



# Crowd Management & Security Plan



*Showsec*



## Crowd Management & Security Plan – Live Nation Finsbury Park Music Events – v1.3

**Your primary contact for the document is:**

Name: Steve Reynolds

Mobile: +44 7500 079 443

Email: [Steve.Reynolds@Showsec.co.uk](mailto:Steve.Reynolds@Showsec.co.uk)

Date: 23<sup>rd</sup> October 2014



# Table of Contents

Table of Contents.....	2
1.0 Introduction.....	9
1.1 Introduction.....	9
1.2 Client.....	9
1.3 Contract.....	9
1.4 Designated Premises Supervisor.....	9
1.5 Service Provider.....	9
1.6 Principles of Crowd Management.....	10
2.0 Showsec Information.....	12
2.1 Security Command & Control Structure.....	12
2.2 Security Control Room.....	13
2.2.1 Radio Contractor.....	13
2.2.2 Radios.....	13
2.2.3 Radio Controllers.....	13
2.3 Insurance.....	13
2.4 Recruitment & Training.....	14
3.0 Risk Assessment.....	15
3.1 Event Risk Assessment.....	15
3.2 Site Security Survey.....	15
3.3 Staffing Risk Assessment.....	16
3.4 Staffing Levels.....	16
3.4.1 Licensable Period.....	17
3.4.2 Licensable Activities.....	17
3.5 Event / Artist Profile.....	17
3.6 Audience Profile.....	17
3.6.1 Management of Cultural Behavior.....	18
3.7 Health & Safety.....	18
3.7.1 Health & Safety Policy.....	18



3.7.2	Noise Levels.....	19
4.0	Security Plan .....	20
4.1.1	Security Assessment & Physical Security .....	20
4.1.1.1	Perimeter security fence.....	21
4.1.1.2	Fixtures and fittings – site.....	21
4.1.2	Security Awareness.....	21
4.1.3	Access control systems.....	22
4.1.4	Security Passes.....	22
4.1.5	Integrated security systems – CCTV and lighting.....	22
4.2	Search Plan .....	23
4.2.1	Searching of persons entering the event.....	23
4.2.2	Search Sector Plan .....	23
5.0	Statement of Intent.....	25
5.1	The role of the company with reference to Crowd Management.....	25
5.2	The role of the company in reference to security.....	25
5.3	Areas of responsibility.....	25
5.3.1	Perimeter Protection.....	25
5.3.2	Access Control .....	26
5.3.3	Entrances.....	26
5.3.4	Arena Crowd Management .....	26
5.3.5	Contingency and Emergency .....	26
5.3.6	Egress.....	27
5.4	Areas that the company are not responsible for .....	27
6.0	Pre Event.....	28
6.1	Meetings .....	28
6.1.1	SAG (Safety Advisory Group) Meetings – .....	28
6.1.2	Security & Police Meetings.....	28
6.1.3	Client Planning Meetings.....	28
6.1.4	Internal Planning Meetings.....	28
6.1.5	Liaison with other agencies .....	28



6.2 Event / Licensing Conditions..... 29

6.3 Subcontractors..... 29

6.4 Supervisor Briefing ..... 30

6.5 Staff Briefings ..... 30

6.6 Assignment Instructions..... 30

7.0 Build & Break (within Red line areas of the site)..... 31

7.1 Security Guarding ..... 31

7.2 Duties..... 32

7.3 First Day of Build ..... 32

7.4 Communications ..... 32

7.5 Accreditation System ..... 33

7.6 Vehicle Arrivals: Contractors..... 33

7.7 Vehicle Arrivals: On-site..... 33

7.8 Deliveries ..... 34

7.9 Theft, Vandalism and Crime scene preservation ..... 34

7.10 Occurrences & Incidents..... 34

7.11 Handover ..... 35

7.12 Site Safety Rules ..... 35

8.0 Event Open - Arrival ..... 36

8.1 Walkup..... 36

8.2 Transport ..... 36

8.3 Queuing Area..... 37

8.4 Queue Management..... 37

8.5 Ticket Collections..... 37

8.6 Information..... 38

8.7 Preparation for Entrances ..... 38

8.8 Disabled Access ..... 38

9.0 Event Open – Ingress..... 39

9.1 Access Control & Accreditation..... 39

9.2 Lighting ..... 39



9.3	Ingress Flow .....	39
9.4	Soft Check .....	40
9.5	Ticket Systems .....	40
9.6	Search Procedure .....	40
9.6.1	Enhanced Drugs Search Procedure.....	41
9.7	Drugs Policy.....	41
9.8	Restricted & Prohibited Items .....	42
9.9	Contingency.....	42
9.9.1	Wet weather .....	43
9.9.2	High intensity ingress .....	43
9.9.3	Radio Communication .....	43
9.10	Age Restrictions.....	43
10.0	Event Open .....	44
10.1	Staffing Positions .....	44
10.2	Pre Event Checks .....	44
10.3	Occurrence Logging .....	44
10.4	Incident Reporting.....	45
10.5	Eviction & Ejection Process .....	46
10.6	Sexual Offences Procedure .....	46
10.7	Lost Children.....	46
10.8	Management of Localized Density.....	46
10.8.1	Tented structures & sponsor areas .....	47
10.8.1	Zonal areas .....	47
10.8.2	Barriers.....	47
10.8.3	Crowd Spotter .....	47
10.8.4	Decision to close .....	47
10.8.5	Reopening.....	48
10.9	Welfare Services.....	48
10.10	Lighting .....	48
10.11	Fire Points & Equipment .....	48



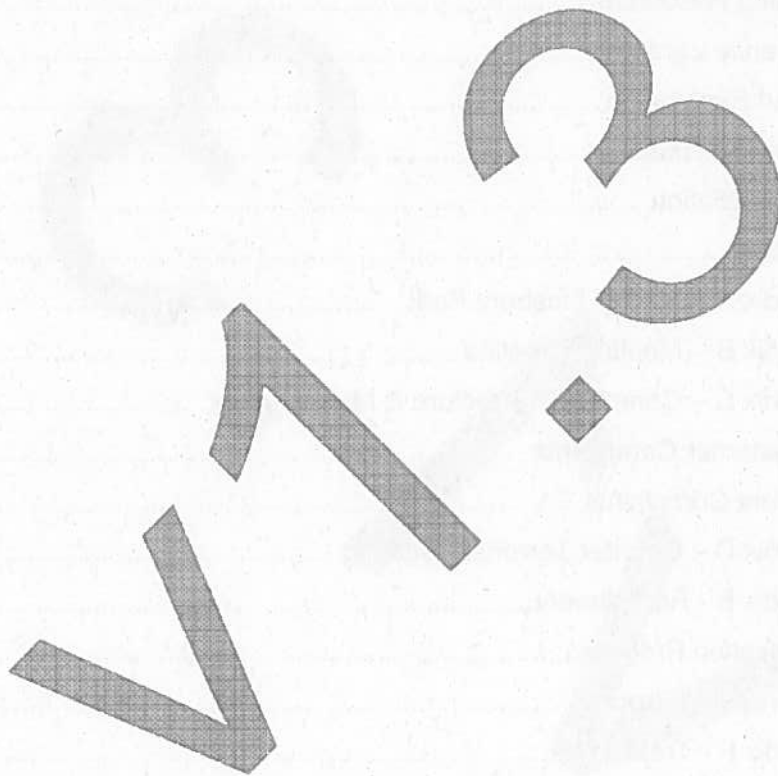
10.12	Medical Points .....	48
10.13	Disabled Access .....	49
10.14	Backstage .....	49
10.14.1	Access Control .....	49
10.14.2	Vehicles.....	49
10.14.3	Stage Area .....	49
10.14.4	Sponsor Stage Viewing Area .....	49
10.14.5	Mixer & Delay Areas.....	50
10.14.6	Front of Stage Barrier Operations .....	50
10.14.7	Structure and Design.....	50
10.14.8	Medical Provision .....	50
10.14.9	Photographers.....	50
10.14.10	Crowd Spotters.....	50
10.14.11	Evictions and Ejections .....	51
10.14.12	Artists .....	51
10.14.13	Hospitality.....	51
10.15	Bars .....	51
11.0	Normal Egress.....	52
11.1	Pre-Egress Meeting .....	52
11.2	External Egress .....	52
11.3	Redeployment of Staffing Resources .....	52
11.4	Pre-Egress Checks .....	52
11.5	Communications .....	52
11.5.1	Radio Silence .....	53
11.5.2	Key egress personnel.....	53
11.5.3	CCTV Monitoring.....	53
11.6	Event Areas of Note.....	53
11.6.1	Merchandise.....	53
11.7	Stand Down of Staff.....	54
12.0	Contingency .....	55



12.1	Liaison with other agencies.....	55
12.2	The role of the Emergency Liaison Team (E.L.T.).....	55
12.3	Alert & Emergency Procedures.....	55
12.3.1	Condition Green.....	55
12.3.2	Condition Amber.....	55
12.3.3	Condition Red.....	55
12.3.4	Stand Down.....	56
12.4	Allocating Resources.....	56
12.5	Emergency Egress.....	56
12.5.1	Part Evacuation.....	56
12.5.2	Full Evacuation.....	57
12.5.3	Cancellation.....	57
13.0	Appendices.....	58
13.1	Appendix A – Map of Finsbury Park.....	58
13.2	Appendix B – Meeting Timeline.....	59
13.3	Appendix C – Complaints Structure & Management.....	60
13.3.1	Customer Complaints.....	60
13.3.2	Client Complaints.....	60
13.4	Appendix D – Counter Terrorism Briefing.....	61
13.5	Appendix E - Recruitment.....	63
13.5.1	Selection Process.....	63
13.5.2	Screening Process.....	63
13.6	Appendix F - Training.....	65
13.6.1	Training & Development Centre.....	65
13.6.2	Full Time Training.....	66
13.6.3	Casual Worker Training.....	66
13.6.3.1	Steward Training.....	66
13.6.3.2	SIA Training.....	67
13.6.3.3	Modular Training.....	67
13.6.3.4	Event Specific Training.....	68



13.6.4 Supervisor & Team Leader Training.....	68
13.6.4.1 Supervisors Training .....	68
13.7 Appendix G – Assignment Instructions .....	70







## 1.0 Introduction

### 1.1 Introduction

This document will describe the proposed plan for the management of the Crowd Management & Security for Live Nation Finsbury Park Music Events. Dates to be confirmed but will be in July and based around 3 stages. The event will be licensed with a maximum capacity of 49,999 persons; the audience profile will vary across the event and further detail is given later in this document as to the specific detail for expected around the headline artists.

### 1.2 Client

Showsec are contracted with Live Nation (UK) Ltd. Showsec's key contacts at Live Nation are:

John Probyn – Festival Director – John.Probyn@Livenation.co.uk

Paul Cook – Festival Health and Safety Manager – Paul.Cook@Livenation.co.uk.

### 1.3 Contract

Showsec are contracted by Live Nation (UK) Ltd to provide Crowd Management & Security Services to events at Finsbury Park.

