)*	*Will there be **cut-off times or course closure times**?*
How will late/slow participants be **managed or diverted**?	*Will runners be collected by 'tail-end Charlie', can walkers continue on a footpath, will cyclists be picked up by a 'Sag wagon'?*
Will there be any road **crossing points for spectators or public access areas**? How will this be **controlled or monitored**?	*How and when will they be enforced and by whom?*
Are there any potential **congestion points** where bottlenecks or pinch points could occur?	*What **crowd control measures** will be in place? (E.g., fencing, barriers, staggered access.)*
Have you planned for **weather-related risks or is a weather call required**?	*What are the contingency plans for **rain, wind, heat**?*
Will any sections of the **event be reliant on public transport or public spaces**?	*How will interactions between event attendees and spectators and **regular public** be managed?* *(E.g. will we allow a recreational runner or cyclist to pass through the closure and use the course?)*

Post-Event (Bump-out & Site Clearance)	
What time will the **event officially end?**	*What will exit look like? **Mass exit?** and in what directions? By foot or vehicle?*
What time will **infrastructure pack-down** begin?	*When are vendors or contractors allowed to access the event area?*
How long do you anticipate before for **full road re-opening**?	*Is there anything that could halt the reopening of footpaths, lanes or roads?*
Who is responsible for ensuring **event related signage, and equipment are removed**?	
How will rubbish and event waste be managed?	*Have you planned for **bins, clean-up crews, and environmental impact mitigation**?*
Will there be a phased dispersal of attendees?	
Are there any transport congestion risks expected at the end of the event?	*Do you need any **post-event TTM measures** to support traffic flow? (E.g., staggered exits, temporary pedestrian control.)*

10.9. Training Guidance for Event Workers

Refer to section 3. Risk Management for planned public events and use this template to complete you Risk Management Assessment

10.10. Safety and Risk Management

Whether they are employees or volunteers it is important that Event Workers are adequately **trained, instructed, and supervised.** Refer to the **Training Guidance Sheet** for tip and tools.

10.10. Scenario Session: Parade Route Management Options

When planning a special event parade, organisers must balance **safety, traffic impact, cost, and public accessibility**. Below are three real-world approaches to parade management, comparing their benefits, challenges, and key considerations. This is designed to keep the impact you have on the network relative to the funding you have available.

10.10.1. Choosing the Right Option: Key Considerations

Factor	Static Full-Route Closure	Rolling Closure	Private Road / Mall Car Park
Traffic Disruption	High – extensive detours & long closure duration.	Moderate – only temporary closures at a time.	Low – minimal impact on public roads.
Cost & Resource Needs	High – significant TTM staff & equipment.	Medium – reduced TTM but requires real-time coordination.	Low – limited TTM required, primarily managed internally.
Safety	High – full separation from traffic.	Moderate – effective if well-managed but requires clear communication.	High – controlled environment minimises risk of vehicle interaction.
Complexity	High – multiple agencies involved, long planning period.	Medium – requires active coordination but reduces static disruptions.	Low – simpler approvals & planning with mall management.
Public Visibility & Engagement	High – strong community presence.	High – good for community engagement while managing disruption.	Moderate – more contained, may feel less "public."

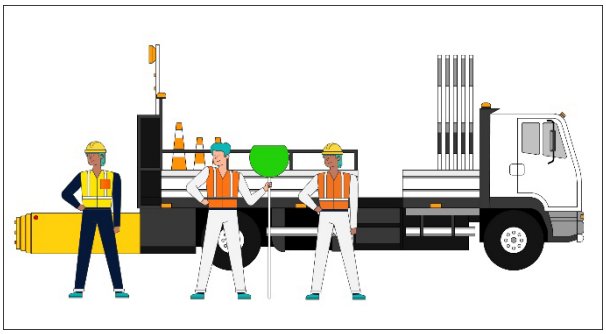
General Recommendations:

For large-scale, high-profile parades → A **Static Full-Route Closure** is best.

For community-driven parades in urban areas → A **Rolling Closure** balances disruption and efficiency.

For small-scale parades seeking cost savings → A **Private Road or Mall Car Park** provides a safe, low-impact alternative.

10.10.2. Public Road - Static Full-Route Closure



Example: A City Christmas Parade Closing an Entire Route

- *The entire parade route and cross-streets are closed for the duration.*
- *TTM equipment and personnel deployed across multiple intersections.*
- *Requires a full detour network and extensive staffing.*

ADVANTAGES:	DISADVANTAGES:
✓ Maximum separation between vehicles and parade participants.	✗ High cost due to extensive TTM staffing, signage, and equipment.
✓ Simple and clear communication	✗ Significant disruption to local traffic and businesses.
✓ Ideal for large-scale, high-profile events with high foot traffic	✗ Longer Road closure periods increase exposure for TTM workers.
✓ Work well when there are simple viable detour routes	✗ Subjected to 42 day road closure notice and advertising[xii]
✓ protection for large crowds that will take time to disperse	✗ Detour management required

Best Use Cases:

- Large public celebrations with high attendance with higher funding or sponsorship opportunities to cover the additional costs (e.g., Regional Christmas Parades).
- Routes through major city centres where rolling closures would be impractical due to crowds in attendance.

10.10.3. Full closure parade example

Figure 6: Farmers' annual Santa Parade, Queen Street, Auckland CBD

10.10.4. Public Road - Rolling Closure

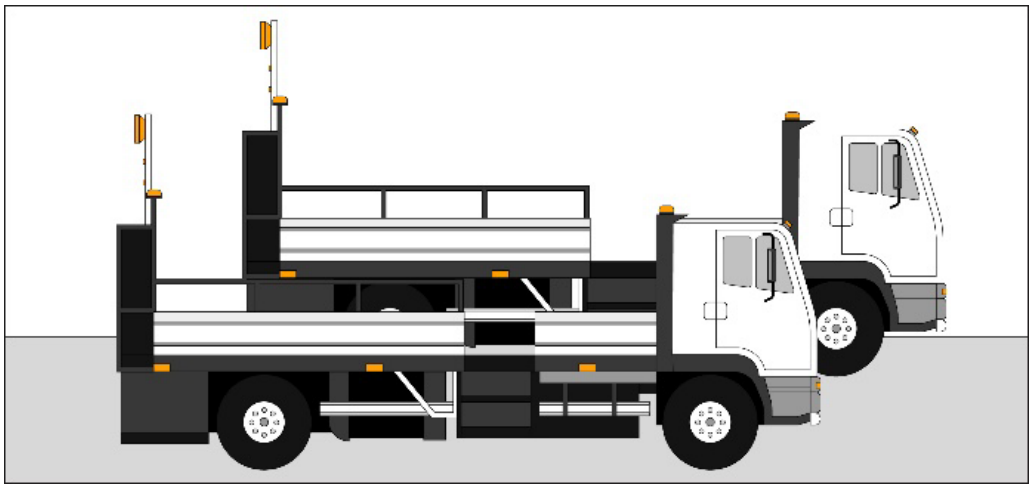
Example: A Community Parade with a Progressive Rolling Road Closure

- *2–3 blocks of the route are closed at a time, with roads reopening behind the parade.*
- *Mobile TTM vehicles move with the parade to reduce static closures.*
- *Minimal use of equipment but requires strong real-time coordination.*

ADVANTAGES:	DISADVANTAGES:
✓ Reduces disruption for residents and businesses along the route.	✗ Higher operational complexity due to constant adjustments in road closures.
✓ Requires fewer TTM personnel and equipment than a full closure.	✗ Requires clear public messaging and in-the-moment communication to avoid confusion.
✓ Lowers the risk exposure of TTM staff by limiting their time on the network.	✗ Increased risk of vehicle confusion due to reduction in signage and static closures.
✓ No detour route required	
✓ 42 day road closure notice not required when mustering is off the road	

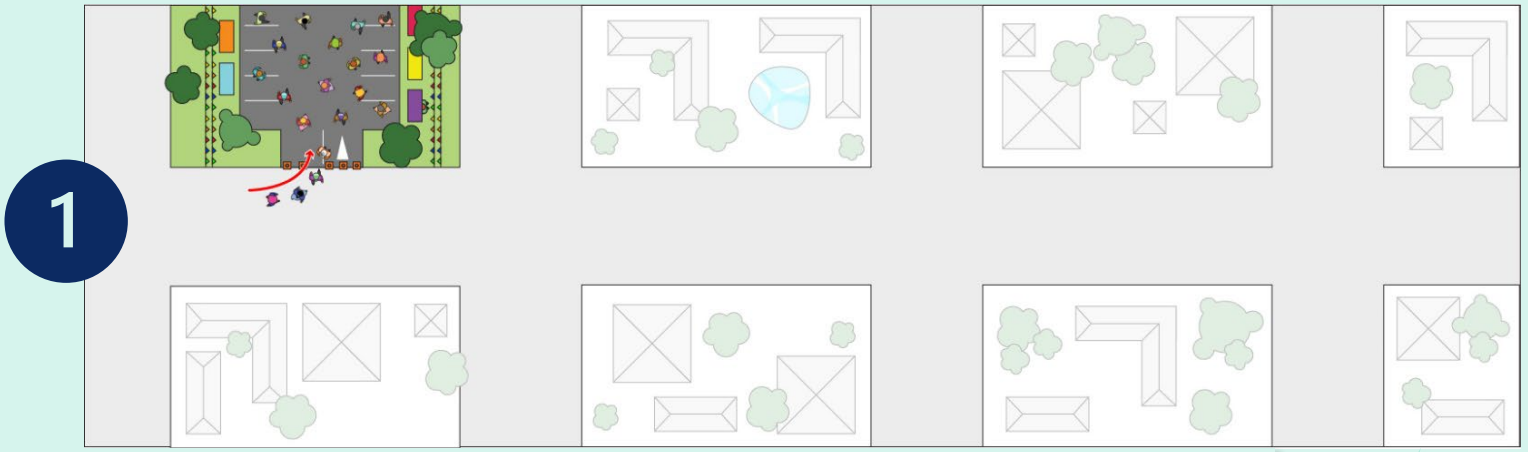
Best Use Cases:

- Medium-sized events where a full closure is too disruptive.
- Parades that move through suburban or urban areas with a grid-like road network with easy self-discoverable alternative routes.



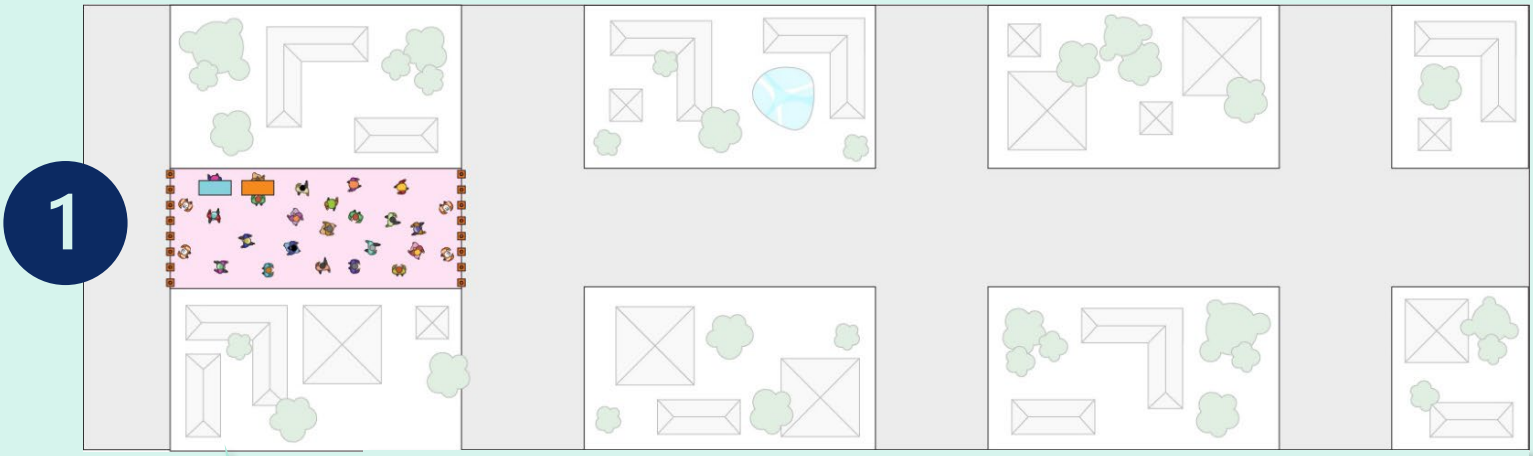
Example of a rolling closure for a parade on the following pages

10.10.5. Rolling closure example for parades



Start Option 1A: *(Preferred) Mustering off the live lane*

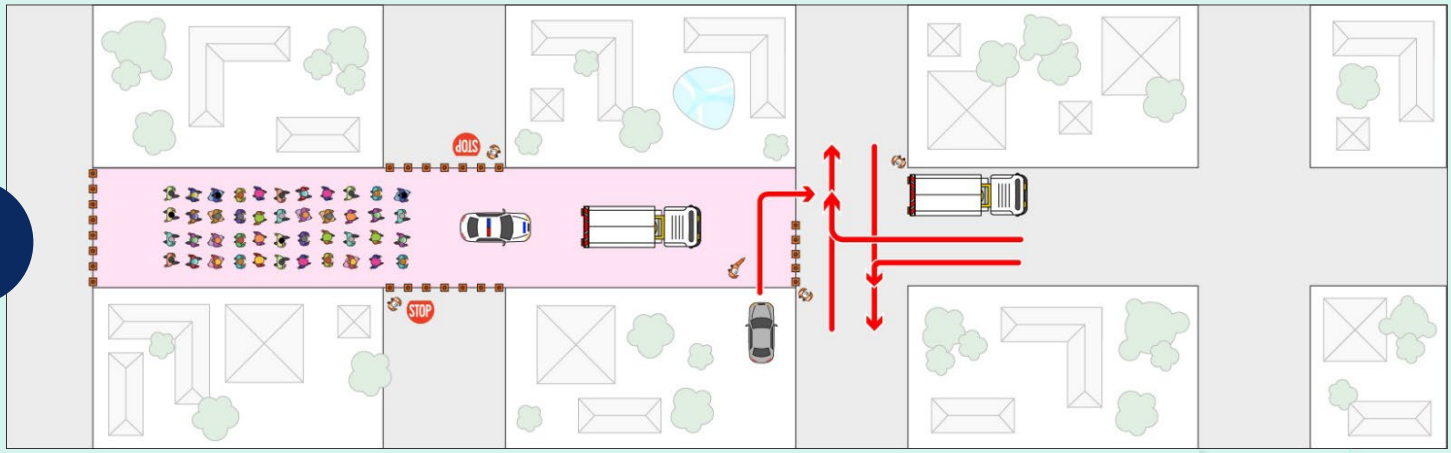
The best scenario is the use of parks, car parks, reserves, public or private space **off the live lane for mustering**. No additional TTM is required if this can be achieved. With robust public notification completed, and substituting VMS boards for static signs, equipment for this closure might include advanced warning signs only, a 'Hazard' sign(W2-1A/B) + a supplementary plate for example: PARADE or EVENT could be approved by the RCA for special use on each approach and then a sufficient stack of cones on each corner to create the closures and multiple TTM Vehicles depending on the lane configuration.



Start Option 1B: *(Least preferred) Mustering on closed road.*

If mustering off the live lane is not possible, the first 'block' will need to be completely closed initially. As this closure will likely be in place for 2 – 3 hours, standard road closure practice is to be applied with road closed ahead and a detour for that block only.

2

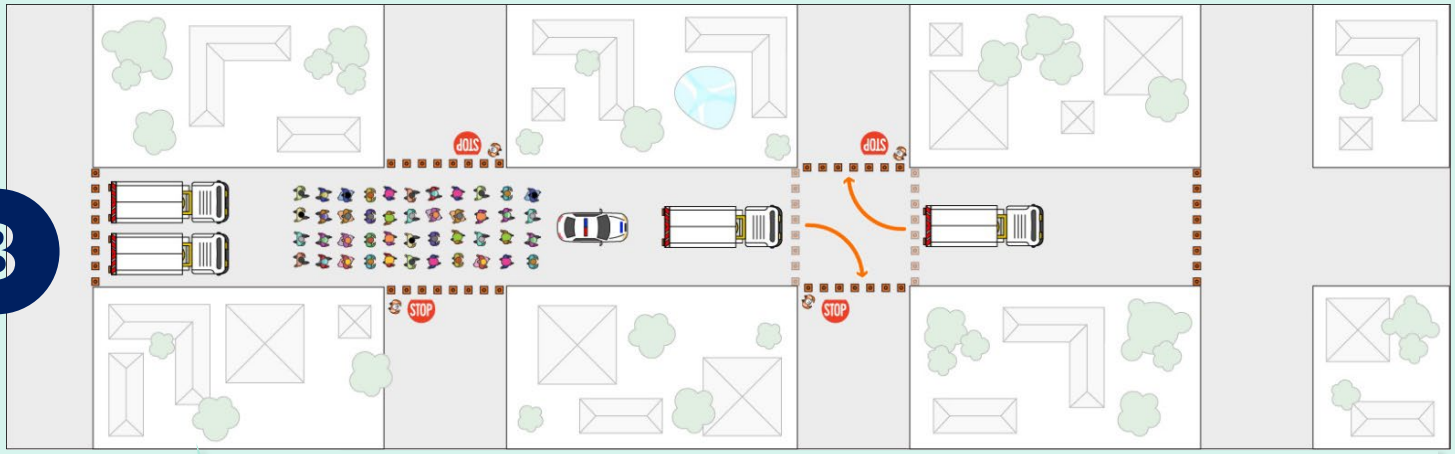


Step-off 2 - 3: *Initial block closed and traffic movement flexibility*

Once the parade is ready to 'step-off' – **at least two blocks** should be secure, with the third prepped ready to close once the parade starts to march. Using vehicles to temporarily block lanes or points people with stop paddles are effective ways to hold traffic as the parade rolls past.

