

Event Management Plan

The Dickensian Evening

Event Name	Dickensian Evening
Event Location	Tavistock, Devon
Event Date	1st December 2023
Organisation	Tavistock Business Improvement District
Document last updated	16-11-23

EVENT MANAGEMENT PLAN

Contents	Page
Event management - Event overview	3
Key event management contacts	4
Staffing	5
Programme Schedule	6
Event Timetable	10
Health and safety - Risk assessments and management	11
Security	12
Marshalling	13
Emergency procedures	15
First aid and medical cover	19
COVID-19	19
Electricity	19
Fire safety at your event	20
Inflatable play equipment & Fun Fairs	20
Temporary structures	21
Animals at events	22
Communications	22
Lost children	23
Licensing	24
Insurance	24
Provision of food	24
Spectators and viewing areas	26
Toilets	26
Vehicles on site	26
Traffic, transport and parking	27
Environmental considerations	28

Event management

Event overview

Late night shopping and events when participants wear traditional Dickensian dress. Events and late-night shopping take place from 5pm until 9pm, commencing with a lantern parade throughout town towards Bedford Square at 5pm.

The town Christmas lights are switched on at 5:45pm.

Entertainment includes, stalls, street entertainment, static steam engines, singers, live music and performances.

The Dickensian Evening is organized by Tavistock Business Improvement District (BID), supported by town centre businesses and local charities and organisations. Tavistock Town Council provide the manpower for the lights and act as contractors for the supply of Marshalls. A Park and Ride service is operated during the evening's events.

Up to 1,000 persons may be present for the lantern parade and welcome address/lights.

This year's Dickensian Evening will be held on Friday 1st December 2023.

Licence and application checklist

Checklist	Yes	No	N/A
Event Notification Form (ENF)	✓		
Road Closure Application	✓		
Temporary Event Notice (TEN)		✓	
Any other licensing requirements (provide details) consents and licences			✓
Have you checked if your event requires planning permission? (provide details)			✓

Key event management contacts

The event manager has overall responsibility for all aspects of the event. Depending on the nature and scale of the event, other people will have key tasks and responsibilities allocated to them but will report to the event manager.

Name	Role	Responsibility	Contact Details
BID Manager	Event Manager	Overall responsibility	Janna Sanders, 07970 795195 janna@tavistockbid.co.uk
BID Manager	Production	All event infrastructure, ordering, delivery timings etc	Janna Sanders, 07970 795195 janna@tavistockbid.co.uk
BID Manager	Volunteer Coordinator	Volunteer recruitment, training and event day management	Janna Sanders, 07970 795195 janna@tavistockbid.co.uk
Tavistock Town Council	Steward Coordinator	Recruitment, training and event day management	Drake Road, Tavistock Devon, PL19 0AU 01822 616134 becky.rowe@tavistock.gov.uk .
Tavistock BID	Health & Safety	H&S Management prior to and on the day	Janna Sanders, 07970 795195 janna@tavistockbid.co.uk .
West Devon Borough Council	Welfare	Toilets and wash facilities	Kilworthy Park PL19 0BZ 01822 813600 waste@swdevon.gov.uk
West Devon Borough Council	Waste Management	Organisation of waste clearance and recycling	Kilworthy Park PL19 0BZ 01822 813600 waste@swdevon.gov.uk

Key event contacts – other

Authorities (fire, police, first aid etc)				
Organisation	Contact	Service	Contact details	Notes
Police	101 / 999	On call	tavistock@devonandcornwall.pnn.police.uk Abbey Rise, Tavistock PL19 9AS	Safety Action Group (SAG) members
Fire	999	On call	JCoole@dsfire.gov.uk The Knowle. Clyst St George. Exeter. EX3 0NW	
SWAST	101 / 999	On call	Tim.Beckett@swast.nhs.uk Derriford Ambulance Station, Morlaix Drive, Derriford, PL6 5AB	
West Devon Borough Council	01803 861431	Pre-arranged	Waste@swdevon.gov.uk	
St. John's Amulance	0800 0614539	On call	Joshua Taylor-Smith 07833 401 786	

Park and Ride	01752 495221	On call	Stagecoach – Rob Stonehouse 07393 297 484	
Tavistock Hospital	01822 612233 / 101 / 999	On call	Spring Hill, Tavistock, Devon, PL19 8LD	

Attractions, artists and entertainment – see Participant Document

Staffing

- Organising staff including the BID Manager and BID Support staff;
- A Lead Steward - TTC staff - is also employed by the BID;
- Stewards include those undertaking traffic management, policing the road closures and public safety etc;
- Cleaning and waste disposal undertaken by West Devon Borough Council during and after the event;
- St. John's Ambulance undertake emergency first aid responsibilities and child safeguarding;
- Volunteers include those assisting with Stewarding.

EVENT MANAGEMENT PLAN

Programme Schedule

Schedule Dickensian Evening Event – prior to event day						
Date	Task	Start	Finish	Resources/ who	Notes	Complete
w/c 13-11	Liaison with the Event Safety Advisory Group (SAG).			JS, WS, BR, JC, TB, LC, AK	Via Email	
15-08-23	Application for Road Closures to County Council					Complete
Ongoing	Collection and appraisal of risk assessments, insurance documents and competence certificates (where applicable) from all participant's and stall holders.					
Schedule Dickensian Evening Event – event day						
01.12.23	Stage arrives on Bedford Square	07:00	09:00	BL / JS	During the stage setup Bedford Square and associated streets are not closed off, so there is a small risk of collision and accident involving pedestrian and vehicles. <i>Stage will arrive early in the morning on event day in order to provide a safe environment for the arrival of the transport lorry and offloading on Bedford Square. At this time, few pedestrians will be in the area. BL / BID Manager to ensure public safety while the stage is located.</i>	
	Stage team to install electricity.	08:00	09:00	BL	Stage edge protection to be installed. Wiring cables to be laid from WDBC owned building in Court Gate with safety precautions undertaken.	