### 1.4 Designated Premises Supervisor

The Designated Premises Supervisor for Live Nation is Brian Grew

### 1.5 Service Provider

This plan is specific to the Showsec operation within the red line area, which involves the:

- Build & Break and Site Security
- Entrances
- Front of House Arena



- Perimeter
- Front of Stage Barriers
- Backstage & Guest Areas

The other security, stewarding and marshalling operations that will operate on site are:

- Bars

For more information on Showsec and their experience at other festivals, events and venues please visit [www.Showsec.co.uk](http://www.Showsec.co.uk).

## 1.6 Principles of Crowd Management

Crowd Management is "the systematic planning for, and supervision of, orderly movement, assembly and dispersal of people. Note that Crowd management involves the assessment of the people handling capabilities of a space prior to its use. It includes:

- Evaluation of projected levels of occupancy;
- Adequacy of means of ingress and egress;
- Processing procedures, such as assisting and directing members of the public;
- Expected types of activities and group behavior;
- Evaluation of crowd dynamics and crowd safety.

"Referenced from the BS8406 Event Stewards"

This Crowd Management Plan will also draw on principles from current guidance documents:

- The Event Safety Guide
- The Guide to Safety at Sports Grounds
- The Guide to Fire Precautions in Existing Places of Entertainment and Like Premises.
- Regulatory Reform (Fire Safety) Order 2005
- Health and Safety at Work Act 1974
- Management of Health & Safety at work regulations 1999



- HSE Guidance to Crowds in Public Venues
- HSE Guidance to Managing Crowds Safely
- British Standards in Door Supervision, Event Stewards and Static Security
- NACTSO Counter Terrorism Protective Security Advice for Major Events

Showsec are involved with the planning stages of the event and a representative will attend the following meetings:

- Event Planning Meetings (involving multiple agencies such as the Event Organisers, Local Authority, Police, Fire, Ambulance)
- Police and Security Meetings
- Tabletop Exercises

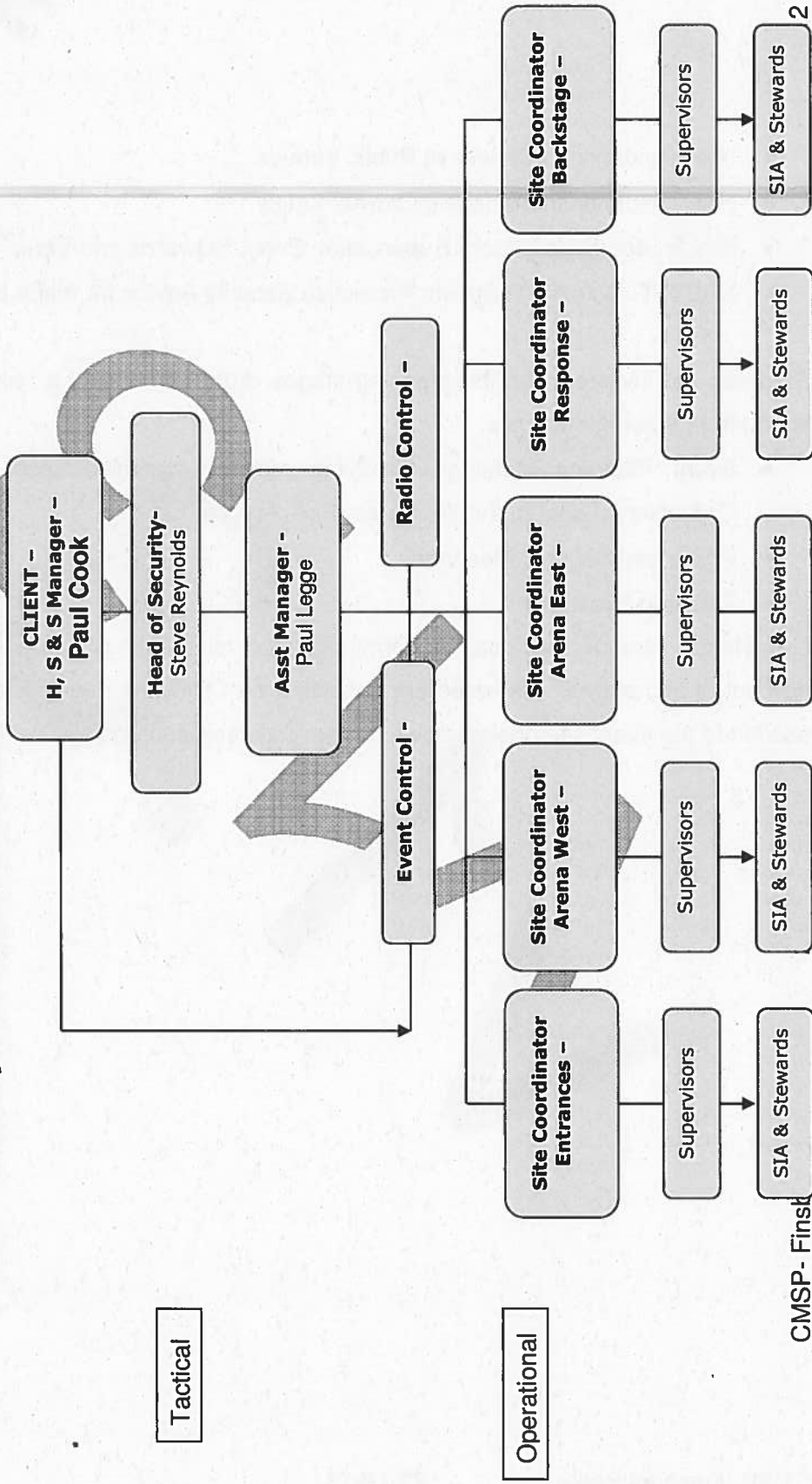
Live Nation (and/or the local authority) minutes all meetings and the minutes are distributed and stored. Showsec are consulted on Crowd Management decisions with relation to the event site design, however the final decision lies with Live Nation:

+



# 2.0 Showsec Information

## 2.1 Security Command & Control Structure



Tactical

Operational

CMSP- Finsk

Version 1.3

Steve Reynolds



## 2.2 Security Control Room

The Security control room at the event will be the hub of Showsec communications on site. The Security control room reports into the Event Control room, which is situated in the Park HQ.

### 2.2.1 Radio Contractor

Showsec will contract a suitable contractor to provide the hand held radio system for the event open period. They will provide the equipment, installation and support service to the provision of this equipment.

### 2.2.2 Radios

The Showsec operatives will use Motorola DP3400 digital radios. Each designated radio user will have a radio equipped with an earpiece. The radios will operate with a minimum of two channels relevant to the site:

Channel 1 (Repeater) – Entrances & Arena

Channel 2 (Repeater) – Backstage & Main Stage Barriers

### 2.2.3 Radio Controllers

In the control room there will be three radio controllers, an administrator and a senior controller. Each channel will have their own radio controller; the senior controller will sit additionally on the Channel 1. The administrator will ensure that all the pre-event logs are up to date along with gathering any further incident reports after an incident.

The senior controller will drive through the event timeline. This is a series of planned events and actions that must occur. They will also ensure that each channel controller is obtaining the regular situation reports (sit-reps). The senior controller will then prepare regular updates to be emailed to the event management team.

## 2.3 Insurance

Available on request are the Insurance documents for Showsec. These have recently been reviewed and are valid until 31st October 2014 (they will be renewed upon this expiry date). The documents available are:

CMSP- Finsbury Park

23-10-13

13

Version 1.3

Steve Reynolds



- Public/Products Liability Insurance, not less than £5 million.  
Policy Number: YMM824299 & G21979363003
- Employers Liability Insurance, not less than £10 million.  
Policy Number: YMM824298

These are both undersigned by:

- Aon Limited  
205-208 Kings Road  
Reading  
RG1 4LW  
T – 0118 926 1100  
F – 0118 966 7458

For further details please contact the Finance department on  
0116 204 3315 or [finance@Showsec.co.uk](mailto:finance@Showsec.co.uk)

## 2.4 Recruitment & Training

The Showsec recruitment & training procedures are detailed in the appendix and further information is available on request. All staff are screened in advance and all staff are trained to a minimum level 2 standard.



## 3.0 Risk Assessment

### 3.1 Event Risk Assessment

The organiser, in advance of the event, will carry out the event risk assessment. This document will be made available to Showsec and it will be read and considered in the writing of the Showsec Crowd Management Plan and Staff Risk Assessment.

The principal steps to risk assessment are as follows:

- a) Identify the various hazards associated with the site and/or event's activities;
- b) Identify those people who are at risk, who might be harmed and how;
- c) Evaluate the risks and decide if the existing precautions are adequate or can be improved;
- d) Record all findings, recommendations and remedial actions implemented;
- e) Review the assessment and revise as necessary.

"Referenced from the BS8406 Event Steward"

### 3.2 Site Security Survey

At the planning meetings both internally and with other agencies, there are several considerations taken into account. There are constant changes to the site design leading up to the event. Showsec will survey the site each time a revision of the site plan is published by the client and consider the following:

- Staffing levels;
- Safe methods of ingress and egress;
- Emergency egress and ingress;
- Public arrival points;
- Screening of visitors, staff and customers to the site;
- Ticket/access control systems;
- Control of localized density;
- Accurate accounting of capacity;



- Audience profile;
- Artist or event profile;
- Control of cultural behavior;
- Welfare services;
- Lighting and identification of black spots or dimly lit areas;
- Identification of all fire points and the location of fire appliances;
- Identification of any areas set aside for the treatment of first aid and related equipment.

### **3.3 Staffing Risk Assessment**

A staffing risk assessment will be written to support this Crowd Management & Security Plan; this is available upon request. This will detail the risks associated with the delivery of the Crowd Management & Security Plan.

An assessment of the risks is carried out in accordance with an employer's statutory requirement to do so under the Health and Safety at Work Act (1974) and complies with the Management of Health and Safety at Work Regulations (1992).

### **3.4 Staffing Levels**

A full staffing deployment is created for this event and is available upon request at a later date. This details the following for each day of the Build, Event, Overnight and Break period of the event:

- Staffing position number
- Grid reference of the position
- Position name
- Description of duties of position
- Function of the position (SIA / ST)
- Number of staff in that position
- Start and Finish Time





### **3.4.1 Licensable Period**

For the purposes of the Private Security Industry act 2001, the site is deemed as licensed, only during the open and licensable hours of each day (where alcohol sales are permitted). Inside of these hours then only 'Door Supervisor' SIA Licenses will be in use for licensable activities. Outside of these licensed hours then 'Security Guarding' SIA Licenses may be in use in addition to the 'Door Supervisor' SIA Licenses.

### **3.4.2 Licensable Activities**

Whether the position is classed as a licensable position or a non-licensable position is taken from the Private Security Industry act 2001. Further information is given in the SIA guidance:

[http://www.sia.homeoffice.gov.uk/Documents/licensing/sia\\_security\\_at\\_events.pdf](http://www.sia.homeoffice.gov.uk/Documents/licensing/sia_security_at_events.pdf)

## **3.5 Event / Artist Profile**

As in previous years there will be many artists appearing throughout the series of events.

A full line up will be made available nearer to the event by the organiser and published on the event websites. Showsec and the organiser will work through to assess any risks associated with a specific artist due to profile or popularity.

