

Torch Run Final Leg After Action Report

Goal

To plan, develop and implement a successful Torch Run Final Leg with the Police Service of Northern Ireland, An Garda Siochana, Special Olympics Ireland and the Torch Run Council that will benefit and maximize exposure and awareness of Special Olympics. The event will enhance and build on the existing Torch Run Programme already in existence in Ireland. To organise a Torch Run ceremony in as many Host Towns as possible. This will also allow for cultural exchange between Host Towns, Delegations and the Torch Run Final Leg team, publicise the Games around the country and give people outside the main event areas a chance to participate in the Games. To oversee the preparation and organization of this event to ensure that it is a successful and enjoyable experience for all concerned.

Summary of Activity

The Law Enforcement Torch Run Final Leg (LETRFL) precedes the 2003 World Special Olympic Summer Games. It is a series of relays run by police officers who will carry the Special Olympic Torch, the 'Flame of Hope'

- There will be four routes carrying the torch around Ireland for the duration of the Final Leg Torch Run 2003
- The LETRFL team will divide into 10 teams, 9 of these teams will form the three main routes, with the remaining team visiting extra host towns. The TRFL team will visit in excess of 130 towns, cities and villages throughout Ireland for Torch Run related ceremonies
- The LETRFL carried the torch to Croke Park on June 21st for the Opening Ceremony of Special Olympics World Summer Games; the torch will then be handed over to a Special Olympic athlete who will light the cauldron.

After Action Comments

Due to the tremendous awareness before this event of the Torch Run and the Games, many unscheduled stops had to be made because of the huge number of people waiting to see the torch in these towns. Approximately 20 more stops were made in addition to the scheduled 130 towns and cities.

Dates of Operation

The event will be operational from the 10th June to the 24th June

After Action Comments

- Torch Run General Manager arrived in advance of the support team on 10 June and was the first on site for arrival of the flame.
- The Irish support team arrived on the 11 June in Bangor. It would have been more advantageous from a set up stand point to have arrived with the General Manager on 10 June

- Due to the EU run the US member of the support team did not arrive until the 12 June when the plan was fully operational, if they had come sooner (i.e. 10/11 June) it would have been smoother and would have avoided duplication of briefing sessions

After Action Recommendations

That all involved in the implementation of the plan is in place at least 2 to 3 days in advance of the start of the event

Structure (inc SO Inc / TR Committee in US)

ATTACH OVERVIEW OF STRUCTURE

The TRGM worked very closely with the Police Service of Northern Ireland and the Garda Siochana in the organisation of this event.

A TR committee was set up in 2001 and was chaired by the GM. The committee consisted of representatives from the Gardai, the Police Service of Northern Ireland, Eircom and volunteers who had experience on previous torch runs or of Special Olympics. This committee was broken down into 5 key areas (see attached structure). The committee met on a regular basis to discuss all issues related to the planning of the event, minutes were taken and reports distributed to all relevant individuals after the meetings. In 2002, the 5 key areas formed sub-committees to work on their designated area of responsibility. These sub-committees then reported to the TR final leg committee at meetings held once every 2 months.

A project management course was offered to all members of all the committee, which took place in April 2002

Recommendation

The future GOC to recruit a person in a senior capacity to work on a full time basis on planning and organising the event.

Roles and responsibilities of the support team should be identified at least 6 months of the event. On the implementation of the plan the Torch Run Council and the host country should both have responsibility for the event. The TR Council could have responsibility for the running team as they communicate with the team at all times. The host country should have responsibility for the organisation and implementation of the plan as they are very familiar with the event.

Reporting and communication with Torch Run Council

The Irish TR planning committee had many communications with the TR Council through the Team Captain.

Recommendations

In total over the span of 2 years leading up to the event, the team captain came to Ireland for a number of days at a time to hold meetings, which the TR Council called. These meetings were held with the TR GM, PSNI and Gardai and key volunteers. A detailed structured agenda should have been sent in advance of these meetings and to be in line with the timelines and priorities of the GOC at the given time.

The GOC/Police should take the lead on organising the event in the host country due to local and cultural knowledge.

Clear communication lines should be set up in advance and roles and responsibilities should be clearly defined and recorded in the early planning stages of the GOC for each party.