	Team briefing to Steward, Volunteers and all designated persons	10:00 14:30	11:00 15:00	JS	TTC Works Depot Bedford Square	
	Introduce and manage road closures for public traffic	14:00 15:00	22:00	TTC	Road closures under the control of Stewards. <i>The traffic management plan is included as an annex of this document.</i>	
					<u>Road crossing from Duke Street to West Street.</u> <i>This area is manned by Stewards. However, it is an area of concern regarding possible collisions given that the road is open plus taxis use the roundabout to U-turn when picking up from Bedford Square.</i> <i>In order to control this situation, additional external lighting is placed around the roundabout plus signage denoting SLOW for the traffic and VEHICLE CROSSING warnings for pedestrians. Stewards should be present to supervise the situation and physically warn pedestrians and drivers.</i>	
					<u>West Street.</u> There is a collision risk for pedestrians on West Street as residents often try to ignore road closures in order to park on West Street. <i>TTC vehicle(s) to be parked along the entrance to West Street (by Rocky Hill) as a control measure for the risk of a vehicle driving down the road in order to prevent unauthorised access to this area.</i>	
	Guildhall Car Park closed	14:00	15:00	TTC	Users of the car park are given an hour to leave from 2pm.	
	Placing of bin for waste materials	15:00	22:00	WDBC	WDBC street team to place additional bins and collect waste throughout the evening. To provide a street clean at close of day.	
	Placing of crowd control barriers	15:00		TTC	TTC See below.	

Stall holders and contributors arrive on site and set up	15:00			Areas include: Brook St, Duke St, West St, Russell St, Guildhall Car Park.
Start of the Park and Ride	16:15	21:03	Stagecoach	Under the control of Stagecoach, operating from Morrisons Car Park to Bedford Hotel.
First aid station and mobile patrols to be set up by St. John's Ambulance	16:30	21:30	St. John's Ambulance	Response vehicles located opposite Co-Op on Brook St and opposite Barclays Bank.
Events and displays	17:00	20:30		
Lantern Parade	17:00	17:15	BID	The group – with two BID Stewards plus two Lions Club volunteers - sets off from St. Eustachius Churchyard, walking with hand held willow lanterns performing a loop of the town centre finishing back at Bedford Square. TTC staff will be alerted as the procession approaches the road closures and will close Drake Road to allow safe passage. All lanterns have battery operated bulbs. Event compere to announce the commencement of the parade and to provide instruction on route over the PA.
Entertainment Begins	17:00	17:30	TTC/BID	Stewards should be aware that crowds will begin to form on Bedford Square as the evening commences.
Crowd Control	17:15	17:45	TTC	Stewards should be on duty in Bedford Square for crowd control . STEWARDS TO BE ALLOCATED FOR THIS TASK. 6 marshals will go to switch on duties and the remainder should stay on the Square. Dynamic assessment to be completed in relation to the maximum allocated numbers in accordance with 'Managing Crowd Density at Your Event' . In the event of overcrowding, members of the public will be encouraged by Marshalls to view the event from the Churchyard and to move into the Guildhall Car Park and surrounding areas.

Pre-lights switch on Marshals move to switch-on duties	17:30	17:35		Marshals to be in position in order to switch on the lights. <i>Marshals are to be allocated for this task.</i> Co-ordination of the lights switch on is via radio communication.
Mayor's Welcome - possible closure of Bedford Square to Drake Road Lights Switch-On	17:35 17:45	17:45	TTC	While the majority of main roads are closed, the road along Bedford Square and up Drake Road remains open in order to prevent a major diversion. This road <u>will</u> be closed temporarily by Marshalls during the Mayor's Welcome to prevent danger to pedestrians. Traffic released with caution from 17:50 approximately dependent on the number of pedestrians within the area. Marshalls to be allocated to Road Closure. Close off road running through Bedford Square. Marshalls situated at either end of the road to manage traffic.
Majority of the crowd Disperses	17:50	18:00		All marshals to return from switch-on duties as soon as possible to aid with crowd control as people leave the area.
Close of event	21:00			
Re-Open Roads	21:00		TTC	
Pack up of the participant's equipment and apparatus.	21:00			
Pack up the main stage.	21:00		BL	
Clean up and removal of waste materials	21:00		WDBC	
Traders and participants leave	21:30			

Event Timetable

	Bedford Square #1	Guildhall Car Park #2	Upper West Street #3	Russell Street #4	Lower West Street (Newalls) #5	Market Street (Bank Square Car Park) #6	Pannier Market East End #7	Duke St / Rest Rooms #8	Brook Street Coop #9	Lawsons #10	
5:00-5:20	Lantern Parade - Thawed	Food & Fairground Attractions - all night				Doggie Grotto & Father Christmas - 5-8pm			Steam Engine		
5:00-5:00	Compere Opens										
5:00-5:15	St. Peters Primary School Choir										
5:15-5:35	Tavistock Primary School Choir										
5:35-5:50	5:35 Welcome 5:45 Lights on	Elfic 5:45-6:15			Lodestone Morris 5:45-6:30					Terri Mae 5:45-6:15	Swingology 5:45-6:15
5:50-6:10	Mary Tavy & Brentor Choir		Fire Artists 6:00-6:15	Stannary Band 6:00-6:30							
6:10-6:30	Pig Racing										
6:30-6:50	Theatre Train			Rosie Rainbow 6:35-6:50						Terri Mae 5:45-6:15	Swingology 6:45-7:15
6:50-7:10	Pig Racing	Elfic 6:45-7:15	Fire Artists 7:00-7:15	Lodestone Morris 7:00-7:30	Stannary Band 7:00-7:30						
7:10-7:30	Wheelhouse Folk			Rosie Rainbow 7:35-7:50							
7:30-7:45	Award Ceremony										
7:45-8:00	Pig Racing	Elfic 7:45-8:15						Terri Mae 5:45-6:15	Swingology 7:45-8:15		
8:00-8:15	Carols & Stannary Brass Band		Fire Artists				Lodestone Morris 8:00-8:45				
8:15-8:30	Tavy Tars										
8:30-9:00	Music										

Lantern Parade

Participants will meet in St. Eustachius Churchyard at 4:50pm.