## **3.6 Audience Profile**

The audience will vary across each event. Once the program, content and headline artists / main attractions are announced then an audience profile will be written for each event and included in the briefings to Supervisors.

Audience profile information may be able to be gathered from the ticketing information should it be available. The ticket information can tell us how people will choose to arrive, the demographic, etc.



The audience is expected to attend for the positive experience of the events and to be part of the event experience. Any disorder or crime has historically been to a minimum and no change to this is anticipated. The audience will likely to be experienced in attending music concerts either at venues, festivals or other events. This brings an audience that will have high demands in terms of customer service and so excellent communication skills are required from the staff.

### **3.6.1 Management of Cultural Behavior**

Each band is risk assessed before the event so that resources can be adequately deployed in anticipation of any high-risk crowd activity.

Across the events, constant situation reports will be fed into the control room and analysed to look for trends. This data gathering will be used for profiling of the acts in future years and the previous year's data is available to utilise in 2014.

Should any dangerous activity take place either incited by the crowd or the act on stage then a Show stop policy is in place to ensure there is a process of stopping the show at any time.

## **3.7 Health & Safety**

### **3.7.1 Health & Safety Policy**

The company has a Health & Safety Policy supported by Codes of Safe Working Practice (CoSWP). All company employees and workers are made aware of their responsibilities whilst on site and that they must observe the Health & Safety Regulations in place on the site.

All staff receives Health & Safety training. This is at different levels depending on the role undertaken by the member of staff. Further details are available from the training centre.



The Supervisors will receive a briefing sheet summarising the company's Codes of Safe Working Practices relevant to the event. They will brief all the staff on the specific hazards in their area and methods of reducing any perceived risk.

### **3.7.2 Noise Levels**

A code of safe working practice is in place for the control of Noise at work regulations 2005. The noise regulations came into place for the music and entertainment sectors on April 6<sup>th</sup> 2008 and require the following of an employer:

- Provide workers with hearing protectors and to make sure that they use them properly.
- Identify areas where the use of hearing protection is compulsory
- Ensure that the hearing protectors are properly used and maintained.

All Showsec workers at the events are issued with hearing protection when they sign in to work. The Supervisors will cover the wearing of hearing protection in their daily briefing. The Supervisors will then monitor to ensure that the workers are wearing the hearing protection at all times where necessary and in the correct way.

The Showsec Health, Safety & Facilities Manager will audit the wearing of hearing protection on site as part of his Health & Safety checks whilst on site.



## 4.0 Security Plan

The security planning for the event is wide reaching and incorporated in this Crowd Management & Security Plan. The security part will consider:

- Aims of the Crime Reduction Strategy, to be agreed with the Police
- Details of all the protective security measures to be implemented, covering physical, information and personnel security
- Instructions on briefing content to security staff including type of behaviour to look for and methods of reporting
- Instructions on how to respond to the discovery of a suspicious item or event
- A search plan
- Evacuation and invacuation plans and details on securing the attraction in the event of a major incident
- Business continuity

### 4.1.1 Security Assessment & Physical Security

A security risk assessment will be carried out using the template in the Appendix.

Security risk is difficult to quantify, because the basic assumptions for calculating mathematical probability cannot be met; that is, the variables are neither independent nor random.

There will be several physical security measures deployed across Finsbury Park to ensure its security. There will be a search regime for public persons on entry to the site, which will include Wanding and use of covert and overt security teams



#### 4.1.1.1 Perimeter security fence

The perimeter fence will go up during the build for the event on approximately the 3<sup>rd</sup> to the 6<sup>th</sup> days of the events build period. The fence will be constructed of either Steel Shield type fencing or utilising the existing site fencing. There will be a minimum of the following specifications:

##### Steel Shield

Panel size	Weight	Crowd pressure	Normal height	Pin depth	Colour	Gate access	Pedestrian access
3mx2.4m	72kg	2.0kn/m	3.0m	40cm - 1.0m	Green	2.4m or 3m	1.2m + door

No items should be located around the perimeter of the fence to limit the risk of devices being left in these. There are no structures directly outside the perimeter of the proposed fence line.

Once the fence line is erected, an assessment of areas that are more at risk than others will be identified and adequate security measures and attention will be paid to those parts, examples of these could be treelines coinciding with the fence.

#### 4.1.1.2 Fixtures and fittings – site

During the build period it is important that items are looked after and not left lying around. This is particularly important on the perimeter where items used during the build could be used to help gain access over the fence line.

#### 4.1.2 Security Awareness

Security awareness will be instilled into all personnel working at and attending the event. This will not just be the Security staff but also the event management, contractors, bar workers, cleaners, etc. As well as this there should be a strong, clear security message given out to the visitors attending the events to improve their awareness and demonstrate how and when they should report something suspicious.



### **4.1.3 Access control systems**

There will be several layers of access control systems from staffing of access points to the tracked locking down and opening up of areas during the open period. The security staff will ensure that access control is monitored to minimise unauthorised access. All the tracking will be monitored centrally in the event control room.

### **4.1.4 Security Passes**

The organiser will introduce a thorough and clear accreditation system to allow the security to restrict access to certain areas of the site at certain times of the build, open and break period. Pass boards should be made available to security staff, either mounted at the access control locations and/or included in their briefing document handbook.

### **4.1.5 Integrated security systems – CCTV and lighting**

During the open period the site will be covered by a CCTV system that will be monitored during the events open hours, by a CCTV Operator provided by the CCTV Company. This will feed directly into the Event Control.

The CCTV may be used to track the patrol teams but it will mainly be for Crowd Management & Security across the site; there are limitations to the visibility. Its main role will be to:

- Monitor the crowd movement dynamics of the audience attending the event.
- Cover the main entrances and exits to the event and other visible areas that are critical to the safe management and security of your operation.
- Proactively monitor the activities of members of the public whether they are in public areas or on private property.
- Use cameras to focus on the activities of particular people either by controlling or directing cameras to an individual's activities.
- Use cameras to look out for particular individuals.
- Use recorded CCTV images to identify individuals or to investigate their activities.



Adequate lighting must be installed across the site to ensure there is good visibility for the security teams when patrolling. CCTV Locations will be listed below along with key visibility areas and blind spots.

## **4.2 Search Plan**

### **4.2.1 Searching of persons entering the event**

The search of persons entering the event will support the integrity and security of the site. It is key to ensure that:

- All persons understand there is a right to refuse entry unless searched
- All persons are advised that a search may be carried out
- Staff are trained on their powers of search and what they are searching for
- There is adequate space available for search areas
- There are fast track queues for non-bag holders
- There is sufficient staff for safe ingress and reliefs
- Search queues allow profiling of visitors
- Arrival patterns of visitors are taken into account – transport, groups, peak time

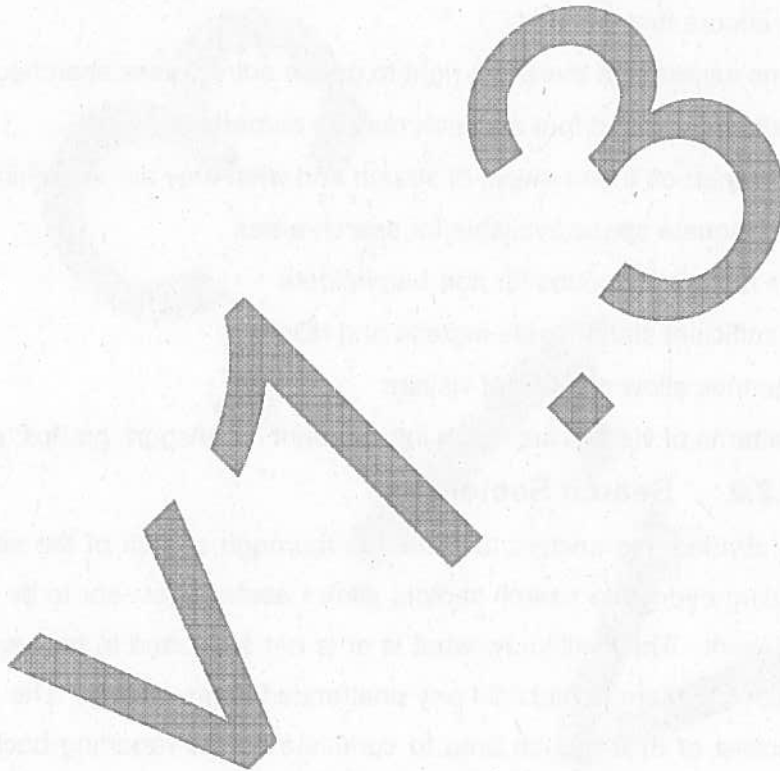
### **4.2.2 Search Sector Plan**

The site will be divided into sectors to allow the thorough search of the site in a swift timescale. Dividing event into search sectors allows each Supervisor to be responsible for their area of work. They will know what is or is not supposed to be present in their area of work, allowing them to highlight any unattended items quickly. The Supervisors will have a checklist of their search area to complete before reporting back to control. The control will have a checklist of all the search areas and once completed will report back to the Event Control. If a package is found then the following protocols will be adhered to:

1. Do not touch suspicious items.
2. Move everyone away to a safe distance.
3. Prevent others from approaching.
4. Communicate safely to staff, visitors and the public.

+

5. Use hand-held radios or mobile phones away from the immediate vicinity of a suspect item, remaining out of line of sight and behind hard cover.
6. Notify the police.
7. Ensure that whoever found the item or witnessed the incident remains on hand to brief the police.







## 5.0 Statement of Intent

Based on the site survey, the risk assessment and input from other agencies the statement of intent can be drawn up as follows. This outlines the responsibilities of Showsec as the Crowd Management & Security Company at the event.

### 5.1 The role of the company with reference to Crowd Management

Crowd Management is:

"The systematic planning for, and supervision of, orderly movement, assembly and dispersal of people. Note that Crowd management involves the assessment of the people handling capabilities of a space prior to its use. It includes:

- Evaluation of projected levels of occupancy;
- Adequacy of means of ingress and egress;
- Processing procedures, such as assisting and directing members of the public;
- Expected types of activities and group behavior;
- Evaluation of crowd dynamics and crowd safety.

"Referenced from the BS8406 Event Stewards"

### 5.2 The role of the company in reference to security

The role of the security company at the client's premises is:

To protect the client from any accidental or deliberate act that could cause loss, damage or destruction to its property, personnel or operations.

### 5.3 Areas of responsibility

#### 5.3.1 Perimeter Protection

- To deter, prevent or detect any attempts at unauthorised access or egress through the site perimeter.



- To patrol the perimeter checking the security of the site perimeter and recording this patrol.
- To raise awareness of the importance of security on site and the protection of both the clients and visitors assets whilst they are on site.

### **5.3.2 Access Control**

- To provide an efficient and effective means of verifying the authority of all persons seeking to enter the site and to prevent any unauthorised persons from gaining access.
- To record the entry and exit of vehicles visiting the site.
- To enforce the pass system designated by the client in the front of house or backstage area.