The host country should be responsible for the Torch Run Final Leg with assistance and guidance from the TR council, for the following reasons:

- Knowledge of the traditions and culture of the people

- Knowledge of the infrastructure of the county,
- Knowledge the PR and media channels in their country
- Knowledge of the structure of the police force

Scope and Description of Operations

The LETRFL team will consist of the following:

- 100 International runners
- 10 Special Olympic athletes
- 43 support team (consisting of 17 from the USA – Torch Run Council and Irish Torch Run Final Leg Committee)
- 6 police outriders

The main events for Torch Run will be:

- June 12th Chief Constable to host a lunch for the team. Welcome Reception in Bangor that evening
- June 13th Arrival Ceremony Bangor, Ceremony at Stormont, reception at Belfast City Hall
- June 16th, Civic Reception with the delegation from the United Kingdom
- June 17th Ceremony at Templemore and Cashel
- June 19th, Civic Reception Mullingar
- June 20th Team Ireland Reception, Arás an Uachtarán – Reception with President Mary McAleese, reception at Dublin Castle hosted by the Garda Commissioner
- June 21st, Opening Ceremony
- June 22nd, Team Party – Westmanstown

Police Force

Launch

As a major milestone in the run-up to the 2003 World Games, two high profile launch events were organised on the same day in April 2003. Given its Greek origins, an “Ancient Greece” theme was chosen for both launch events.

Starting off in Belfast (Northern Ireland) for a “Breakfast Launch”, history was created when the Chief Constable of the Police Service of Northern Ireland and the Commissioner of the Garda Síochána stood on stage, side by side in full uniform. This established the Torch Run as an all-island programme, for all communities. The Chairperson of the GOC; the Secretary of State for Northern Ireland and a representative from eircom also spoke. The torch run team, carrying the unlit torch, were also introduced.

A couple of hours later, the Torch Run team moved onto Dublin (Republic of Ireland) for a “Lunch-time Launch”. Again, top ranking members of both police forces spoke in full uniform where the Prime Minister of Ireland was Guest of Honour.

Sponsorship

Eircom, Official Sponsors of the 2003 World Games, were also exclusive sponsors of the Torch Run Final Leg in Ireland. Due to their involvement in previous Special Olympics Ireland Torch Run programmes, they were ideally positioned to harness the potential benefits of such a sponsorship.

The official title of the Torch Run programme became: “The Law Enforcement Torch Run, sponsored by eircom” which reflected their involvement.

As part of this sponsorship arrangement, eircom were entitled to:

- Dominant branding on all Torch Run Print and Display materials, distributed on the island of Ireland. These materials included: backdrops, signage, leaflets, posters and media guides.
- Dominant branding on uniforms.
- Exclusive branding on all advertising materials relating to the Torch Run.
- Co-hosting launch events.
- Hosting of the Dublin Torch Run ceremony.
- Representation on all Torch Run ceremony committees.
- Representation at all Torch Run ceremonies.
- Inclusion in all Torch Run media releases.

PR

There were two distinct phases in the PR plan for the Torch Run. These were:

Phase One - April to June 3rd

Phase Two - June 4th to June 21st

Phase One

After the launch of the Torch Run in April 2003, media all over the island of Ireland were sent details of routes. Various story ideas were ‘pitched’ in an effort to attract coverage for the programme, including athlete stories, the history of the Run and the Irish design of the Torch.

Phase Two

From the lighting of the Torch in Athens on June 4th until the lighting of the cauldron at the Opening Ceremony on June 21st, there was intense local and national media interest in the Torch Run. To facilitate this there was a dedicated Media Liason on the Support Team who arranged interviews at all ceremony towns. Media Guides were also distributed to key media in advance of torch run arrival and photographers were hired by the GOC to syndicate photos all over the island of Ireland, at no cost to the press.

Official Communications Partners, Fleishman Hillard Saunders, handled all the media relations for the Torch Run in the Republic of Ireland and Morrow Communications handled all the media relations in Northern Ireland. In addition, Fleishman Hillard offices along the routes in Europe handled the media relations on the continent.

(Press Releases in Appendix)

Look/Signage

The design of Torch Run print and advertising materials was very important as it had to be a good “fit” with the overall ‘Look of the Games’, as well as being identifiable as a distinct programme.

Official Communications Partners, Dcoy Design, worked on the “look” of the print materials, incorporating images from previous Torch Run programmes.

“Welcome to my community” was chosen as the slogan for the programme as it gave a sense of ownership to each ceremony town and complemented the “Welcome to my City” slogan for the European run.

To help drive awareness of the Torch Run programme, leaflets and posters were produced and distributed to each ceremony town and the public were asked to log on the Games’ official website (www.2003specialolympics.com) for route details.