Stilt Walkers will approach the Churchyard from the Parish Rooms in Plymouth Road – accompanied by a steward. Once they arrive, the lantern parade will begin at 5pm. This will be communicated via radio to all stewards.

Additional attention must be paid to the safe passage of participants to Bedford Square. This will involve stopping traffic for a short period of time while people cross to Bedford Square.

On arrival into the Square, participants will approach the stage in time for the official opening of the evening.

EVENT MANAGEMENT PLAN

Health and safety

Your responsibility for health and safety at your event

Even if you are a community organisation with no employees, you still have a responsibility under the [Health and Safety at Work Act 1974](#) to ensure that your event and any contractors are operating legally and safely. The sections below will help ensure you take all reasonable steps to ensure your event is safe and meets health and safety laws and guidelines.

Risk assessments and management

Risk assessments cover all health, safety and planning aspects of your event. You should develop your [risk assessment](#) early on, monitor it constantly and adjust it as necessary. The first step is to develop a **risk register**, which identifies the risks for your event. Each risk listed in the register will need to be included in the risk assessment.

- A risk assessment has been completed re: the day's activities and is available as part of the Event Management Plan. *The risk assessment is included as an annex of this document.*

Risk assessments – contractors / participants

Your contractors could include a fun fair ride, face painter or walkabout performer. As the event organiser you are responsible for anything you contract in.

- Risk assessments and where applicable method statements are to be provided by all participants and those that carry out work activity including the fitment and erection of apparatus and facilities.
- The risk assessment / method statement should be scrutinised to ensure it has adequate controls in place for the work activity.
- The participant list should be completed and include the provision of Public Liability Insurances.
- All documentation is to be provided prior to the event.
- All participants are to be included on the Contributor / Exhibitor checklist.
- Review Contributor / Exhibitor checklist prior to the event in order to ensure that all information and relevant documentation is available.
- All stalls are positioned within white lines of parking bays to allow access of emergency vehicles if required.
- Stall should not obstruct any fire hydrants.
- Stalls that need licensing must apply for these directly but give a copy to event organiser.

EVENT MANAGEMENT PLAN

Security

Most events require some professional security or stewarding to help with crowd control. Your risk assessment must include your security requirements, which will depend on things like your event location, date, operating times, target audience, planned attendance numbers, fenced or open site etc.

Security at events must be [SIA \(Security Industry Authority\)](#) registered.

- Tavistock Town Council (TTC) – are contracted for providing Stewards for the event. The Stewards are not [SIA \(Security Industry Authority\)](#) registered, but they are deemed to be competent and are full time employee of the TTC. Many are Chapter 8 accredited and these will manage the road closures.
- An SIA registered steward is contracted by the BID from City Security Plymouth.
- There are also freelance stewards contracted by the BID.
- The Stewards are controlled by a Lead Steward who liaises with the Event Manager (BID Manager) prior to and during the event.
- The BID Manager / Lead Steward provide an initial assessment of any security related incident prior to informing the Police.
- Police operate during the event and are part of the planning process.
- In order to control an Emergency Response a Control Centre is to be established and located on **Bedford Square, behind the main stage:**
- The Control Centre will have adequate signage denoting its use and include:
 - The control centre should be permanently occupied by at least one person at all times of the event;
 - Access to DBS checked person for a situation involving lost children (BID Manager);
 - An accident record book for recording such incidents;
 - A log or folder for the recording of general incidents;
 - A copy of the Event Management Plan for reference;
 - Record to key persons and their contact details;
 - Radios and other communication devices (TTC).
- The Security for the event is under the control of Tavistock BID including an initial emergency response.
- If available on the day of the event representatives from the Police and South West Ambulance Service Trust will be in attendance, however there is not any guarantee of their attendance.

EVENT MANAGEMENT PLAN

Stewarding

Like your security requirements, the number of Stewards you need will depend on your risk assessment, event location, date, operating times, target audience, planned attendance numbers, fenced or open site etc.

- Stewards require briefings, so they are fully aware of their duties and responsibilities.
- You must develop a communications plan for all staff, including marshals, so they understand how they should share information or report incidents during the event.

- Stewards are provided by Tavistock Town Council, City Security Plymouth and freelance stewards contracted directly by Tavistock BID. TTC stewards are responsible for the closing of the designated roads and placing of signs and cones prior to the event. 18 TTC stewards are employed for the evening.
- The response to stewards by members of the public will depend on the stewards' dress, behaviour and on the attitude. For a steward to have credibility members of the public must have confidence in the ability of the individual:
 - Stewards should not use personal mobiles to text, to have long chats with each other;
 - Lean up against walls showing disinterest etc;
 - They should be vigilant and **actively** engage with the public in order to reassure the public and disrupt criminals and may even motivate them, even if this is a simple "Good Evening".
- During the event the stewards police the road closures to ensure that persons are not at risk from moving vehicles. To achieve this designated stewards are static in designated areas. Road closures are agreed with the Safety Advisory Group (SAG).
- Stewards also have a mobile patrolling responsibility.
- All road closure barriers are positioned in accordance with the Traffic Safety Measures and Signs for Road Works and Temporary Situations Part 1: Design 2009 - Traffic Signs Manual - Chapter 8 - Traffic Safety Measures and Signs for Road Works and Temporary Situations. AA signage to be put into place.
- The areas of responsibility for the stewards are included within the Zone Plan
- **Mayors Welcome** – stewards on duty in Bedford Square to monitor crowd density and provide crowd control.

- **Hazardous areas:**

There is the possibility of an excessive number of pedestrians to be at risk of crushing injuries in the following areas:

- Brook Street, outside the Turkish Barbers in parking lines;
- Paddons Row;
- Duke Street, outside old folks rest rooms;
- West Street, outside Newells;
- West Street, outside The Cornish Arms;
- Bedford Square area.
- *Stewards have the responsibility of preventing a build-up of pedestrians by restricting access to the risk area until the build-up has decreased. **To ensure that this is effective the risk area should be positively pinpointed.*** The location of Dickensian Evening lends itself to nearby open spaces and streets where crowds would be dispersed to in the event of an emergency.