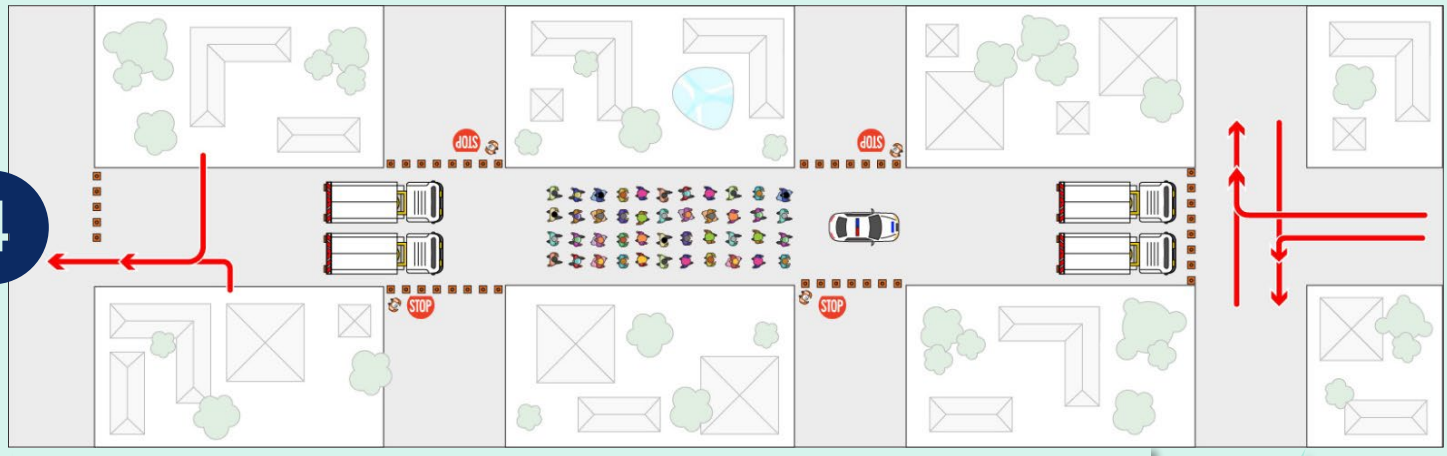
A parade lead – usually the STMS – is on foot walking in front within the closure. Communicating with drivers needing to exit and directs them to either turn away from the parade or, if too late, to wait and turn away from the parade once it has passes. A Parade tail – often STMS's 2IC – does that same at the end of the parade.

3



Step-off 2 - 3: Vehicle flexibility and movements

The parade lead will be responsible for initiating the movement of the 'gates'. These are the stacks of cones at each intersection crossing and can be used as 'gates' to 'swing open and closed', this will assist in reinforcing the temporary traffic hold and then be repurposed to close the parade route behind the last vehicles as it passes an intersection.



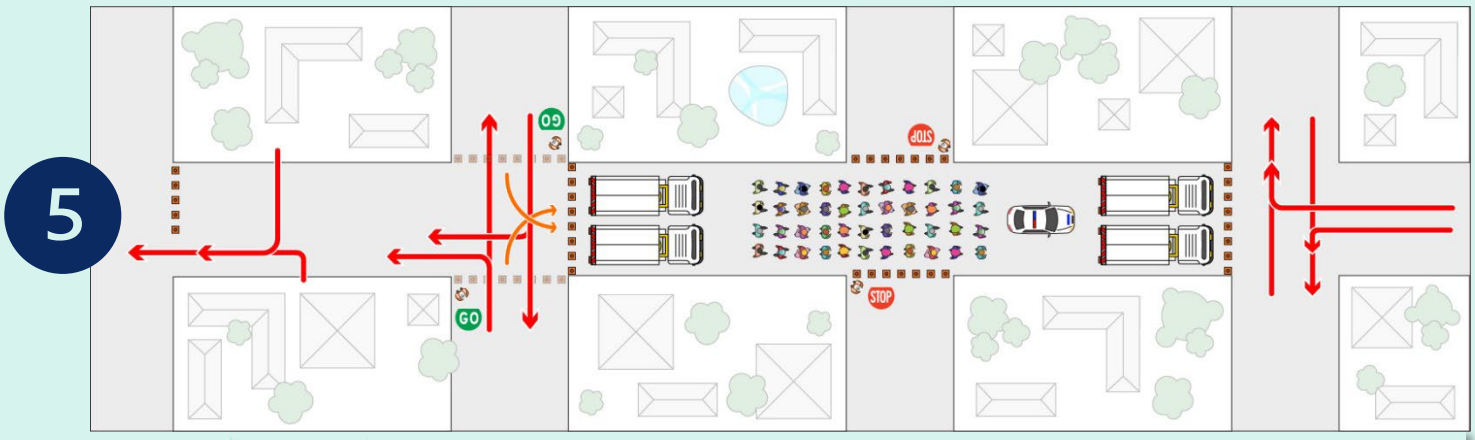
Parade Rolling 4: *Momentum and straddling blocks.*

It's essential to keep the parade moving so that road closures can 'roll' behind it as it progresses. In practice, a parade might occupy 3–5 blocks at a time, but that range depends on the size of the parade and the length of each block.

If blocks are short, the parade might temporarily span more than five blocks because each section of road can be reopened relatively quickly once the parade has passed.

If blocks are long, it's generally more prudent to limit the number of blocks the parade straddles to avoid prolonged closures.

The key is coordinating rolling closures so that roads behind the parade can reopen as soon as possible, keeping overall disruption to a minimum while allowing the parade to maintain forward momentum.



Re-opening 5: *Opening Gates and redirecting traffic*

Once the parade and its spectators have completely cleared an intersection, the 'gates' can be closed behind the rolling vehicles, with traffic free to move straight or away from the parade. Phases 2-3 and 4-5 are repeated until the parade dispersal area. Dispersal areas are also preferred to be off the live lane, in a park or carpark, otherwise it will be in to a static road closure.

10.10.6. Private Road / Mall Car Park Parade

Example: A Sunday Morning Parade at a Shopping Centre Car Park

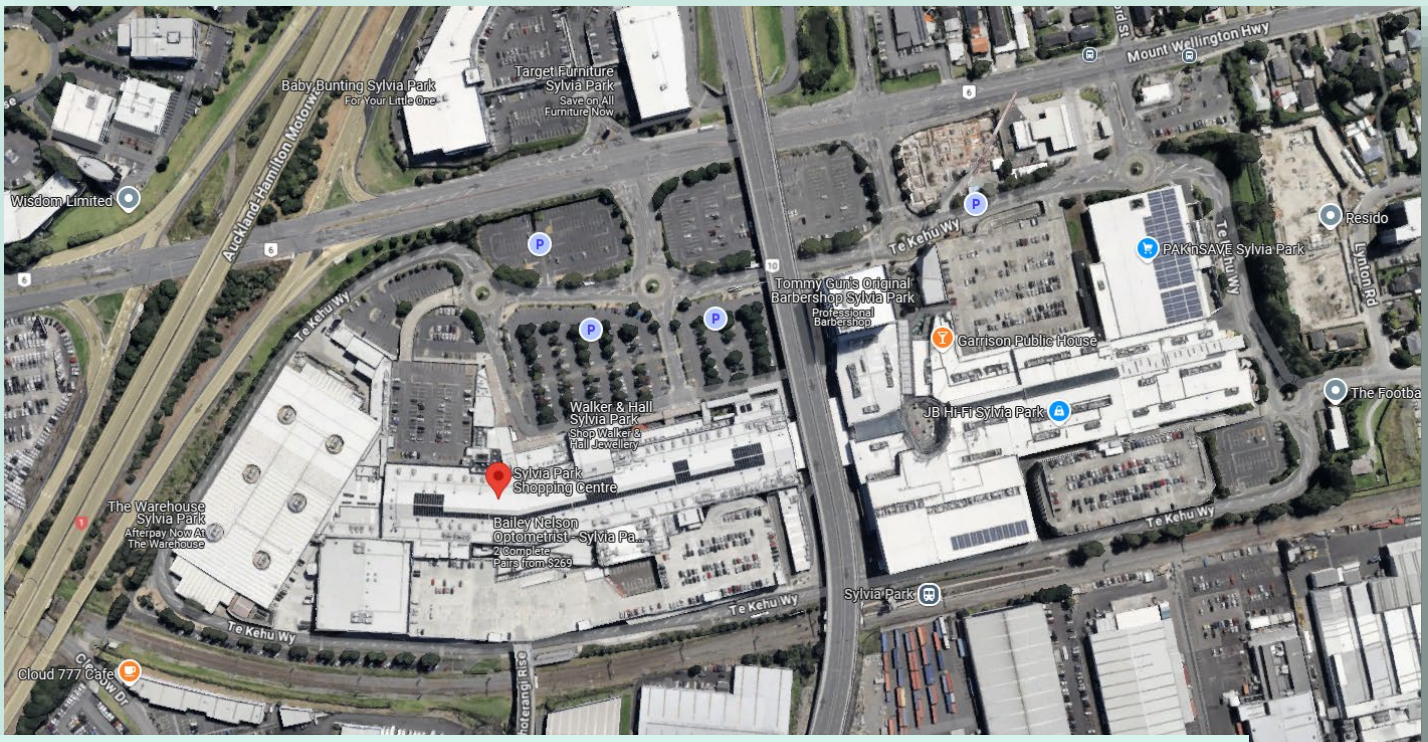
- *The parade is held within a private car park, avoiding the need for public road closures.*
- *Limited internal road closures managed by volunteers and mall security.*
- *Parade disperses before the mall opens, minimising operational impact.*

ADVANTAGES:	DISADVANTAGES:
✓ Significantly reduced TTM costs – fewer formal road closures and detours. ✓ No major impact on public roads; normal traffic flow is mostly unaffected. ✓ Mall benefits from increased foot traffic after the parade. ✓ Controlled environment improves safety and simplifies logistics. ✓ Use of existing transport infrastructure (Train, Bus, Parking). ✓ Can utilise more trained event workers over TTM workers.	✗ Limited public visibility compared to a street parade. ✗ Space constraints – may not accommodate large floats or high attendance. ✗ Requires negotiation with mall management and adherence to private property regulations.

Best Use Cases:

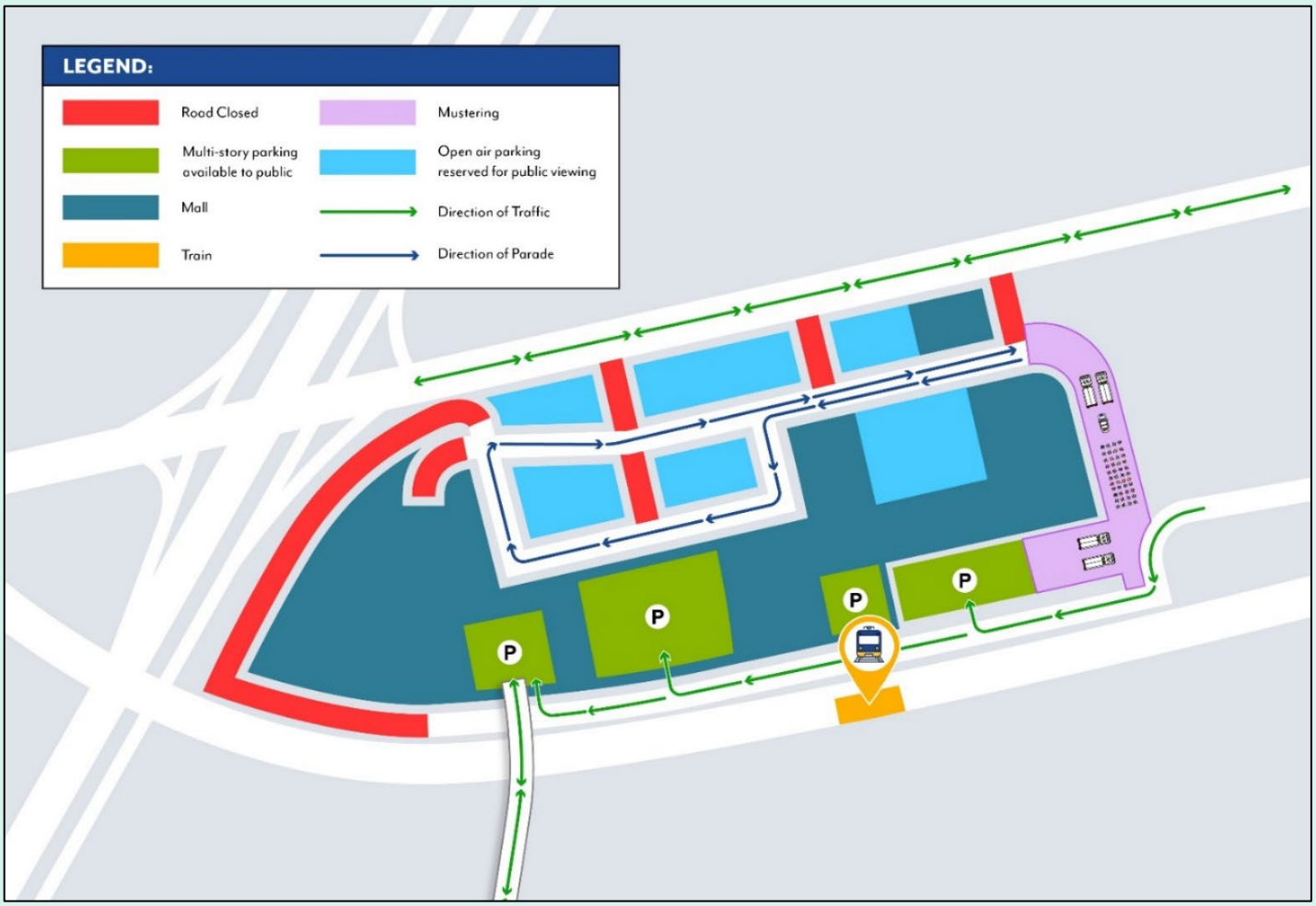
- Small to medium-sized parades with primarily local community participation.
- Parades wishing to be held in area where there are major arterial roads that are unable to be impacted for the duration of a parade, or a sensitive network that wouldn't tolerate the disruption.
- Events that bring mutual benefits for retail post-parade.

Example of a Private Road/Mall Car Park parade on the following pages



Sylvia Park Shopping Centre, Auckland.

This 1.2km parade route can accommodate multiple safe viewing areas for the public, multi-story parking facilities as well as public transport infrastructure. With the centre not opening until 10am on Sundays, an early morning parade could successfully be executed with minimal impact to the local network.



11. HIGH-IMPACT EVENTS

IN THIS SECTION:

"High-impact events are large-scale gatherings that significantly affect traffic flows, typically drawing tens of thousands of attendees, spanning multiple days or venues, or involving major sporting or entertainment fixtures.

Although they do not fall under the Major Events Management Act, these events require a high level of planning and coordination to manage traffic safely and minimise disruption to local and regional road networks."

11.1. Introduction to High Impact Planned Public Events

Events in this category typically involve:

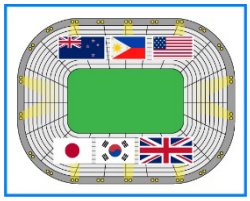
- Multiple or extended road closures across busy corridors or city centres.
- Large numbers of attendees travelling from across the region (or nationally/internationally).
- Multi-day or multi-venue programmes (e.g. popular music festivals, large-scale expos).
- Major sporting tournaments (e.g. international rugby tours or cricket matches) or nationally televised concerts.

Due to their size and profile, these events demand detailed planning and comprehensive traffic management solutions. Effective collaboration between event organisers, TTM planners, and local authorities is essential to ensure public safety, reduce congestion, and maintain goodwill among residents and stakeholders.

Static cultural festivals

Parks & green spaces

Major Parades



Stadium

Road sports

Key Challenges

High-impact events come with their challenges, complex traffic management requirements as large volumes of attendees create significant pressure on surrounding roads, public transport, and parking facilities, calling for sophisticated and potentially costly TTM plans.

Intense public and media scrutiny as these types of events can often attract wide attention, heightening expectations for flawless execution and transparent communication of traffic measures.

Multi-agency coordination is demanded to secure approvals, synchronise public transport, and align with emergency services. It all requires early and ongoing collaboration across various organisations.

