



Event and Crowd Management Plan

2018
Version 2.7

KENDAL TORCHLIGHT PROCESSION LIMITED

A Company limited by guarantee Registered in England and Wales No 4583995.

Registered Office: Kendal House, Murley Moss Business Village, Oxenholme Road, Kendal LA9 7RL

Written	
Reviewed	
Checked	
Signed	

This plan may not be reproduced or used as a generic plan for any other event without the express permission of the organisers, Kendal Torchlight Procession Ltd. The production of this event manual does not infer any increase to the perceived risk for the event but rather as an additional element of preparedness should such an incident occur.

Contents

Introduction	5
<i>Preface</i>	5
<i>Aims and Objectives of the Event Plan</i>	5
<i>Insurance Details</i>	6
<i>The 2018 Torchlight Team</i>	6
A Brief History of the Event.....	7
Event Overview.....	8
<i>Torchlight Event Management Principles</i>	8
<i>Event Partnership Organisations</i>	8
<i>Approximate Timetable of the Event (on the day)</i>	9
<i>Carnival Assembly Areas</i>	9
<i>The Event Route and Crowd Density</i>	10
<i>Estimating Crowd Attendance</i>	10
<i>Crowd Control Barriers</i>	11
Crowd Management	11
<i>Emergency Access</i>	12
<i>Mobility Impaired Provision</i>	12
<i>First Aid Provision</i>	12
<i>Lost Children</i>	12
<i>Sweets</i>	13
<i>Toilets</i>	13
Event Management.....	14
<i>Safety and Support Vehicles</i>	14
<i>Street Performers</i>	14
<i>Cash Collection</i>	14

<i>Hired-in Services</i>	14
<i>Waste Management</i>	14
<i>Lighting</i>	14
<i>Noise Management Policy</i>	15
Road Traffic Management	15
<i>Marshalling Responsibilities</i>	15
<i>Road Closure Responsibilities</i>	15
<i>Disabled Access</i>	16
<i>Car Parking</i>	16
<i>Road Closures</i>	16
<i>Public Transport Management</i>	16
Event Communication.....	17
<i>Communication with Static Marshals</i>	17
Public Information	18
<i>Media Management Plan</i>	18
Event Marshalling and Security	18
<i>Marshals</i>	18
<i>Marshal's Instructions and Duties</i>	19
<i>Marshals Duties</i>	19
<i>Procession Marshals</i>	19
<i>Crowd Marshals</i>	20
<i>Street vendors</i>	20
Emergency Procedures	21
<i>Standard Emergency Procedure</i>	21
<i>Untoward Incidents</i>	21
<i>Emergency Response plan</i>	22

<i>Severe Weather & Event Cancellation</i>	22
<i>Fire Hazards</i>	22
<i>Bomb Threats</i>	22
<i>Suspicious Packages and Vehicles</i>	22
<i>Evacuation Procedures</i>	23
<i>Major Incident Procedures</i>	23
<i>Overall Co-Ordination</i>	23
<i>Appendices</i>	24

Introduction

Preface

This document has been developed, using as its foundation, a document prepared, by Prof Keith Still, on behalf of Kendal Torchlight Procession Ltd (the Organisers) for the purposes of collating information pertinent to the staging of the Kendal Torchlight Carnival (the Event) and in support of the Organisers' due diligence and compliance with reasonable requirements of South Lakeland District Council (their agencies and officers), Kendal Town Council, emergency services and those placed upon event organisers by law.

Nothing in this document should be construed as being an acceptance by the Organisers or the author of any liability for any acts or omissions by any organisation, or individual performed in respect of the Event. This document is intended for reference and advisory purposes only and is not deemed to be binding on the part of the Organisers where unforeseen events or other occurrences beyond their remit or control take place.

The Organisers shall not be responsible for any acts or omissions in such circumstances where appropriate opportunities have been afforded to all parties and agencies involved in the Event to contribute to, amend, alter, vary or add anything to this document and where in consequence of them failing to do so they are liable for any subsequent acts or omissions.

Aims and Objectives of the Event Plan

The key aims of this plan are:

- 🔥 To facilitate the running of a safe and enjoyable carnival event;
- 🔥 To enable the organisers to consider and plan for problems that may occur during preparation, set-up, the event and the event breakdown;
- 🔥 To define trigger points at which other plans may be implemented;

To achieve these aims the objectives of the plan are: -

- 🔥 To identify roles, duties and responsibilities
- 🔥 To identify lines of communication and control
- 🔥 To identify Health and Safety issues and outline resulting emergency procedures and contingencies

Torchlight event management plans will be integrated with and contributions accepted from those of Kendal Town Council, SLDC, EAG and Police where appropriate.

