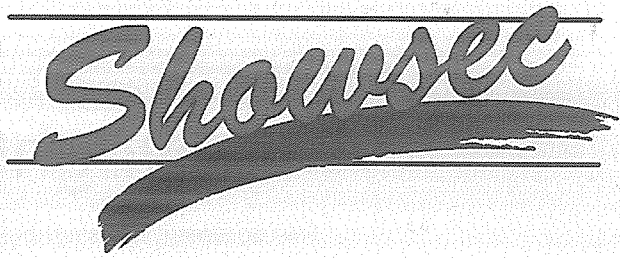
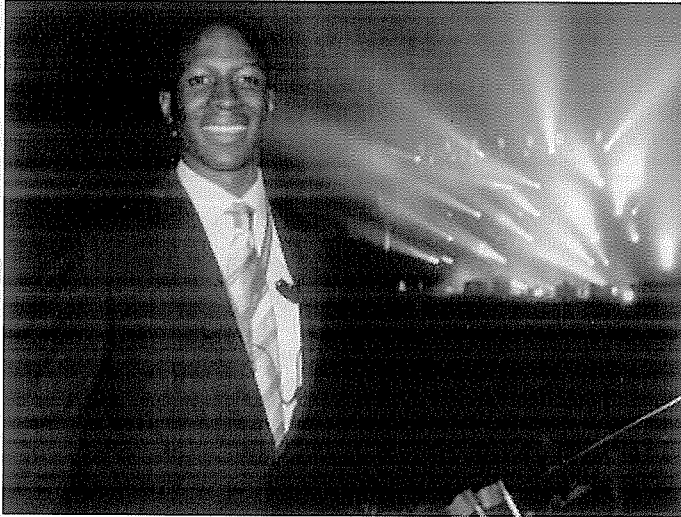


APPENDIX 1F— OPERATIONAL
PLAN



Operational Plan



Operational Plan for the delivery of Crowd Management & Security to Jamaica Village – 2012

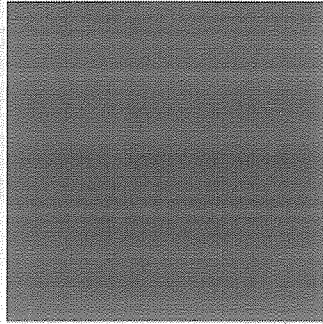
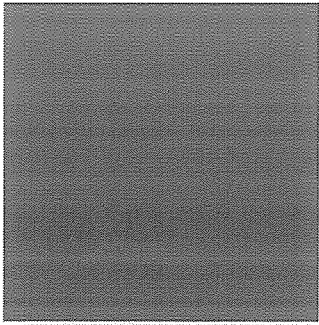
Your primary contact for the document is:

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Mobile: +44 7921700254

Email: paul.legge@showsec.co.uk

Date: 12th Oct 2011 v1



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The information contained in this publication is correct at time of print.

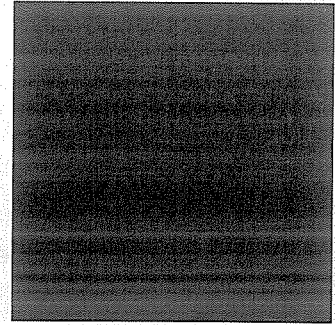
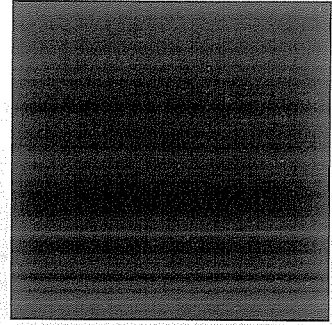


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Introduction



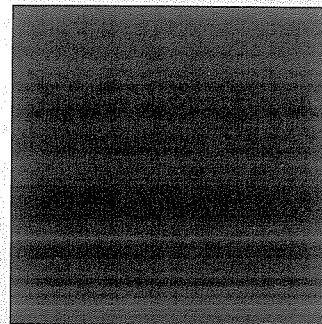
Showsec were formed over 30 years ago and are the leading Crowd Management and Security Company in the UK. For further information on the company please visit www.Showsec.co.uk.