For use at launch events and ceremonies, a specialist signage company were asked to provide pull-up banners and easy-to-erect backdrops. These signs displayed the key messages of the Torch Run, as well as carrying the overall “look”.

During the Torch Run, each of the four teams used an identical signage kit. This created a consistent look for each ceremony and met our branding obligations to our sponsors. Each ceremony town was sent staging guidelines in advance.

(Poster Design in Appendix)

Advertising

Given the complexity of the programme, it was important to convey route information to members of the public. It was decided that print advertising was the most effective mechanism to achieve this.

National Print Advertising Campaign (Before Torch Run Arrival on the island of Ireland)

This consisted of full page, colour adverts in all major broadsheets and tabloid papers, informing the reader that “Something Special is coming”. People were advised that their local papers would be carrying further information, closer to the ceremony date.

Local Print Advertising Campaign (From arrival of Torch Run team until Opening Ceremony)

This consisted of full page, colour adverts with more exact ceremony details including location and time. These adverts were tailored to each region and over 23 regional papers were targeted.

Entertainment

Logistics

The logistical plan for this event was a very complicated plan due to a number of factors. A logistical plan was put in place by the GM TR on November 2001, this set out the number of routes, the mileage, the number of ceremonies and the amount of running, which should take place. One route was for 3 runs and the other was for 4 runs. The outcome of these plans led to the decision to create 3 main routes and a satellite route. The logistical committee worked on many drafts of this plan before the final one was decided on. In January 2003 over 2 weekends the routes were driven and mileage calculated. This was then put together with timings on which was a mammoth task and was ready in mid-May 2003.

Very early on it was decided that 6 outriders would accompany the TR from the Gardai and the 6 PSNI. This proved most successful by having these outriders as members of the team

Recommendations

That the final logistical plan be available at least two months in advance of the event. If the logistical plan is complicated a person should be appointed to work on it full time.

Ceremonies

The local ceremonies that took place during the Torch Run Final Leg were the key to the overall success in raising awareness for Special Olympics, and the 2003 World Games. The main focus was on ensuring that each ceremony that took place was of the highest standard and a memorable experience for all of the people involved. Each host town was responsible for the organisation of the ceremony in their town. There was a lot of communication between the Irish Torch Run Planning committee and the Host towns. The GM and the TR committee attended host town meetings and spoke about the torch run. The GM also requested that the Torch Run be put on the agenda of the Host town committee regional meetings. The TR co-ordinator from the host town also attended these meetings. Updates and presentations were given at these meetings. In addition to this members of the committee attended local host town meetings. There was also a lot of communication by letter and telephone with the host towns. The GM also worked closely with the host town managers and attended some of their meetings to update them on the progress of the plans for torch run.

Each ceremony was between 20 and 30 minutes duration. The advance team from the TRFL arrived to the ceremony location approximately ½ to 1 hour prior to the start of the ceremony. They liaised with the host town organisers on the status of the run and will also provide the official signage and banners.

Running Order of Ceremony

- Entertainment commences before Torch Run Final Leg Team arrive
- Arrival of Team at an agreed location outside of town
- Team start run into ceremony location
- MC announces imminent arrival of Torch Run team.
- Team arrives at podium. It is important to place the team in an important prominent position where everyone can see them.
- MC welcomes everyone (MC. – welcome, introductions to VIP's – Lord Mayor, Garda/PSNI, local dignitaries, visiting country, Special Olympic athletes, special schools, centres, clubs.)
- Speeches

- Speech 1 – Torch Run Final Leg Team member
- Speech 2 – Special Olympic athlete
- Speech 3 and 4 – Eircom, PSNI/Garda or Representative from Special Olympics where applicable
- Speech 5 – Representative from Town e.g. Host town Chairperson or Lord Mayor or other dignitary

Speeches must be kept to max. 2-3 minutes each. Please advise all speakers in advance to avoid embarrassment

- Exchange of gifts.
- Entertainment resumes.
- Media and photo opportunities
- Runners interact with S.O. Athletes & spectators.
- MC announces departure of team.
- Departure of team

All of the ceremonies were different but all were successful due to the amount of time spent working with the host towns on the organisation of the events. Huge crowds attended all of the ceremonies. Each of the ceremonies had the same format with speeches but there was great variety with the entertainment.