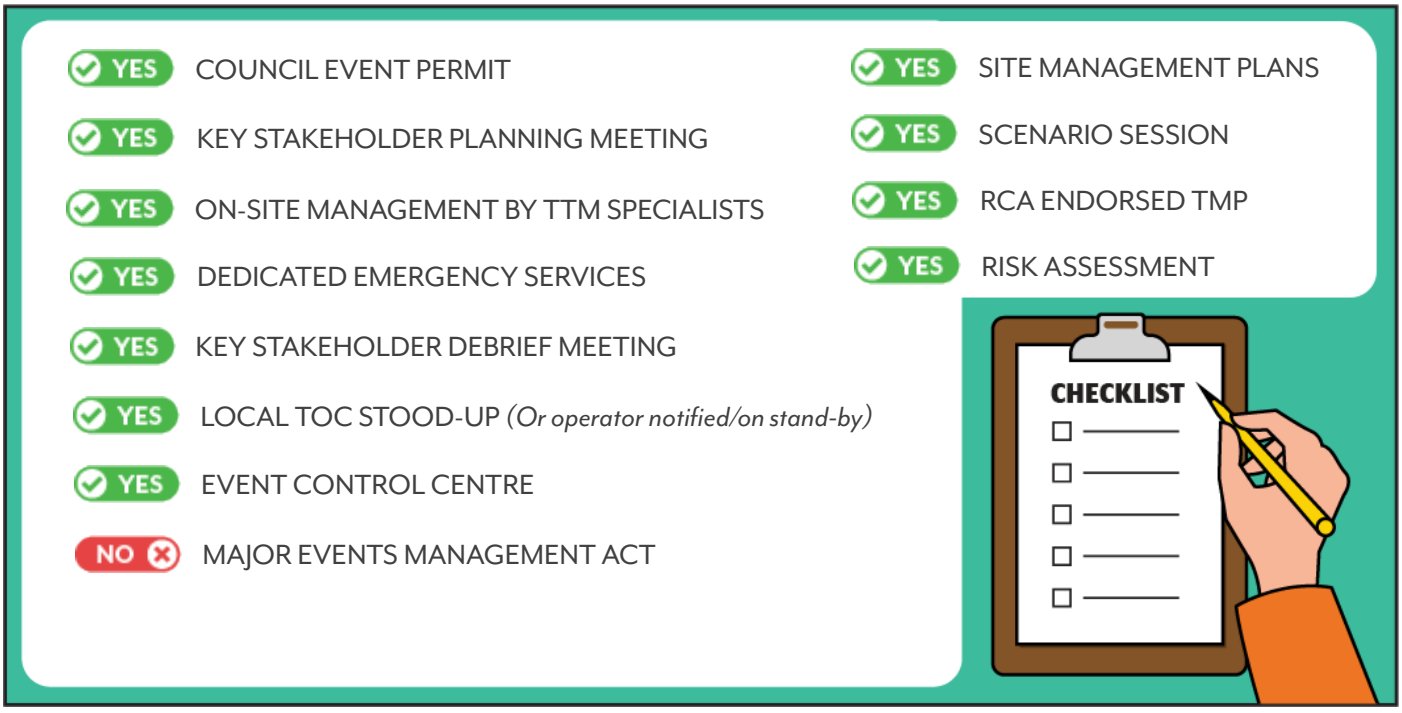
In recent time there has been rising pressure on events due to escalating costs. The scale of high-impact events can lead to extensive TTM requirements, driving up budgets and creating challenges for event organisers seeking cost-effective yet compliant solutions, while keeping entry fees for attendees attractive.

Funding Options

There are several funding options available for events that raise the profile of cities or New Zealand as a whole, which some high-impact events may take advantage of:

1. Regional Events Promotion Fund (REPF): This fund provides $5 million over two years to support the promotion of regional events to the domestic market. It aims to encourage visitors to explore New Zealand beyond key tourism locations.[xiii]
2. Major Events Fund: This government fund invests in major events that generate significant immediate and long-term benefits for New Zealand. It has an annual appropriation of $10 million and aims to attract, retain, grow, and enhance major events that align with wider government objectives.[xiv]
3. Tauranga City Council's Major Event Fund: While specific to Tauranga, this fund offers up to $100,000 per event, with a total of $400,000 available each financial year. It supports events that bring economic benefits to the city and enhance its profile[xv].
4. Auckland Council's Regional Events Fund: This fund supports events that have region-wide appeal and impact. Events must attract visitors from outside Auckland or from across the region, and contribute to Auckland's regional identity, culture, and economy[xvi].

11.2. What is Required?



11.2.1. How This Section Differs from the Other Impact Guidelines

Building on the moderate-impact framework, most of the planning and traffic management guidance—such as safety measures, stakeholder engagement, communication strategies, and regulatory compliance—remains applicable to high-impact events. However, high-impact events are larger in scale and complexity, often requiring longer lead times, comprehensive risk assessments, and advanced traffic modelling.

Close coordination between the TTM industry and event organisers is crucial for developing scalable, cost-effective solutions that protect public safety, minimise congestion, and ensure a positive attendee experience. Clearly defining roles, responsibilities, and communication channels from the outset helps prevent confusion and enables swift action when needed.

Although high-impact events follow the same core principles and processes as moderate-impact events, they also involve **larger crowds**[xvii], **extended closures**, and potentially greater scrutiny, high-impact events typically also require:

Transport Operations Centres (TOCs)

On standby or fully activated providing real-time oversight and coordination between event stakeholders, ensuring that any emerging traffic issues can be rapidly addressed.

From here the network can be optimised by adjusting traffic signal phasing to allow for the additional pressure.

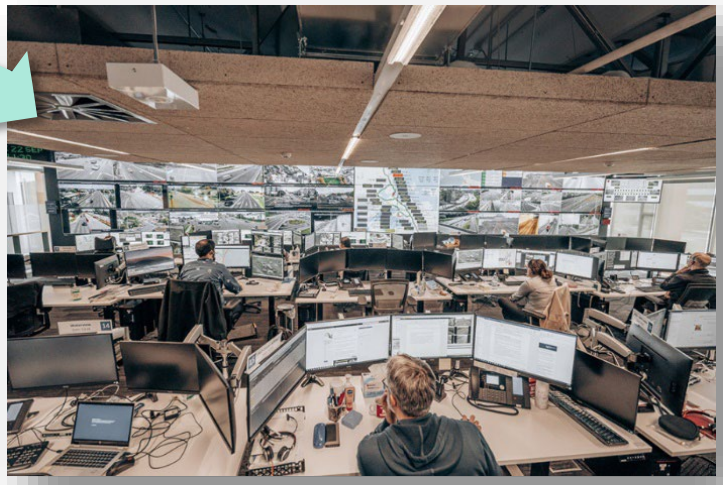


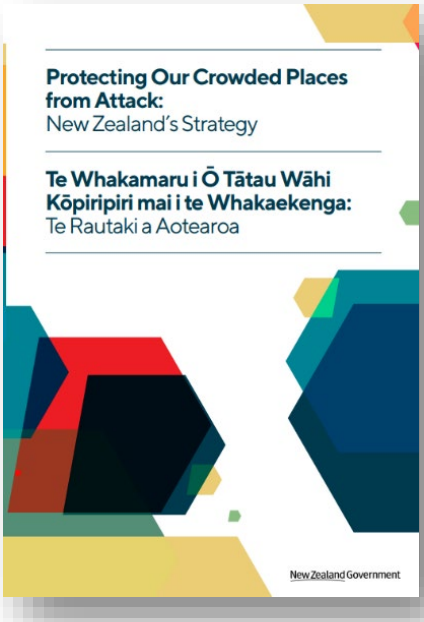
Figure 7: Typical TOC set-up

Event Control Centres (ECCs)

Established for real-time responses where key stakeholders (emergency services, Police, public transport operators, security teams, event representatives, TTM Providers and RCAs) gather on location to make decisions, share updates, and manage resources.

This arrangement allows for a proactive response to network pressure or other unforeseen circumstances.

Figure 8: Example of an ECC



Crowded Spaces Policy (New Zealand Police)

NZ Police have developed and implemented a strategy called *"Protecting Our Crowded Places from Attack: New Zealand's Strategy"* to enhance safety in crowded places across the country. This strategy aims to preserve public enjoyment of these spaces while ensuring safety considerations are in place.

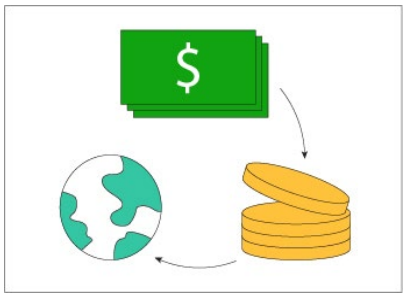
Definition: **Crowded places** are locations that large numbers of people **access easily** and **predictably**, such as **arenas**, **transport hubs**, schools, shopping centres, restaurants, and **public spaces.**

This strategy matters to event organisers because it provides essential guidelines and tools to assess risks, implement protective measures, and ensure the safety of attendees at public gatherings, which is crucial for both legal compliance and ethical responsibility (Click here to access)

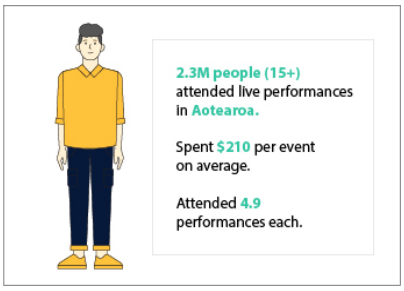
11.2.2. Why Events Are Important Even Though They Impact Our Road Network

Although events can cause temporary disruptions to our roads, they bring communities together, boost overall wellbeing, and provide significant economic returns, which need to be considered when faced with traffic-related challenges. Massey University's research[xviii] highlights how live performances and public gatherings generate a remarkable lift in life satisfaction, affirm cultural identity, and strengthen social connections, making these events a vital part of our societal fabric despite the occasional inconvenience.

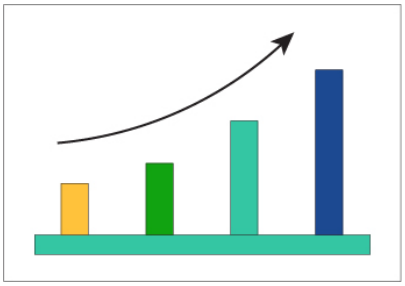
The key findings from the research included:



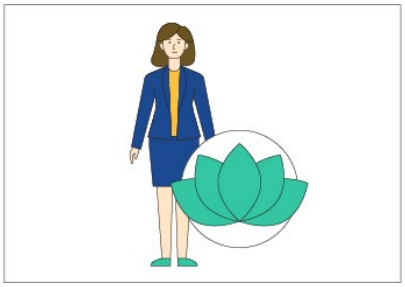
For every dollar spent on live performance, $3.20 is returned in benefits to the wider community.



2.3 million people over the age of 15 attended live performances in Aotearoa between July 2023 and June 2024. On average, they spent $210 at each performance and attended 4.9 live performances each.



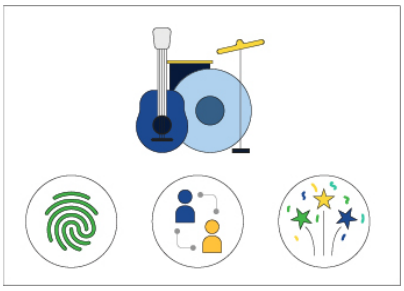
Live performance-motivated expenditure contributes 1.4% to Gross Domestic Product (GDP).



Attending live performances provides an immediate boost to life satisfaction and contributes to a lasting improvement in overall wellbeing.

Live performance supports the creation of 60,500 full-time equivalent roles across Aotearoa.

Volunteers contribute $1.2 billion worth of skills and professional expertise to support the live performance sector.



Audiences value live performance for its ability to affirm identity, build and maintain social connections and enliven public space.

With an understanding of how events enrich communities despite temporary disruptions, the next sections explore practical strategies for planning and delivering High-Impact Events through a case study and scenarios. Here, we focus on how the event and TTM industries can optimise resources, to ensure longevity of events in New Zealand.

11.3. Scenario Session: Optimising TTM for High-Impact Events

Scenario:

Imagine a major city wanting to host an annual marathon spanning multiple suburbs, attracting thousands of participants and spectators. In this scenario, event organisers, TTM planners, local councils, RCAs, and external stakeholders (public transport and emergency services) might explore an approach that balances safety, compliance, and cost-effectiveness. The following pages are a hypothetical illustration of what could be possible through layering each of the elements below.

1

Firstly, all stakeholders could review the **right amount of TTM**, using risk-based guidelines and lessons from previous years' events or similar closures. Some roads might benefit from robust controls, while others may only require clear, well-placed signage. This would reduce instances of over-supplied cones and signage, directing resources to places that need them most—major intersections, high-speed stretches, or critical entry points—while keeping the network clear of clutter and keeping costs manageable.

Deep Dive on this topic here.

3

Thirdly, **detour deployment** might be planned with a combination of TTM signed routes, long-term static signage or digital VMS boards. Minor roads or areas with multiple viable alternate routes might rely more on GPS updates and local knowledge. Meanwhile, busier roads such as motorways or arterials could still require visible signage and on-the-day detour instructions to ensure clear guidance for drivers.

Deep Dive on this topic here.

2

Secondly, the team might determine how many specialised **traffic management workers** are needed and where **volunteer or event marshals** could safely operate. By examining risk levels at each closure point TTM staff or police could cover higher-risk areas, whereas trained volunteer marshals might manage lower-risk residential streets. This tiered approach could ensure the best use of experienced personnel while involving the local community.

Deep Dive on this topic here.

4

Finally, the organisers could use advance **public notifications.** By uploading closure information to Google Maps and Waze, sharing updates on council websites, delivering mail flyers to nearby businesses, and posting variable message signs well before event day, drivers would be more aware of what to expect and may avoid the area before setting off on their journey. Fewer surprised motorists could mean a smoother overall operation on the day.

Deep Dive on this topic here.

11.4. The Right Level of TTM Equipment for High-Impact Events

Event traffic management in New Zealand often becomes **expensive and over-engineered**[xix], partly due to strict adherence to standard layouts and a natural drive to maintain safety. However, a **new risk-based approach** offers a chance **to tailor plans** more precisely to actual conditions—helping reduce unnecessary cones, signs, and personnel without compromising safety. High-impact events like marathons or major sports fixtures still require extensive closures, yet examples from overseas, such as Super Bowl XLVIII in New Jersey[xx], show how technologies like dynamic message signs and live traffic monitoring can streamline operations and cut costs. By adopting these modern tools, event organisers and TTM planners can present Road Controlling Authorities (RCAs) with more targeted solutions, optimising outcomes for everyone involved.

Road User Understanding: Which TTM Elements Work Best?

It all starts with context.

Keeping road users informed and **compliant** is paramount during event closures. **Signage** is the primary tool to convey how drivers should behave, and studies show that *clear, context-appropriate signs greatly improve driver comprehension*. In a UK study, drivers had good understanding of common work zone signs (like lane closures), whereas unfamiliar configurations (e.g. '**Hazard**' Signs) were less understood when presented out of context. Using signs that the driver can immediately relate to (e.g. **"ROAD CLOSED"** signs and detour arrows) in a highly visible position, gives motorists time to react. High-visibility electronic message boards further enhance understanding by providing live updates (e.g. "Marathon today – use alternate routes") and are adaptable to changing conditions. These VMS can display multiple or rotating messages, helping inform drivers of detours, estimated delays, or dynamic instructions – which can be strategically used for events that progress along a route.

Next, the human factor.