The purpose of this document is to display the proposed plan and an outline of the operational plan to include the Crowd Management and Security of the event. The basis of which relies upon information provided by the Client, underpinning knowledge and experience from similar sized events. The operational plan will also draw on principles from current HSE 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
- Health and Safety at Work Act 1974
- HSE Guidance to Crowds in Public Venues
- HSE Guidance to Managing Crowds Safely

Jamaica Village 2012 will promote an Authentic Taste of Jamaica at Finsbury Park in London during the 2012 Olympics.

The event will last for ten days next summer, creating a dynamic entertainment schedule for attendees of all ages showcasing a unique mix of sport, music, culture and cuisine. With an “authentic Jamaican experience” in the heart of London, Jamaica Village 2012 will be the premier destination for fans of Jamaica, the lifestyle, and the Olympic team to partake in an intoxicating celebratory atmosphere!



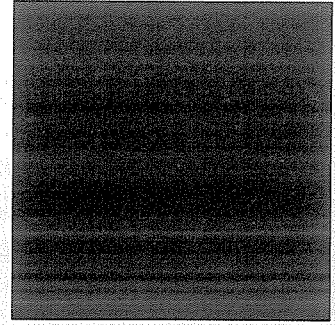
The event is staged for the first time, and a maximum capacity of 15,000.

The audience profile will range between 8 - 60 years of age, (the Event will attract different age profiles). The male to female ratio will fluctuate event by event but generally it will be 50% M to 50% F. The events follow a similar format on a regular basis however dynamic risk assessments are made for any events with a perceived change to the current Risk Assessment.

All Arena Entrances, Front of House (FOH) and Backstage Security, will be managed by Showsec, an experienced and Professional Crowd Management Company, who have extensive knowledge and experience in managing events of this scale, nature and profile.

As well as this document, a full Risk Assessment has been carried out for Showsec Staff at the event. This document is available on request. There will be full briefing presentations on the morning of the 3rd August 2012 at 08.00am (Location tbc), delivered to the Site Coordinators and Supervisors working over the event. Briefing documents will be produced before the event that includes emergency procedures; these are to be distributed to the staff on the event days.

It is acknowledged that close co-operation between the Showsec, Live Nation (UK) Music Ltd, Haringey Council, Emergency Services and other contractors are essential. This is to ensure that the event is managed to the maximum of safety standards and customer service.



Statement of Intent

Please view the following document as a statement of intent for the duties of Showsec for Jamaica Village at Finsbury Park. This statement of intent details the type of service and responsibilities of the Showsec to the client.

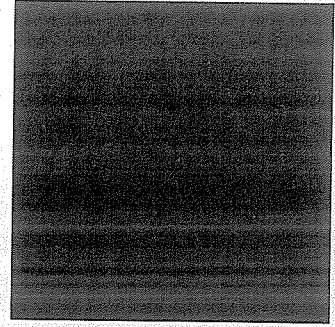
The company agree to provide a Crowd Management Service for the event arena and associated activities. Crowd Management is herein defined to be;

The systematic planning for and the supervision of, orderly movement and assembly of people. Crowd management involves the assessment of 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 tickets collection, and expected types of group behaviour.

This statement forms part of the operational plan, which is written for the event and submitted to interested parties for their approval.

Areas of responsibility

- To supply sufficient numbers of suitably trained and qualified security/stewarding staff for the external, ingress, front of house and backstage positions for the events.
- To monitor the ingress of the public to the site in a safe and orderly fashion, and where reasonably possible, pro-actively employ crowd management methods to ensure the safe population of this area.
- To monitor the patrons and report any public disorder to an established control centre.
- To enforce any pass system designed by the organiser in any front of house or backstage area.



- To assist the designated person responsible for safety and the emergency services, in any evacuation (whether it be partial or full) of the site. This will be in accordance with the agreed emergency plan written by the organiser.
- To monitor and deter patrons from theft and vandalism of any temporary or permanent structures where practical and reasonable with a view to reporting to the necessary authorities.
- The designated person responsible for safety is responsible for the evacuation of the site. The Showsec Team will follow the direction of this person and the emergency services. In the event of a major incident, the Showsec Team will hand over all its resources to the police and will be directed there on in.