### **5.3.3 Entrances**

- To provide a courteous and effective service at entrances to the site, in order to properly receive visitors and verify their status.
- To search visitors at the entry point to ensure that they comply with the site policies and procedures based upon the current threat assessment.

### **5.3.4 Arena Crowd Management**

- To monitor the ingress of visitors into the site in a safe and orderly fashion.
- To where reasonably possible, proactively employ crowd management methods to ensure the safe population of the various areas of the site.
- To monitor the safety of the visitors whilst in the site and assist where necessary.
- To monitor and deter visitors from theft and vandalism of any temporary or permanent structures where practical and reasonable with a view to reporting to the necessary authorities

### **5.3.5 Contingency and Emergency**

- To provide every possible assistance to the Emergency Services in the effective handling of any emergency incident arising within the areas of operation.
- To make provision for the protection of the clients assets and personnel in the event of a major crisis or disaster



### **5.3.6 Egress**

- To monitor and assist the public with egress towards the Finsbury Park tube station

### **5.4 Areas that the company are not responsible for**

- Crowd Management or Security of people outside the agreed extremities of the Licensed Area.
- Traffic management around the externals of the site, or parking on the surrounding public roads.
- Any co-ordination or responsibility of lost property or lost children. Staff will, however, direct lost property to the appropriate handling station and escort lost children to the designated point(s).
- Any Health and Safety issues regarding any parties other than those who are employed by the company or actions taken by agents other than those contracted directly by Showsec.
- Provision of direct Medical Services (other than to assist the contracted event medical supplier personnel with all reasonable requests to establish a safe working environment for treatment of casualties).
- Coordination or movement of cash around the site
- Any assets on the concessions stands
- The personal security of artists or any members of bands appearing at the events (unless any unforeseen activity takes place).



## 6.0 Pre Event

### 6.1 Meetings

There will be several meetings to attend over the course of the planning and implementation stages of the project. A meeting timeline has been created by the client to capture the different meetings along with their location, who attended and where the minutes are stored.

#### 6.1.1 SAG (Safety Advisory Group) Meetings –

These meetings are generally held bi-monthly. At these meetings there is a set agenda which will generally allow each agency involved with the event an opportunity to update the group on their planning and raise any questions or concerns that they wish to be discussed.

#### 6.1.2 Security & Police Meetings

The Security and Police partnership is key to the success of the event. Both agencies will meet on a regular basis to discuss; crime reduction, joint strategies, threat level, search protocols, and liaison.

#### 6.1.3 Client Planning Meetings

Showsec & the client will meet regularly to ensure that the clients' needs and wants are communicated to Showsec. This will allow for successful implementation of the security service at the event.

#### 6.1.4 Internal Planning Meetings

The Showsec project management team will meet regularly to ensure that internally all parties are updated on external meetings. These meetings will also ensure that the implementation of the security service is on time and that the service is tailored to exactly what the client wants.

#### 6.1.5 Liaison with other agencies

With an event of this scale, there will be many agencies involved that will have an opinion on how the security service should be delivered. There will also be several contractors who will have specific needs and wants with reference to their involvement

+

at the event. Showsec will request that any specific requests in relation to the security service are made through the client so that they can assess the priority of the requests as well as any budgetary impact. Showsec will however make every effort to carry out any reasonable requests to ensure the highest level of service.

## 6.2 Event / Licensing Conditions

The license conditions relevant to this Crowd Management & Security Plan are to be listed in this section once agreed.

## 6.3 Subcontractors

At present it is possible that some of the security staffing at Finsbury Park will be subcontracted. These companies, will however be utilised under the supervision of Showsec at all times.

All site security subcontractors are required to have satisfactorily completed the Showsec approved suppliers questionnaire and finance check. This is undertaken before being considered suitable to provide any staff to the event. In addition to this all subcontractors are approved under the SIA Approved contractor scheme.

All suppliers are aware that they may be required to submit staff details to the Police, Department for Work & Pensions and the UK Border Agency for further checks.

Contractor	SIA	ST
Tyler Security – Explosives Detection Dogs	1	
Tyler Security – General Purpose Guard Dogs	1	



## 6.4 Supervisor Briefing

The supervisors briefing will take place in various stages leading up to the event. This will be conducted both on-line using the online platform and on site in the form of a familiarisation day.

## 6.5 Staff Briefings

Staff briefings will be given out as a hand out booklet to each member of staff. The booklet will reinforce their training to ensure that it covers a minimum of:

- Roles and responsibilities of Security / Steward
- Patrolling
- Access Control
- Searching
- Security and emergency systems
- Fire safety
- Health & Safety at work
- Law
- Emergencies
- Customer care and social skills
- Communications and reporting
- Equality and diversity
- Communication skills and conflict management

## 6.6 Assignment Instructions

Assignment instructions will be written for all Showsec staff on site. These will be in two formats, general site instructions and position specific instructions. Examples of these are included in the Appendix. For the position specific instructions, each position will have a separate assignment instruction detailing the key information the staff member needs for that role.

+

## 7.0 Build & Break (within Red line areas of the site)

### 7.1 Security Guarding

As stated in 3.4.1, Security Guarding SIA Licenses will only be used in reference to non-licensed hours of the day. Within licensed hours (alcohol sales) then Door Supervisor SIA licenses will be used.

The term "security guarding" used in the scope of this event applies to activities, which are described as follows in the Private Security Industry Act 2001:

- Guarding premises against unauthorized access or occupation, against outbreaks of disorder or against damage;
- Guarding property against destruction or damage, against being stolen or against being otherwise dishonestly taken or obtained.

References to guarding premises against unauthorized access include references to being wholly or partly responsible for determining the suitability for admission to the premises of persons applying for admission.

References to guarding against something happening include references to so providing a physical presence, or carrying out any form of patrol or surveillance, as to deter or otherwise discourage it from happening; or to provide information, if it happens, about what has happened.



## 7.2 Duties

The prime responsibility of the build & break security should be to protect the customer's people, property and assets at all times, as far as they can reasonably do so.

Typical duties could include, but are not limited to:

- Regular tests of timing, communication, safety or other equipment specified in the assignment instructions;
- Regularly checking that the site has been secured;
- The management and/or monitoring of movement of people, goods or transport;
- Undertaking site patrols to inspect for breaches in security or other specified changes;
- Making check calls and/or receiving and handling external calls and enquiries;
- Managing the movement of keys and/or other items of equipment for which the organization is responsible;
- Managing and reporting incidents and emergencies.

## 7.3 First Day of Build

Upon arrival on site the Supervisor will report to the Site manager. The build and break staff will be briefed and deployed to the predetermined static positions. Due to the fluid nature of the site in the early days of the build, the staff will be having a flexible and proactive approach.

## 7.4 Communications

During the build and break, positions will be issued and be responsible for a radio. All Showsec staff will be on one radio channel. All radio traffic will pass through the Supervisor on the day with the X1 position logging any key radio messages in the occurrence log. The Supervisor and the X1 position will also have a production radio to





be in contact with the clients Site Manager. These positions will be the point of contact should any information/issues need to be communicated.

## **7.5 Accreditation System**

The client will implement a stringent accreditation system for the event. An accreditation centre will be set up by the client at X1. This is the point on site where all the accreditation will be issued. Any visitors wishing to access the site must either have received their accreditation in advance or collect it from this point.

For the early part of the build the accreditation system will not be in place. Daily sticky passes (TBC) will be issued by the security at a designated point on the site. These will only be issued to the visitors who are on the list provided to the security guard at this point. The site manager must update this security guard regularly on any changes, additions or deletions from this list.

## **7.6 Vehicle Arrivals: Contractors**

Contractors should go to the accreditation point to receive their accreditation and a vehicle pass. The type of vehicle pass will denote where on site the contractor can access.

## **7.7 Vehicle Arrivals: On-site**

The site will have various vehicles arriving and leaving from site. This will include deliveries during the build period, concessions stocking their units, artists sound checking and on site contractors.

During the build and break period they will arrive at X1 where they will undergo the following process:

- Be met by security.



- Vehicle will be crosschecked against the list of arrivals for the day. This should correspond with the driver, make, model and registration of the vehicle as well as the arrival time and expected load of the vehicle.
- Once the vehicle has been checked then the driver will be issued with a delivery pass or sent to the accreditation point to pick up their accreditation.
- All vehicles should exit the site out of X1.

## **7.8 Deliveries**

Any deliveries that are not required to be dropped off on site should be delivered to Accreditation at X1. At this location the team will take receipt of packages and other post and check it in. Once the delivery has been checked then the relevant department will be contacted.

## **7.9 Theft, Vandalism and Crime scene preservation**

When a crime, or other incident requiring Police attendance, is reported to, or discovered by, a Security operative, Showsec have undertaken to ensure that their staff obtain as much detail as is possible, with particular importance being placed on identifying victims, suspects, witnesses, and scenes of crime. Each agency will also endeavour to provide a named contact person when requesting the attendance of another agency, and will also provide a location at which to meet, so as to avoid confusion with interagency site designations and map references the Supervisor will endeavour to send a representative to meet the arriving officers at a pre-determined RV point.

## **7.10 Occurrences & Incidents**

All Occurrences and incidents will be reported immediately to the Supervisor on duty, should the severity of the incident require it then the Duty Manager will be called to the scene. All staff involved will fill out an incident report form and the report will be scanned and filled electronically on the Showsec incident report database. All incident report



forms will be available to the site manager at the end of day debrief and handover to night crew.

### **7.11 Handover**

The Supervisor should be invited by the Site Manager to the daily production meeting. This will allow them to keep up to date with the production schedule and any changes to the agreed plan. It will also allow the supervisor to hand over the information to the night security team.

The day and night supervisor will go through a handover process at the shift change time to ensure that all information is passed efficiently between the day and night teams.

### **7.12 Site Safety Rules**

All staff will proactively enforce and adhere to the Health and Safety Site rules. These rules will be made clear to the Supervisor and all staff who will enforce them onto all contractors and staff who enter the site.



## 8.0 Event Open - Arrival

### 8.1 Walkup

The site will open its gates at different times depending on the event. The ingress methodology will be generally the same for each show.

In past years there have been early arrivals for certain shows. Staff will be deployed early in the day from 0830 to manage queues and the aim will be to open the entrance for processing of search by 1200hrs (or the gate opening time for that showday).

### 8.2 Transport

There are different methods of transport available to the public to allow them to travel to the Finsbury Park. Due to the location and parking restrictions many people would choose to use public transport. It is expected that a high % of the audience use public transport to make their way to the events held on the park. The main public transport options will be:

- National Rail
  - Haringey
  - Finsbury Park
- London Overground Trains
  - Haringey Green Lanes
- London Underground Lines:
  - Victoria line
  - Piccadilly line
    - Finsbury Park
- London Bus routes into the centre of London and surrounding areas.



### 8.3 Queuing Area

It is anticipated that due to the numbers attending the events there may be a queue for access into the site at certain times. This may occur when trains arrive at similar times and therefore there is an influx of visitors. The queuing area will be designated with low duty pedestrian barrier. This will define the area to queue. A sufficient area should be made available to the queuing of these people with access to toilet facilities.

The queuing area should be based on 0.5m<sup>2</sup> for each person to allow for a comfortable space to wait.