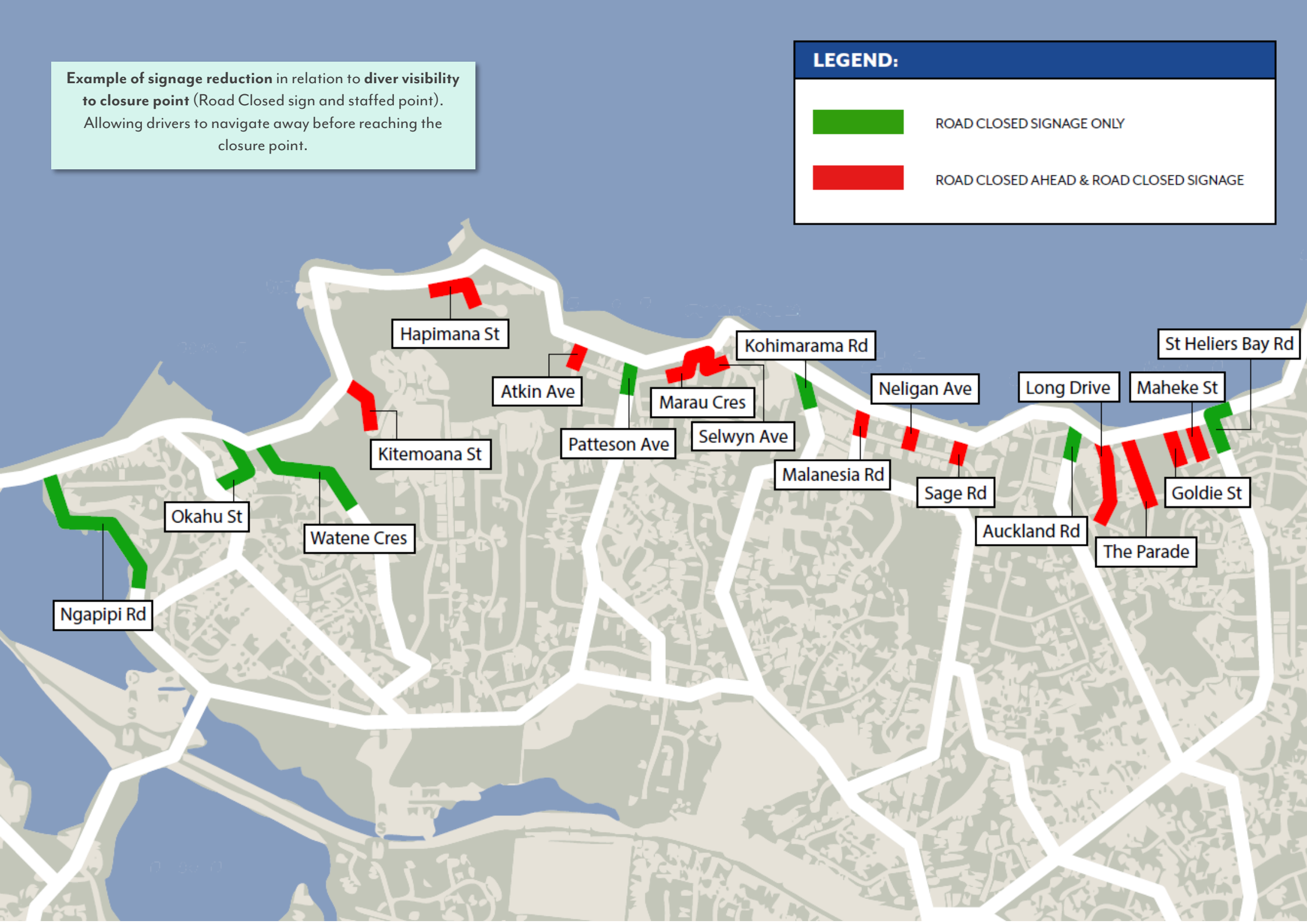
On-site personnel and traffic controllers are another critical element for road user guidance. Trained traffic management staff or police officers at key closure points improve compliance by actively directing drivers and enforcing restrictions. Research from roadwork zones indicates that police enforcement and visible staff presence lead to better driver adherence (e.g. keeping speeds down and honouring closures). Having marshals and TTM workers at intersections or diversion points ensures that road users follow the intended path and enhances the credibility of the closure. The **human element** also allows for quick judgment calls or assistance if a confused driver approaches a road closure, adding a layer of flexibility that static signs alone cannot provide.

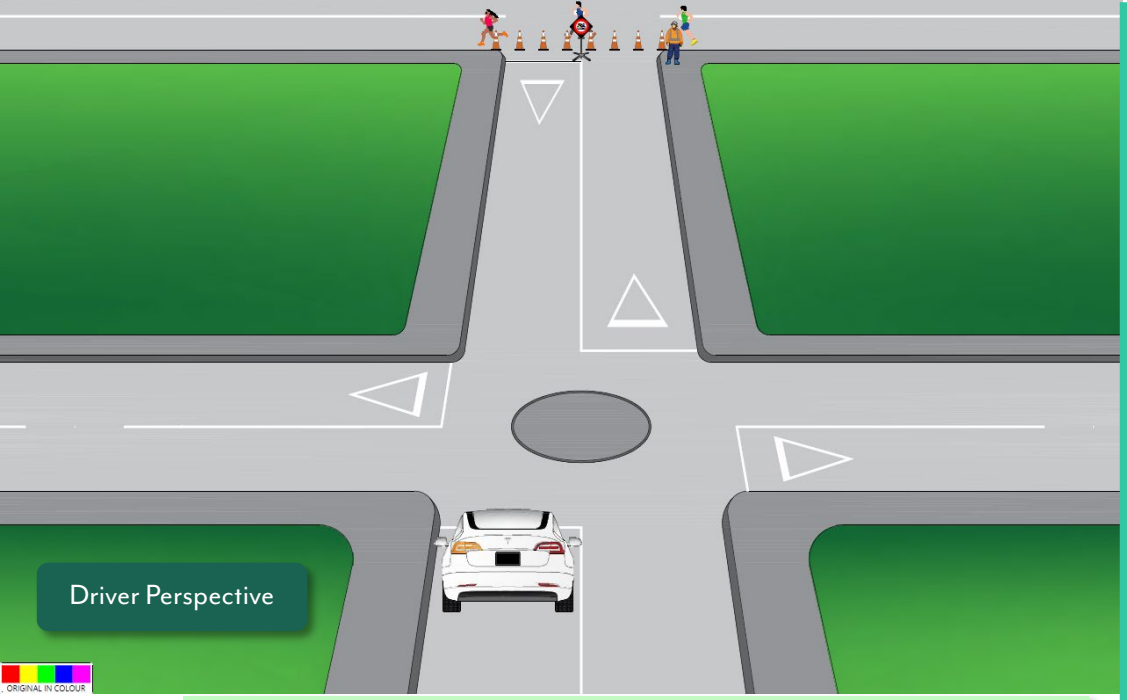
Finally, delineation devices.

Delineation devices (cones, fencing, barriers and line marking) delineate closed roads, traffic lanes, and some can protect participants from traffic. They are vital for safety – for example, crowd control fencing to separate pedestrians from traffic. In some events, more robust barriers are installed or trucks fitted with a truck mounted attenuator TMA as **hostile vehicle mitigation devices** to stop any intentional breach by a vehicle, reflecting modern security considerations. At critical points these types are measure are well justified, however, studies suggest that beyond providing a necessary safety buffer, adding more barriers type devices does not always proportionately improve driver understanding and may even be redundant if signage and enforcement are effective. The key is to deploy the right delineation devices for the job, cones and line marking can assist with clarity and higher-level fencing and barrier safety via separation. This avoids *overengineering* the setup with excessive equipment that doesn't further increase compliance. Too many cones or signs can clutter the road environment and potentially confuse drivers.

Therefore, **right-sizing the TTM layout** – using the critical elements (well-placed signs, essential barricades, and personnel) – **contributes most to road user understanding,** while **redundant devices can be trimmed to simplify the scene.**

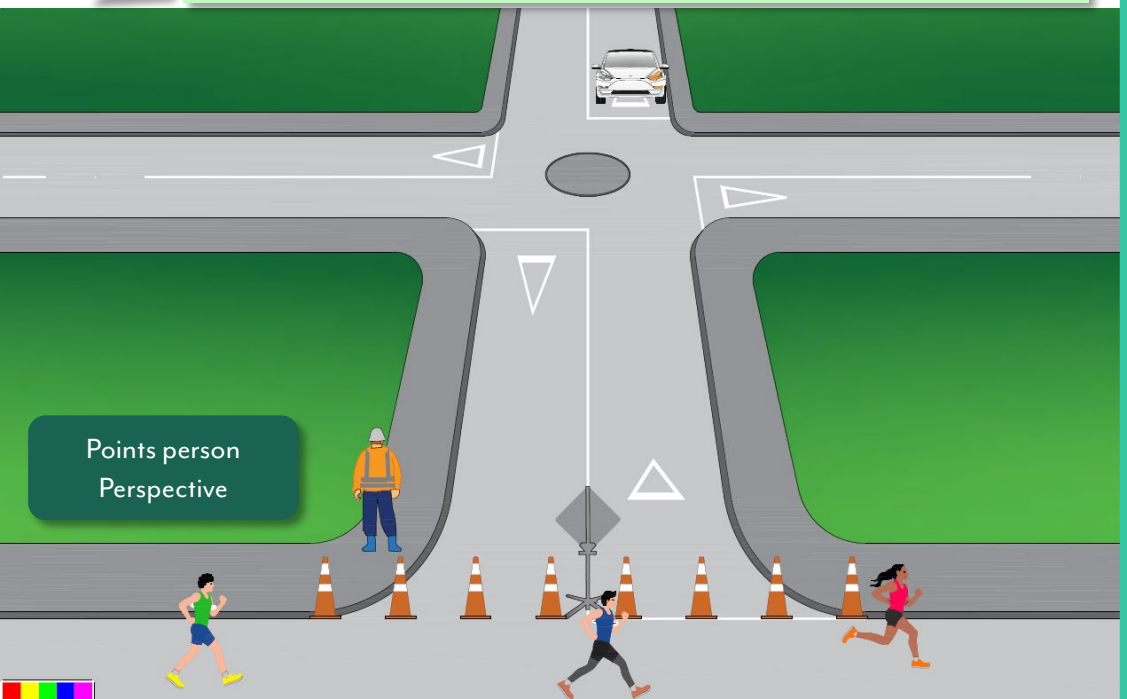
Example of signage reduction in relation to **diver visibility to closure point** (Road Closed sign and staffed point). Allowing drivers to navigate away before reaching the closure point.

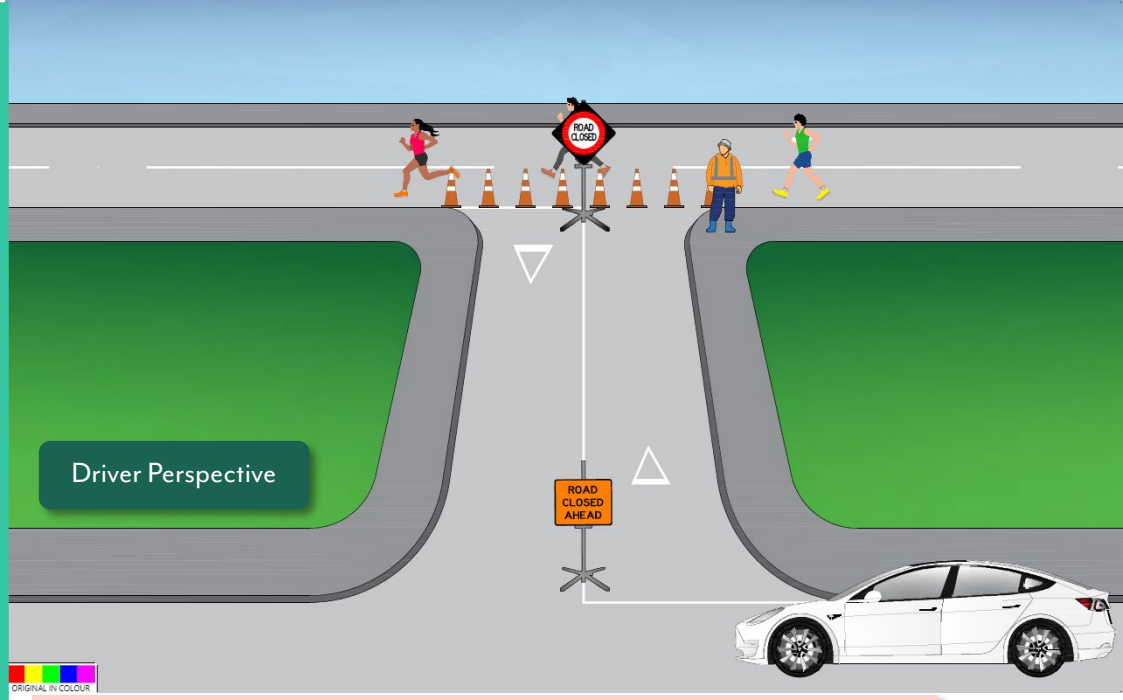




Example "Road Closed" signage only.

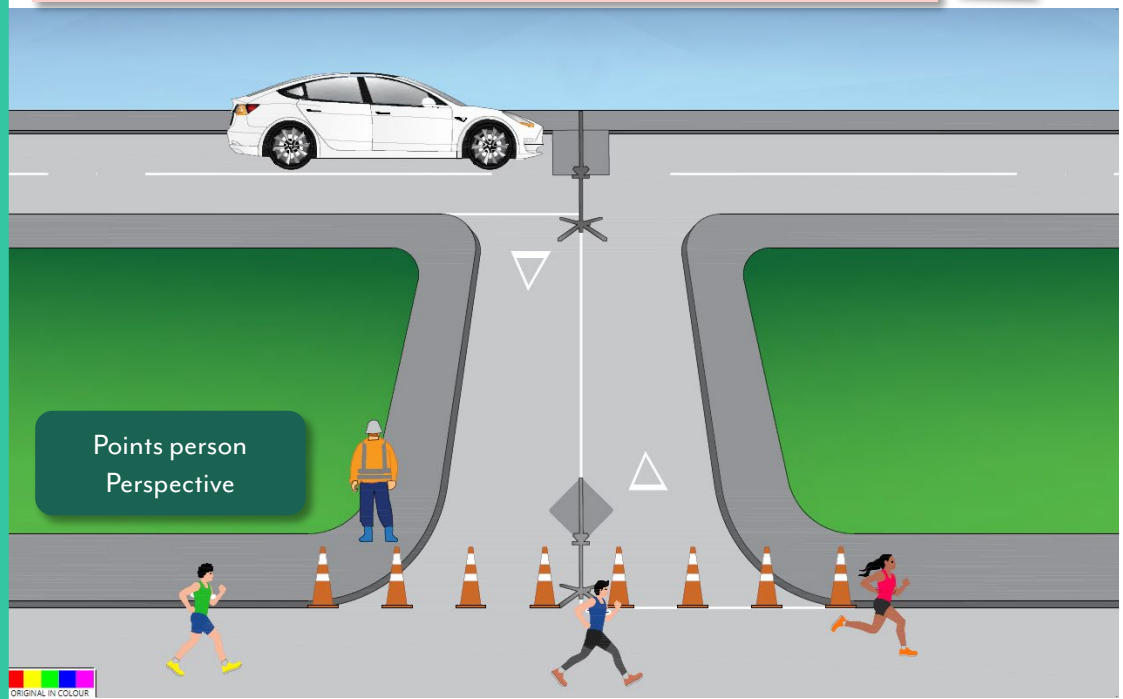
Good visibility to closure point, opportunity to **slow, give-way and change direction of travel**. This would apply to all approaches for similar intersection like this one.





Example of "Road Closure Ahead & Road Closed" signage.

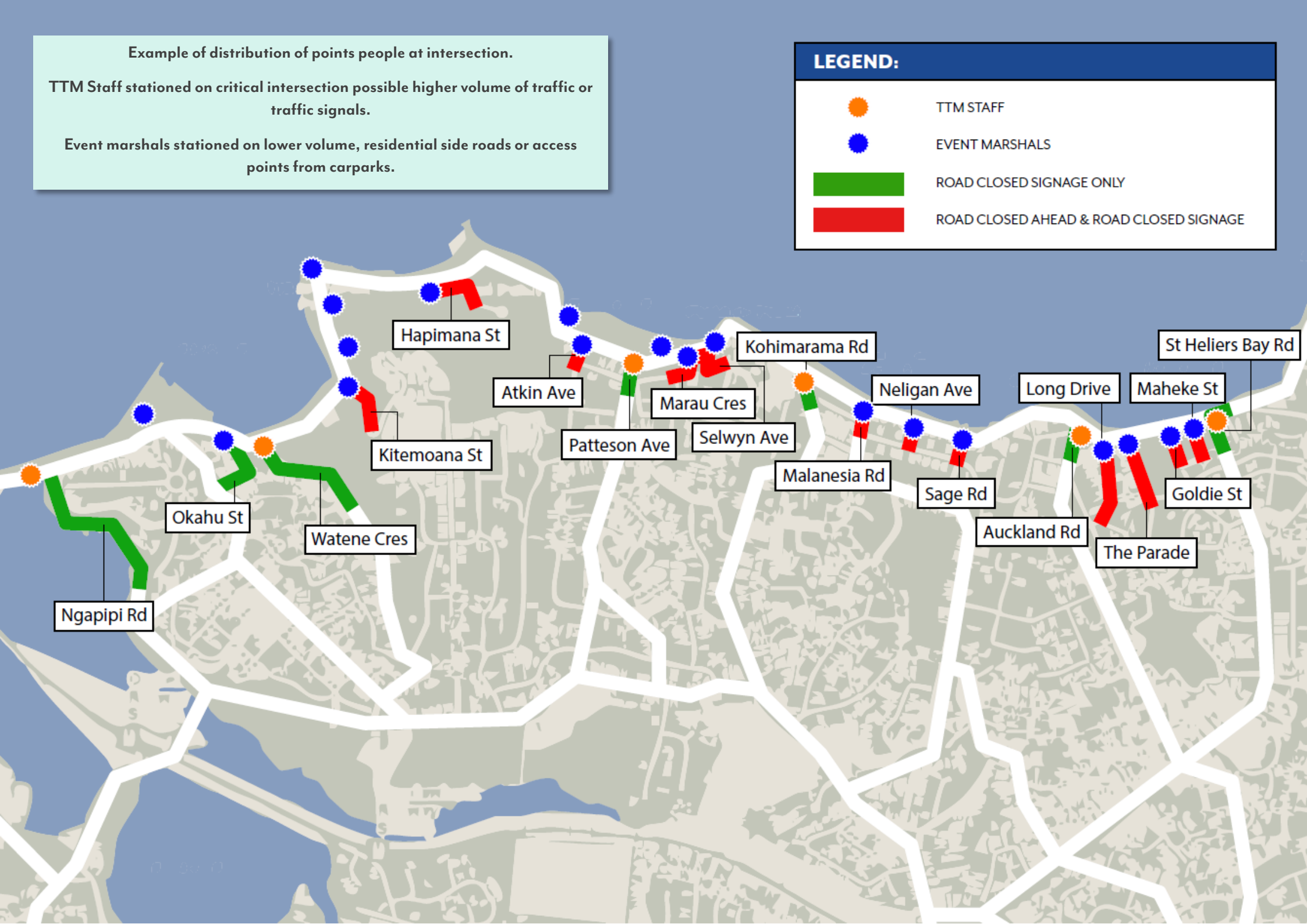
Poor visibility to closure point, tigger to change direction of travel required earlier. Sign placed at the point of redirection ensures better visibility and higher deterrence to enter the road.