The Crowd Management Team will not have responsibility for: -

- Crowd Management or Security of people outside the agreed extremities of the Event Site.
- 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 employees of 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).



General

All staff will be clearly identifiable in company uniform, SIA licenses (where applicable), and will adhere to the company code of dress and conduct.

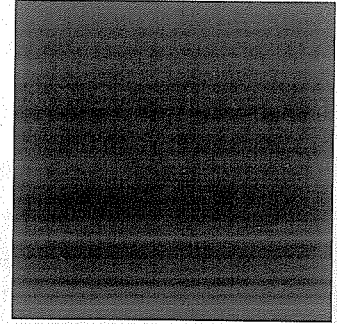
Showsec recognises the Client's commitments to operating high quality events at a safe and secure site in accordance with the highest standards of customer service, and agrees to use its best endeavours to assist the Client in securing that objective.

Showsec shall not wittingly do anything that may hinder or harm the Client's trade or reputation.

The Client will co-operate and work with Showsec to assist them in the proper performance of their obligations hereunder and will comply with all the company's reasonable requests relating to the management and safety of the Event.



Training



Steward Training

Every new Showsec member of staff undergoes a Company Induction Course (introducing the Company, Health & Safety Policy, Quality Policy etc,) prior to undertaking a further training course, which provides each individual, if successful, with certification for the following industry recognised qualification:

- NCDS Unit 1 – Security Roles and Responsibilities
- 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.

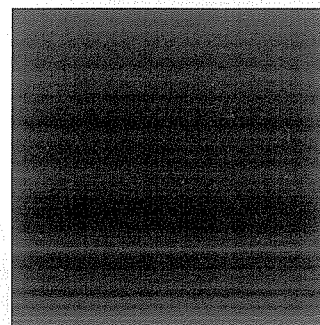
Certain aspects of a steward's role require further training. This is addressed by the implementation of modular courses designed to improve both the standard of service given, together with health & safety awareness. For example:

- Customer care - 3 hours
- Emergency aid (appointed person) - 4 hours
- Front of Stage Pit Barrier - 4 hours
- Communication (Radio procedures and control of airwaves) - 3 hours
- Ingress & Egress – 3 hours

These are examples of optional modules that the area manager can offer to their stewards.



We have experienced and fully qualified staff to deliver the BIIAB Door Supervisor course. 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.



Security Staff

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 be trained to BIIAB Door Supervisor Level 2. This is an industry standard. Our Guards are also trained to Door Supervisor level as many of our clients require the addition of a local authority door licence.

Our Training Department is recognised to train BIIAB National Certificate for Door Supervisors in England & Scotland and our own courses are recognised by all London Boroughs as well as 42 local authorities nationally.

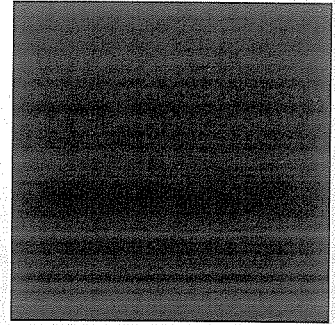
Supervisors Training

In normal circumstances, once a steward has completed 2 years of service with the company they can request the opportunity to upgrade to a Supervisor.

The proposed Supervisor will then work for 6 months under supervision to assess suitability. The Area Manager will then ask the Steward to attend an interview panel and if successful will then be offered a place on a residential 48-hour training and assessment program.



Risk Analysis Method



A risk assessment will be written to support this document. It relates to the staff of Showsec and their involvement with the event.

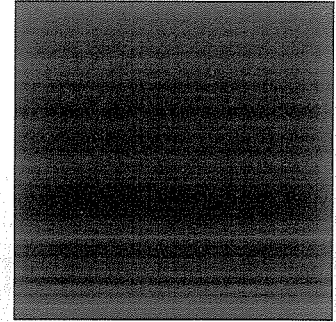
An assessment of risks has been carried out in accordance with an employer's statutory requirement to do so under the Health and Safety at Work Act (1974) and complies with the Management of Health and Safety at Work Regulations (1992).

All Company staff shall observe the Health and Safety Regulations currently in place at the site as made known to them by the Event Safety Officer.