### 8.4 Queue Management

Queue management teams will be deployed from early each day. The night security patrol team will arrange any arrivals overnight. Any public arriving to queue will be managed in the following way:

- Staff will inform the early arrivals of the process for queuing including:
  - Viewing ticket
  - Anticipated waiting time
  - Preparation for search lanes when they open
- Clear bins should be provided for the disposing of alcohol and other waste.
- The queue will also be set back from the entrance lanes by a minimum of 5m.
- Breaks should be set in the queue to ensure that it is managed into smaller penned areas.

### 8.5 Ticket Collections

Any ticket collections will be from the box offices on site. There will be a box office at the guest entrance and Main entrance.

Security will be deployed at the box office areas to ensure that the public are queued. They will also ensure that any ticket touts are moved away from the box office areas.



Any ticket touts that are identified operating near to the box offices will be reported to control and requested to move on. Response teams are fitted with personal Body Cams and where possible these Body Cams will be used to record their image; this is supported with a written report being completed by the security at that location.

## **8.6 Information**

To ensure the swift yet thorough entry of the public attending the event it is important to have good, clear lines of communication. The organiser should use their normal lines of communication to ensure that the public have as much information about the event in advance of arriving at the event. This will minimise the communication required by the Security staff at the entrances.

Upon arrival at the site there should be adequate signage on display to direct customers and give them guidance on their arrival at the event. There will also be loud halers in use to keep the public updated.

## **8.7 Preparation for Entrances**

Each day a similar same process will take place. There will be staff deployed in front of the search lanes to prepare the public for the search regime. Staff will request the following from the public:

- Removal of large items from pockets
- Unzipping of any jackets or coats being worn by customers
- To highlight to the security staff any restricted items they are aware of
- To prepare their bag to be searched by security staff

## **8.8 Disabled Access**

Disabled vehicle access will be through a dedicated entrance. They can then make their way to one of the accessible viewing platforms. Any pedestrian access will be through a designated lane at each entrance. This should be clearly signed to allow ease of access to this area.

## 9.0 Event Open – Ingress

### 9.1 Access Control & Accreditation

There will be a robust ingress system at the main entrances. All persons entering the site will have to produce accreditation to enter. Pass boards will be clearly displayed at each entrance showing what accreditation is and is not allowed past that point.

### 9.2 Lighting

Adequate lighting should be at the entrance and approach routes to the entrance. This should be 24 hour lighting so that they entrances are clearly visible to the security staff at all times.

### 9.3 Ingress Flow

The public ingress will be carried out through lanes. Each lane is set at a unit width of 1m. There are three stages to the ingress flow:

1. Soft check and Person Search
2. Ticket Scan and/or Wristband check
3. Bag Search



## 9.4 Soft Check

At the start of the entrance lane there will be a soft check undertaken by the SIA Licensed Security on each lane. These staff will check the ticket and then carry out a person search (detailed in 9.6).

## 9.5 Ticket Systems

There will likely be several ticket types in use for the events. This will depend on the ticketing agency that has been used to sell the tickets.

All tickets should be compatible with the Ticketmaster access manager scanning system. The system should provide the event control with regular situation reports on the amount of public who have entered the site and the period of time they have entered. This will provide useful ingress flow rates for use by the Event Management team.

Once the patron has been through the soft ticket check and the person search then they will have their ticket scanned at the ticket scan point. The bag searcher will be located just behind the ticket scan point to support any rejected tickets or ticket issues at this point.

## 9.6 Search Procedure

The search on entry will be conducted in the same way on all public entrances:

- All public coming onto site will be subjected to a wanded person search at the soft ticket checkpoint.
- All bags will be subject to a thorough hand search behind the ticket check point.

Showsec only searches on behalf of, and under the instruction of, the client. Often attitude or the personal of an individual makes staff aware that there maybe an issue





with them and they may have something to hide so a search will be instigated; the policy Showsec adheres to is as follows:

- Search Policy is set by the clients Event Management team before the start of the event
- Only the Event Control in conjunction with the Security Manager can change the Search Policy.
- Ensure that the staff are familiar with the list of prohibited items.
- Permission must always be sought before a search is carried out.
- Same Sex Person Searching only
- Bags are classed as objects and therefore can be searched by either sex.
- Nobody is exempt from the Search Procedure
- Right of admission reserved subject to search as part of the ticket conditions
- Polite and courteous manner to be maintained at all times.
- All non-desirable/illegal items found should be reported to the Supervisor and the Event Control Room
- Staff will never handle people or property without their permission
- All illegal items found should be reported and a supervisor/manager should deal with this issue. Event Control will be contacted.
- Always thank all parties involved for their co-operation.

### **9.6.1 Enhanced Drugs Search Procedure**

For certain events there is an anticipation that customers will attempt to enter with suspected illegal substances. To combat this hazard an enhanced drugs search operation will take place at the Main entrance for certain agreed events. This procedure will be detailed in the Appendix – Enhanced Drugs Search Procedure if applied.

## **9.7 Drugs Policy**

The client has a zero tolerance approach to the use of drugs on its premises. Each member of staff should be vigilant and look out for signs of illegal substance use or illegal substance dealing. If any suspected illegal substances are seized or found on an individual by SIA staff, the Head of Security and the Event Management should be



informed through the Event Control room. The site coordinator will attend, and makes the judgment whether to eject or detain for the police; this will be evaluated by the amount of suspected illegal substance that is seized.

If any drugs are found on the premises, these should be handed to a supervisor who will contact the event control. The Police will then be requested to collect these from the eviction centre.

### 9.8 Restricted & Prohibited Items

Currently it has not been confirmed what will be included on the Restricted & Prohibited Items List. Once this is available then an 'actions on' plan will be created in a similar format to the below. This will be included as an appendix in a later version.

Item found	Action On	Reported To	Support from
Alcohol	Advise that this is not allowed entry as per the published restricted items.	Supervisor	None required
Knife	Advise that this is not allowed entry onto the site as it is a prohibited item	Supervisor then to control.	Police

### 9.9 Contingency

Contingency planning for ingress of the event should consider as many conceivable scenarios as possible. However, exhaustive lists of scenarios are generally unfeasible. What is important with any contingency planning is ensuring that the command and control systems are in place with sufficient expertise to allow for dynamic decision making to provide solutions for potential issues that may arise and affect ingress. Below are some examples of issues that could pose ingress related complications.



### **9.9.1 Wet weather**

With any outdoor site, inclement weather is always a consideration and can affect ingress routes, particularly if there are accumulations forming on areas of high footfall. The positioning of gates needs to be considered and historical and local knowledge of ground conditions to determine the best locations of gates. Contingency arrangements should consider the use of designated lanes as a backup, in the case of the primary entrance points being unusable. Further to this ground preparation works need to be considered to allow a continued ingress.

### **9.9.2 High intensity ingress**

Contingency plans should consider the occurrence of a large influx of persons during a certain time frame. This may be early arrival before gates officially open or where the ferries have been delayed.

Pre-planning can ensure that the correct number of access points can meet the peaks in arrival trends. This can be supplemented by redeploying additional staffing resources from other parts of the site. Sufficient queuing space and communication methods would aid pressure and anxiety of queuing audience.

### **9.9.3 Radio Communication**

Should the Radio communication system stop working then the immediate step is for the control room to move over to the use of mobile phones; the control room has a list of all key Showsec personnel. An engineer from the radio contractor will be contacted to attend the site to resolve the issues. If the problem is likely to persist then the option to utilise some of the clients radio network would be explored; providing a small amount of radios to key positions.

## **9.10 Age Restrictions**

The age restrictions to the event are detailed in the Event Management Plan.



## 10.0 Event Open

### 10.1 Staffing Positions

The staffing positions are displayed in the staffing spreadsheet. This will be available upon request to a limited circulation due to the detailed and sensitive nature of the sheet.

### 10.2 Pre Event Checks

Approximately 30 minutes prior to opening doors, the Supervisor will carry out the pre door checks to ensure that the site is safe for both Showsec and the public to enter. Pre event check sheets are called in to the control room and a copy stored by the Logistics team; this confirms that all specified event areas are safe and prepared for the entry of the public. The key areas covered in the pre event checks are:

- Checking Fire Exits are clear, signed and in working order
- Checking any areas that require cleaning
- Checking the Front of stage barrier is in place and that there is water in the pit area
- Checking that fire extinguishers are in place and operational
- Ensuring that the FOH Desk barrier is set up correctly
- Confirm the Toilets are in a clean and working order
- Ensure all exit gates are clear externally
- Observe for anything that looks out of place

### 10.3 Occurrence Logging

Any occurrences that happen are reported by the operatives to the Supervisor. All workers have a notebook and pen to write down general occurrences throughout the event day.



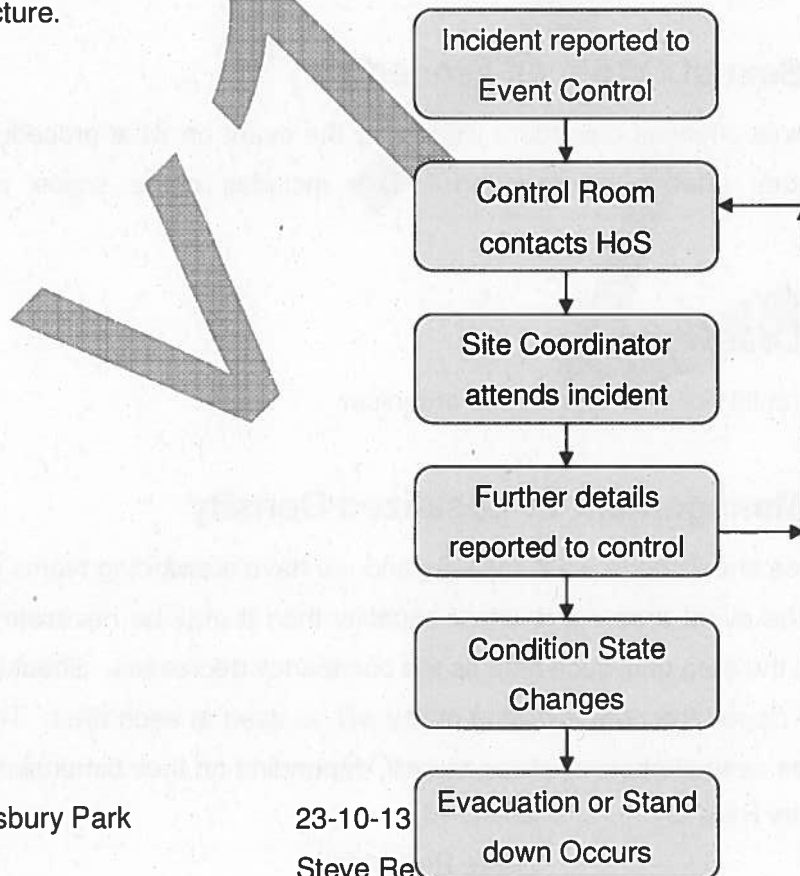
The Supervisors will regularly give situation reports into the control room either over the radio or via telephone. These sit reps will be logged in the control room log sheet.