Stewards should complete a dynamic assessment of the maximum numbers in accordance with 'Managing Crowd Density at Your Event' document. **Where life is in danger from falls or crushing injuries, an emergency should be initiated.**

- **Steward responsibilities:**

- Should monitor and reactively control the number of pedestrians that transit their designated area in order to prevent injury;
- Should give advice and direction to members of the public;
- Should prevent the access of vehicle to closed areas;
- Have the authority to close roads as agreed within the transport plan;
- Should be in their designated location;
- Should wear appropriate PPE and dress;
- Should risk assess conditions involving pedestrians and vehicles, making a dynamic assessment if conditioned deteriorate;
- Should initiate emergency first aid measure;
- Should assess security implications, include the loss of children;
- Should carry out emergency response procedures as seen applicable;
- Should initiate emergency procedures when there is a danger of injury to persons;
- Maintain communication to the Event Manager and Lead Marshal in respect to any nonstandard incident or emergency.

EVENT MANAGEMENT PLAN

Emergency procedures

You must document your procedures for:

- Fire including access/egress for emergency service vehicles;
- Site evacuation (Public, disabled, staff, stall holders, stewards);
- Communicating with the emergency services, public, staff, stewards and stall holders in an emergency;
- Escalation procedures. In the event of an emergency occurring, a decision will need to be made around whether to manage the response to the situation from Event Control or to declare it a Major Incident. The Police will normally make this decision and, if required, will activate the normal call out process to make this happen. These procedures are fully understood and regularly used by all emergency and partner responding services.

All emergency incident should be reported using the METHANE format as below:

- M – Major Incident declared?
- E – Exact location
- T – Type of incident
- H – Hazards present, potential or suspected
- A – Routes that are safe to use or closed
- N – Number, type and severity of casualties
- E – Emergency services currently present and those required

- **Emergencies may include:**
 - Fire risk;
 - Risk of violence or civil disturbance;
 - Collision;
 - Act of Terrorism;
 - Risks from live animals;
 - Crushing injuries from excessive crowding;
 - First aid and medical injury;
 - Extremes in weather;
 - Suspicious package;
 - Excessive intake of drugs and alcohol.
- In accordance with advice from CPNI, one of the most disruptive measures to counter terrorist and wider criminality are Stewards who are vigilant and proactively engage with the public. Note any suspicious behaviour and report immediately to the Control Room should they have any concerns.
- Following a terrorist incident, mobile telephone communication may be unavailable. Radio communication should be used as the main form of communication during Dickensian Evening.
- ***A comprehensive briefing session is to be instigated for all key participants including Stewards and volunteers prior to the event.***
- ***The areas of responsibility for the Stewards are included within the Zone Plan.***
- All incidents should be recorded and discussed during the post event meeting.

Emergency Response

- Emergency response is initially by Stewards after observing an incident or being alerted by members of the public.
- Communication in regard to the incident is provided by the on-scene Stewards via radio contact.

- An initial assessment is conducted by the first members at the scene of the incident, at which time this is reported to all other staff members including the Event Manager / Lead Steward.
- The Event Manager and Lead Steward then respond to the report of the incident to make an assessment.
- Senior staff members (Event Manager / Lead Steward) will then initiate a plan of action depending upon the circumstances and emergency. The overriding objective is to protect members of the public by enabling / encouraging them to leave the risk area or placing them in an area of relative safety.
- Stewards should be in place to disperse crowds away from the risk area. ***To ensure that this is effective the risk area should be positively pinpointed.*** The location of Dickensian Evening lends itself to nearby open spaces and streets where crowds would be dispersed to in the event of an emergency.
- Stewards are to provide vehicle access to the risk area. Access must be made available throughout the site for emergency service vehicles.
- An ongoing dynamic assessment of the incident should be maintained by the Senior staff members.
- The Emergency Services should be informed of the incident if their services are required or the response needs to be escalated.
- An ongoing dynamic assessment of the incident should be maintained by the Senior staff members.
- The incident should be recorded and discussed during the post event meeting.

Excessive intake of drugs and alcohol.

- If you believe that an individual is under the influence of excessive alcohol / drugs and are a risk to themselves and other, approach the person. Begin with a friendly 'Can I help you'?
- Be confident, be polite but challenge them if you can – use your communication skills.

Take a non-confrontational approach to the situation

- **Stay calm.** The worst thing you can do in this situation is to raise your energy level to theirs, as it might turn a combustible situation into an all-out explosion. However, as a Steward you cannot simply walk away from the situation, you must stay engaged and calm with the individual.
 - The most obvious thing to avoid is raising your voice.
 - Don't be sarcastic. You will convey the message that you do not care, and that will aggravate them.
 - Do your best to maintain a soothing voice and mask any frustration you might feel.
- **Control your own body language.** It's easy to read the nonverbal cues of aggression and anger in other people's bodies but be aware of the messages your own body is sending to the individual. Some nonverbal cues to control and avoid include:
 - Pacing
 - Drumming your fingers or tapping your feet
 - Clenching your fists
 - Clenching your jaw
 - Rolling your eyes
 - Furrowing your eyebrows
 - Staring the customer down
 - Crossing your arms or putting your hands on your hips
- **Don't enter the individuals physical space.** Even when everyone's calm, violating someone's personal space can be interpreted as a show of aggression or lack of care for someone's level of comfort. When people get angry, they need a larger area of personal space, so give aggressive individuals wide berth. Otherwise, they may think you're trying to show aggression of your own, or that you're not taking the situation seriously by failing to recognize how agitated they've grown.
- Protect yourself from potential violence – maintain a large personal space.

- Assess the physical ability of the individual as they may require medical assistance or if it is safe for the individual, encourage them to go home.
- If the individual is a risk to themselves or other contact the Event Manager / Lead Steward who will make an assessment when or if to inform the Emergency Services.