Contingency Arrangements

Contingency arrangements have been devised to allow a co-ordinated and effective response to unscheduled occurrences, which impinge on the safe running of the event.

Three categories of occurrence have been identified, each requiring a specific response that reflects their severity:

- 🔥 Untoward Incidents
- 🔥 Emergency Situations
- 🔥 Major Incidents

Insurance Details

Kendal Torchlight Procession Limited holds Public Liability insurance with an indemnity of £10 million and employer's liability insurance (AXA Insurance UK PLC Policy No. BN COM 1791402). A copy of our insurance certificate can be viewed on request.

The 2017 Torchlight Team

Torchlight is managed by a team of unpaid volunteers. The key responsibility holders of that team are:

Craig Russell	Trustee and Creative Director
Jackie Holmes	Team Leader, Logistics and Volunteers
Martin Kinley	Chair, Trustee and Director
Eddie Holmes	Director
Malcolm Conway	Director
Colin Benson	Treasurer
Liz Nelson	Entrants and Charities Co-ordinator
Steve Hoeward	Project Manager
Matt Ward	Communication Logistics and Street Party Organiser
Steph Anderson	Volunteer Assistant , Street Party + Social Media
Annette Ritson	Website and Publications, Sponsorship, Marketing, Publicity

Organisation Chart (see Appendices)

A Brief History of the Event

Established in 1970 by the Kendal and District Tourist & Publicity Association, the Kendal Torchlight Procession was the main event in the Kendal Gathering. The Association was re-named some years later as the Kendal Events Association and then in 2002 as Kendal Torchlight Procession Limited (a company limited by guarantee, registered no. 4583995) and is made up of volunteer members of the community who organise the annual Kendal Torchlight Carnival.

Kendal Torchlight Carnival is an evening event and is held annually on the Friday immediately following the Westmorland County Agricultural Show, the second or third Friday in September, the venue being the streets and other areas within the town of Kendal, Cumbria. Throughout its 47-year history the event has maintained a very good safety record and the crowds have been well behaved – we aim to maintain this.

The whole event is organised and staged by volunteer members of the community under the guidance of the lead team of Kendal Torchlight Procession Limited. This team is comprised of unpaid volunteer members.

The company has four Directors who are responsible for the corporate governance of the organisation. These people are also volunteers.

On the day of the event the number of organising volunteers (aside from the entrants) may be in the region of 140-180 people. Approximately half are involved in marshalling and the remainder programme selling, logistical management and communication duties.

The Kendal Torchlight Carnival procession is made up of vintage vehicles, marching bands, carnival arts groups, vehicle floats and other displays.

The procession winds through the streets of Kendal, taking approximately 3-3½ hours to make its way from Kendal Leisure Centre, north, along the side of the river Kent, back through the centre of town, to return to the Leisure Centre.

In 2016 approximately 1600 people took part in the procession, from 75+ organisations, with spectators in the region of 25-30,000. On the Saturday the Torchlight Organising Group also put on a Street Party (this has a separate Event Management Plan).

All prospective entrants are requested to return a completed Torchlight Carnival Entry Form (available on the web site www.kendaltorchlightcarnival.co.uk). All entrants will be contacted with Conditions of Entry & Health and Safety Guidelines in their Joining Instructions (See Appendices)

There is a healthy relationship between the Torchlight organisers and Cumbria Police, with ongoing communication, situation updates and reviews.

Event Overview

On Friday 14th September 2018, Kendal Torchlight Carnival is expected to attract a spectator crowd in the region of 20-30,000, with approximately 80 entrant groups, with 1800-2000 participants.

Torchlight Event Management Principles

- 🔥 To stage all elements of the event safely and with a minimum of disruption to local businesses, residents and services;
- 🔥 To comply with the requirements of relevant legislation, and those of official bodies and statutory services.
- 🔥 To maintain positive relationships and effective communication with relevant authorities and organisations and to supply required information in a timely manner.
- 🔥 To ensure that visitors enjoy a safe, relaxed atmosphere in which they can participate and/or spectate at this community event.
- 🔥 To work with all contractors and concessionaires to ensure the event complies with the Local Authority's licensing regulations relating to events held in open spaces.
- 🔥 To learn from the experience of previous events and incorporate such learning into this event's planning.

Event Partnership Organisations

In the course of its duties and responsibilities, the Torchlight Team will work in partnership with a handful of key organisations and authorities:

Cumbria Police - Inspector Paul Latham/ Sergeant Suzanne Scott-O'Neill

The police role will, primarily, be the maintenance of public order and the prevention and detection of crime. The police will not be involved in the routine management of the event; however, there may be a police presence required for any issues of public order, crime or emergency situations.