Recommendations

Work with the host towns on the organisation of the event. It is a lot of work but it paid huge dividends with the big crowds attending the ceremonies and the professionalism of the host towns with the organisation of the event.

Accommodation

The accommodation team had responsibility for booking the accommodation and meals for all of the members of the LETRFL team. They also had the responsibility of organising the laundry for the entire team in Galway. This involved organising laundry of over 2,000 garments.

Accommodation was as follows:

The team will be staying in the following hotels:

11th June	Belfast	Europa
12 th June	Belfast	Europa
13 th June	Belfast	Europa
14-Jun	Omagh	Silver Birch
14-Jun	Dundalk	Imperial
14-Jun	Ballybofey	Jacksons Hotel
14-Jun	Cavan	Farnham Arms
15 th June	Sligo	Southern
16 th June	Galway	NUI Galway
17 th June	Limerick	Jury's Inn
18 th June	Cork	IBIS Cork
18 th June	Carlow	7 Oaks
19 th June	Kilkenny	Hotel Kilkenny
19th June	Carlow	7 Oaks

19 th June	Mullingar	Greville Arms
20 th June	Dublin	Gresham
21 st June	Dublin	Gresham
22 nd June	Dublin	Gresham
23 rd June	Dublin	Gresham

Meals were cooked breakfast in the mornings, boxed lunch during the day and a three course evening meal. All of the accommodation and the meals were of a very high standard. Some of the meals were sponsored. The laundry was a very big task as there were over 2,000 pieces to be laundered. The team members had been advised to mark their uniforms and that no personal laundry would be done. It had been agreed at meetings that only the official uniform should be laundered. This changed on the evening the laundry was being prepared when requests came to launder some of the teams personal items.

Recommendations

Meals for meals should be varied. Only official uniforms should be laundered.

Transport

The following vehicles, which will be required by the LETRFL team:

- 14 cars
- 3 vans
- 3 buses
- 1 minibus

The 14 cars were provided by the GOC from the motor pool from 11th June to 21st June. The cars were returned on 20th June. The vans and mini bus were provided by *eircom* and the three buses will be hired out. The vehicles will be driven by the support team members. Only the Irish support team members and 4 of the US support team were insured to drive. Cars were changing everyday which lead to confusion at times.

Recommendations

That the majority of support team members should be able and insured to drive. That a car is assigned to a particular role on the run e.g. that all the advance equipment is kept in one vehicle is not removed from the vehicle. That there is a cash flow available prior to the event to pay for petrol, parking etc.

Host Towns

The Irish Torch Run planning committee worked very closely with the host towns in the organisation of the ceremonies held in the towns.

The following are a list of guidelines and responsibilities of the host town for the event.

- A Torch Run Co-Coordinator Must Be Appointed To Work With The Torch Run Final Leg Committee.
- Work closely with the local Gardai/Police Service of Northern Ireland and *eircom* representative regarding the organisation of this event.
- Liaise with Special Olympics Schools/Clubs in your area in the organisation of the event
- Ensure local community involvement through, special schools, local Special Olympic Programme, mainstream schools, local sports clubs, scouts, girl guides etc. and encourage participation in the event from as many people as possible
- If other towns are joining with your town for the ceremony make contact with them as soon as possible.
- Identify a location for the ceremony in a key area as soon as possible. This location must be in an area, which will create the most impact and encourage public participation.
- Identify key areas for local runners to join with the run
- Identify key people to speak at the event
- Organise entertainment before and after the event to encourage a festival/carnival atmosphere. If possible organise one key activity, focus point or theme that will make your Torch Run ceremony unique and set it apart from other towns.
- Liaise with the Community Garda/Police officer if they are organising 'Build a Torch' in schools
- Ensure that the local media are aware of the event

Recommendations

It is very important to work closely with the host towns in the organisation of every aspect of the Torch Run Plan. There was a fantastic structure put in place for the host towns which made our job really easy.

Build a torch Project

One of the most successful aspects of the Torch Run was without a doubt the build a torch campaign. This involved the following.

All primary schools were encouraged to design and build a torch to support the Torch Run Final Leg Team as it passes through their community.

All schools involved were asked if school children will form a guard of honour displaying the torches they have made as the Torch Run comes into their town or some of them may join in the ceremony. This will depend on the numbers involved.

Where possible each school should participate with a special needs school in their area. Representatives from both schools could co-operate in the design and building of a torch for this project.