Example of distribution of points people at intersection.

TTM Staff stationed on critical intersection possible higher volume of traffic or traffic signals.

Event marshals stationed on lower volume, residential side roads or access points from carparks.



11.5. The Right Level of Detours for High-Impact Events

Many New Zealand drivers now utilise in-car or smartphone navigation systems for daily travel. Recent surveys indicate that a majority rely on GPS guidance at least occasionally – for example, **about 64% of New Zealand drivers report listening to directions from a navigation system while driving**[xxi]. This trend is likely pronounced in urban centres like **Auckland, Wellington, and Christchurch**, where complex road networks and congestion incentivise navigation app use. Even when drivers know their way, real-time traffic updates from apps (e.g. Google Maps or Waze[xxii]) are increasingly popular for optimising routes.

11.5.1. Driver Behaviour During Detours: Navigation vs Road Signage

When **planned road closures or event detours** occur, an emerging question is whether drivers heed traditional detour signs or their in-car GPS. Evidence suggests behaviour varies. On one hand, **many drivers now trust their GPS over visual cues** – a New Zealand traffic report notes that *"many drivers rely on GPS rather than [traditional] visual locations"*[xxiii]. This implies that if a navigation app provides an alternate route, drivers often follow it even if roadside signs indicate a detour.

In practice, **driver behaviour is mixed**, tech-savvy drivers with updated apps may seamlessly reroute via GPS, while others (or anyone whose GPS misleads them) must depend on physical detour signage. This dual behaviour means TTM Planners should choose the right level of guidance for the closure's location, extent, and number of viable detour routes. The necessity of temporary detour signage can differ by road type, considering factors like speed, road function, and driver expectations. Key considerations include[xxiv]:

Motorways, Expressways, State Highways – High Need

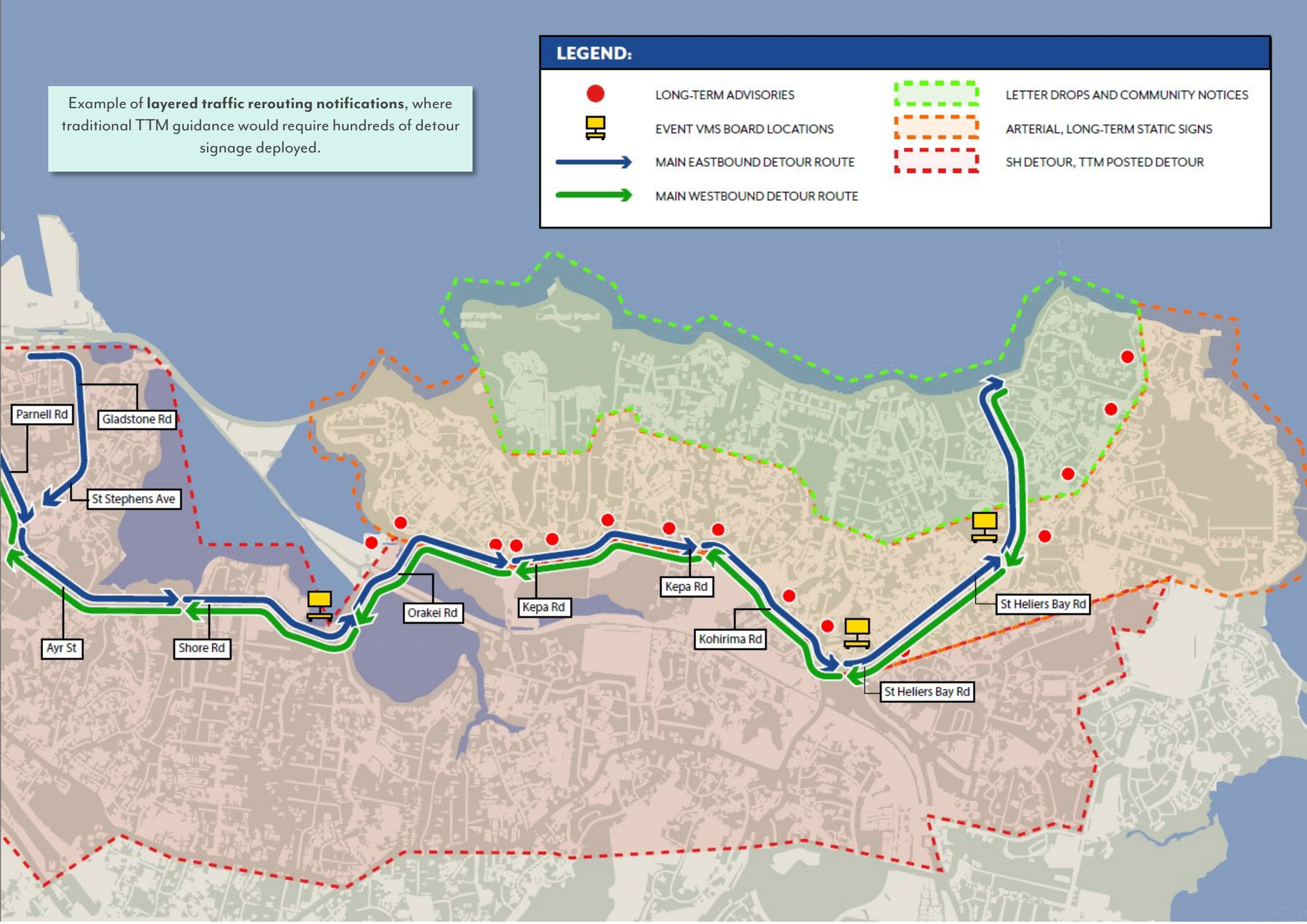
Off-ramp or exit closures leave drivers with little reaction time, and missing an exit can drastically affect their journey. Detour signs help route motorists back onto the road they intended to use, whereas GPS might simply alter their final route. Since not everyone will see or have the latest closure info on their devices, static or electronic message boards remain crucial.
In practice, closures are often announced on overhead variable message signs 5–7 days ahead, which helps regular commuters but may not catch infrequent or out-of-region drivers. Therefore, ramp and exit closures should still have on-site detour signage directing traffic to the next off-ramp or loop route. Given these high speeds and diverse travellers, relying solely on GPS is not enough—clear signage is essential for safe and efficient traffic flow.

Arterial Roads – Medium Need

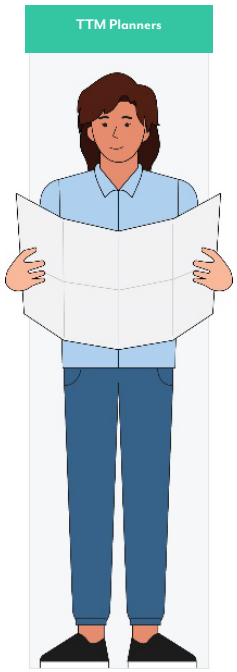
Urban arterials carry significant local traffic, and many drivers on short intra-city trips may not use navigation. When closures occur, clear detour signs (e.g. "Detour Ahead" with arrows) help direct vehicles along alternate routes, preventing confusion and avoiding spillover congestion on side streets not designed for heavy traffic.
Studies of planned events show that setting up detour signage is standard practice to guide drivers around closures, providing on-the-ground confirmation for those not using apps. Overall, physical detour signs remain vital for immediate redirection on arterials, while navigation apps can support broader re-routing.

Local Roads – Low Need

For smaller local roads or minor closures (e.g. street food markets), fewer detour signs are usually sufficient. Typically, these closures affect residents or drivers who know the area, so a simple "Road Closed Ahead" sign at the prior intersection and a "Road Closed" sign at the closure point will suffice. Most drivers will navigate around an isolated closure using local knowledge or updated in-car navigation. As a result, extensive detour signage on local streets can often be reduced—saving time, TTM crew exposure to risk, and avoiding unnecessary clutter—when alternative routes are obvious, and the risk is low.


Example of **layered traffic rerouting notifications**, where traditional TTM guidance would require hundreds of detour signage deployed.
LEGEND:
LONG-TERM ADVISORIES
EVENT VMS BOARD LOCATIONS
MAIN EASTBOUND DETOUR ROUTE
MAIN WESTBOUND DETOUR ROUTE
LETTER DROPS AND COMMUNITY NOTICES
ARTERIAL, LONG-TERM STATIC SIGNS
SH DETOUR, TTM POSTED DETOUR
Parnell Rd
Gladstone Rd
St Stephens Ave
Ayr St
Shore Rd
Orakei Rd
Kepa Rd
Kepa Rd
Kohirima Rd
St Heliers Bay Rd
St Heliers Bay Rd

11.5.2. Detour Use Case Summary and Tips for TTM Planners



Feed Closure Information to Navigation Services
Share planned road closures with popular navigation apps (e.g. Google Maps, Waze) to automatically redirect most drivers to the intended detour and reduce confusion.

Maintain Critical On-Road Signage
Despite widespread GPS use, preserve essential signage on key routes (especially motorways and arterials) to provide a safety net and reinforce detour routes for all drivers.

Right level of signage on Local Roads
Avoid unnecessary signage in minor residential areas. Use minimal but clear instructions where needed and be ready to add signs if drivers become confused.

Use VMS and Permanent Signage for Recurring Detours
For frequent closures (e.g. annual events, sports venues), install permanent (Flip-down) or electronic message boards to streamline set-up and make detour routes familiar to regular drivers. Many of the travel time information boards (in approach to motorways) can be used to display closure information too.

Educate and Inform Drivers
Encourage both pre-trip planning (via apps like NZTA Journey Planner) and on-the-ground awareness. Promote a balanced approach: use digital tools alongside physical signs until navigation uptake is high enough to gradually reduce temporary signage without creating confusion.

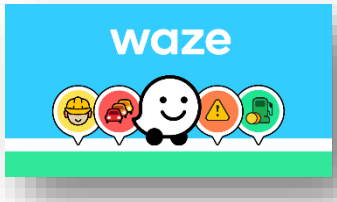
11.6. Digital Tools and Real-Time Traffic Management[xxv] Alternatives

Technology offers alternative strategies that can supplement or even replace some traditional TTM components.

Digital signage can dynamically inform drivers and adapt to conditions in real-time. Modern VMS boards can display; text, symbols, color-coded instructions, and real-time traffic data for rerouting options, which can improve road user decision-making, comprehension and reactions. For example During the Super Bowl event planning, **portable full-colour VMS boards** were deployed on key approaches to stadium parking areas, guiding drivers into the correct zones smoothly. The use of **coordinated messaging** across all signs is vital – a central command centre (ECC or TOC) updated all electronic signs with consistent information, so motorists received a unified message regardless of which route they came from. Such real-time control ensures that if an unexpected congestion or hazard arises, messages can be changed instantly (for example, instructing *"The parade has cleared Queen St, roads will reopen in 15 minutes"*. This flexibility is something static signs cannot offer; this technology is already available in New Zealand but is not well utilised yet.

11.6.1. Navigation Apps

Beyond roadside infrastructure, **community notification systems** play a growing role in TTM for events. **Navigation apps** are evolving with open data platforms allow planners to virtually 'close' roads in digital maps. Apps like **Waze** already allow this in real time (often called *Major Traffic Events* in Waze), however **Google Maps** does not yet allow this feature on demand.



To ensure that your road closure show on the correct day at the correct time on Google Maps you will need to reach out to your local RCA or council as they often have a mechanism for notifying third party navigation providers of upcoming road closures. Otherwise, if your local authority publishes planned closures on a real-time travel info feed (e.g., an open data feed), Google often ingests these automatically. Getting your closure onto that feed is the most reliable way to have it appear in Google Maps at the correct time.

Leveraging this reporting for planned road closures means drivers are **automatically re-routed away from the event area** helping motorists **plan their trip before** or **during travel**, minimising frustration and potentially **preventing thousands of drivers from even approaching the closed roads**, **reducing the load on physical TTM at the site**.

11.6.2. Community Notification

Community notification can also be as simple as **direct communication with residents at the epicentre of the event impact area (or within he closures).** Letter-drops or hand-deliver flyers to all households and businesses on affected streets can still be very effective. Alternatively social media, community pages and email alerts are additional channels to notify communities.

These **digital** and **community-driven** methods **can reduce reliance on physical signs** on every corner, as drivers are already aware of closures through other means. However, they work best in combination – digital notifications won't reach everyone, so they **reinforce rather than completely replace** on-site signage. Still, as more drivers rely on GPS navigation, ensuring those systems are aware of your event may pre-empt many traffic problems at no extra cost.

12. MAJOR EVENTS (MEMA, 2007)

IN THIS SECTION:

"A major event is or has the potential to be internationally significant by which it generates interest, profile or visitation from outside New Zealand.

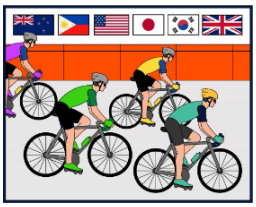
Events with the potential to be internationally significant should; offer an element or elements that are uniquely New Zealand; have evidence of international interest and profile New Zealand on an international platform.

Major events create social connection, reflect and celebrate New Zealand culture and build national pride."

12.1. Introduction to Major Events and the Major Events Management Act 2007 (MEMA)

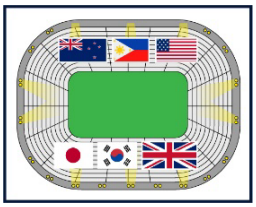
Most events are run by the private sector without government intervention, but certain high-value events require public sector support—either to secure them through a bidding process or to amplify their benefits for New Zealand. Since event organisers primarily to focus on delivering the event itself, government involvement can help capture broader or longer-lasting benefits that might otherwise go unrealised.

When an event is declared a 'Major Event', the Major Events Management Act 2007 (MEMA) provides legal protections and requirements to safeguard its commercial and operational integrity. MEMA restricts the unauthorised use of emblems and words, regulates certain advertising, and enforces 'clean zones' and 'clean periods' to prevent exploitation and protect the event's reputation. Breaches can result in penalties, though exemptions do exist for legitimate news reporting and established business activities.[xxvi].



International Road Sports

Parks & green spaces (Media attention)



Stadium

12.2. What is Required?

- YES COUNCIL EVENT PERMIT
- YES KEY STAKEHOLDER PLANNING MEETING
- YES ON-SITE MANAGEMENT BY TTM SPECIALISTS
- YES DEDICATED EMERGENCY SERVICES
- YES KEY STAKEHOLDER DEBRIEF MEETING
- YES LOCAL TOC STOOD-UP *(Or operator notified/on stand-by)*
- YES EVENT CONTROL CENTRE
- YES MAJOR EVENTS MANAGEMENT ACT
- YES MULTI-AGENCY AND CROSS-BORDER COORDINATION
- YES SITE MANAGEMENT PLANS
- YES SCENARIO SESSION
- YES RCA ENDORSED TMP
- YES RISK ASSESSMENT

12.2.1. The Major Events Fund

A Major Event is can either be a one-off High-Impact Event or a series of High-Impact Events in a city or across the nation.

Major events which receive Major Events Fund investment must demonstrate that the event, or event platform, can be used to secure specific outcomes for Government.

To be eligible for Major Events Fund investment, an event must:

1. Be a major event by government's definition. Definition of a major event
2. Be a sports, arts, or cultural event delivered onshore.
3. Meet baseline application requirements. Eligibility and criteria[xxvii]

12.2.2. Additional requirements to High-Impact Events

Building on the high-impact event needs, events that meet the MEMA criteria have further planning. Early initiation of applications and partnerships with government entities, national sporting bodies, road controlling authorities, and host city councils becomes even more critical. Traffic management plans, for example, should extend beyond the main event site to account for broader visitor movement and multiple transport modes—including shuttles, public transport, and pedestrian flows—while also ensuring emergency response needs are met.

Robust multi-agency and cross-border coordination is often essential. This involves collaborating with government agencies, international organisations, private sponsors, and neighbouring jurisdictions. Moreover, a visitor-centric design is key to accommodating international attendees, which means incorporating wayfinding, cultural inclusivity, and language support into the planning process. These efforts collectively help maintain a seamless and secure environment for major events while maximising their benefits for New Zealand.