Telephone Bomb Threat:

- In the event of a telephone bomb threat. Stay calm and listen – alert a colleague to call 999, followed by contacting the Event manager / Lead Steward via radio:
 - Allow the caller to speak uninterrupted;
 - Obtain as much information as possible about the caller;
 - Try to get the caller to be precise about the location and timing of the bomb and who they represent;
 - **Write down what is said**, what location is being targeted and how. Record the message if possible;
 - After the call dial 1471 to obtain the caller number if possible;

Email Bomb Threats:

- Do not reply, forward or delete a bomb threat made via email;
- Note the address and print off a hard copy;
- Preserve all web log files - as a guide 7 day prior and 48 hours after the receipt of the threat message.

Responsibility for the initial decision making remains with the Event Manager / Lead Steward. Do not delay your decision-making process waiting for the arrival of police. Your options are to evacuate, lockdown the building/site/venue or, where the threat is assessed as not credible, limit your actions to informing the police and searching the venue for suspicious items.

Suspicious package

- **What to do:**
 - Do not touch it;
 - Make immediate enquiries to trace the owner;
 - Did anyone see who left it? Can CCTV be checked?
 - Does it have a label identifying the owner?

If you still think it's suspicious, use the **HOT** protocol to inform your judgement: -

Is it **HIDDEN**?

- Has the item been deliberately concealed or is it obviously hidden from view?

Is it **OBVIOUSLY** suspicious?

- Does it have wires, circuit boards, batteries, tape, liquids or putty-like substances visible?
- Do you think the item poses an immediate threat to life?

Is it **TYPICAL**?

- Is the item typical of what you would expect to find in this location?

Now apply the 4 C's protocol:

CONFIRM the item is suspicious

- If the item is assessed to be unattended rather than suspicious, examine further before applying lost property procedures.
- However, if **H O T** leads you to believe the item is suspicious, apply the 4Cs.

CLEAR the immediate area:

- Do not touch it
- Take charge and move people away to a safe distance. Even for a small item such as a briefcase move at least 100m away from the item

- Keep yourself and other people out of line of sight of the item. It is a broad rule, but generally if you cannot see the item then you are better protected from it
- Think about what you can hide behind. Pick something substantial and keep away from glass such as windows and skylights
- Cordon off the area

COMMUNICATE – Call 999:

- Do not use mobile phones or radios within 15 metres of the item

CONTROL access to the cordoned area

- Staff and members of the public should not be able to approach the area until it is deemed safe
- Try and keep eyewitnesses on hand so they can tell police what they saw

Suspicious Behaviour.

This includes, but is not limited to:

- **Unusual items or situations:** A vehicle is parked in an odd location, a package/luggage is unattended, a window/door is open that is usually closed, or other out-of-the-ordinary situations.
- **Eliciting information:** A person questions individuals at a level beyond curiosity about a building's purpose, operations, security procedures and/or personnel, shift changes, etc.
- **Observation/surveillance:** Someone pays unusual attention to facilities or buildings beyond a casual or professional interest, including extended loitering without explanation (particularly in concealed locations); unusual, repeated, and/or prolonged observation of a building (e.g., with binoculars or camera); taking notes or measurements; counting paces; sketching floor plans etc.

What to do

- If someone's behaviour appears suspicious and is not what you would normally expect - then you must act without delay.
- If you come across suspicious behaviour, you must not ignore it
- What you do will depend on many factors, but you must TELL someone – ***Report it to the Control Centre – if you are wrong no one gets injured – if you do not report it someone could be harmed.***
- The Control Centre will inform the Event Manager and Lead Steward.
- If safe to do so, you can approach a person that has been seen acting in a suspicious manner and ask them to account for their actions - Begin with a friendly 'Can I help you'?
- Be confident, be polite but challenge them if you can – use your communication skills
- **If you the Event Manager and Lead Steward are not satisfied by their answers inform the police and tell them the following:**
 - **WHO** did you see, what did they look like, what were they wearing?
 - **WHAT** have you seen, what has happened?
 - **WHERE** did the situation happen and where were you?
 - **WHEN** did it happen – what time?
 - **WHY** did you think it was suspicious?
 - 'Don't worry, don't delay, just act'. Be confident that your actions could help avert an attack
 - Learn what is normal for your environment and what is not
 - Look for suspicious behaviour. Learn to recognise suspicious behaviour
 - Understand it, challenge it, report it
 - Whatever you do, do not ignore it
- **You cannot spot a terrorist from their appearance, age, ethnicity, gender or clothing. You *can* identify and report suspicious behaviour.**
- **Always remember – Stopping a terrorist before they can carry out their plans will save lives.**

First aid and medical cover

The [Purple Guide](#) provides a template to help establish your first aid, medical and ambulance requirements.

- The provision of first aid is provided by St. John's Ambulance after completing an assessment of the day's activities. St. John's Ambulance provides a static and mobile response.

COVID-19

Although much reduced, there is still a risk of contracting COVID-19 during the event. Risks particular to Tavistock Dickensian Evening have been assessed and are considered to be low, given that it is largely an outside event.

- Crowd management measures include additional Stewards to focus on congestion points in the town centre and encouraging the public to keep moving.
- A code of conduct will be issued via social media and the Visit Tavistock website – encouraging those who are self-isolating, are symptomatic or have been in close contact with a person confirmed with COVID-19 not to attend the event and to consider others.
- Businesses are responsible for their own risk management.

Electricity

All electrical installations, even temporary ones, must comply with the Electricity at Work Regulations 1989. Any event that has electrical supply included must have a competent electrician sign off the installation before the event starts.

- Electrical equipment is either provided from adjacent premises or independent generators. All electrical apparatus is installed by competent persons in accordance with the Participation list.
- Structures/Electricity: a stage is set-up in Bedford Square. It is located against the wall with the mosaic. It arrives onsite at 7AM. A specialist team set the stage up and install electricity to the stage. Cables are laid from an adjacent building in accordance with health & safety guidelines.
- All electrical apparatus are to have RCD's in place.
- There are a number of different switch-on points (not one main switch) for the light switch on. In order to coordinate the time that the lights actually come on, the marshals talk over radios.