### 10.4 Incident Reporting

To maximize the communication of incidents or issues, a comprehensive reporting system exists within Showsec. This will facilitate the passage of information from steward to management.

Contingency planning involves all parts of the Operational plan. As part of this all efforts will be made to record incidents, retain witnesses, preserve incident and crime scenes and report through these actions through control.

There are various incidents that can occur across the site during the event. Although each incident has its own specifics, the way that each incident is dealt with follows a similar structure.





A debrief after the event will allow staff to bring up any concerns with the supervisors who will ask for an incident report if so required and will be passed onto the event control.

The full reporting process is:

- Pre Event Report Form
- Pre Event Check Sheet
- Radio Control (Occurrence) Log
- Incident and/or Accident Report Form
- Post Event Report Form

### **10.5 Eviction & Ejection Process**

A full eviction & ejection procedure will be written for the event to incorporate the aims of the event.

### **10.6 Sexual Offences Procedure**

There is a sexual offences procedure written for the event on what procedure to follow should a sexual offence be reported. This includes crime scene preservation information.

### **10.7 Lost Children**

There is a lost child policy written by the organiser

### **10.8 Management of Localized Density**

Each event area should have a set capacity and will have stewarding teams deployed to that area. If the event area approached capacity then it may be necessary to reduce access or seal the area until such time as the occupancy decreases. Should an area be required to be closed then the following policy will be used at each area. The following process may be used at sponsor areas as well, depending on their dimensions.



The stage line up should be considered when the event site is made up of tented areas. The line-up often dictates busy periods in a stage tent and sufficient staffing should be ensured at these times.

### **10.8.1 Tented structures & sponsor areas**

Adequate access control methods will be employed to control capacity within the stage tent. Manned crowd control barriers will be used to control public access in and out of the tent. Two open bays to the rear of the tent will be used as entrances with the remainder being exit only. Using the rear of the tent will ensure loading of the tent will be even.

#### **10.8.1 Zonal areas**

Areas with entertainment areas in them may become congested. The monitoring of these areas means that the crowd should be diverted to other routes to reduce the movement of people towards an already congested area. It may become necessary to close an area for ingress and divert to alternative areas.

#### **10.8.2 Barriers**

The barriers should be configured in a Y structure to prevent build crowd congestion at the threshold of the entry/exit bays. Staffing levels should reflect the size and structure of the marquee with each entry and exit manned with 2 staff.

#### **10.8.3 Crowd Spotter**

A crowd spotter should be deployed at the Front of stage area to ensure the comfort factor of 0.3m<sup>2</sup> is not impeded. The nominated medical team should monitor any casualties from the front of stage area specifically checking for signs of theoretic injury.

#### **10.8.4 Decision to close**

Should the capacity be reached, as per tent capacity calculations, entry lanes will be closed with public queued away from the entrance in an orderly manner. This should be a centrally co-ordinated operation from event control in consultation with the Security Manager, Site Coordinators and the Stage Tent supervisors. Extra staff should be deployed to the exit area to ensure a breach of the ingress policy does not occur.



### **10.8.5 Reopening**

The exit bays will continue to be exit only and the public egress will be monitored to establish that space had been created and that audience figures had reduced. When audience figures had reduced in the tent sufficiently, ingress can recommence.

### **10.9 Welfare Services**

A welfare point manned by trained and experienced personnel should be available at an easily located point on the site.

All Showsec staff will know where this point is and who should be sent there.

### **10.10 Lighting**

The organiser should provide adequate lighting across the site. The Head of Security should attend a lighting test to identify any dark areas that may require additional resources at certain times of the event.

### **10.11 Fire Points & Equipment**

Security staff will be aware of all fire points across the site. The organisers appointed fire safety contractor should work with Showsec to ensure that staff are adequately briefed on the locations.

### **10.12 Medical Points**

Suitable medical points will be positioned around the site. All staff will be aware of these locations and where to send any patients.





## **10.13 Disabled Access**

There will be disabled viewing areas across the site at each of the stages. Staff will ensure that disabled customers are directed to the correct location that they are looking for. At the disabled areas there are client present to assist with any special needs that the customers have.

## **10.14 Backstage**

### **10.14.1 Access Control**

Access to the backstage areas will be strictly by the accreditation only. All persons may be subject to a search on entering or leaving the backstage area.

### **10.14.2 Vehicles**

Enough space has been set-aside to park a artist vehicles in a secure area behind the stage right.

Only key artist and production vehicles will be given accreditation to access the backstage area.

### **10.14.3 Stage Area**

The stage area will be secured on the production and show days to ensure no unauthorised personnel are allowed access. The security will liaise with the Stage Manager to add further restrictions to the accreditation system at points throughout the day where the stage is congested.

### **10.14.4 Sponsor Stage Viewing Area**

For each of the shows there is a sponsor stage viewing area. There is a capacity for this area and it is controlled with accreditation specific to this area.



#### **10.14.5 Mixer & Delay Areas**

Staff will be positioned in order to discourage members of the public climbing on these structures in order to gain better sight lines. These areas will be used to monitor the crowd for density problems or criminal activity.

#### **10.14.6 Front of Stage Barrier Operations**

The front of stage barrier area is a working area and as such admission should be restricted through the accreditation system to working personnel only. It will be the duty of Showsec to act as a rescue facility in the front of stage barrier system, extracting those appearing to be in need of medical attention and administering water where practicable.

#### **10.14.7 Structure and Design**

The Front of Stage Barrier system will be a de-mountable type with a minimum loading of 5 kilo Newton per meter, run at a height of 1.2 meters. Security will require a working walkway or deck of a minimum of one meter in depth, running the length of the barrier to enable safe extraction of members of the audience.

#### **10.14.8 Medical Provision**

Medical provision will be stationed at one end of the barrier and will be available to assist a casualty when required to by pit staff.

#### **10.14.9 Photographers**

Photographers shall be escorted in and out of the stage left of the main stage pit, by the pit supervisor and/or the event press representative. The smaller stages will also have photographers allowed access using specific accreditation.

#### **10.14.10 Crowd Spotters**

There will be a stage spotter positioned on the side of the stage (both sides of the main stage) at the stage level. For acts where it has been assessed that there will be greater crowd movement or popularity then an additional crowd spotter may be positioned on the other side of the stage to give a more consistent view of the audience. The Crowd spotters will be in communication with the front of stage supervisor to enable them to



inform them of any customers in distress, crowd surges, crowd collapses or other areas of concern.

If the crowd spotter witness's signs of distress at the front of stage barrier, including crowd collapses with persons falling to surface or moshing the Show stop procedure will come into effect.

#### **10.14.11 Evictions and Ejections**

Any ejections from the barrier system must follow the event ejection procedure and be logged with control. Persons being ejected will be exited via the stage left and right where they should be handed over to the response team.

#### **10.14.12 Artists**

It is not the responsibility of Showsec to protect the artists. The artists should have sufficient personal security to undertake this function. If the artist does leave the stage and enter the front of stage area then their team should inform the event organisers, who should then inform the event control. Once made aware of this then the control room will pass on any relevant information to the supervisors and staff.

#### **10.14.13 Hospitality**

There will be a hospitality and press area in the main stage backstage area. Each area has it's own accreditation access.

#### **10.15 Bars**

The Bar areas will be monitored by security. A challenge 25 system is in place through the bar staff and strict supervision of underage drinking should take place by all staff and contractors at the event.

+

## 11.0 Normal Egress

### 11.1 Pre-Egress Meeting

At 1900 every event open day a pre-egress meeting will take place in the Production Office Meeting Room. The key parties involved in the egress should attend this. They should be those involved with the internals of the site and any agencies involved in the egress externally of the site.

### 11.2 External Egress

Showsec will manage and staff the egress from Finsbury Park event site towards the immediate train and tube stations. A full egress plan will be written for this part of the operation as a separate management plan and will be available upon request.

### 11.3 Redeployment of Staffing Resources

There will be some key re-deployment of staffing and supervisory resources to ensure that the egress plan is safe and delivered successfully.

### 11.4 Pre-Egress Checks

As with the pre-event checks, the control room will drive the recording of the pre-event checks. These will be to confirm that each supervisor has deployed their staff to the egress positions, has the correct infrastructure deployed and that they have adequate means of communicating to the crowd and back to the control room.

Pre-egress checks will be completed a minimum of 30 minutes before the expected egress time.

### 11.5 Communications

The communications are key to the successful delivery of the egress plan. All managers and supervisors will have a handheld radio to communicate with the control CMSP- Finsbury Park

23-10-13

52



room. The pre-egress checks will confirm that there is a good communication link between the supervisors 'on the ground' and the control room.

### **11.5.1 Radio Silence**

There will be a radio silence announced by the control room as soon as the egress commences. This will be announced with the exception of any urgent medical or life-threatening messages. All personnel must refrain from using their radios with the exception of the key egress personnel. The control room landline number will still be available for radio holders to call the control room for non-urgent messages.

### **11.5.2 Key egress personnel**

The Key egress personnel will be identified in this plan at a later date. The control room will know who are the key egress personnel, to allow them to speak through the control room to each other. The control room operator will log the messages in the radio control log.

Either the Security Manager or their Deputy will be located in the control room to ensure that the command and control structure and decision making process is adhered to.

### **11.5.3 CCTV Monitoring**

The Event Control Room throughout the egress will monitor CCTV.

## **11.6 Event Areas of Note**

There will be typically busy areas on egress and as such there should be some supervision and staffing deployment to these areas to manage any congestion, queues and the direction of exit. The event will be able to offer a diverse range of entertainment, meaning the event will take the audience evenly across the site. There are some key areas though.

### **11.6.1 Merchandise**

Merchandise stalls should be positioned away from egress routes. These are historically busy at the end of event days as people are reluctant to carry purchases all



day whilst attending an event. Any particularly busy areas will have a queuing system implemented for this period.

### **11.7 Stand Down of Staff**

At the end of egress and the event then supervisors should confirm that their area is clear of public and that it is secured.

All gates should be locked closed unless in use and manned by overnight security.

Only the control room will give the authority to stand down. This should be requested from the Client first. Once the client has given the OK to stand down then the control room will contact each supervisor.



## 12.0 Contingency

### 12.1 Liaison with other agencies

The liaison with other agencies takes place in the Event Control Room. All communications are coordinated here by the Event Control Room Manager. Upon the event state rising from Green to Amber then the Security Manager or their Deputy will attend the Event Control Room to form the Emergency Liaison Team (E.L.T.)

### 12.2 The role of the Emergency Liaison Team (E.L.T.)

This is detailed in the Event Management Plan

### 12.3 Alert & Emergency Procedures

Showsec will be subject to emergency procedures of the site as a whole. Any incident within the site may have an impact on the event. Showsec should adhere to the event emergency procedures and work alongside these. In the event of an emergency the following Standard Operating Procedures would be followed:

#### 12.3.1 Condition Green

Would indicated normal situation

#### 12.3.2 Condition Amber

In the event that an Amber Condition is declared, the Radio Controller would activate the following plan.

- Event Control informs Showsec Crowd Manager of the incident.
- All parties will be advised of the exact area of the threat.
- If necessary ingress will cease and information given to members of the public regarding the situation to prevent disorder.
- Evacuation standby will be issued for all teams. The entrance team should prepare their area to be clear for an egress.