Thousands of school children lined the streets of the towns with their hand made torches. This was very colourful and led to great excitement in the towns

Opening Ceremony

The Opening Ceremony 2003 SOWSG - staging and preset arrangements for all participants in the Torch Relay and the Lighting of the Flame of Hope within Croke Park.

Creative Management: Tyrone Productions

Participants:

The following participants will be seated in Croke Park, in the Cusack Stand and as near the stage as possible, prior to their participation in the Ceremony for the Torch Relay and the lighting of the Flame of Hope.

- [i] 85 x International Law Enforcement Officers in Uniform - they will form the Guard of Honour on the stage and the steps leading to the stage when SO Torch arrives in the Arena.
- [ii] 10 x Relay Athletes Support Team - to disperse around arena prior to arrival of SO Torch and assist the Athletes Relay Team should the need arise
- [iii] 18 x Police Officers (in track suits/running gear) - who will join SO Torch on Jones Rd prior to its arrival in Croke Park. They will hand over the SO Torch and then escort the relay team around arena.
- [iv] 10 x Athletes (in track suits/running gear) - who will join SO Torch on Jones Rd prior to its arrival in Croke Park. They will also escort the relay team around the arena.
- [v] 40 x other members of the Torch Run Team will remain in their seats throughout the Ceremony.

Other participants:

- [vi] 20 x Garda Motor Cycles/ 20 x PSNI Motor Cycles - who form the motorcycle cavalcade/guard of honour for the Torch around the arena.
- [vii] 7 x SO Athletes selected to relay the Torch around the Arena
- [viii] 1 x SO Athlete selected to carry the Torch to the stage and to light the Flame of Hope

What happens:

The Athletes [vii] & [viii] selected to participate in the relay team (plus their personal minders) will enter the arena in the parade of athletes with their delegations and remain with them until their cue to standby to participate. They will be cued (probably as U2 start their set) to take up their relay starting positions (they will be accompanied there by their minders) and standby to run their leg carrying the SO Torch. When they have completed their leg of the relay they will wait with one of the Athlete Support Team [ii] - there will be at least one at each changeover position - until their own minder arrives at their finishing point to collect them and deliver them back to their delegation. The Athlete [viii] who lights the Flame of Hope will remain on stage (he or she will be joined there) by his or her minder until the Ceremony is finished at which point they will be escorted back to their delegation.

The 18 Police Officers [iii] and 10 Athletes [iv] handing over the Torch and escorting the relay team - will discreetly leave their seats on a predetermined cue and take up their stand by positions at the Jones Rd entrance to the stadium. They will leave the stadium via the Museum entrance and make their way around the outside of the Stadium to their standby position. They will be cued by a Tyrone Stage Manager.

The uniformed International Law Enforcement Officers [i] will leave their seats on an agreed cue from Tyrone stage management and take up a pre-arranged position on the 'track' on the Cusack Stand side of the Stadium. As the Garda/PSNI bikes enter the stadium they will march into their Guard of Honour positions on SL wing of stage (in front of the SO flag and at the steps leading to the stage - the final positions will be determined at the rehearsal on the morning of the Ceremony). They will remain in this position until Nelson Mandela declares the Games open after which they will return to their original position on the track and wait there until the motorbikes have cleared the arena before exiting after them through the Hill 16 exit.

The motorcycle cavalcade [vi] will be in standby position on Jones Rd at least twenty minutes prior to its participation in the Ceremony. The GOC will liaise between Tyrone Productions and the two police forces to ensure that this happens. The motorcyclists may be asked to do a 'dummy' run on Jones Rd, approximately fifteen minutes prior to their entrance, to be filmed for a TV/AV effect that will be used on TV and inside the stadium just prior to their arrival to dramatise their entrance. A final decision will be taken on this in consultation with the two forces and the TV director.

On a pre-arranged cue, to be given by Tyrone Productions stage management, the motorcycle cavalcade [vi] will enter the stadium through the Jones Rd gates, in single file - alternate Garda/PSNI vehicles - with their blue warning lights flashing. They will drive around the stadium to their predetermined station in the Guard of Honour - each station (there will be twenty) will be manned by one Garda and one PSNI rider. They remain in this position - lights continuously flashing - until Nelson Mandela has declared the Games open at which point all the bikes positioned between the Muhammad Ali entrance and the Hill 16 exit will proceed to the Hill 16 exit where they will exit the arena, while all the remaining bikes will proceed to the Muhammad Ali exit where they will exit the arena. Both parties will proceed to the Museum Gates to exit the Stadium.