Fire safety at your event

You must include the risk of fire in your event risk assessment. You must show that you have:

- Identified the fire hazards, i.e. sources of ignition, fuel and oxygen;
- Identified people at risk within and surrounding your site and those at highest risk;
- Evaluated the risk of a fire occurring and evaluate the risk to people should a fire occur;
- Remove or reduce fire hazards and removed or reduced the risks to people;
- Considered detection and warning, firefighting, escape routes, signs and notices, lighting, maintenance;
- Recorded significant findings and action taken;
- Prepared an emergency plan;
- Informed and instructed relevant people and provided training;
- Reviewed and revised your assessment where necessary;

Useful resources for fire safety planning include [Fire Safety Risk Assessment – open air events and venues](#).

- A fire risk assessment is to be completed for the event and includes all temporary structures including stalls, entertainment areas, tents and marquees etc.
- In the event of fire, Stewards will initiate evacuation of the area without obstructing the routes to be used by the emergency services ensuring public safety.
- Stewards should be in place to disperse crowds away from the risk area. ***To ensure that this is effective the risk area should be positively pinpointed.*** The location of Dickensian Evening lends itself to nearby open spaces and streets where crowds would be dispersed to in the event of an emergency.
- Stewards are to provide vehicle access to the risk area. Access must be made available throughout the site for emergency service vehicles.
- During the lantern parade, all candles will be battery operated – no naked flames.
- All stalls are positioned to enable emergency vehicle access. Areas on Bedford Square and The Guildhall Car Park will be kept clear for access.

Fun Fairs

Before approval is granted for rides or fun fairs you will need to make sure:

- Any stand-alone ride or rides that are part of a fun fair are part of the [ADIPS \(Amusement Device Inspection Procedures Scheme\)](#) scheme.
- The operator provides you with a copy of their In Service Annual Inspection papers and you provide a copy of these to us with your event management plan.
- The operator confirms in writing that they operate under the [HSG175 Fairgrounds and Amusement Parks – Guidance on Safe Practice](#).

- Funfairs are provided by accredited companies who provide copies of activity risk assessments and Public Liability Insurances.

Temporary structures

Temporary structures may be market stalls and a marquee. The event also includes a stage.

The approval process will depend on the scale and structure types. If the structures will be in place for a long time, you may need planning permission. Larger temporary structures need to be signed off by independent engineers before they can be used.

As a minimum:

- All suppliers will need to supply you with a copy of their public liability and employee insurance certificates.
- All suppliers will need to provide you with relevant risk assessments and method statements for the product they are supplying for your event.
- Suppliers must provide a signed hand over inspection once the structure is completed to say that it is safe and ready for use.
- You need to consider all other health and safety aspects relating to any temporary structure.

More information can be found in [Temporary Demountable Structures – Guidance on Procurement, Design and Use](#).

- Market stalls are positioned on the closed roads and include small marquees.
- A stage is also provided but does not include an overhead gantry. The stage is predominantly flat-pack and will be constructed onsite.

Animals at events

Where applicable copies of all relevant licences and registration documents for each animal should be provided within the Event Management Plan.

You are responsible for the welfare of the animals under the [Animal Welfare Act 2006](#). This includes the animals' transport, housing, food and how they are displayed to the public.

- There will be an area dedicated to a dog show – all animals are under the control of their owners.
- Animals are supervised by trained and competent handlers at all times.

Communications

The main areas of communication for the event:

- Letting residents and businesses in the surrounding area know about your event plans before the event, the earlier the better.
- The emergency planning process.
- Internal communications on the day of the event.
- Communicating with your audience on the day.

Event communications – surrounding residents

- The event is publicised to all effected residents and plan of the road closures is circulated.
- This Event Management Plan is circulated among Safety Action Group (SAG) members - consisting of the Event Manager, Town Council, Police, Fire Brigade & hospital.

Event day communications – internal

You must have a clear communications plan in place and ensure everyone is familiar with the plan. You also need to make sure that you have the communications equipment you need on the day. This could include radios, mobile phones, staff to run errands and messages and a public address system.

- Ensure you list phone contact details and radio channel details if radios are being used in the [Key event management contacts](#) section.
- Ensure that everyone working on your event is aware of your Organisational structure and knows who to contact if they need to report an incident or pass on information.
- Ensure your communications plan ties up with your emergency response plan.

- In order to control an Emergency Response a Control Centre is to be established and located on **Bedford Square, behind the main stage:**
- The Control Centre will have adequate signage denoting it's use and include:
 - The control centre should be permanently occupied by at least one person at all times of the event;
 - Access to DBS checked person for a situation involving lost children (BID Manager);
 - An accident record book for recording such incidents;
 - A log or folder for the recording of general incidents;
 - A copy of the Event Management Plan for reference;
 - Record to key persons and their contact details;
 - Radios and other communication devices (TTC);
- Note**
- Devon and Cornwall Police and SWAST are unable to guarantee a representative's attendance and should be contacted using the normal emergency protocol for any incident.

Event day communications – audience

This could include flyers, site plans, signage, public address system, stage schedules, MCs and information points.

- Communication with the audience is via the Stewards and the public-address system.

Lost children

You must have a lost children policy and all event staff and volunteers must be familiar with it.

- Include arrangements for the safe care of children until such time that they can be reunited with their parent or guardian
- Provide a clearly advertised point for information on lost children
- Always ensure there are at least two adults that have the appropriate [Criminal Records Bureau \(CRAB\) checks](#) in place looking after any lost children. Children should not be left with just one adult.
- All incidents need be logged and all details are recorded.
- Parents and guardians should provide ID and a description of the lost child before they are allowed to collect the child.
- Contact the police if the child is reluctant to go with the parent or guardian.