The Company's Health & Safety Policy is available on request



Counter Terrorism



Training

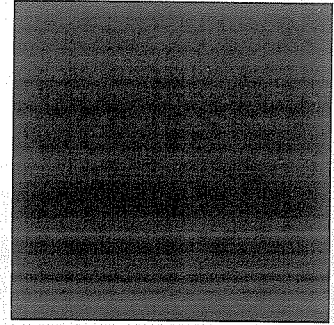
Showsec take the area of Crowd Management seriously whilst ensuring a practical approach to events. The training provided to our operatives is focussed on the key issues surrounding counter terrorism at an event to raise awareness and understanding of the key issues.

Management

Our management team are the leading group of people in the event security industry and have as such been on extensive courses to expand their understanding of counter terrorism. To this extent some of our management team have attended the Project Argus courses to allow them to plan and implement counter terrorism measures within our organisation and operation.

Staff

Our staffs are the key to the success of our operation and the events we work on. We aim to educate and train them to empower them with the confidence to perform, make the right decisions and be able to feed back to our central control room. Our staffs receive briefing on counter terrorism measures and we are undertaking a programme of showing them the DVD – Fairway; this covers the key issues in raising awareness within our staff base as the front line on the ground at an event. We have also engaged communications with Counter terrorism Units in the Police forces across the country; even having speakers come in and talk to our staff and supervisors.



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 behavior:

- 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?

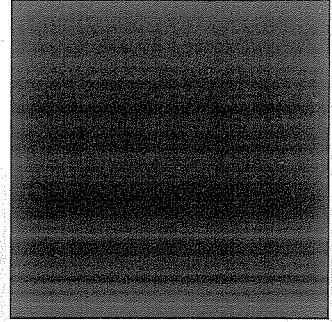
- Vehicle license plate looks "improvised" or mismatched (different front and back plates).
- Tax Disc is not present, out of date or registered to another vehicle.
- A vehicle parked suspiciously for a prolonged time in a central place or in a no-parking area.
- A vehicle is noticeably loaded down.

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?

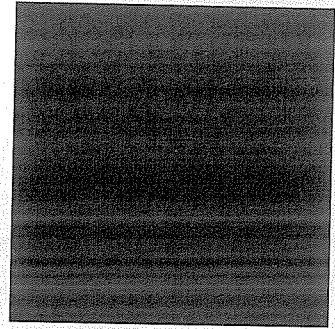
- If the police have not arrived yet – call 999 immediately. Follow the Instructions of the police and rescue teams.
- Do not form or join a crowd! Leave the area immediately: there may be additional explosive charges around.
- Make a route clear for rescue vehicles.
- Observe your surroundings, and 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 alert, especially in crowded places.
- If you come across a suspicious person, suspicious object or suspicious vehicle – alert a police officer or call 999.



Insurance



Available on request are the Insurance documents for Showsec. These have been reviewed and are currently valid until 31st October 2011.

The documents available are:

Public/Products Liability Insurance, not less than £5 million.

Policy Number: YMM824299 & G21979363003

Employers Liability Insurance, not less than £10 million.

Policy Number: YMM824298

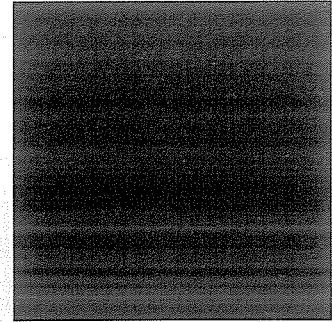
These are both undersigned by:

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

For further details please contact Wayne Matts, Head of Finance on
0116 204 3315 or Wayne.Matts@Showsec.co.uk



Other Agency Liaison



Haringey Council

The communication between the agencies is important, communication through the Event Control; the Head of Security will have regular conversations with the Haringey managers throughout the event to ensure that their expectations are being met.

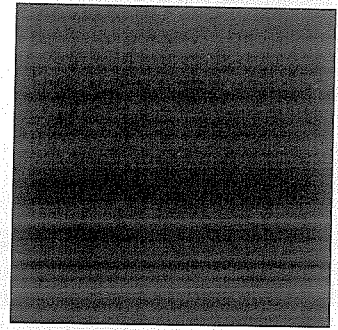
Police Liaison

It is the aim of Showsec to work closely with the local Constabulary to provide a safe and enjoyable environment for event goers. The following protocols will be focused upon to ensure those coming to the event to enjoy themselves, do so in a socially acceptable manner and the Police / Security resources are used to their best effect. The memorandum of understanding as provided by the Police will give in detail the responsibilities of the Police Operation on site.