North West Ambulance Service – Graham Gunning

In 2017 the North West Ambulance Service will have in attendance one of their team, who will be present in the Central Control room during the event. Their role will be to facilitate an effective access arrangement for any ambulance requiring access to Kendal during the event in liaison with the Police Bronze Commander and Torchlight Team Leader or delegated Carnival Coordinator. In the event of an Emergency Situation requiring Ambulance Service attendance, normal activation procedures will be implemented, the Ambulance Service will assume control of any medical incident and will co-ordinate actions with the Police and Fire Service if necessary.

Cumbria Fire and Rescue Service - Rob Gibson

The Fire Service will not implement any special arrangements for this event. In the event of an Emergency Situation requiring Fire Service attendance, normal activation procedures will be implemented. On arrival, the Fire Service will assume control of any incident involving fire and will co-ordinate actions with the Police and Ambulance Service.

South Lakeland District Council – Licensing Department

Kendal Torchlight Carnival is licensed by South Lakeland District Council.

Key Contractors

Where contractors have been required to submit documents outlining their responsibilities these have been included in full as appendices without addition or alteration. Documents will be updated as versions of operating manuals are provided by suppliers. (See Appendices – Contractors).

Approximate Timetable of the Event on the day of the Carnival Procession.

- 0800- Barrier team starts to put barriers in place throughout the town.
Road signs and diversion signs are put out ready to be implemented at Road Closure.
- 1200 Entrants floats start arriving at the Leisure Centre.
- 1700 Ensure barriers and diversion signs at road closure points ready to put in place by Road Closure Marshals.
- 1715- Arrival of majority of entrants at Kendal College, Burton Road and Natland Road.
- 1815 All vintage vehicles tractors line up at Kendal College (Milnthorpe Road).
- 1830 Road Closure (in- lane only). The out-lane is closed once the town has emptied and the Police have given the go-ahead.
- 1900 Consult Police for permission to completely close the roads. Entrant Marshals start marshalling vehicles into their starting positions.
- 1915 Consult the Police for permission to start the procession.
- 1930 Procession to set off, marshals to manage the procession movement, conveying information to Central Control about position, speed, gaps, hazards, etc.
- 2200 Most, if not all of procession should have returned to Burton Road/Leisure Centre.
Safety vehicle tours the Torchlight route reporting crowd density to Central Control
Consult Police for permission to remove Road Closures (out-lane only) once crowds have dispersed.
Road Closures, signs and barriers are removed and stored.

Carnival Assembly Areas

There are six assembly areas for Torchlight Entrants:

- Kendal Leisure Centre car parks (including the coach park and canal car park at the rear);
- Kirkbie Kendal School field for pedestrian groups;
- Natland Road (kerbside for 200m from the Romney Road roundabout on the river side of the road) used by some of the earlier vehicles and floats;
- Kendal College car park (Milnthorpe Road campus) used by the vintage tractors
- Water Crook Truck Park used by excess floats (i.e. those that won't fit in the Leisure Centre car park and Vintage Cars
- K Village car park is **not** going to be used in 201.

Arrival positions and starting positions are to be pre-planned so that all vehicles have allocated locations. These positions are identified on charts used by the Entrants Marshals. A Procession Order Number is issued to all entrants which defines their place in the procession and should be displayed prominently at the front of each vehicle/group. Procession Order Numbers are used at various locations to identify the start position for that group (e.g. on Natland Road and on the Kirkbie Kendal School Field).

Entrants are given clear joining instructions including the initial position for their vehicle or group.

Once the roads have closed, entrant vehicles are marshalled into their starting positions on Lound Road, Burton Road, Natland Road and Romney Bridge (vintage tractors and fire service vehicles).

At the end of the carnival, all floats and vehicles must be re-parked in their starting locations, before any off-loading takes place. Some are marshalled into the Leisure Centre car park; others that can be rapidly stripped can park temporarily on Burton Road and then leave via Helme Chase road closure.

In 2017, Entrant management and marshalling will be in the hands of a specific team of trained volunteers whose function is to manage the starting processes and to ensure the entrants are marshalled into the correct order for the start and to ensure that vehicles are marshalled safely at the end of the procession.

The Event Route and Crowd Density

As in previous years the route follows the path shown on the attached map (Appendices – Route Map). The route length is estimated at 3,400 metres (2.2 miles).