#### 12.3.3 Condition Red

Responsibility for stopping the show is documented in the event management plan.



When the incident is considered as very serious and has been informed so by the Event Manager, the Showsec Senior Controller will issue the following instructions.

- Declare "Condition Red".
- All Exit and Entrances to be cleared of any obstructions ready for egress.
- Customers to be directed away from the threat and the incident area to be secured.
- Emergency Services and Helicopter RV point should be staffed to ensure quick direction to the incident.
- Designated person to halt the show and an approved public announcement made.

#### **12.3.4 Stand Down**

Where the condition is contained, "Condition Green" will be declared and all parties will be advised using the "Stand Down" code. Where the situation could become serious, a "Stand-By" for Condition Red will be issued.

### **12.4 Allocating Resources**

With the Security Manager (or their Deputy) based in the Event Control Room, they will be best placed to have an overview on available resources.

The senior controller will also be able to task the controllers to ask the supervisors who may have spare or available resources to assist.

### **12.5 Emergency Egress**

#### **12.5.1 Part Evacuation**

Where condition Red is in a controlled area i.e. Backstage area, the event may not be halted, so as to reduce the possibility of panic. However the area will be restricted until the Condition Green is given.





### **12.5.2 Full Evacuation**

The evacuation plan for the event is detailed in the Event Management Plan produced by the organisers.

Once it has been decided that a full evacuation is necessary, it will be carried out as per the agreed procedures. Emergency evacuation strategy should recognise empirical research by Sime into crowd psychology during escape from disaster i.e.  $t_1$  (time to interpret) +  $t_2$  (time to move).

### **12.5.3 Cancellation**

Consideration must be given to the cancellation of an event or being unable to restart an event. A procedure should be set for making the audience aware of the situation as well as dealing with any property that has been lost or abandoned in an evacuation. There may also be an expectation of compensation or the re-issuing of tickets.

+

## 13.0 Appendices

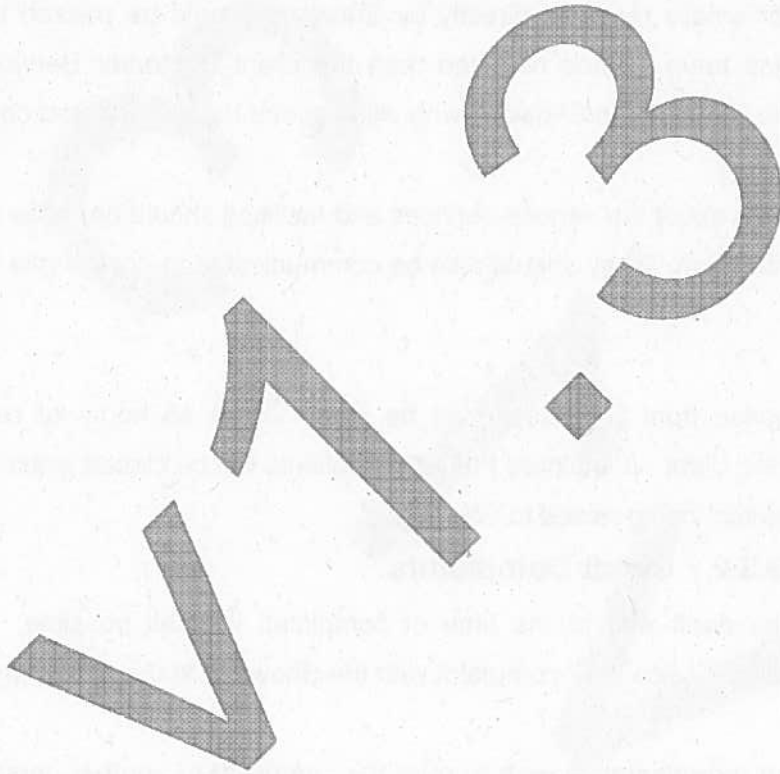
### 13.1 Appendix A – Map of Finsbury Park



+

### 13.2 Appendix B – Meeting Timeline

Date	Meeting Title	Location	Attendees	Minutes





## 13.3 Appendix C – Complaints Structure & Management

### 13.3.1 Customer Complaints

Issues should be dealt with at the time of complaint, if at all possible. On site, the Supervisor may be called to speak to members of the public. Any complaints received should be communicated to control (via landline not radio) and then passed onto the client Customer Service team.

Written letters or emails received directly by Showsec should be passed to the client Customer Service team. Once received then the client Customer Service team will communicate the complaint to Showsec who will respond to event-related complaints.

General comments about the venues services and facilities should be made to the client Customer Service team. They should also be communicated to control (via landline not radio).

The Initial response from Showsec must be made within 48 hours of receiving the complaint from the client. It is aimed that all complaints will be closed within 10 working days of the complaint being raised to Showsec.

### 13.3.2 Client Complaints

Issues should be dealt with at the time of complaint, if at all possible. The event representative should raise their complaint with the Showsec at the time of the event.

Should the event representative wish to refer the complaint to another person then this should be communicated to the line manager. An agreed resolution date will be set and the process agreed by which the resolution will be reached.

Any non-urgent complaints will be dealt with after the event. The initial response to any complaint will be made within 48 hours of the end of the event detailing the process for investigating the complaint. A full response and proposed resolution will be made within 10 working days of the end of the event.



## 13.4 Appendix D – Counter Terrorism Briefing

The following is an example of a briefing that our Showsec operatives would receive at an event.

*If you come across a suspicious person, object, or vehicle, report it immediately to the control room via your supervisor, radio or the telephone number provided.*

### **What are the suspicious signs that can give away a terrorist bomber?**

#### **External appearance:**

- Clothes unsuitable for the time of year (e.g., a heavy coat in summer).
- Anything protruding in an unusual way under the person's clothing.

#### **Suspicious behaviour:**

- Nervousness, tension, profuse perspiration.
- Walking slowly while glancing right and left, or running in a suspicious manner.
- Repeated attempts to steer clear of security staff.
- Repeated nervousness concerning something underneath clothing.
- Nervous, hesitant mumbling.

#### **Suspect equipment, tools and accessories:**

- A suitcase, shoulder, handbag or backpack.
- Electrical wires, switches or electronic devices sticking out of the bag or pocket.

#### **How to identify a suspicious vehicle?**

- Vehicle license plate looks "improvised" or mismatched (different front and back plates).
- Tax Disc is not present, out of date or registered to another vehicle.
- A vehicle parked suspiciously for a prolonged time in a central place or in a no-parking area.
- A vehicle is noticeably loaded down.



### **What to do if you suspect something?**

- Contact control via your supervisor, radio or the phone number provided and give the as many details as possible about the suspect or the vehicle.
- While speaking to control, try to keep an eye on the suspect or vehicle from a safe distance.
- Wait for response or police to arrive.

### **What to do during a terrorist attack?**

- Leave the area immediately, moving to an open space or a protected area.
- Avoid, as best you can, tall buildings, glass windows, and vehicles.
- If there are police in the area, follow their instructions.

### **What to do as soon as the terror incident is over?**

- If the police have not arrived yet – call 999 immediately. Follow the Instructions of the police and rescue teams.
- Do not form or join a crowd! Leave the area immediately: there may be additional explosive charges around.
- Make a route clear for rescue vehicles.
- Observe your surroundings, and report immediately any suspects or additional explosive charges to the police.
- If you have any information that may help apprehend suspects or locate a vehicle involved in an attack, contact the police at once.

### **How to behave if you find yourself around a suicide bombing or shooting?**

- Keep calm and don't panic
- Keep alert, especially in crowded places.

If you come across a suspicious person, suspicious object or suspicious vehicle – alert a police officer or call 999.



## 13.5 Appendix E - Recruitment

### 13.5.1 Selection Process

We take great pride in our recruitment process, constantly being updated to comply with the stringent Home Office requirements. The department also stays ahead of the game in respect of legal changes, anti-discrimination rules and minimum wage amendments.

The selection process assesses the candidates:

- Physical ability to carry out the services required;
- Aptitude and demeanor;
- Literacy and verbal communication abilities;
- Personal documentation (proof of name, age, address, SIA license etc.);
- Details of SIA-approved qualifications, other training and additional skills.
- The area of work that would be most suited to the individuals' competencies.

These may include one or more of the following:

- Build, Break, Overnight & Static Guarding
- Customer Experience
- Screening and Search
- Backstage and Access Control
- Corporate and Hospitality areas
- Front of Stage Barrier
- Response Teams

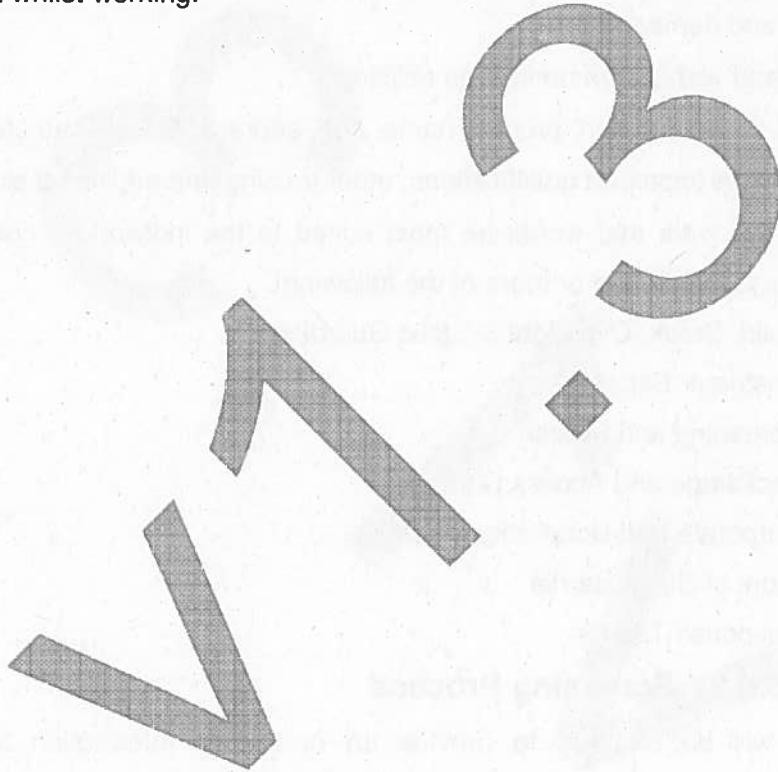
### 13.5.2 Screening Process

The applicant will be required to provide an up-to-date information to Showsec including:

- Details of career history of not less than five years immediately prior to the date of the application or back to the date of ceasing full time education;
- The names of at least two persons, who may be former employers, from whom a reference can be obtained. All security staff working at the events will have an SIA Door Supervisors License; as part of the SIA License application process a CRB check is undertaken by the SIA. All non-licensed stewards working at the



events will be required to allow their details to be submitted to the Police. The Police will be able to check the details on the Police National Computer (PNC) to ensure that no criminals are able to work at the events. When workers sign in to work at the event they will have to show either their SIA License if they are working as an SIA Security, or a nationally recognised Photo ID to verify their identity; this is in addition to their Showsec ID Card. Once they have shown this then they are given an event Security wristband to validate their entry to the event whilst working.