Missing and Found Child Procedure

- Children are taken to the Control Centre and are supervised by more than 1 adult or an adult that has completed a DBS check and has received training in child protection awareness. All staff must receive briefing and written instructions relating to emergency procedures in case of evacuation.
- The Control Centre will have adequate signage denoting it's use and include:
 - The control centre should be permanently occupied by at least one person at all times of the event;
 - Access to DBS checked person for a situation involving lost children;
 - A log or folder for the recording of general incidents.

Care Guidelines

- Children should not be left in the sole care of one person;
- No food or drink, except plain water should be given to children in case of allergies;
- The person claiming a child should complete a form to include their name and address and show relevant form of identification.

Missing Child Procedure:

- If a missing child report is made, then they should contact the Control Centre to ascertain whether the child is there;
- If the child is there, then parents/ guardians should be directed or escorted directly to the Control Centre;
- If the child is not there, then parents/guardians should be directed to the Control Centre to complete a missing child form with a description of the child;
- The Control Centre should then issue a message to all Stewards so that they can remain vigilant. No details of the lost child should be relayed over the PA system without the permission of the Event Manager;
- Any Stewards finding the lost child must contact the lost children point immediately. The child must then be escorted immediately to this point.

Found Child Procedure

- Upon finding a child the following procedure should be implemented:
 - Stewards should make immediate contact with the Control Centre in case the parent/guardian is there, to advise that a child has been found;
 - The child is then to be immediately escorted by a Steward to the Control Centre;

- A form must then be completed in the presence of the Steward to detail where the child was found;
- Details of the child are to be forwarded to Event Manager (via mobile phone or radio);
- The Control Centre Event must request a message to be relayed over the PA system. (No details of the lost child should be relayed over the PA system without the permission of the Event Manager);
- The Control Centre should also issue details to all Stewards regarding the lost child in case they are contacted by a parent/guardian;
- Parents/guardians claiming the child should show a form of identification (A photo driving license, passport or correspondence showing their name and home address) before the child is released. In the event of any uncertainty, it will be the responsibility of the Event Manager to determine if the child should be allowed to go with the person who is claiming them.
- The above is not an exclusive list of considerations; you will need to set out your missing and found child procedures dependent on the circumstances of your particular event.

Licensing

Temporary Events Notice (TEN)

If you are planning an event where there will be entertainment, alcohol for sale, or hot food or drink for sale after 11pm, you probably need to submit a Temporary Event Notice (TEN).

- All stalls requiring a TEN have applied for one accordingly.

Insurance

All event organisers must hold public liability insurance to the value of £5 million. You must also ensure that your contractors hold public liability insurance and any other appropriate insurance, i.e. product liability, employee insurance. You should keep copies of your contractors' insurance policies.

- Event and Public liability insurance is held. A copy is provided with this Event Management Plan.
- All stall holders have the relevant insurances that are provided to the event organiser prior to being accepted.

Provision of food

- The event will include catering concession stalls selling various food products.
- All food catering concession stalls include a reasonable documented food management system.
- All food handlers hold a Food Hygiene Certificate to the relevant standard.

Site considerations

Zone Plan

A Zone Plan is provided for the event and includes:

Defined Zones for Stewards	All other site infrastructure
Placement of all temporary structures	Car parks and position of site in context to the road
Position of attractions	Vehicle entry points & Traffic flow
Any fencing or barriers	Entry and exit points
Power supply runs (cables)	First aid points
Emergency exits and assembly points	Lost children point
Information point	Any event décor, i.e. flags, banners etc

EVENT MANAGEMENT PLAN

Spectators and viewing areas

Also see section in regard to Stewarding

- There is the potential for large crowds at specific venues especially involving live music and performance arts.
- Such performances have Steward and crowd barriers in place as standard.
- For such performances the crowd density is to be taken into account and be continually assessed.
- *Stewards have the responsibility of preventing a build-up of pedestrians by restricting access to the risk area until the build-up has decreased. Stewards should complete a dynamic assessment of the maximum numbers in accordance with 'Managing Crowd Density at Your Event' document. **Where life is in danger from falls or crushing injuries, an emergency should be initiated***

There is the possibility of an excessive number of pedestrians to be at risk of crushing injuries in the following areas.

- Brook Street, outside The Turkish Barbers, in parking lines;
- Paddons Row (only performers of 5 or less to be in this area);
- Duke Street, outside old folks rest rooms (building work);
- West Street, outside Newells;
- West Street, outside The Cornish Arms;
- Bedford Square area.

The areas of responsibility for the Stewards are included within the Zone Plan.

Toilets

You must provide adequate toilets facilities for your event attendees, staff and contractors. You will also need disabled facilities plus separate sanitary facilities for caterers.

The HSE guidelines for toilets numbers are provided below.

For events with a gate opening time of 6 hours or more		For events with a gate opening time of less than 6 hours duration	
Female	Male	Female	Male
1 toilet per 100 females	1 toilet per 500 males and 1 urinal per 150 males	1 toilet per 120 females	1 toilet per 600 males and 1 urinal per 175 males

- Adequate toilets for the event are provided via the use of Public Toilets.
- Additional measures have been put in place for 2021 with extra portable toilets, adjacent to the Public Toilets.

Vehicles on site

- You will need clearly marked emergency vehicle entrance and exit routes on your site plan and as part of your emergency planning. If these entrances and exits will be shared with other traffic, you will need a procedure for the safe entry and exit of emergency vehicles.
- Which vehicles will need to access the site for your event?
- Which vehicles will need to remain on-site throughout your event and which will need to be off-site before the event opens?

➤ Are there any vehicles that will need to move on the site during your event?

- Road closures are introduced from 3pm on the day of the event.
- Road closures are policed by Stewards.
- Vehicles that require access are escorted through pedestrian areas.
- Emergency vehicles entering the road closed areas are to be escorted by Stewards.

Traffic, transport and parking

Smaller community events will have limited impact on traffic and parking, however you should still consider this when planning your event. Larger events can have a big impact on local traffic and transport and will require extensive risk assessments and detailed plans dealing specifically with traffic and transport.

