



Remembrance Sunday Parade & Service Policy

*Adopted by: **Millom Town Council***

Adoption date: 25th February 2026 | Next review: [February 2027]

1. Purpose

To provide a clear, lawful, and consistent framework for planning, delivering, and reviewing the Council's Remembrance Sunday parade and civic service, ensuring safety, inclusivity, and appropriate ceremonial protocol.

2. Scope

This policy covers council-led or council-supported Remembrance Sunday parades on public highways, static services at war memorials or places of worship, and ancillary activities such as wreath-laying, traffic management, safeguarding, and communications.

3. Principles

- **Respect & Dignity:** Uphold the solemn purpose of national Remembrance, including the two-minute silence at 11:00.
- **Lawful & Safe:** Comply with UK legislation and guidance on temporary road restrictions, public safety, and event management.
- **Civic Ownership:** Road closures and traffic management for parades are the responsibility of the local authority.
- **Proportionate Security:** Include appropriate protective security and counter-terrorism awareness for publicly accessible, crowded places.
- **Partnership:** Collaborate with the Royal British Legion (RBL), emergency services, faith leaders, veterans' groups, and the Safety Advisory Group (SAG).

4. Governance & Roles

Event Owner: The Council owns the event, with accountability for legal compliance, safety, ceremonial standards, and funding decisions.

Event Manager (Officer): Leads planning, risk management, SAG engagement, contractor procurement, and delivery on the day.

Safety Advisory Group (SAG): Non-statutory forum coordinated by the Council to advise on public safety; it does not approve or prohibit events.

Royal British Legion (Local Branch): Partner for ceremonial elements (Standards, veterans' participation, order of wreath-laying), while not responsible for road closures or TTROs.

Police & Emergency Services: Advise via SAG; police may support public order as appropriate but are not routinely responsible for enforcing closures unless operationally required.

Traffic Management Contractor: Implements approved traffic management plan and signage per standards.

Parade Marshal / Ceremonial Lead: Oversees parade formation, timings, and ceremonial conduct in line with agreed protocol.

5. Legal Compliance & Road Closures

- Obtain and implement a Temporary Traffic Regulation Order (TTRO) under RTRA 1984 s16A–C for parades and consult appropriately.
- Section 16A orders may be in force for up to 3 days; repeat use of the same road length in a calendar year may require Secretary of State approval.
- Publish advance notices of road closures and provide on-day statutory signage in accordance with Chapter 8 / TSRGD.
- RBL branches and volunteers must not close roads or deploy temporary traffic management—this is a civic authority function.

6. Planning & Safety Management

- Submit the event plan to SAG covering crowd management, traffic, medical, fire, accessibility, safeguarding, and contingencies.
- Apply the Purple Guide principles proportionate to risk—crowd flow, structures, barriers, welfare, communications, noise, etc.

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- Develop a Traffic Management Plan: closures, crossing points, marshal positions, signage, and timings; use competent personnel or approved contractors with adequate PLI.
- Ensure inclusive access (routes, viewing areas, step-free approaches) and reasonable adjustments.
- Provide proportionate first aid cover and welfare arrangements for participants and attendees.

7. Protective Security & Counter-Terrorism

- Integrate ProtectUK/NaCTSO guidance to produce a proportionate security plan for a publicly accessible, crowded place, including staff/volunteer awareness (ACT, SCan).
- Monitor national threat level (JTAC) and adjust measures accordingly (e.g., steward briefings, vehicle access control).
- Consider hostile vehicle mitigation for key gathering points and maintain emergency actions (RUN-HIDE-TELL) familiarity.

8. Ceremonial Protocol

- Schedule parade and service to observe the two-minute silence at 11:00 on Remembrance Sunday.
- Agree local order of wreath-laying informed by RBL guidance (e.g., civic leaders, Armed Forces, veterans, emergency services, community groups).
- Coordinate bugler for Last Post and Reveille, readings (Exhortation, Kohima Epitaph), and any hymns; ensure any required music licensing.

9. Safeguarding & Inclusivity

- Provide safeguarding arrangements for children, cadets, and vulnerable adults; ensure responsible adults and clear procedures.
- Ensure inclusive participation and respectful conduct across faiths, cultures, and backgrounds.

10. Communications

- Publish route, timings, closures, and accessibility information well in advance.
- Issue marshal/steward packs, CT awareness materials, and emergency procedures; rehearse radio checks and escalation protocols.
- Include clear wording for the announcement before and after the two-minute silence.

11. Budget & Fees

The Council may waive TTRO application fees or signage costs for Remembrance events as a civic gesture, while partners may cover operational contractor costs where agreed. Local practice varies; confirm with the Highways authority.

12. Contingencies & Severe Weather

- Define thresholds for adapting or converting to a static service (without parade) if conditions, resourcing or security warrant.
- Prepare fallback locations and shortened routes; confirm messaging channels for same-day changes.