12.3. 'Major Event' Declaration Requirements, and Possible Evidence

12.3.1. Examples of Major events in New Zealand under the MEMA:

Declared major events

- FIFA Women's World Cup Australia & New Zealand 2023
- Rugby World Cup 2021 (Playing in 2022)
- Women's Cricket World Cup 2022
- 36th America's Cup

12.3.2. Meeting the Criteria of a Major Event

Criteria and considerations under the Act	Information to be submitted (non-exhaustive list)
The event organiser has the capacity and intention to successfully and professionally manage the event.	Information about the event organiser's: • management structure • resources and expertise • support from any governing international body • history of successfully managing similar events.
The event organiser has the capacity and intention to use all practicable measures available under the existing law to prevent unauthorised commercial exploitation of the major event and to protect its intellectual property and other legal rights (including, for example, registering relevant trademarks).	Information about the event organiser's: • programme of intellectual property registration and enforcement plans • contractual arrangements with sponsors and participants.
The event will attract many international participants or spectators and therefore generate significant tourism opportunities for New Zealand.	• Forecasted international spectator and participant numbers • Forecasted number of international visitor nights • What countries will the international visitors come from.
The event will significantly raise New Zealand's international profile.	Information about how New Zealand's hosting of the event will enhance New Zealand's international profile generally, and with the governing international body.
The event will require a high level of professional management and coordination.	Information about the scale of the event, such as number of venues, participants, officials and VIPs.
The event will attract significant sponsorship and international media coverage.	Information about: • who the main sponsors are • what the likely international media coverage is, such as how many media will attend, from where, and how extensively the event will be broadcast internationally.
The event will attract large numbers of New Zealanders as participants and spectators.	Information about: • estimated domestic attendance • how New Zealanders might participate, such as volunteers, officials, participants etc.
The event will offer substantial sporting, cultural, social, economic, or other benefits for New Zealand or New Zealanders.	Information about: • forecasted economic benefit • promotion of participation and high achievement in the event field • enhancing key relationships • experience for hosting future events.

12.3.3. Timeframes

Applications take time to prepare and complete and once submitted, to assess. If approved by the responsible Minister, a proposed MEMA declaration then needs to go through the legislative process. We therefore recommend you start planning at least 18 months out from your event.

PART D

PARKING RESOLUTIONS

IN THIS SECTION

12.4. Who Owns Car parks and How Are They Managed?

Type	Who Controls It?	Key Rules & Enforcement[xxviii]	When It Applies to Events
Public Parking	Local Council (RCA) or Private Operator	• Subject to bylaws and legal restrictions. • Enforcement by parking wardens (tickets, towing). • Must comply with national transport laws.	If your event needs to restrict parking or secure spaces, you'll need a **Parking Resolution** approved by the Traffic Control Committee (TCC).
Private Operator Public Parking	Private company (e.g., malls, universities)	• Rules set by the landowner. • Can charge for parking. • Enforcement via clamping/towing, but agreements must be in place with police for stolen vehicles.	If you need to use private parking for an event, you must seek approval from the owner and comply with their terms.
Private Parking	Private organisation or individual	• Restricted to invited users only. • May have physical barriers (e.g., gates). • Can enforce their own rules (e.g., towing).	Usually doesn't apply to events unless using private land as an event space.

12.5. When a Parking Resolution is Required

12.6. How to Plan for a Parking Resolution

HOW TO PLAN FOR A PARKING RESOLUTION

This is for event organisers to consider in planning and TMP Planner to ask these questions and coach the event organiser on the meaning of each type of restriction and explore what they need.

Event organisers often think that if they remove parking for an event that the space is now available for event vehicles to use as they see fit, that is not the case, and if parking spaces are resolved as '**no stopping at all times**' (NSAAT) an event vehicle will also be ticketed and towed. That is why it is essential to question exactly what is required when resolving parking.

QUESTIONS TO ASK

- **Do you need parking management?**
  - Parking removed altogether – 'No Stopping'
    - If yes, do you need it to be legally enforced (a parking resolution)?
    - Or is a deterrent and management ok? (Cones only, no enforcement)
  - When is it critical to have the vehicles removed by?
  - Do you need to park event vehicles in restricted areas? – 'Authorised vehicles only'
  - Do you need any temporary bus stops or parking? – 'Bus Stop or Bus Parking'
  - Rideshare drop-off/Pick-up zones? – custom signs
  - Do you require designated mobility parking? 'Mobility parking only'

- **Requesting a Parking Resolution in Auckland?**
  - AT Special Events have a detailed guide to for both event organisers and TMP Planners and TTM Provider. Read the guide here

- **Outside of Auckland?** AT's Guide can be considered as good practice for all parking resolution or restriction in other regions and follows the TCD rule and bylaw requirements, if no specific guides are available for your region follow these any ensure you follow the steps below.

Figure 9: Regulatory Parking Signs

12.7. How to Apply for a Parking Resolution

HOW TO APPLY FOR A PARKING RESOLUTION

1 Design a Traffic Management Diagram (TMD) showing affected areas, times, and restrictions.

- Specific signs should be installed to reflect the changes, with the existing signs covered up or removed.
- The TMP must consider and relocate any loss of special parking areas (ie taxis, buses, disabled parking) elsewhere.

2 Submit with your Event TMP

Submit with your Event TMP for approval by the Traffic Control Committee (TCC).

3 Follow signage rules

- **Advisory signs** (Orange and white info boards): Installed 7 days before the event.

- **Regulatory signs:** Installed 24 hours before the event.

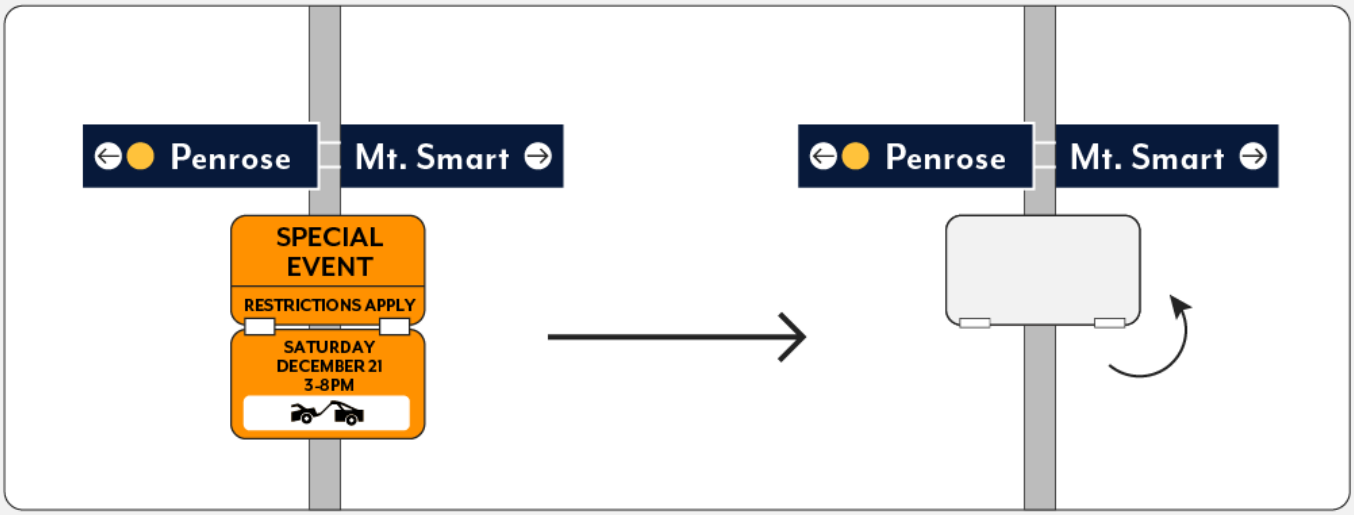
4 Ensure enforcement readiness

Parking wardens may request for assistance with cone outs as an additional deterrent once car parks are cleared from the area or to bring attention to a change in normal parking conditions.

12.8. Parking for Recurring Events

PARKING FOR RECURRING EVENTS

Where there are particular sites that have recurring events (such as Stadiums), there should be an arrangement made with the local authority for a permanent strategy to outline the parking issues at the site as well as ways in which parking can be controlled and enforced. This can be part of a total event management strategy and should include consultation with the local authority, residents and business community, police and other emergency services to minimise the impact during the event. Any permanent signing must be supplemented by means by which the public are aware of the day and time restrictions that apply.



PART E

TRAINING EVENT WORKERS

EVENT CREW

IN THIS SECTION:

14. TRAINING GUIDANCE SHEET

14.1. Event Worker Training & Safety Assurance Checklist

Under the **Health and Safety at Work Act (HSWA) 2015**, event organisers (as PCBUs) must ensure, as far as reasonably practicable, that **all workers**, including **volunteers**, receive adequate **training, instruction, and supervision** to work safely.

This includes:

☑ Training & Instruction for Event Workers & Volunteers

- ☐ Provide **initial training** for new workers & volunteers
- ☐ Offer **ongoing training** to maintain safety skills
- ☐ Ensure all workers & volunteers **understand risks** & safety measures
- ☐ Adapt training for **different needs** (language, literacy, experience)
- ☐ Verify that workers & volunteers **can apply training correctly**

☑ Health & Safety Representatives (HSRs) – Additional Requirements

- ☐ Allow **up to two days paid leave** annually for health & safety training
- ☐ Provide **unit standard 29315 training** (for issuing safety notices or stopping unsafe work)

☑ Managing Volunteers at Public Events

- ☐ **Determine type of volunteers** (See 10.1. below):
- ☐ Casual volunteers
- ☐ Volunteer workers
- ☐ Ensure **volunteer associations (non-profits)** understand their obligations
- ☐ Provide **volunteer workers with the same protections as employees**
- ☐ Inform casual volunteers of **basic safety rules**

☑ Event Organiser Responsibilities (PCBUs)

- ☐ Define **clear roles & responsibilities** for all workers & volunteers
- ☐ Provide **appropriate safety training & supervision**
- ☐ Engage volunteers in **health & safety discussions**
- ☐ Identify & **manage risks proactively**
- ☐ Foster **open communication** about safety concerns

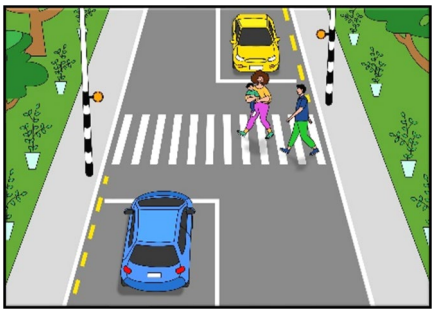
14.2. Practical Examples: Utilising Event Workers

14.2.1. Pedestrian Crossing Points

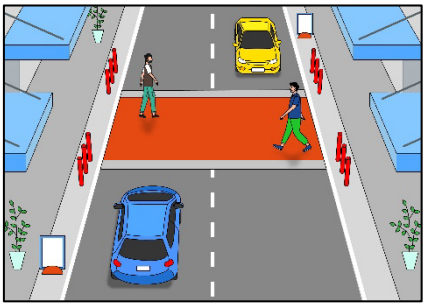
Purpose and scope

Just as schools rely on trained student and teacher patrols to ensure students can cross safely[xxix], event organisers can benefit from having dedicated traffic safety teams of event workers (volunteers or employees) to manage pedestrian movement. These teams would operate at existing permanent crossing points, using Stop/Go paddles, to control the flow of event participants and traffic.

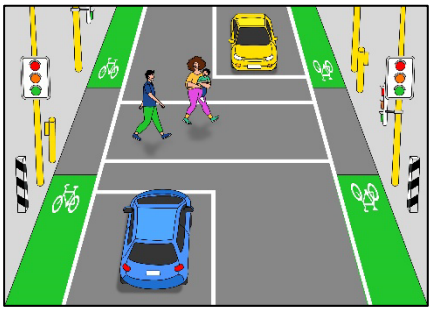
Existing Permanent crossing points include[xxx]:



Pedestrian crossings (Zebra crossing)



Courtesy crossings



Dedicated signalised pedestrian crossings (Not intersection)

This can be beneficial to planned public events in the following ways:

- ✓ Agreement with RCA for self-management of a crossing for low-impact events without the need for a TMP (substituted by a robust SOP and Training evidence for event workers involved),
- ✓ Reduces the number of TTM workers required for a resource heavy event and their running costs of the event, as well as,
- ✓ Substitute TTM workers for trained event workers in low-risk areas, for example, there are many urban, low speed environments with a PSL of 30kph.

Example of how an event could manage a pedestrian crossing point without the need for formal TTM.

Key points adapted from the school crossing context:

- **Advanced Warning Signage**: Where a school crossing might have a 'School Patrol' sign and/or electronic speed reduction signs, an event could display a (Hazard) sign with the (Walkers) or (Runners) supplementary plate. This sign, placed on the footpath in advance of the crossing, alerts drivers of additional pedestrian movements ahead.
- **Stop/Go paddles**: Volunteers can use Stop/Go paddles (similar to how a school patrol uses STOP signs) to either stop vehicle flow or keep it moving at reduced speeds, as well as to hold pedestrians back until it is safe to cross, mitigating any traffic delays from the constant need to give-way.

- **At signalled pedestrian crossing (not intersection)** – the lights can be switched to flashing amber (yellow[xxxi]), in New Zealand, the official rule for drivers is to treat it as an uncontrolled intersection and follow the Give Way rules[xxxii]. This means:
    - ✓ Drivers must approach the intersection with caution.
    - ✓ Be prepared to stop if necessary.
    - ✓ Give way to traffic according to the standard Give Way rules that apply at uncontrolled intersections.

This could therefore be a method of overriding the phasing of the crossing to allow for the manual control of participants and traffic, without the formalised TTM installation of approach signage and once again ensure the right balance between crossing phases and traffic phases is met.

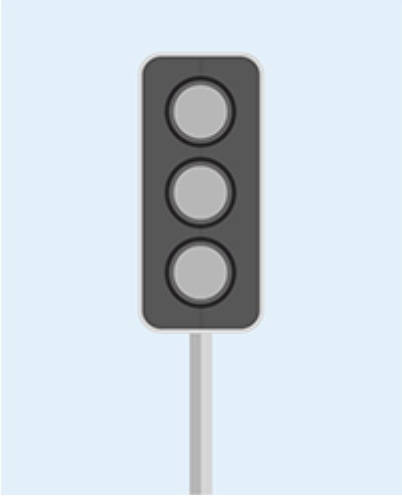


Figure 10: Flashing yellow traffic lights

Limitations:

- *The event workers acting as controllers would be required to strictly stay on the foot path and not enter the lane at any time,*
- *ensure traffic from both directions have been halted before allowing pedestrians to cross*
- *only applicable on carriageways that have one-lane in each direction (not multi-lane roads),*
- *and have infallible communication at all times.*

14.2.2. Sign References[xxxiii]

Sign name	Rule	Illustration	Requirements for use
Hazard warning	W2-1A/B		This sign denotes a hazard warning and must only be erected in combination with approved supplementary plates, some of those are shown below.
Hazard warning Vulnerable Road User event	W2-1.14A/B		This supplementary plate is used for events involving runners. This supplementary plate is to be erected on a stand, as for static operations, to warn road users of the event.
	W2-1.15A/B		This supplementary plate is used for events involving walkers. This supplementary plate is to be erected on a stand, as for static operations, to warn road users of the event.
Other hazard warning supplementary plates for events: – pedestrians	W2-1.18A/B		Each of these supplementary plates could be used for an event to give greater context to the approaching road user and give more accurate information.
	W2-1.16A/B		
	W2-1.25A		
	W2-1.13A		
Custom Supplementary plates	On approval		The RCA can also approve other supplementary plates not in the TCD Manual such as “PARADE” or “EVENT”. The purpose of these plates is to provide supplementary information to what the hazard is that the driver needs to respond to.

14.2.3. Training your traffic safety team

In the school guidance, a "police school community officer" is tasked with training school patrols and wardens.

For an event the following training and management is advised:

- ✓ **Designate a training lead**: This might be a traffic management professional or someone with formal traffic control qualifications.
- ✓ **Training goals**: Equip volunteers with the knowledge and practical skills to manage crossing points, ensure they understand the event's specific procedures, and encourage consistent, professional behaviour.

Timing and scheduling of training.

Schools often schedule patrol training at the end of one term and/or the start of the next. For an event:

- ✓ **Plan training in advance**: Ideally, train volunteers a few weeks before the event. This allows them to become familiar with procedures and resolve any questions.
- ✓ **Refresher session (Toolbox briefing) on event day**: Provide a quick refresher on the morning of the event so that volunteers are reminded of their roles, the crossing layout, and any changes from rehearsals.

Training content

Roles and responsibilities

- ✓ Emphasise the primary duty of safety for both participants and the public.
- ✓ Appoint one 'chief controller' who makes the call when to hold traffic and when to send pedestrians).

Teamwork and reliability

- ✓ Stress the importance of volunteers communicating with one another, especially if multiple crossings are close together.
- ✓ A team of four could work well for heavy pedestrian flow, with two workers coordinating the paddles and an additional two workers holding pedestrians behind a scissor gate, fencing, simply two cones with a cone bar.

Uniforms and equipment

- ✓ Show volunteers how to wear high-visibility vests correctly (zipped up, no over garments)
- ✓ Handle Stop/Go paddles with hand signals and body positioning, and
- ✓ Safe installation of any signage if required.

Correct procedures for operating the crossing

- ✓ Looking for natural gaps in traffic and getting the balance right between traffic flow and pedestrian flow)
- ✓ Demonstrate how to use Stop/Go paddles effectively, where to stand for maximum visibility, the no-go areas (live lane) and how to coordinate with other marshals.

Contingency plans

- ✓ Plan for absences or late arrivals, and
- ✓ cover for breaks, and longer shifts, manually controlling traffic can be mentally and physically draining if not accustomed to the work, regular rotations are advised.