Historically the higher density crowding has been observed along Lound Road, New Road, Miller Bridge, Sandes Avenue and through the centre of town. Steel crowd-control barriers are deployed in these sections to separate the crowds from the procession.

Estimating Crowd Attendance

In 2013, Prof. Keith Still estimated the crowd at 24,000-26,000 using photographs taken along the entire route. Torchlight night was warm and dry and these factors, combined with the Carnival's return after a failure in 2012, ensured high spectator numbers.

In both 2014 and 2015, the weather was again dry and not especially cold, and various experienced people estimated spectator numbers to be larger than in 2013 along much of the route.

Despite the high numbers, there was only one reported problem area and few areas of extreme crowd density. The only problem area was on New Road in close vicinity of the fair, extra marshals have been added to this area, the fair have been instructed to properly barrier themselves in by both Torchlight and Cumbria Police. As an added contingency the Torchlight safety vehicle will have a selection of barriers inside and will be available immediately prior to the carnival to deploy these as necessary.

In 2016 the weather on Procession night was very poor, spectator numbers were affected. However it was still estimated that the total number of spectators over the Procession and Street Party weekend was in the region of 33,000.

It is anticipated that Torchlight Friday Night Procession 201 will attract a primarily-family audience mainly from a 35-mile radius with spectator numbers in the region of 25,000-30,000 if the weather is dry and less than 20,000 if it's inclement.

Crowd Control Barriers

Steel, crowd control barriers will be erected along parts of the route to assist with safer viewing and safer marshalling by separating spectators from the carnival procession at 'tight spots', high crowd density areas and at all Road Closures.

Erection of barriers will be completed for the road closure at 18.30 and removed once the Police have given permission to reopen the roads after the carnival procession has ended.

All major Road Closures will be marshalled by professional security company FGH and reinforced with barriers to prevent vehicles entering the procession route. Many minor road closures will be barriered.

Crowd Management

Spectators will be spread over a large area throughout the procession route and it is anticipated that the audience will be fluid and move around the town.

Due to the nature of the event, the greatest crowd concentration will be seen around the areas of Lound Road, Stricklandgate to Sands Avenue, around Market Place to the Birdcage and the Town Hall to Highgate, therefore a certain degree of crowd management has to take place to facilitate crowd dispersion along the route and to prevent congestion building up at key locations. This is necessary to minimise risk and maximise the ability of the crowd to enjoy the event.

Crossing points are also to be managed to prevent crowd pressure behind barriers at key locations such as the centre of town, New Road by the fun fair and on Nether and Miller Bridges.

Torchlight Crowd Marshals are trained to ensure that crowds are managed effectively and any crowd build-up is spread out before it becomes a safety concern.

Pinch Points

“A place or point where congestion occurs or is likely to occur, especially on a road”

Known pinch points shown on the attached map as grey circles.

1. Lound Road (as the procession gets going);
2. Nether Bridge and Aynam Road South (tight turn for larger vehicles);
3. Miller Bridge (tight turn for larger vehicles);
4. Stramongate Corner (tight turn for larger vehicles);
5. Junction of Sandes Avenue and Stricklandgate (tight turn for larger vehicles);
6. The town centre (pedestrian priority narrow street with large spectator numbers)
7. Town Hall (slight downward incline and the Civic reception grandstand)
8. Nether Bridge on return journey (tight turn for larger vehicles and pedestrian contra-flow);

Emergency Access

Where barriers are in position across roads that may require emergency or event access, the centre sections will be left un-hooked to facilitate quick opening on a hinged gate system. Marshals will remain in place at all locations that may require barrier removal in an emergency.

Mobility Impaired Provision

The event welcomes and caters for mobility-impaired people and is active in advertising such facilities through the local media. Mobility-impaired people's suggestions and opinions are sought and welcomed regarding the provisions made for them at the event.

An area is made available for mobility-impaired people's vehicles and wheelchairs at the Bus Station on Blackhall Road. This area will be appropriately signed and labelled on Carnival maps.

First Aid Provision

Anyone requiring first aid/medical attention is asked to contact a Torchlight Marshal who will notify Central Control who will then coordinate the response of Torchlight First Aiders, and if required, the emergency services.

We anticipate that due to lack of volunteers a team of professional first-aiders will be required (North West PALS) These will be in place (for minor incidents) and will then liaise with the Emergency Services if an incident requires further attention.

In 2017, a first aid team of six pairs, remaining mobile and relatively invisible. This team will be supported with two ambulances – one at either end of the town.