13. Insurance

Ensure appropriate Public Liability Insurance for council and contractors; volunteers working on the highway must be covered.

14. Post-Event Review

Conduct a debrief with SAG partners and RBL; document lessons learned and incident reports; update risk assessments and this policy as needed.

15. Policy Review Cycle

Review annually each September ahead of Remembrance, or sooner following legislative or guidance updates (e.g., ProtectUK/NaCTSO, Purple Guide).

Appendices

Appendix A: Standard Timeline (Indicative)

- T-12 to T-10 weeks: Confirm event owner, route, service location; initiate TTRO application; book contractor; notify SAG.
- T-8 to T-6 weeks: Publish draft route/closures; accessibility plan; agree ceremonial order with RBL; issue CT awareness briefing.
- T-4 weeks: Final TTRO confirmation/public notice; steward and marshal training; confirm medical cover.
- Event week: Site check; signage delivery; clergy/bugler/run-sheet confirmed; media brief and public reminders.
- Event day: Parade formation; road closures live; service; silence at 11:00; wreath-laying; managed dispersal; reopen roads.
- +1 week: SAG debrief; lessons learned; archiving.

Appendix B: Two-Minute Silence – Suggested Script

“We will now observe a two-minute silence to remember all who served and those who gave their lives in conflicts past and present. Please stand, if you are able.” (Silence) “Thank you.”

Appendix C: Example Public Notice (Summary)

Include: Date/Time, route map, closure window(s), affected junctions, accessibility advice, contact details, and advice to plan journeys accordingly; publish online and on-street.

Marshal Briefing Checklist

1. Role & Responsibilities

- Marshals support public safety and ceremonial dignity but do not hold legal powers to stop traffic—only police officers do.
- Assist attendees, guide parade participants, monitor crowd flow, report hazards, and support Event Control/Parade Marshal.
- Road closures and TTRO implementation are a local authority responsibility, not the responsibility of volunteers.

2. Personal Preparation

- Wear approved high-visibility PPE and weather-appropriate clothing.
- Carry radio/communication device, contact list, whistle, torch (if relevant), and issued identification.
- Know your post location and be physically prepared for standing duties.

3. Briefing on Event Plan

- Review parade route, step-off time, service location, wreath-laying order, and dispersal points.
- Understand the 11:00 two-minute silence protocol and maintain quiet within your area.
- Know the Event Manager, Parade Marshal, Safety Officer, and First Aid lead, and how to reach them.

4. Traffic Management Interface

- Do not install or remove statutory signage unless trained and authorised.
- Stand at designated marshal points away from live carriageways unless protection measures are in place.
- Report any vehicle attempting to breach a closure to Event Control—do not physically intervene.

5. Crowd Management

- Keep routes, footways, and emergency access paths clear.
- Offer guidance to attendees, especially elderly individuals, disabled residents, and children’s groups.

- Monitor for overcrowding, pinch points, and slip/trip hazards; report concerns promptly.

6. Accessibility & Inclusion

- Know designated accessible viewing areas and maintain safe access.
- Provide clear, calm assistance to anyone requiring extra support.

7. Emergency & Incident Procedures

- Follow escalation route: minor issues to sector marshal; medical issues to First Aid; safety risk to Event Control/Safety Officer.
- In evacuation, direct people away from danger using calm voice and hand signals; avoid running.
- Use the METHANE mnemonic for reporting serious incidents.

8. Counter-Terrorism Awareness

- Maintain situational awareness for unattended items, suspicious behaviour, or rapid vehicle approach.
- Know RUN-HIDE-TELL and notify Event Control immediately of concerns.
- Complete ACT or SCaN awareness training if required.

9. Communications

- Keep radios on assigned channel; perform radio checks before deployment.
- Use clear, concise messages/location first, then issue, then required action.
- Know coded messages (if used) for medical, safety, or security alerts.

10. Conduct During Ceremonial Elements

- Maintain silence and minimise movement during the two-minute silence.
- Support dignified passage of Standards, veterans, and wreath-laying groups; keep public back from parade lanes.

11. Post-Event Requirements

- Assist with safe dispersal and guide people to exits and transport links.
- Return equipment to Event Control; report any incidents or observations for the debrief.

Sample Incident Report Form

To be completed by any marshal, steward, contractor, or council officer involved in or witnessing an incident.