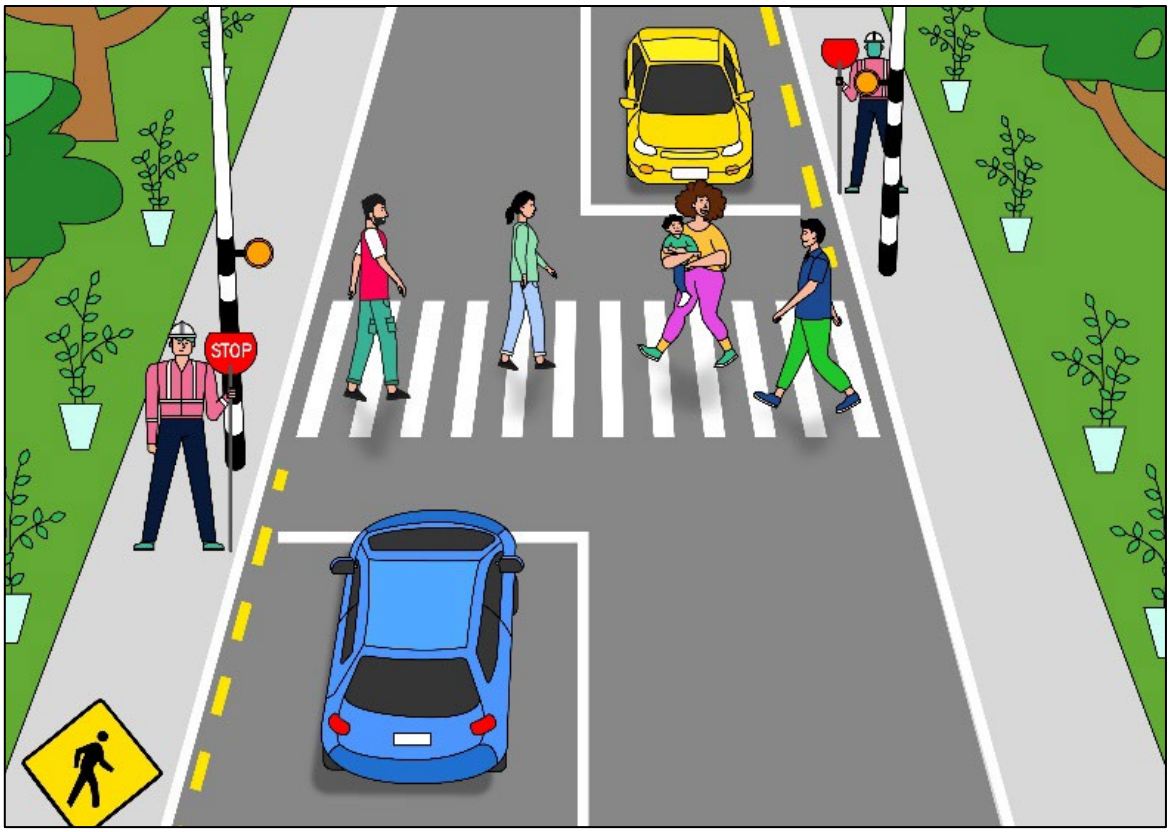
Practical session

- ✓ Conduct a short on-site rehearsal of the crossing protocol, highlighting where vehicles typically queue, ideal vantage points, and steps to ensure pedestrians are visible.

Supervising and supporting volunteers

Just as school patrol members are supervised by adults and a school community officer, event organisers should:

- ✓ **Designate an on-site coordinator**: This person checks that each crossing point is staffed, equipment is in place, and volunteers are confident in their duties.
- ✓ **Maintain oversight**: Provide immediate support if traffic increases unexpectedly or a volunteer reports an unsafe condition.



IMPORTANT INFORMATION WHEN USING VOLUNTEER EVENT WORKERS

14.3. Volunteers

14.3.1. The Role of Volunteers in the Success of Planned Public Events

Volunteers are the backbone of many planned public events, providing essential support that enables festivals, community gatherings, sporting events, and cultural celebrations to run smoothly and be more financially viable. Their contributions range from marshaling, crowd management, setting up infrastructure, first aid, directing traffic, and ensuring attendees have a positive experience. Without their dedication, many events—particularly those with limited funding—would struggle to operate effectively.

However, the **involvement of volunteers** also **introduces important considerations** around health and safety. Given that volunteers often work in dynamic environments where risks such as large crowds, vehicle interactions, and temporary structures are present, it is critical that their roles and responsibilities are clearly defined. This ensures that both volunteers and event organisers understand their obligations, enabling a safe and well-managed event.

In New Zealand, the **Health and Safety at Work Act (HSWA) 2015** provides a legal framework for ensuring the well-being of volunteers in the workplace, including at public events[xxxiv]. The Act distinguishes between **casual volunteers**, who undertake low-risk, occasional tasks, and **volunteer workers**, who engage in regular or higher-risk activities. **Understanding these distinctions is vital for event organisers**, as it determines the level of training, instruction, and duty of care required.

The following section explores these classifications in greater detail, outlining the responsibilities of event organisers and volunteers under HSWA, as well as the specific training requirements for volunteers involved in higher-risk tasks.

14.3.2. How Do the Responsibilities of Casual Volunteers Differ from Those of Volunteer Workers?

Casual Volunteers:	Volunteer Workers:
DEFINITION: Individuals performing low-risk, occasional tasks without remuneration.	DEFINITION: Those regularly engaging in higher-risk tasks or activities akin to paid work.
Follow basic safety guidelines	Are treated similarly to employees in terms of health and safety obligations
Are not typically involved in high-risk tasks	Have responsibilities more closely aligned with paid workers, especially for hazardous activities
Have the same rights as visitors or customers in the workplace	Are required to: - Follow safety instructions and organisational policies - Use equipment correctly and only when authorised - Report hazards and incidents to supervisors - Participate in relevant safety training
May not be required to undergo the same level of training as volunteer workers	Are classified as 'workers' under the HSWA
Are classified as 'other persons at a workplace' along with visitors and customers	Are owed the same duties as employees, except for those in Part 3 of HSWA (worker engagement and participation)

The **key difference** lies in the **level of involvement** and the **nature of tasks performed. Volunteer** workers are typically **engaged in regular, ongoing work that is integral to the organisation,** while **casual volunteers** perform more **occasional, low-risk tasks.**
This distinction affects the **extent of training, responsibilities, and legal obligations** placed on both the volunteers and the organisations they serve**.**

14.3.3. Volunteers in High-Risk Tasks

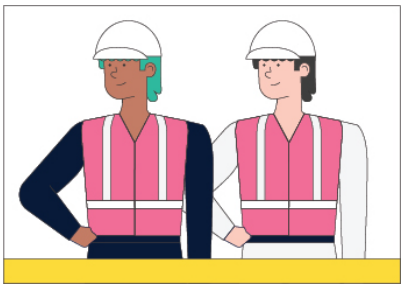
For **volunteers** involved in **high-risk tasks**, such as marshaling, traffic control, checkpoints or road closures, there are specific training requirements to ensure their safety and compliance with the Health and Safety at Work Act (HSWA) 2015 in New Zealand.

These requirements include:

Volunteers must receive a full induction, including information on hazards they may be exposed to in their role.	Organisations should provide ongoing training to maintain and enhance volunteers' safety skills.
Organisations must provide training tailored to the high-risk activities volunteers will be performing, ensuring they have the necessary knowledge and skills.	For high-risk tasks, adequate supervision must be ensured to verify that volunteers are following safety protocols correctly.
Volunteers must be trained to use tools, machinery, and personal protective equipment (PPE) safely.	Volunteers must be trained on the organisation's specific health and safety policies and procedures.
Volunteers should be educated on how to identify and report potential hazards in their work environment.	Training should include information on volunteers' responsibilities under the HSWA 2015.
Training must cover potential emergency situations and the procedures to follow in case of accidents or incidents.	Organisations should keep records of all training provided to volunteers to ensure compliance and track progress.

WorkSafe and the Department of Conservation (DOC) has excellent training resources available to organisations with volunteers as well as for volunteers themselves – ctrl+click on the tiles to navigate to their websites.

Learning module for organisations with volunteers



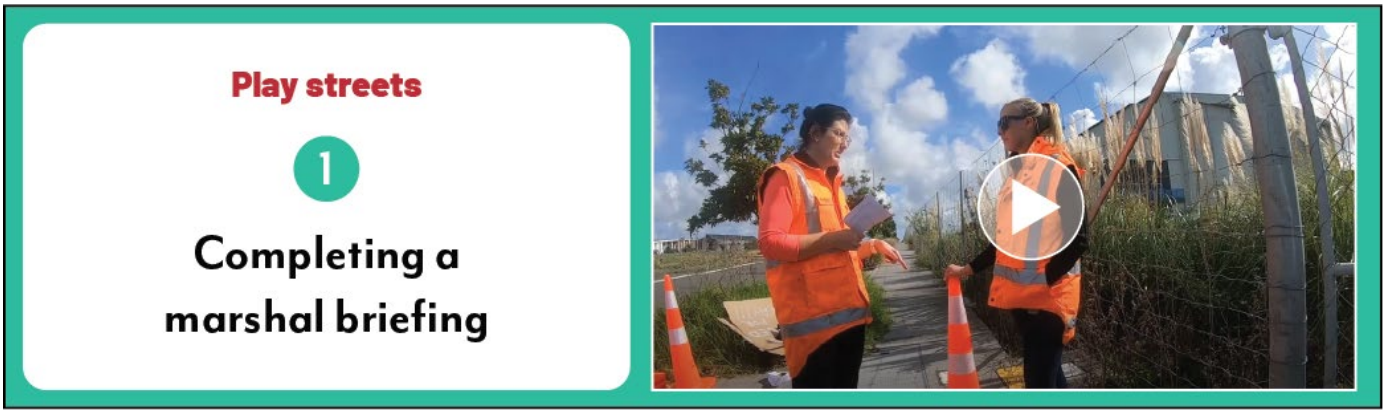
Learning module for volunteers

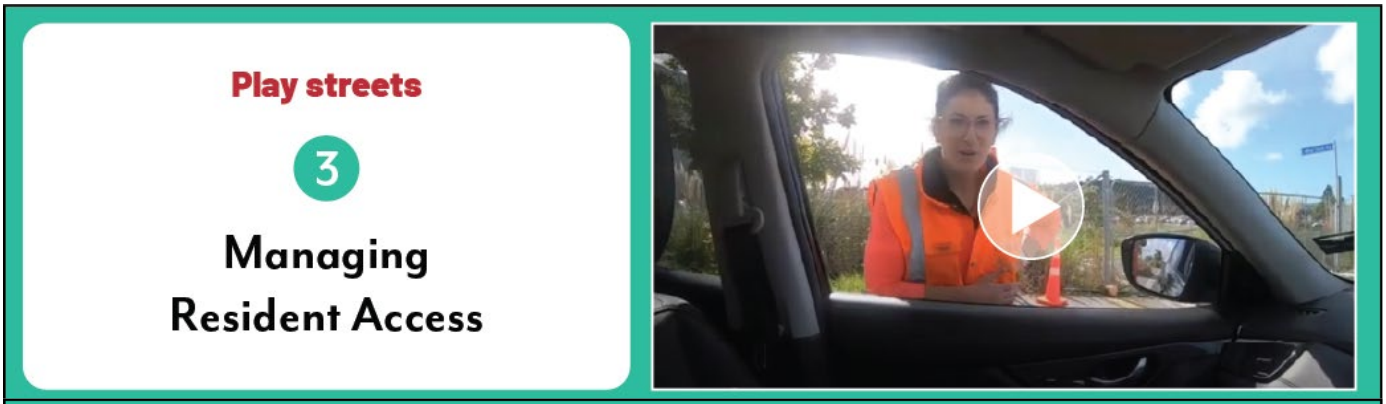
Lone worker online course

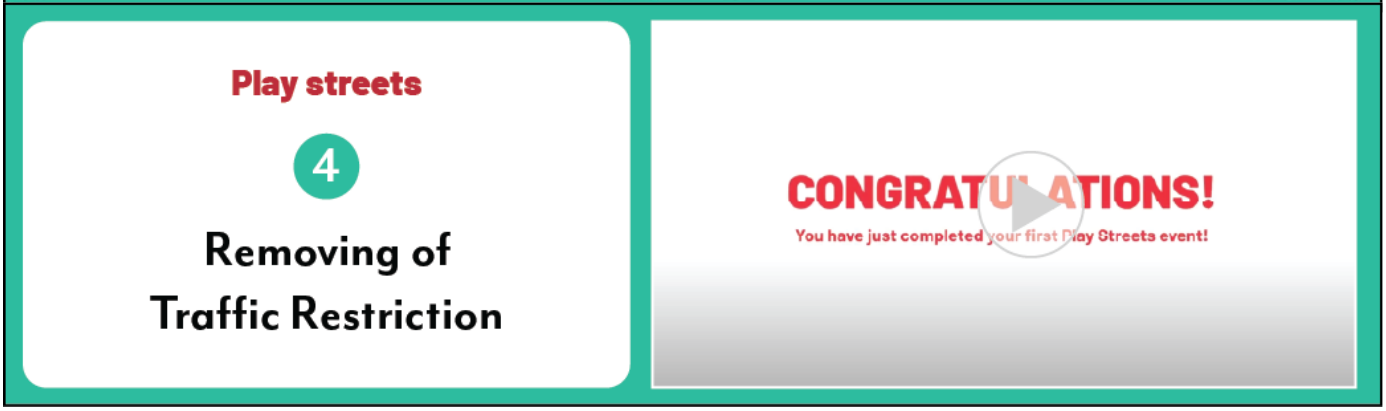
14.4. Vehicle Management Guide for Event Workers

There are some examples from the playstreets guidance that can be adapted to low-impact events where vehicle movements, within a closed event site can be managed by event workers and/or volunteers.

You may undertake your event worker briefings in a similar fashion, when there are references to children at play, imagine this as the general public in the vicinity that may need to be aware of vehicle access, and similarly, when you hear the mention of residents being escorted to drive-ways, this same method can be used to escort vendors onto a managed event site or shared space.







GLOSSARY

Term	Meaning / Definition
3Cs (Consult, Cooperate, and Coordinate)	Under the Health and Safety at Work Act 2015, PCBUs (see below) with overlapping duties must actively work together—consulting, cooperating, and coordinating—to manage shared health and safety risks.
Attendees	All individuals present at a planned public event. This includes participants, spectators, volunteers, vendors, staff, and any other members of the public who enter or remain in the vicinity of the event footprint.
Bump-In / Bump-Out	Event jargon referring to setting up (bump-in) and packing down (bump-out) of an event. Bump-in covers deliveries, infrastructure installation, and vendor access before opening. Bump-out is the removal of equipment, stalls, or stages after the event finishes.
Council Event Permit	Official approval issued by a local council allowing an event to proceed under specified conditions. Often required when events use or impact public spaces (e.g. roads, parks) or involve regulated activities (e.g. food stalls, alcohol sales).
Event Classification Tool	A framework introduced in these guidelines to assess an event's potential impact on the road network. By considering factors such as attendance numbers, road classification, location sensitivity, and proposed closures, it assigns the event to categories (Low, Moderate, High, Major), guiding appropriate traffic management.
Event Control Centre (ECC)	A dedicated operational hub set up for large or complex events, bringing together key stakeholders (e.g. emergency services, security, traffic managers) in one location to make decisions, share updates, and manage real-time operations.
HSR (Health and Safety Representative)	A worker elected to represent the health and safety interests of fellow workers. Under the HSWA, HSRs receive training, can issue safety notices, and have powers to address unsafe work practices in consultation with their PCBU.
HSWA (Health and Safety at Work Act 2015)	New Zealand's primary workplace health and safety law. It sets out the obligations of persons conducting a business or undertaking (PCBU) and other duty holders to ensure, so far as is reasonably practicable, the health and safety of workers and others.
Major Events Fund	A government funding mechanism for high-profile events deemed capable of delivering significant benefits to New Zealand (e.g. boosting tourism, international exposure). Administered by specific government agencies to support and grow major events.
MEMA (Major Events Management Act 2007)	Legislation giving special legal protections to certain declared "Major Events"—for example, restricting unauthorised commercial exploitation and advertising, and enforcing "clean zones" around venues. Designed to protect the event's commercial and reputational interests.
MTC (Manual Traffic Control)	A process where trained personnel (e.g. traffic controllers or event workers) override normal road rules or signals to guide vehicles and pedestrians, often using Stop/Go paddles, hand signals, or manual operation of traffic lights.