➤ How will your target audience travel to your event?

➤ Consider the various transport links around the event site and how these can be promoted to your audience as a way to get to your event.

➤ Are you proposing any? You will need to give at least three months' notice, and the more notice, the better.

- Road closures are introduced from 3pm on the day of the event until 9pm.
- Road closures are policed by Ch8 Stewards.
- Vehicles that require access are escorted through pedestrian areas.
- Traffic order in place issued by local authorities. Details of roads to be closed notified
- Alternative route(s) planned and notified.
- Advance signage of road closures to be put into place.
- Roads to be fully sealed from traffic by signage and cones.
- A minimum of 1 Steward per road closure site.
- Stewards to wear hi-visibility jacket and carry effective torches, for when darkness falls, and immediate lighting is poor.
- Emergency vehicles to be escorted through road closure point to point of emergency
- Public to be kept clear of emergency and route through to the emergency area

Bedford Square. During the stage setup Bedford Square and associated streets are not closed off, so there is a risk of collision and accident involving pedestrian and vehicles. ***The stage will arrive early in the morning on event day in order to provide a safe environment for the arrival of the transport lorry and offloading on Bedford Square. At this time, very few pedestrians will be in the area. BL/JS to ensure public safety while the stage is located.***

Barriers are also required by the taxi rank and the area is to be under the control of Stewards.

Lantern Parade. Participants will meet in St. Eustachius Churchyard at 4:50pm. Stilt Walkers will approach the Churchyard and once they have arrived, the group sets off walking with hand held willow lanterns. All have battery operated tealights or bulbs. Stewards should be on hand to slow/stop traffic at the junction of West Street and Bedford Square so the procession can cross safely.

- **Mayor's Welcome.** While the majority of main roads are closed, the road along Bedford Square and up Drake Road remains open in order to prevent a major diversion. This road will be closed temporarily by Stewards during the Mayor's Welcome if crowd density requires it.
- **The crossing from Duke Street to West Street.** This area is manned by Stewards. However, it is an area of concern regarding possible collisions given that the road is open with cars approaching down Drake Road plus taxis use the roundabout to U-turn when picking up from Bedford Square.

In order to control this situation, additional external lighting is required and signage denoting SLOW for the traffic. Warning signage is required for pedestrians' indication VEHICLE CROSSING. Marshals should also be present to supervise the situation and physically warn pedestrians and drivers.

- **West Street.** There is a **collision** risk for pedestrians on West Street as residents often try to ignore road closures in order to park on West Street.

TTC vehicle(s) to be parked during the road closures along the entrance to West Street (by Rocky Hill) as a control measure for the risk of a vehicle driving down the road in order to prevent unauthorised access to this area.

- **Drake Road.** There is a **collision** risk for pedestrians on West Street and Duke street as vehicles travelling down Drake Street place pedestrians at risk of collision.

Additional lighting will be provided, and signage will be improved for vehicles as they approach the intersection.

Car Parking.

- The park and ride is being run by **Stagecoach South West**
- Roads are laid out to accommodate vehicles safely.
- There is adequate segregation between vehicles and pedestrians.
- The speed of vehicles is restricted.
- Vehicle parking is positively controlled.
- Accidents are reported to the Event Manager
- Accidents injuring persons are reported to the emergency services.

Environmental considerations

Waste management

It is essential that your event has a waste management plan in place and that it is carried out.

- How will you keep the site clear of waste? Will this be done by stewards or volunteers?
- How you will manage waste during and after your event, including details of bins, skips, recycling and litter picking?

- Waste is collected by refuge operatives.
- The plan includes the positioning of waste bins around the event area.
- Waste is collected during and immediately after the event.
- Street cleaning and waste refuge is also completed the day after the event.

Recycling

It is essential that your event has a recycling plan in place and that it is carried out. For small community events, this could be as simple as labelling some bins to encourage people to separate their waste into plastic bottles, paper, etc and then taking these to the appropriate recycling centres.

Larger events will need to show that they have a recycling strategy or are employing a professional recycling organisational to manage recycling on the day.

- Make sure your concessions and food suppliers have appropriate policies and procedures in place for providing biodegradable containers and systems for the disposing of dirty water, cooking oil etc
- Think through how you will encourage people to separate their waste. Contaminated recyclables may have to be sent to landfill.

- Recycling bins are available throughout town.

Noise

If your event has the potential to cause noise nuisance to nearby residents, your plans will have to be approved by the [noise pollution team](#). The things most likely to cause noise nuisance include live music stages, fun fairs and public address systems.

- Think about noise nuisance when you choose your event location.
- Larger events that have a music stage will always have to employ a professional sound engineer and must agree sound levels with our noise pollution team.
- Provide nearby residents with an event day contact in case they need to make a noise complaint.

- The event which includes music and noise is concluded by 9pm when all activity is ceased.
- The risk of excessive noise to staff members is controlled by rotation.
- Stewards are to be briefed on these measures which are included within the Event Management Plan.

Weather

Severe weather and event cancellation

- Consider any weather conditions which may lead your event being cancelled and how you will manage this.
- How will you let people know if the event has to be cancelled?
- Do you need insurance coverage for cancellation reasons such as thunderstorms, water logged ground etc?
- Is there any flood risk, e.g. field liable to flood and create difficulty for traffic leaving? How will you handle this, e.g. provision of 4x4 vehicle assistance, agreement with land owner concerning damage to the ground, possible mud on roads etc?
- How will your event management team decide if weather conditions are too risky for your event to go ahead?

- The event is contained within a town and as such the impact from severe weather is low. However, access to the event may be affected.
- The likelihood of extreme weather is monitored on the lead up to the event and in the occurrence of an extreme weather warning a decision will be made (with consultation with the Emergency Services) to proceed.
- The Event Manager in conjunction with the Lead Steward and Emergency Services maintain a dynamic assessment on the weather conditions during the event. The decision to curtail an event due to extremes in weather will be made by the Event Manager.