Lost Children

Lost children or parents seeking lost children will be reported by Torchlight Marshals to Central Control who will notify the Police. Lost children or parents will be asked to remain with the

Torchlight Marshal and a Torchlight Child Protection Officer will be sent to that location to manage the situation. Central Control will spread the message to all Marshals in the hope that they might be able to help reunite the child with their parents. A lost/separated child will not be handed over to the parents until the Police have met and requested ID from the parents. The Torchlight Child Protection Office will have in place a valid enhanced DBS check certificate and will liaise with Police as needed.

Sweets

A tradition with Torchlight is to distribute sweets, by hand, to the spectators. We will control this risk as follows:

- Distribution will be by hand, from pedestrians, and across the barrier line, into the crowd.
- We will endeavour to ensure that no sweets fall into the road during the procession as that may entice a child into a potential dangerous situation.
- Static Marshals will collect any sweets seen in the road providing it is safe to do so, otherwise they need to be aware of the risks of small children reaching for, or moving towards sweets in the path of vehicles.

We will brief any entrant organisations that wish to distribute sweets to ensure that the distribution does not create sudden crowd movements towards barriers or create a "scramble" in the crowd. Sweet distribution is part of the fun and family atmosphere of Carnival and provided our distribution process is controlled the risks will be minimised.

Toilets

The procession will last for 3 hours therefore normal toilet facilities in town should be sufficient. Toilets are made available for entrants at Kendal College , Kirkbie Kendal School and Kendal Leisure Centre

Event Management

Safety and Support Vehicles

A lit vehicle will lead the Carnival, whether a safety vehicle with flashing amber hazard lights or another suitable vehicle, to warn spectators of the approach of the Carnival procession.

Following the Torchlight Carnival procession will be a highly visible vehicle i.e. with amber flashing lights.

All Torchlight Carnival official support vehicles working on the route will display flashing amber warning/hazard lights.

Street Performers

Street and carnival artists may be performing on the road at various locations along the route for the benefit of spectators during the period following the road closure until the arrival of the Carnival procession. Marshals will be in place to manage the crowd at these performances.

Cash Collection

The Torchlight Charity Collection, authorised by South Lakeland District Council, will be in progress during the evening with up to 80 cash collectors. Responsibility for managing the cash collection has been handed to the Torchlight Partner Charities. For 2018 these are R Foyal British Legion, Cancer Care, Oaklea Trust, Rosemere Cancer Foundation and Mind.

All collectors will carry formal identification provided by their charity. All collecting containers will be sealed and clearly marked with labels showing the Torchlight logo and names of the benefactors. Collecting vessels will be deposited in a secure location at the end of the procession; the proceeds will then be counted and banked on another day, before being distributed to the partner charities.

Hired-in Services

A number of services and types of equipment are hired in for the event. Where necessary and appropriate, the providers and contractors are required to furnish the organisers with confirmation that their services and equipment provided to Kendal Torchlight Carnival meet all requirements with regard to Health and Safety Regulations, Environmental Health Regulations, any requirements by Local Authorities and are covered by Public Liability insurance.

Waste Management

We do not intend to provide extra bins along the Carnival procession route. After the event, SLDC will ensure no undue litter has been left behind in the public areas, and Torchlight volunteers will litter-pick on private premises made available to us.

Lighting

Additional outdoor lighting will be provided on Kirkbie Kendal School field for the benefit of pedestrian entrants.

Noise Management Policy

Marshals will have the right to ask bands, and any played music, to lower the volume of noise as and when necessary.

Non-Emergency Vehicle Access

NO VEHICLES ARE TO BE ALLOWED THROUGH THE ROAD CLOSURES – should a situation arise where this is essential Road Closure Marshals are to request permission from the Police via Central Control before allowing any vehicle through the Road Closure cordon. Any vehicle making its way into the cordon without permission must be reported to the Police via Central Control

Road Traffic Management

Marshalling Responsibilities

A Senior Marshal or Team Leader (named in Organisation Chart - Appendix) will be responsible for the coordination and management of the Crowd, Procession and Road Closure Marshals via Central Control.

Central Control

Central Control is a communication hub at which one trained marshal and one Police Officer are able to communicate with the entire Torchlight Team. A Senior member of the Torchlight Organising Group and Police Bronze Commander or delegates will be available at all times to make decisions as required to be relayed via Central Control.

All Torchlight communication, including reporting emergency situations, should be directed via Central Control.

Road Closure Responsibilities

The Torchlight Barrier Team will be responsible for ensuring all barriers are in place prior to the Road Closure.

The Volunteer Coordinator Jackie Holmes and Event Controller Martin Kinley will be responsible for ensuring all Road Closures have been implemented (once permission has been granted by the Police) and are marshalled by trained and trustworthy volunteers with radio and/or phone communication.