ONRC (One Network Road Classification)	A national framework categorising roads based on their function and traffic volume (e.g. National, Regional, Arterial, Secondary Collector). It helps RCAs (see below) manage and prioritise road corridors consistently across New Zealand.
Parking Resolution	A formal legal process (often through a Traffic Control Committee) used by councils to make or change parking restrictions on public roads. Required when an event organiser needs to prohibit, reserve, or alter parking in a specific area for event purposes.
PCBU (Person Conducting a Business or Undertaking)	Under HSWA, this is any individual or organisation operating a business or undertaking, whether for profit or not. PCBUs must ensure the health and safety of their workers and others, so far as is reasonably practicable.
Planned Public Event	A scheduled gathering that may disrupt normal road or public space use (e.g. marathons, parades, concerts, markets, or vehicle rallies). It requires intentional planning to manage potential impacts on health, safety, and the transport network, often in partnership with councils and RCAs.
Play Streets	Local street closures (temporary, low-volume) that allow residents—especially children—to safely play and gather. These events are typically short in duration, require minimal traffic management, and are guided by Waka Kotahi's play streets framework.
RCA (Road Controlling Authority)	An organisation responsible for managing and operating a particular part of the road network—e.g. local councils for local roads or Waka Kotahi NZ Transport Agency for state highways. RCAs review and endorse TMPs, coordinate closures, and ensure public safety on roads.
Risk Assessment	A systematic process of identifying hazards, evaluating the likelihood and severity of harm, and implementing control measures (hierarchy of controls) to mitigate risks. Required by HSWA for workplace activities, including planned events affecting the road network.
Road Network (Legal Road)	In New Zealand, Road Network refers to the "legal road" which includes public roads, streets, footpaths, berms, and road margins vested in or managed by an RCA for public use. Any planned public event that uses or impacts these corridors must consider temporary traffic management and regulatory approvals.
Rolling Closure	A moving closure that travels with an event (e.g. a parade or marathon). Segments of road open or close progressively as participants pass, limiting the disruption for any given section of the route at one time. Requires coordination among event organisers, traffic managers, and police.
SAG Wagon	Commonly used in cycling or running events, it is a support or "sweep" vehicle following behind participants. It may pick up those who are unable to continue or who do not meet cutoff times.
Site Traffic Management Supervisor (STMS)	The qualified individual responsible for setting up, maintaining, and removing traffic management equipment on site. Ensures that the traffic management plan is correctly implemented and that all personnel follow safety protocols.
Stop/Go Paddle	A handheld traffic control device displaying "Stop" on one side and "Go" (or "Slow") on the other. Used by trained traffic personnel or designated event workers at crossing points or roadworks to manage vehicle flow and pedestrian movements safely.

Temporary Traffic Management (TTM)	The use of signs, cones, barriers, trained personnel, and other measures to manage traffic flows and protect road users and workers during temporary activities—such as roadworks, utility works, or events.
TMP (Traffic Management Plan)	A document outlining how traffic (vehicles, pedestrians, cyclists) will be safely managed around a site or during an event. It specifies signage, closures, detours, equipment, and roles needed to minimise hazards and disruptions. RCAs review and endorse TMPs.
TOC (Transport Operations Centre)	A control room, often run by a partnership of local authorities and transport agencies, that actively monitors and manages a region's transport network. During large events, the TOC may provide real-time updates, manage traffic signals, and coordinate responses to incidents.
TMA (Truck Mounted Attenuator)	A large crash cushion attached to a truck used to absorb the impact of an errant vehicle. Often deployed at high-risk work zones or event sites where heavy-vehicle protection is required for workers and the public.
TMD (Traffic Management Diagram)	A detailed schematic appended to a Traffic Management Plan (TMP), showing specific layout of cones, signs, barriers, and TTM devices at a given site or road closure.
TTM Planner	A specialist who designs TMPs and traffic management diagrams. They assess risks, network impacts, and ensure compliance with relevant standards (e.g. the New Zealand Guide to Temporary Traffic Management).
TTM Provider	The company or organisation supplying traffic management services, equipment, and personnel to implement a TMP. They coordinate with RCAs, event organisers, and other PCBUs to maintain safe and compliant closures.
Volunteer Worker	Under HSWA, a volunteer who performs work for a PCBU on an ongoing and regular basis that is integral to the business or undertaking. They have similar health and safety protections and responsibilities as paid employees.

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Templates (NZEA Event Risk Assessment Template& NZEA Planned Public Event Health & Safety Plan Template)

On the following pages.

NZEA
NEW ZEALAND EVENTS ASSOCIATION

Planned Public Event Health & Safety Plan Template

How to Use This Template

As an event organiser, you are responsible for ensuring the health and safety of attendees, staff, volunteers, and contractors at your event. This document serves as a guide to help you prepare a robust health & safety plan as part of your event permit application to your local council or simply as due diligence for any organised event.

This plan must be tailored to your event and comply with the Health and Safety at Work Act 2015 (HSWA) and WorkSafe NZ event safety guidelines. This document will evolve as your event planning progresses.

1. Event Details

Event Name:	
Date of Plan Completion:	
Event Location:	
Event Date(s) & Time(s):	
Organisation Delivering the Event:	
Estimated Number of Attendees:	
Event Description: (Provide a brief overview of the event, its purpose, key activities, and any special considerations.)	

2. Event Personnel & Contacts

Emergency Contacts: (List key contacts such as police, fire, ambulance, security, venue managers.)			
Name	Role	Responsibility	Contact Details

3. Site Management Plan *(Should be included)*

Attach a scaled site map showing:

Entrances/exits	
Building consent for structures	
Vendor locations	
First aid stations	
Emergency access routes	
Waste collection points	
Signage locations	

4. Risk Management Plan *(Should be included)*

Risk Management Plan	*See NZEAs Event Risk Management Plan template*

Key Considerations:

(Should be considered and completed where relevant)

Access & Egress for Emergency Services (ensure clear routes for ambulances, police, fire services.)	
Utilities & Infrastructure (power, water, toilets, waste disposal.)	
Crowd Flow & Capacity Management (to prevent bottlenecks and overcrowding.)	
Security & Stewarding (assign roles for monitoring crowd safety.)	
First Aid & Welfare (designated first aid area, trained first aiders, emergency communication plan.)	
Signage & Wayfinding (clear directional signage, event information points.)	
Set-up & Pack-down Logistics (designate times and procedures for deliveries and contractor access.)	

5. Emergency & Incident Procedures *(Must be completed)*

Emergency Plan:

Evacuation Procedures (Including routes and muster points.)	
Incident Reporting (How incidents are reported and logged.)	
Severe Weather Contingencies (Describe the plan for high winds, rain, heat, etc.)	
Lost Child Procedure (Outline steps for managing lost children.)	

6. Traffic & Transport Management *(If applicable)*

Traffic Risk Management Plan (if required by Road Controlling Authority – council or NZTA)	
Temporary Road Closures (List streets and closure times) *As governed by the Local Government Act 1974 and the Land Transport Act 1998*	
Parking Management (Describe designated parking areas, accessible parking, and overflow arrangements.)	
Public Transport & Alternative Transport (encourage attendees to use public transport, carpooling, cycling, etc.)	

7. Alcohol & Food Safety Management *(If applicable)*

Alcohol Management Plan Will alcohol be served? (Yes/No – If yes, provide details)	
Food Vendor Requirements (for any event with food vendors) All food vendors must provide a current health & safety certification and food handling permits.	

8. Waste Management & Environmental Considerations *(Should be included)*

Waste Minimisation Plan *(If applicable)*

Type of waste expected	
Bin placement and signage	
Waste reduction strategies	
Plan for waste disposal & clean-up crew responsibilities	

9. Contractor & Volunteer Management *(Must be included if applicable)*

Contractor Responsibilities

- All contractors must provide an Event-Specific Health & Safety Plan and be inducted before commencing work.

Volunteer Briefing & Induction (all volunteers must be briefed on health and safety protocols.)	

10. Insurance & Compliance Documentation *(Must be attached where applicable)*

Attach copies of:

Public liability insurance certificate	
Event permit from local council	
Liquor license	
Build and lift permits	
Food vendor certifications	
Traffic management approvals	
Parking Resolutions	

10. Consider the Crowded Places Policy *(For large scale events)*

Access to the full Policy as publish by the NZ Police here:
https://www.police.govt.nz/sites/default/files/publications/crowdedplaces-strategy-30092020.pdf

Conduct a **self-assessment of attack risks** for the event venue and surrounding areas	
Implement the **"Escape, Hide, Tell"** protocol and ensure all staff are trained on it	
Establish **clear communication channels** with **local police** and **emergency services**	
Develop and document an **emergency response plan**	
Ensure all **security measures** are **proportionate to the assessed threat level**	
Comply with all **relevant local** and **national safety regulations**	
Increase resilience by conducting regular **drills** and updating **emergency plans**	
Consider the principles of **Te Tiriti o Waitangi** in your safety planning and implementation	

For large-scale events, **consult with NZ Police** for additional security guidance	
If the event involves **sensitive topics or high-profile attendees,** implement **enhanced security measures**	
For **multi-day events**, **reassess security** measures **daily** and adjust as needed	

Final Declaration

By signing this document, I confirm that the health and safety measures outlined in this plan will be implemented for the event.

Name	
Role	
Organisation	
Date	
Signature	

NZEA
NEW ZEALAND EVENTS ASSOCIATION

Event Risk Assessment Template

Risk Assessment & Management Plan

Use this template to systematically identify, assess, and manage the key risks associated with your event. By clearly outlining potential hazards, evaluating their likelihood and impact, and detailing appropriate control measures, you'll create a concise risk management plan that can be shared with all relevant stakeholders—such as traffic management planners, providers, and emergency services. This collaborative approach ensures each stakeholder can focus on the risks most pertinent to their role, ultimately enhancing overall safety, streamlining operations, and supporting a successful event. Examples have been provided in *grey italics* below.

HAZARD IDENTIFICATION

List as many **potential hazards** (things that can cause harm – a **hazard source**) specific to your event, and the **who** could be **harmed** by those hazards (We refer to these people **risk subjects**):

Table 1. Potential Hazards & Risk Subjects

Hazards Source	Risk Subjects
Vehicle interactions: Such as - Vehicle vs vehicle | Vehicle vs Participant | Vehicle vs Pedestrian | Vehicle vs Spectator	*Vehicle Driver, Participant, Pedestrian etc*
Electrical & Power Supplies	*Food Vendors, public, attendees*
Crowd Crush	*Attendees, security guards, event workers*
Temporary structures	*Attendees, event workers, vendors, public*
Add more as needed	

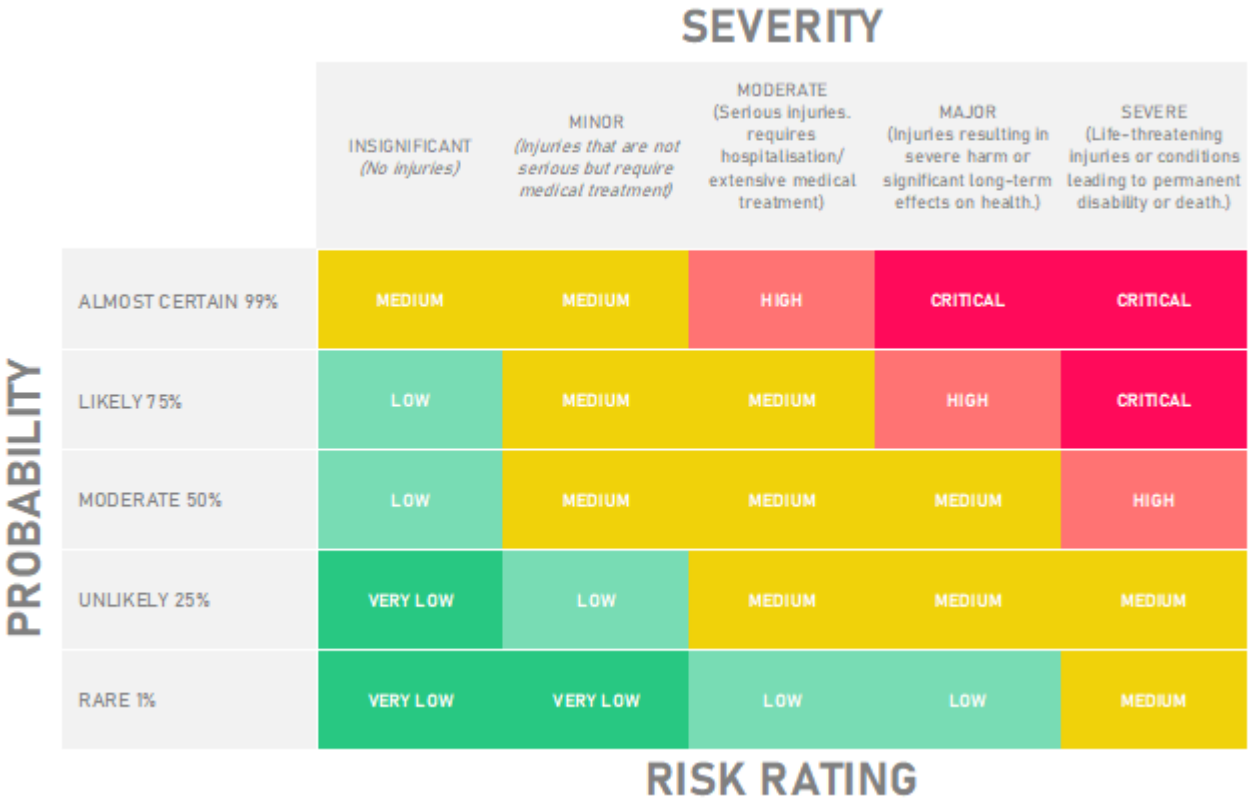
ASSESS THE RISK

1. Who could be harmed in relation to the hazards you have identified above and how might it happen? Create some 'risk scenarios' on how this could play out.
2. Then assign a likelihood and severity rating to each of those scenarios. You can use your own tool for assessing risk in this section if you already have one. Otherwise, a good example of a standard 5x5 risk matrix is provided on the following page.

Example risk scenario: *Vehicle colliding with a marathon runner resulting in severe harm.*

Table 2. Assess the Risk

Risk Scenarios	Likelihood / Probability	Severity	Risk Rating
Vehicle colliding with a marathon runner resulting in severe harm	*Moderate (50%)*	*Severe*	*High Risk Rating*
Add more as needed			



3. From your assessment of risk in table 2, look at all the risks that are at an **unacceptable level** (in relation to your organisations risk tolerance, then
4. Apply the hierarchy of controls to those unacceptable risk (you might like to consult with other stakeholder at this point, especially if some of your controls will be TTM related):

MANAGE THE UNACCEPTABLE RISKS

For those controls that are deemed **unacceptable** - apply the hierarchy of controls to **manage the risk to a level** that is **acceptable** and **reasonably practicable.** (Eliminate, minimise, administrative or PPE)

Most Effective

FIRST TRY ELIMINATION

Eliminate risks
Remove sources of harm
Example: Close the road entirely for the duration of the event to prevent interaction between runners and traffic.

IF ELIMINATION IS NOT REASONABLY PRACTICABLE

Substitute	**Isolate**	**Use engineering control measures:**
the hazard for something safer	the hazard from people	
Example:	**Example:**	**Example:**
Use alternative paths within parks or closed off areas instead of busy streets with live traffic.	Erect fencing along the course route to keep runners and spectators away from vehicles.	Set up controlled pedestrian crossings with marshals, gates and manual traffic control where runners cross over roads.

IF THERE IS STILL RISK

Use administrative control measures
Have marshals at key points to manage pedestrian crossings and ensure proper signage is in place.

IF RISK STILL REMAINS – PPE IS THE LAST LINE OF DEFENCE

Use personal protective equipment (PPE)
Equip event staff and volunteers with high-visibility vests and runners with reflective bibs or tags for better visibility.

Least Effective

Table 3. Manage the Risk

Risk Scenarios	Eliminate	Substitute	Isolate	Admin Controls	PPE Required
Vehicle colliding with a marathon runner resulting in severe harm	*Close roads to all traffic movement.*	*Look at start times to avoid peak traffic times.*	*Fencing to create separation of pedestrians from the vehicles*	*VMS Boards / Temporary Speed Limits / Temporary event warning signage*	*High-vis bibs or event t-shirts (For runners).*
	Add more as needed				

REVIEW CONTROL MEASURES

Has the application of the controls been successful in lowing the risk? (Yes/No)

Is there any residual (left over or introduced) risk that could be reduced further?

Table 4. Review Of Control Measures

Risk Scenario	Effective Controls?		Further mitigations required?
Vehicle colliding with a marathon runner resulting in severe harm	*Closure of an additional road (Extreme example)* *Adjusting the crowd control fencing (expanding footpath)*	*YES/ NO*	*Traffic management vehicle stationed at critical road closure points for additional vehicle breach mitigation measures.*
		YES/ NO	
		YES/ NO	
	Add more as needed	*YES/ NO*	

MANAGE RISKS ACROSS THE EVENT LIFECYCLE

Design / Execution / Future Maintenance

Table 5. Event Lifecycle Risks

Key Stages	Control points	Control points
Design	*Design safe flow of pedestrians and traffic to remove conflict between runners and vehicles*	*Add more as needed*
Execution	*Control Room (TOC) watching camera's during the event execution (St John / Police / FENZ / security / event organisers / Traffic Management in the room)*	
Future Maintenance	*Debrief with control room / event organiser at the end of the day*	

UNPLANNED RISKS

Anticipate unplanned risks; they are to be discussed prior to event to determine how each risk will be catered for:

Table 6. Unplanned Risks

Low Impact Event	High Impact Event
Traffic incidents	*Protests*
Unexpected weather	*Traffic incidents*
Run-away animals	*Power Cuts / Fire*
Add more as needed	*Add more as needed*

RISK OWNER AND CONTROL MANAGER

Risk	Control Manager (If Different From risk owner)
Vehicle colliding with a marathon runner resulting in severe harm	*TTM Providers through install traffic management controls*
Add more as needed	*Add more as needed*