Event Name
Location
Date
Time of Incident
Reporter Name
Role (Marshal, First Aider, Police, Contractor)
Contact Number / Radio Call Sign
Incident Type (Medical, Crowd, Near Miss, Traffic, Security, Slip/Trip/Fall, Safeguarding, Other)
Exact Location (e.g., “North side of memorial”, “Closure Point A”)
Grid ref/what3words (if known)
Description of Incident (factual, chronological)
Persons Involved (names, role/status, injury details)
Medical Assistance (First aider, treatment, ambulance requested?)
Immediate Actions Taken
Communications (time/channel/message/to whom)
Environmental/Structural Factors (weather, lighting, surfaces, signage, crowd density)
Security/CT Considerations (suspicious item/behaviour, actions taken)
Witnesses (names and contact details)
Photographs/Evidence (if permitted)
Final Notes & Recommendations
Reporter Signature / Date
Event Manager/Safety Officer Review
Added to Post-Event Review Log (Yes/No)

Follow-Up Actions Template

Complete after any incident, near miss, or significant operational issue.

1. Incident Reference: Incident ID / Date / Location

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2. Summary of Issue:

3. Root Cause Assessment (Operational error / Staffing / Equipment / Communication / Environmental / Traffic / Security / Other)

4. Immediate Corrective Actions Taken:

Action	Responsibility	Deadline	Status	Notes

6. Required Changes to Documentation (Risk Assessment / TMP / Marshal Briefing / Emergency Plan / CT Plan / Route Map / Policy)

7. Lessons Learned:

8. SAG / Debrief Discussion Notes:

9. Sign-Off: Prepared by / Approved by / Added to Annual Remembrance Review Log (Yes/No)

Deadline Tracking & Compliance Schedule

Use these tables to track statutory, operational, ceremonial, security, communications, and post-event deadlines.

1. Statutory & Regulatory Deadlines

Requirement	Lead Officer	Deadline	Completed (Y/N)	Notes
Submit TTRO/TTMO application (§16A RTRA 1984)	Traffic/Highways	≥ 4 weeks before event		
Publish Road Closure Public Notice	Comms / Highways	Per local procedure		
Submit event plan to Safety Advisory Group (SAG)	Event Manager	≥ 6 weeks prior (local practice may vary)		
Submit updated Risk Assessment & TMP	Event Manager	Before final SAG meeting		

2. Operational Planning Deadlines

Task	Lead	Deadline	Completed	Notes
Confirm parade route & service format	Event Manager	8–10 weeks prior		
Book traffic management contractor	Highways/Event Manager	8 weeks prior		
Confirm first aid provision	Safety Officer	6 weeks prior		
Chair pre-event coordination meeting	Event Manager	2–3 weeks prior		
Deliver marshal & steward briefing	Parade Marshal	Event week		

3. Ceremonial & Protocol Deadlines

Task	Lead	Deadline	Completed	Notes
Confirm clergy/faith leader availability	Civic Office	8 weeks prior		
Confirm Standard Bearers (RBL)	RBL Branch	6 weeks prior		
Agree wreath-laying order	Event Manager & RBL	4 weeks prior		
Confirm bugler – Last Post & Reveille	Civic Events	4 weeks prior		

4. Accessibility, Safeguarding & Welfare Deadlines

Task	Lead	Deadline	Completed	Notes
Review accessible viewing points	Access Lead	6 weeks prior		
Confirm safeguarding arrangements for cadets/groups	Safeguarding Lead	4 weeks prior		
Confirm temporary welfare	Event Manager	2 weeks prior		

(water/seating if provided)				
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5. Protective Security & Counter-Terrorism Deadlines

Task	Lead	Deadline	Completed	Notes
Review threat level & local CT advice	Safety/CT Liaison	Ongoing; final review event week		
Distribute ACT/SCaN awareness materials	Event Manager	2–3 weeks prior		
Finalise protection measures (barriers/vehicle control locations)	Highways/Security	1–2 weeks prior		

6. Communications & Public Notices

Task	Lead	Deadline	Completed	Notes
Issue public comms on parade route & closures	Comms Team	2 weeks prior		
Issue community reminder of 11:00 two-minute silence	Comms Team	Event week		
On-the-day signage check & deployment	Traffic Contractor	Morning of event		

7. Post-Event Reporting & Review Deadlines

Task	Lead	Deadline	Completed	Notes
Submit Incident Report Forms	Marshals & Officers	Within 48 hours		
Complete Follow-Up Actions Template for incidents	Event Manager / Safety Officer	Within 7 days		
Circulate draft debrief report	Event Manager	Within 14 days		

SAG post-event debrief	SAG Chair	2–4 weeks after event		
Update annual Remembrance planning log	Event Manager	At debrief completion		

Risk Mitigation

1. Risk Assessment Process

- Conduct a comprehensive written Risk Assessment covering public safety, traffic, crowd movement, weather, medical, accessibility, safeguarding, and security.
- Submit the Risk Assessment to the Safety Advisory Group (SAG) for cross-agency review; legal responsibility remains with the Council.
- Review and update the Risk Assessment after the site walk-through and immediately before the event to reflect conditions.
- Integrate Purple Guide principles on planning, hazard identification, structures, communications, fire, first aid, and crowd management.