Central Control/Radio Operator will be responsible for completing a full radio check to confirm that all Road Closures are in place and we have effective communication with each Road Closure marshal.

Once the Police are satisfied that it is safe to remove the Road Closures, Central Control will direct Road Closure Marshals to remove all Road Closure signage and barriers and stack them safely for collection. Road closures removal may be staggered, on the advice of the Police, to enable traffic to flow in some areas before others are opened.

Disabled Access

No extra arrangements are to be made in view of the fact that there are disabled parking provisions. Disabled car parking is available throughout the town and existing disabled toilet facilities are still available. Torchlight will designate an area for mobility-impaired vehicles at Blackhall Road Bus Station.

Car Parking

There are car parks available at various locations around Kendal, and it is anticipated that no further arrangements are needed for car parking. Torchlight will advise spectators to park outside the Road Closure cordon. Coach Operators may contact Torchlight for parking advice, in which case we will ask for permission to park coaches behind County Hall on Busher Walk. The Estate manager has agreed this facility to date.

Road Closures

To facilitate the event and following consultations with Cumbria Police, part of Kendal Town is subject to an Order granted by South Lakeland District Council under the TOWN POLICE CLAUSES ACT 1847.

See Appendices - Road Closure Order.

Public Transport Management

Torchlight will contact local transport providers regarding implementation of road closures. Due to buses being less frequent in an evening it is thought that the impact will be minimal. Stagecoach may choose to set up temporary bus stops on Busher Walk (as they have done in previous years).

With Wildman Street and Beezon Road now outside the Road Closure cordon, fewer public transport services will be affected.

Event Communication

Throughout the late afternoon on the day of the event and throughout the Torchlight Carnival a two-way radio communications system will be in operation, coordinated by Central Control. In addition mobile telephones will be used by key personnel (See Appendices - Event Contacts).

From just prior to Road Closure time, until just after the roads are re-opened, a Police Officer will be in location at Central Control, enabling communication with the Police team brought in for the Torchlight Carnival.

In case of emergency the quickest way to contact the Emergency Services will normally be via Central Control.

Communication with the Start and Finish Marshals

The Entrant Marshal Coordinator will be in contact with Central Control on the primary radio system and will also use a local PMR system to enable communication between the individual Entrant Marshals

Communication with Road Closure Marshals

All Road Closure Marshals will have a radio and will be in communication with Central Control. A communication check will be made just prior to road closure time.

Communication with Crowd Marshals

One designated marshal (Zone Supervisor) in each of the Marshal Zones will have a radio to enable communication via Central Control. Their responsibility will be to supervise and support their small team of Crowd Marshals and to relay any messages to and from Central Control. A communication check will be made prior to the start of the Carnival.

Communication with Procession Marshals

Procession Marshals will be allocated specific sections of the procession to be responsible for they will work with the Start and Finish Marshals to ensure there is an orderly start and Finish to the Procession. During the procession these will be the key team to ensure efficient and safe movement of walkers and vehicles. A Core Team of the Procession Marshals will have direct communication with Central Control.

Communication with Police

Torchlight will provide a radio for use by the Police, enabling them to communicate via Central Control on the Torchlight communication system.

Kendal Police will provide one officer who will remain in location at Central Control as a communication link between Police and Torchlight personnel.

Police personnel will also be in radio contact via their own separate radio system.

Public Information

Media Management Plan

Leading up to the event Torchlight will use a variety of media to keep the public up to date. e.g. local press, radio, Facebook, Twitter and web page. If any enquiries are made from media organisations, the enquiry should be directed to the Team Leader or Publicity Coordinator (George Cotter) to respond.

In the event of an Untoward Incident or Emergency Situation occurring during the event that generates media interest, the initial response would be handled from Event Control or by the Torchlight Team Leader.

Only personnel authorised by the Directors of Kendal Torchlight Carnival, such as the Torchlight Team Leader, will be allowed to issue press statements (via any media including social media) and these will be compiled following consultations with the incident officers from the relevant emergency services. It must be emphasised that all statements issued must be restricted to factual events and no speculation on the cause or effect of the incident should be entered into.

In the event of a major incident occurring at the event, the procedures of the local authority and/or Major Incident Plan would automatically be involved.

A media centre would be established in the vicinity of the incident with the capability to provide a co-ordinated media response. This would involve personnel from the emergency services, local authority and Torchlight. The Police will be responsible for the co-ordination of this process.