The eighteen police officers and ten athletes [iii] & [iv], led by the two officers carrying the SO Torch, will enter the stadium immediately behind motorcycle cavalcade. On reaching the trackside the officers will hand the SO torch to the first runner in the Athlete relay team. Leaving a gap of between 10 and 15 metres behind the athlete carrying the torch, the party of Police Officers [iii] and Athletes [iv] will escort the relay team around the stadium. When the Torch is handed to the final athlete (who will take it on stage to light the Flame of Hope) the Officers and Athletes [iii] & [iv] join the Uniformed international Law Enforcement Officers [i] at the steps to the stage to witness Nelson Mandela declare the Games open. They will leave the arena through the Hill 16 exit (with the Uniformed Guard of Honour once the final motorcycle has passed).

Torch Design

Torch Design for Torch Run Final Leg 2003

Objective

The Special Olympics Torch is widely recognised and an emotionally evocative symbol of 2003 Special Olympics World Summer Games. It will be designed and built to combine both the spirit and theme of this monumental world event while still reflecting the strength and passion of the Irish spirit – the hosts of the World Games.

Background

- Traditionally the torch has been designed and manufactured in the USA by Mid-West Trophy. However, given that Ireland is hosting the World Games it was decided that consideration should be given to the idea of at least part of the torch (the handle) being designed and manufactured in Ireland using Irish craftsman and materials. Newbridge Silverware expressed an interest in designing and making the torch. They appointed Noel Finnerty an independent designer commissioned on a regular basis by Newbridge to design the torch.

Meeting with Designer

- On the 12 June 2002 the GOC met with Noel Finnerty, He had prepared some preliminary designs for consideration. Noel is the designer of the Newbridge jewellery collection.
- The designs would include the use of bog oak and silver. Each symbols of the sports offered at the Special Olympics World Summer Games 2003 would be embedded with silver on the bog oak. . Each torch would have to be hand crafted the sports symbols would have to be hand cut.
- . GOC advised that up to 20 torches would have to be manufactured.
- Mid West trophies made the bowl for the torch.
- Mid West trophies and Newbridge Silverware worked together on the manufacture of the torch.

The final design consists of a handle that is an abstract flame made from Bog Oak, sterling silver disks with engraved sporting icons are inset in the wood and the silver finish bowl and burner follow the flowing lines. The result is an elegant flowing form which should have broad appeal. The bog oak was chosen to represent Ireland's heritage in an earthy simple way, while the design is more progressive but still very natural and friendly or uncomplicated.

The torch was ready for the launch of the Torch Run in April.

Safety / Security

See attached document.

Communication Equipment

The following communications equipment was used by the TRFL team

- 22 walkie talkies
- 22 mobile phones
- 2 laptops

They were provided by the GOC.

The Walkie talkies were not suitable for use on the torch run because of the noise of the crowds and the range was not suitable. Training was provided to the support team on the use of Walkie talkies in advance. The phones could not be used in Northern Ireland even though this request had been made in advance. The Support team had to resort to using their own mobile phones

Recommendations

All phones should be pre-programmed with the numbers that will be in use during the event.
Ear pieces should be provide with the Walkies talkies
Trainilng on the use of Walkie talkies should be given to all members of the support team.

PR and Marketing Campaign

The publicity for the torch run started with the lauch in April 2003.
Luaunch of the Torch Run

- After Action Comments
- After Action Recommendations

Budget / Financial Management

- After Action Comments
- After Action Recommendations

Insurance

It was understood from the outset on the planning that SO Inc would be covering the insurance all insurance aspects of this event. A written statement of the SO Inc policy in relate to the TR was requested in advance but never received. As the event drew nearer there was a lot of confusion in relation to the various elements requiring insurance and the GOC then had to act fast by insuring the necessary elements.

After Action Recommendations

A written document to be received a year out in relation to the elements which SO Inc will cover and agreed by the GOC insurance brokers

Appendices

- After Action Comments
- After Action Recommendations

Other Comments

Many briefings and training sessions were provided leading up to the run. When the run started there was just one briefing on the night before the start of the run and the major events that were happening on 13th. This briefing mainly focused on the arrival of the torch in Bangor. After that no other briefings were held for the entire support team. The teams were divided into four routes with route leaders from the Ireish support team and the US support team. Each of the route leaders briefed their teams. It would have been advantageous to have a briefing at a pre agreed time every day. This would have ironed out any problems that were there and would have led to

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