2. Crowd Management Mitigation

- Use designated marshal positions at pinch points, crossings, and narrow footways to maintain safe circulation.
- Maintain clear emergency access routes at all times.
- Provide accessible viewing areas and safe routes for wheelchair users and groups with children.

3. Traffic Management & Road Safety Mitigation

- Implement a TTRO under RTRA 1984 s16A–C and ensure correct consultation and notice periods.
- Use a competent traffic management contractor to install/remove signage and barriers; volunteers must not undertake statutory road-closure duties.
- Position Road Closed signs, cones, and advance warning boards exactly as specified in the Traffic Management Plan.

4. Medical & Welfare Mitigation

- Provide suitable first aid resources proportionate to expected attendance.
- Position first aiders in high-risk zones (assembly, memorial).
- Ensure communication routes to ambulance services are pre-agreed, tested, and clear.

5. Accessibility & Safeguarding Mitigation

- Maintain step-free access and adjust footway management if crowd pressure risks blocking accessible routes.
- Ensure children's groups and vulnerable adults have responsible adults and known muster points.

- Apply council safeguarding procedures and log concerns immediately.

6. Protective Security & Counter-Terrorism Mitigation

- Brief staff/volunteers on suspicious behaviour indicators (SCaN) and RUN-HIDE-TELL.
- Assess vulnerabilities to vehicle incursions, unattended objects, and hostile reconnaissance.
- Use vehicle barriers and street furniture to protect key gathering points as warranted.
- Ensure staff understand METHANE reporting for serious incidents and escalation routes to police and Event Control.
- Verify radio functionality and fallback plans to maintain control during an emergency.

7. Environmental & Weather Mitigation

- Review Met Office forecasts and prepare alternative arrangements (shortened route or static service) if conditions create safety risks.
- Inspect ground surfaces for slip hazards; lay temporary matting or grit where necessary.
- Provide shelter for Standard Bearers, veterans, and vulnerable attendees in extreme cold/heat.

8. Communications & Command Mitigation

- Establish a clear command structure with defined leads for safety, traffic, medical, and security.
- Conduct pre-event radio checks and ensure all parties know the escalation pathways.
- Issue a Marshal Briefing Pack including scripts, contact lists, emergency procedures, and two-minute silence protocol.

9. Structural, Signage & Equipment Mitigation

- Inspect barriers, signs, PA systems, and any temporary structures on the morning of the event.
- Ensure equipment meets safety standards and is positioned per the Traffic Management Plan and site layout.
- Rectify or remove damaged equipment immediately and report equipment hazards to Event Control.

10. Mitigation Monitoring During the Event

- Deploy roaming safety marshals to monitor risk areas and report emerging issues.
- Regularly update Event Control on crowd density and route conditions.
- Adjust marshal deployment dynamically if conditions change.

11. Post-Event Mitigation Review

- Log all incidents, near misses, and observations using the Incident Report Form.
- Complete the Follow-Up Actions Template for each issue and enter items into the Deadline Tracking section.

- Review mitigation effectiveness during the SAG debriefs and update procedures accordingly.

References

Local Government Association – Remembrance parades and services –

<https://www2.local.gov.uk/topics/communities/remembrance-parades-and-services>

Royal British Legion – Hosting parades guidance for members –

https://support.britishlegion.org.uk/app/answers/detail/a_id/2328/~hosting-parades-guidance-for-members---what-to-consider%2C-protocol-and-health-%26

Department for Transport – Temporary traffic regulation orders for special events

(RTRA 1984 s16A-C) – <https://www.gov.uk/government/publications/section-16-temporary-traffic-regulation-orders-for-special-events/temporary-traffic-regulation-orders-for-special-events>

HSE – Role of a local authority Safety Advisory Group (SAG) –

<https://www.hse.gov.uk/event-safety/safety-advisory-groups.htm>

Events Industry Forum – The Purple Guide – <https://www.thepurpleguide.co.uk/>

ProtectUK/NaCTSO – Venues and Public Spaces (VaPS) guidance –

<https://www.protectuk.police.uk/advice-and-guidance/risk/venues-and-public-spaces-vaps-guidance>

Leicestershire (Blaby) – Remembrance Day parades traffic management guidance –

<https://www.blaby.gov.uk/media/2227/remembrance-day-parades-traffic-management-guidance-v1.pdf>

Royal British Legion – Remembrance services and ceremonial guidance –

<https://www.britishlegion.org.uk/get-involved/membership/members-hub/guidance-for-remembrance-and-ceremonial-services>

Hillingdon – Example public notice for Remembrance parades road closures –

https://www.hillingdon.gov.uk/media/17433/Remembrance-parades-road-closures/pdf/hnRemembrance_parades_road_closures.pdf