Event Marshalling and Security

Marshals

Since the event started in 1970 event marshals have been engaged on a volunteer basis. In 2017 with the exception of Road Closure Marshals the marshalling will continue on a voluntary basis. Responsibility for recruitment and coordination of all marshals lies with the Volunteer Coordinator (Craig Baldwin).

There are five Torchlight Marshal designations:

Procession Marshals help assemble the procession manage its speed and assist with its dispersal. They liaise with each entry via the Entry Marshal.

The **Entry Marshal** is responsible for liaison with the Torchlight Team via the Processional Marshals. They may also oversee the other Marshals or Banksmen on each entry especial entries using larger vehicles and trailers

Crowd Marshals are responsible to help manage the crowds and provide safe passage of the procession through the streets of Kendal, managing or reporting hazards and incidents to Central

Control through their Zone Supervisor and working with the Emergency Services according to the Event Management Plan. They are supported and supervised by 17 Zone Supervisors.

Start and Finish Marshals manage the movement of vehicles at the Leisure Centre, Natland Road, Burton Road, etc prior to and during the start of, and at the end of the Torchlight Carnival procession. They also supervise the assembly and dispersal of the procession.

The roads of the town that are used for the Procession are closed by, managed by and reopened by a team of **Road Closure Marshals**, who work under the instruction of Torchlight Central Control, who follow permissions given by the Police and Local Authority. For 2018 Road Closure Marshals will be provided by a professional security company FGH Security, Alston House, White Cross, Lancaster, LA1 4XQ

The Volunteer Coordinator is responsible for the appointment and deployment of all Marshals within the Team. The Torchlight Team Leader assumes overall responsibility for marshalling the event.

Marshal's Instructions and Duties

On arrival all marshals and must sign in at the desk in the main hall of Kirkbie Kendal School and obtain a hi-visibility tabard/jacket, gloves, a radio if allocated and their specific instruction sheet. All entry marshals and other volunteers must sign in at the Leisure Centre. All marshals will have attended a generic training evening prior to the event to outline their duties and responsibilities. In the light of recent events nationally and internationally this training will also emphasise the need for extra vigilance with regards to security issues and the reporting of anything suspicious.

Marshals Duties

Torchlight marshals will be responsible for the supervision of various aspects of the Torchlight Carnival. They will work under the control of, and reporting to, the Volunteer Coordinator or the Event Controller plus the Zone Supervisors appointed by the Volunteer Coordinator.

Their prime tasks are to assist in the safe running of the event - before, during and after, in a pleasant, helpful but firm manner and to communicate with Central Control.

Prior to the event all marshals should be familiar with the Marshal Joining Instructions/Marshal Briefing which will be made available prior to the event and at the briefing meetings. They will also be encouraged to and expected to read this Event Management Plan.

Entry Marshals

Entry marshals remain with their carnival group throughout the Carnival procession and report to the Designated Responsible Person or Entry Supervisor for that entrant group/float. The vintage cars and tractor groups will have just a Designated Responsible Person rather than a Entry

marshal. Almost every other participating group will provide two marshals whose function is to reduce risk to their participants, liaise with other Torchlight Marshals, maintain a reasonable pace, and reduce gaps between entrants and alert Procession Marshals of any incidents that they cannot manage themselves.

Crowd Marshals

Torchlight Crowd Marshals remain in their designated locations unless instructed to assist elsewhere. Their function is to maintain a safe relationship between the spectators and the participants, and to assist in any way possible with the smooth running of the event. They will be briefed to be watchful for emergency vehicles, open barriers to assist crossing and ease crowd congestion if needed and alert their Zone Supervisor of any incidents and accidents that they cannot manage themselves.

When the tail of the carnival has passed a particular location, Crowd marshals may be asked to carry out any further duties at another location. Otherwise they will remain within their designated zone until the roads are re-opened.

Street vendors

All authorised vendors will carry ID issued by Torchlight.

Emergency Procedures

The Ambulance, Fire and Police stations are all located in the same area at the northern end of the town in Busher Walk from where access into the Torchlight Carnival route would be at the junction of Sandes Avenue and Stricklandgate, though ambulances are more likely to approach the town from the south.

If a major incident is declared and emergency vehicles require access to the Carnival route, the Zone Marshals in radio-contact with Central Control will be instructed to adopt the Emergency Procedure.

Standard Emergency Procedure

Emergency vehicles may travel in any direction along the most direct available route towards the scene of the incident. Police will identify the best route to the incident and will advise emergency vehicles of that route.

The procession will be moved to the left hand side of the route i.e. the near side, in their direction of travel to allow emergency vehicle access, unless the incident is on that side in which case they will be moved out of the way or to the right.