## 13.6 Appendix F - Training

Showsec is committed to providing the highest standards of training and education for its staff and service partners. The on-going development of all staff is the cornerstone to Showsec's ethos and has helped us gain Investor in People status. We are committed to helping people develop to their full potential and confidently fulfil their role within the company.

### 13.6.1 Training & Development Centre

Showsec is unique in that it has a dedicated in-house Training and Development Centre, with 30 trainers delivering a comprehensive range of courses to create a team that provides the UK's highest standard of crowd management and security services to its clients.

The Training & Development Centre is accredited to deliver a range of Highfield Awarding Body for Compliance and MAYBO courses, including the SIA Level 2 Award in Door Supervision and MAYBO Physical Intervention course which teach holds and disengagement. We also have trainers approved to deliver the SIA Public Space Surveillance (CCTV) qualification.

Staff development has included the creation of in-house modular based courses which have led to the Company commissioning and creating accredited bespoke training courses. Examples of the aforementioned courses are as follows:

- Front of Stage Pit Barrier Training
- Supervisors Training
- Operations Executive Training
- Managers Training
- Health & Safety Training

We have invested heavily in staff training and development by providing extra administration support, which helps to increase the rate at which courses are delivered and widens the choices available to our staff. This has led to the development of an e-



learning platform enabling us to deliver some of the content, securely over the Internet. This has given staff greater access to training and the ability to work at their own pace when receiving training.

The continuous development of staff through industry related accredited qualifications, has seen over two thousand academic achievements in the last two years in an array of subjects ranging from steward qualifications through to foundation degrees in Crowd Management.

All training and qualification information is recorded and monitored internally by the centre, referencing courses that members of staff have undertaken. This allows us to quickly gain access to records should clients wish to see the staff training certificates.

### **13.6.2 Full Time Training**

All full time members of the Showsec team are either working towards or have completed the Foundation Degree in Crowd Safety Management. This is run in conjunction with the University of Derby Corporate. The content consists of 'in-house' modules, university led modules and work based projects combined together to build up their credits to gain the Foundation Degree.

### **13.6.3 Casual Worker Training**

Every new Showsec member of staff undergoes the 'Working for Showsec' Company Induction Module online. This module introduces the Company and our goals, and everything from Terminology used at Events to Uniform and Personal Appearance to Debriefing.

#### **13.6.3.1 Steward Training**

Every new Showsec member of staff undergoes a Company Induction Module via the e-learning online platform (introducing the Company, Health & Safety Policy, Quality Policy etc.). This is prior to undertaking a further training course, which provides each



individual, if successful, with the equivalent for the following industry recognised qualification:

- L2 Award in Door Supervision – Module 1, Working in the Private Security Industry
- Plus further Modular Training

Upon successful completion of the course, the new stewards are closely monitored and supervised during their initial period of employment, to ensure that they learn the skills necessary 'on the job', and quickly build-up their confidence and knowledge. Further assessments and training are carried out at regular intervals, or as and when identified/required.

#### **13.6.3.2 SIA Training**

If a Steward would like to work in the security area of our company they would have to supply us with a ten-year checkable work record. They will then receive the HABC Level 2 Award in Door Supervision Training, this is an industry standard. Our Training Department is recognised to train HABC Award in Door Supervision & Physical Intervention.

#### **13.6.3.3 Modular Training**

All Showsec workers are offered a number of modular courses during their first few weeks of work to enable them with the basic skills to perform their role to the highest standard possible. For example:

- Customer care and communication skills
- Ingress & Egress
- Counter Terrorism
- Health and Safety Level 1
- Front of Stage Pit Barrier
- Working in the Radio Control Room

This 'in-house' training enables Showsec to maintain control and keep up the high standards that we expect of our employees. In addition, it allows us to pass on venue and client specific information through the training courses.



### **13.6.3.4 Event Specific Training**

Certain aspects of a stewards or licenced staff role require additional training. We offer further modular training for event specific roles, for example:

- Working at the Live Site's
- Search and Screening at the Live Site's

### **13.6.4 Supervisor & Team Leader Training**

Once potential Team Leaders have gone through a rigorous selection process, including an interview, they are booked onto our Training Course. The training begins with the online module 'The Role of an Event Supervisor'. Examples of units included in the training are:

- The Qualities of a Good Supervisor
- Leadership and Delegation
- Coaching and Motivation
- Briefings

Once they've completed this then they will move onto further classroom-based training that will continue their development and advance their technical knowledge.

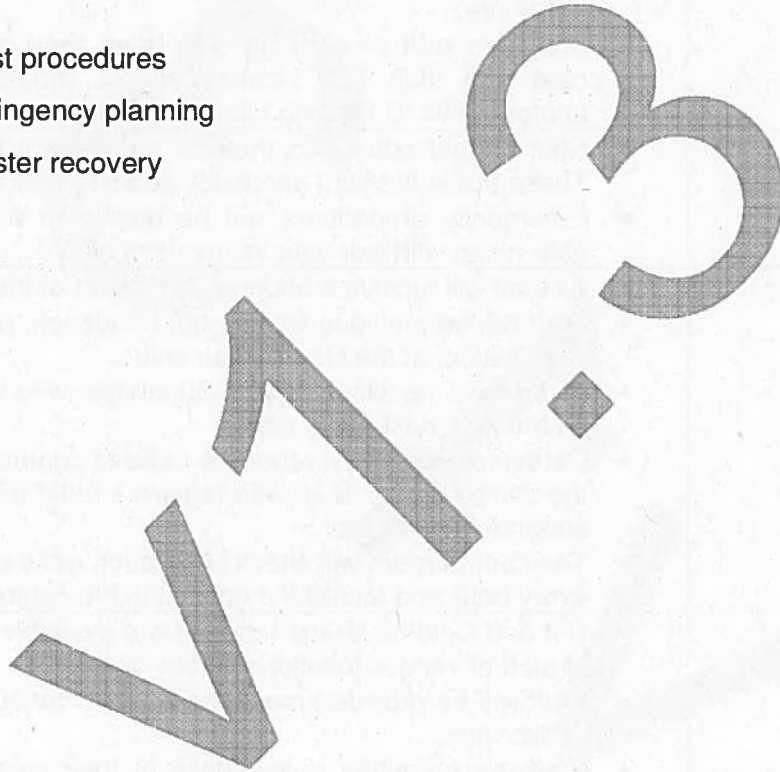
#### **13.6.4.1 Supervisors Training**

All Supervisors working for Showsec will go through the standard training to become a supervisor; detailed above. Their site-specific training will take place in advance of the event through the company's e-learning platform. This will allow the Supervisors to have overview knowledge of the Live Sites as well as a specific understanding of their role at the events. Where relevant the training will cover:

- The role of a supervisor
- Team behaviour
- Leadership
- Decision Making
- Problem Solving



- Communication skills
- Performance review
- Time management
- Customer Service
- Health & Safety at work
- The protection of premises and property
- Electronic security systems
- Law
- Arrest procedures
- Contingency planning
- Disaster recovery



+

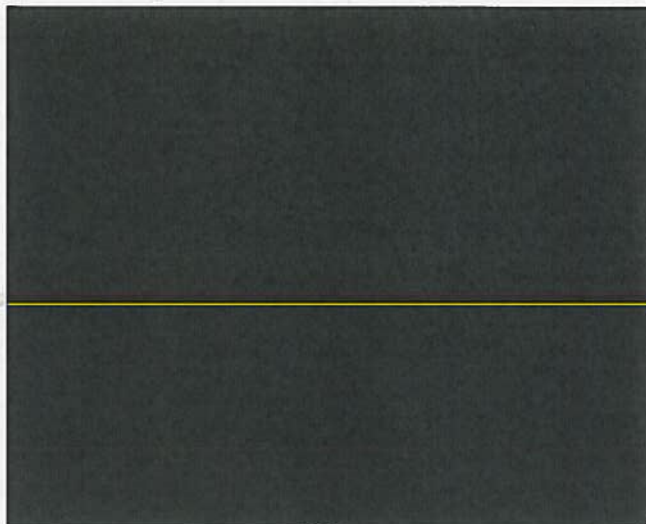
### 13.7 Appendix G – Assignment Instructions

<b>General Assignment Instructions</b>	
Event	<ul style="list-style-type: none"> <li>• Finsbury Park Music Events</li> </ul>
Site	<ul style="list-style-type: none"> <li>• Finsbury Park, Endymion Road, London, N4 2DH</li> </ul>
Extent of Site	<ul style="list-style-type: none"> <li>• Showsec will operate in the Perimeter, Entrances, Internal Crowd Management, Front of Stage Barriers, Backstage</li> </ul>
Access to Site	<ul style="list-style-type: none"> <li>• Showsec staff will enter the site only through.</li> <li>• Only pre-accredited staff will be allowed access to the event site.</li> <li>• Showsec staff must bring with them their company ID card and their SIA License (where applicable) or a photographic ID (Driving License or Passport).</li> </ul>
Emergency Procedures	<ul style="list-style-type: none"> <li>• Staff should adhere to the site emergency procedures. These are in the staff handbook published by Showsec.</li> <li>• Emergency procedures will be displayed at every exit gate along with exit gate instructions of use.</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• All staff will receive a briefing at the start of their shift.</li> <li>• Staff will be provided with a staff handbook, published by Live Nation, at the start of their shift.</li> <li>• All staff will be allocated to a Supervisor who will check in on them at least every hour.</li> <li>• Certain positions will require a radio to communicate with the control room. Staff who require a radio will be briefed separately on its use.</li> <li>• The control room will check in on each radio user at least every hour and record the contact in the control log.</li> </ul>
Welfare	<ul style="list-style-type: none"> <li>• Hot and Cold beverage facilities are available for the use of staff at various locations across site.</li> <li>• Staff will be provided meal packs to be consumed out of public view.</li> <li>• Staff are permitted to purchase at their own cost, food and beverages from the site concessions. These are to be consumed out of public view.</li> </ul>
Vehicles	<ul style="list-style-type: none"> <li>• No parking is available to staff</li> <li>• Site vehicles are not for staff to use under any circumstances</li> </ul>
Reporting	<ul style="list-style-type: none"> <li>• All occurrences and incidents must be reported to the Supervisor in the first instance and then followed up with a completed incident report form.</li> </ul>
Specific Hazards	<ul style="list-style-type: none"> <li>• Specific hazards in the areas of the site will be highlighted at the staff briefing by the Supervisor.</li> </ul>

*Showsec*

+

<b>Position Specific Assignment Instructions</b>	
Position Number	
Grid Reference	
Access Control	
Position Description	
Radio Required	
Search Protocol	
Regular Duties	
Personality Competencies	
Emergency / Contingency Duties	
Number of staff	
Hours to work	
Hand over to next shift?	
Static or Patrol (If Patrol, detail)	



*Showsec*



Showsec

Regent House | 16 West Walk | Leicester | LE1 7NA

0116 204 3333 | [www.Showsec.co.uk](http://www.Showsec.co.uk)

Reg No. 218 7286