Central Control will retain responsibility for the coordination of the response until the Emergency Services arrive on scene or the Police advise that they are taking control.

Once the Emergency Services have taken control, all Torchlight Marshals will take direct instructions from the Emergency Services regarding:

- 🔥 Marshalling and movement of Torchlight vehicles and participants, including altering the direction or route of the procession;
- 🔥 Enabling access and egress for emergency vehicles and personnel;
- 🔥 Any aspect of incident management.

Untoward Incidents

An untoward incident is defined as “an incident that impacts upon the safe running of the event but DOES NOT require the police to assume the co-ordination of its resolution.”

Any Marshal who becomes aware of a potential Untoward Incident will advise Central Control (via their Zone Marshal) by phone or radio giving a precise location and situation report as soon as possible.

On the occurrence of an Untoward Incident, Central Control will manage the response of Marshals through normal radio and phone communication.

Emergency Situations

An emergency situation is defined as “an occurrence that poses a threat of serious injury, loss of life or a breakdown in public order and DOES require the Police to assume the co-ordination of its resolution.”

Emergency Response plan

A flexible Emergency Situation response will be implemented as follows:

1. The Emergency Services will assume overall control of the situation.
2. Central Control will consult with the Police to determine the appropriate action required to respond to the incident.
3. Central Control will arrange for announcements to be made to Torchlight participants and spectators giving an appropriate message in a clear and concise manner via Marshals.
4. If an evacuation of all or part of the area is required, Torchlight Marshals will prevent any re-entry without specific permission from the Police/Emergency Services.
5. Emergency Services will advise Torchlight personnel of their post Emergency Situation reporting procedure.

Severe Weather & Event Cancellation

It is thought that the weather will have little impact on this event. In exceptional circumstances, the Torchlight co-ordinators may make a decision to cancel the event, based on the preservation of safety of participants and spectators.

If cancellation is deemed necessary Torchlight Marshals will inform spectators and participants that "due to unforeseen circumstances the event has had to be cancelled". If the weather is indeed that bad, it is unlikely there will be many people around.

Fire Hazards

The risk of fire in the vicinity of the event is always present. The attached risk assessment has identified the various elements relating to fire risk. A fire in the immediate vicinity will be treated as an Emergency Situation.

Bomb Threats and Terrorist Incidents

Central Control is aware of the potential, however small, of a bomb threats or terrorist incident and the ensuing actions that have to be taken. In light of recent events nationally and internationally all Marshals and Event Organisers will during their training sessions be asked to be extra vigilant during the procession and report anything suspicious. Drivers of all vehicles in the procession must present their license for checking prior to the event or at check in. The Police will be responsible for the co-ordination of the response in case of any incident

Suspicious Packages and Vehicles

If a suspicious package or vehicle is discovered it should not be touched or moved. The crowds should be kept clear of the immediate area and Police and/or Central Control should be notified as soon as possible. Central Control will notify the police immediately of suspicious packages or vehicles. As with bomb threats, the Police will be responsible for the co-ordination of the response.

Evacuation Procedures

In the event of an emergency during the peak period of the event any evacuation will be via a variety of routes dependent on where the incident takes place.

If it is deemed appropriate to implement a full or partial evacuation the following guidance should be followed:

1. Central Control will issue clear and concise instructions to Torchlight Marshals.
2. Torchlight Marshals will actively encourage the crowd to move in accordance with the directions given. They must attempt to reassure and calm the crowd, being aware of other potential hazards such as vehicles.
3. In the unlikely event that a central evacuation/casualty point be required this will be designated according to the location of any incident but possible locations will be Kirkbie Kendal Car park, Blackhall Road Car park, Library Road Car Park

Major Incident Procedures

A major incident is defined as “any emergency that requires the implementation of special arrangements by one or more of the emergency services:”

Overall Co-Ordination

If a major incident is declared, the Emergency Services and the local authority will put into place established command structures and procedures. The Police will assume responsibility for overall co-ordination thus enabling the other services and organisations to focus on their specialist tasks.

Central Control will direct all Marshalls to assist with any requirements of the Emergency Services during a major incident.

Appendices

Risk Assessments

Route Map

Barrier Plan

Pinch Points Map

Premises Licence

Entrants Joining Instructions

Crowd Marshal Briefing

Entry Marshal Joining Instructions

Start and Finish Marshalling Procedure

Emergency Contact Details

Radio Communication Protocol

Roads Closures Map

Road Closure Order

Contractors List

Torchlight Contacts

Marshalling Zone Map

Organisational Chart

Public Liability Insurance (renewed May 2018)

Procession Management Procedure

24 Hour Preparation Plan