- Any security member of staff finding what is suspected to be an illegal Weapon or part there of or any item which maybe deemed to used as an illegal weapon must transfer that customer directly to a member of the Police – cumulative discretion maybe shown at the entry gates.
- All customers upon approaching the search area will be advised to use the voluntary amnesty bins for the disposal of illegal substances. Any person who is the subsequently found in possession of illegal substances at the search area will be handed directly over to the Police.
- All security site coordinators / supervisors are actively encouraged to introduce themselves to the lead Police Officer in their working area to build up a localised contact.
- All site based policy and procedural decisions will be made within the Event Control command structure and all staff should use this to ensure decisions are centrally made with the full involvement with all the emergency services and organisers.

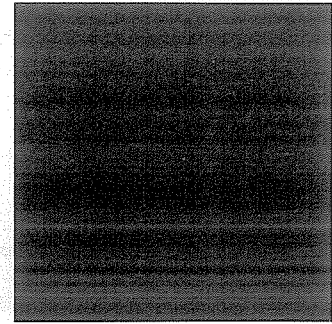


- Police officers will not enter the event site unless advised to do so by their central command.
- All security staff should encourage members of the public wanting to report a crime (not including assault etc) to do so at the nearest Police Station.





Command and Control Structure



The Showsec Operational Management Structure will be set out using the following process.

- Site Plan is agreed
- Geographical and Operational considerations are taken into account
- Operational Management Team Structure is set
- Planning and Implementation team undertake event and ensure smooth running
- Review systems, procedures and feedback from client and service partners.

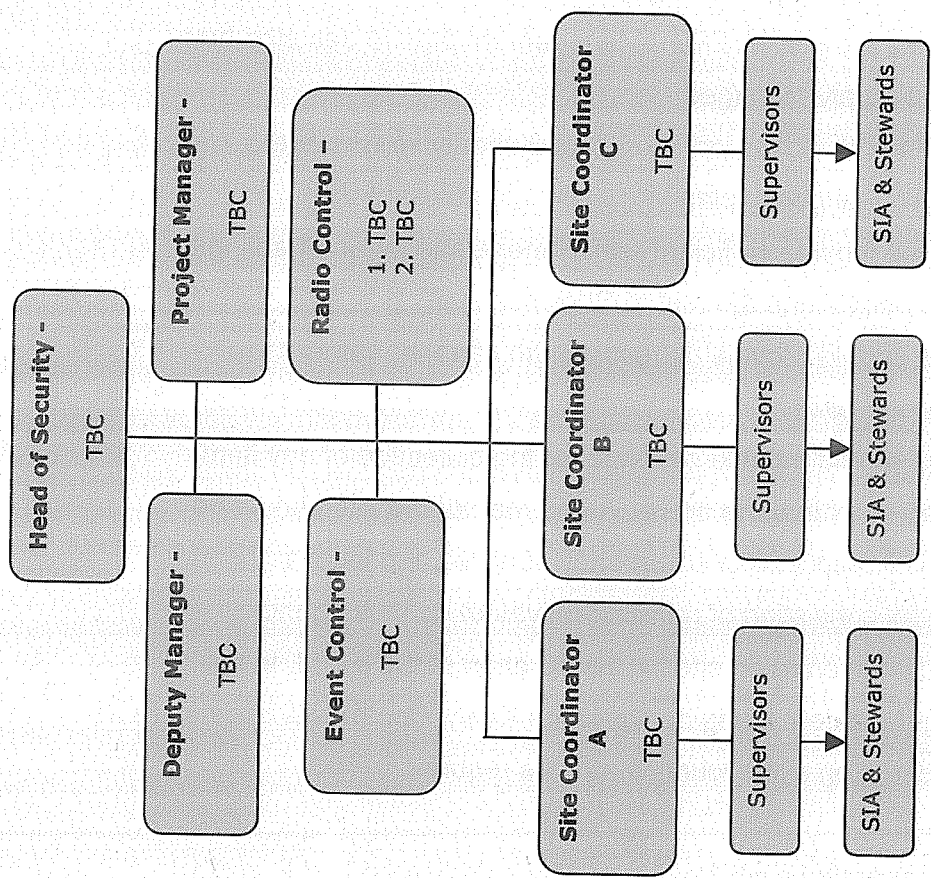
The Operational Management structure is detailed overleaf. The key positions are:

- Security Manager – Strategic planning and event management decisions ultimate liaison between security and the Head of Security.
- Deputy Security Manager – To assist the Security Manager where necessary and deputise should the Security Manager be unavailable.
- Project Manager – Overall management of staffing resources, deployment, welfare and logistics.
- Event Control – Liaison with other agencies in the Event Control. Will feed information to the Control Room Manager and Head of Security
- Radio Control – Hub of Showsec radio operations. One controller for each channel in operation. All key radio traffic is logged for reference at a later date.
- Site Coordinators – Responsible for tactical deployment of resources in their area of the site.
- Area Supervisors – Working under the Site Coordinators carrying out the Operational part of the Security Service.

Strategic

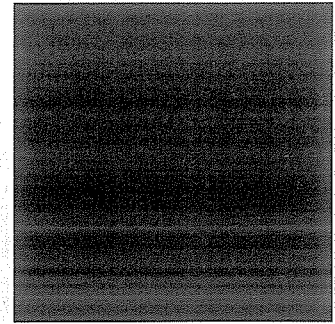
Tactical

Operational

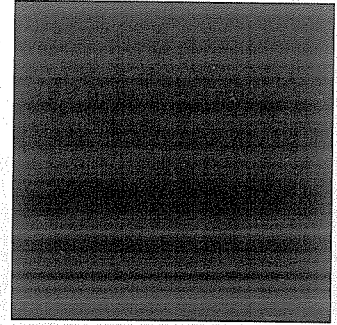




Safety Proposals



- The Client will provide a risk assessment to identify the hazards associated with the event, including the Build and Break periods
- The Promoter will provide an Event Management plan to describe how the event will be safely managed
- The promoter, in conjunction with the local authority will provide a comprehensive contingency plan
- The promoter will provide sufficient refreshment, shelter and heating to ensure welfare obligations are met to Showsec staff
- The organisers should provide correct pattern channel barriers to construct entrance lanes.
- The organisers should provide bin bags for the collection of any items that are refused entry into the arena. A grid map of the site should be prepared that is acceptable to emergency services and local authorities
- An Event Control consisting of representatives of various agencies will be formed and positioned on site for the duration of the event. In the event of a major incident being declared the Event Control will coordinate services and direct on site security teams as required to deal with the incident
- Security team operations will be directed by a dedicated U.H.F. radio base station controlled by trained operators. The facility required for this operation will require mains power and landline telephone. All radio communications will be recorded for audit purposes
- An accreditation system should be in operation from the start of the 'Site Build'. Sample pass sheets will be provided to the Local Authority and Showsec before the start of the Site build.
- All concession holders on site should receive an information pack on rules of the site, safety instructions and times of admittance for themselves, service vehicles and departure.



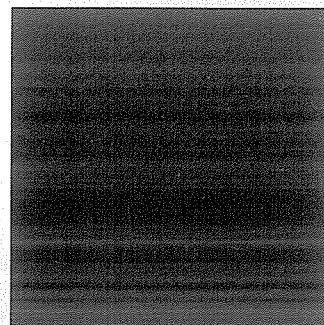
Pre Door Checks

Prior to opening doors to the public the Event Control will carry out pre doors checks to ensure that the site is safe for the public. This can be delegated in most cases to Showsec Supervisors, Production management, Fire Marshall, Bars and concessions.

- Confirm entry protocol
- Confirm event running order
- Issue pass sheets
- Correct number of barriers in position
- Any obstructions, hazards cleared.
- Check front of stage barriers (structure –condition – water)
- Temporary structures signed off
- Issue ticket collection bags
- Radio checks
- Confirm departments have briefed their staff (emergency codes – site rules, event specific information)
- Emergency Announcement
- Doors Green as per opening policy



Audience Demography



The artists playing are yet to be confirmed but they will be a wide-ranging Caribbean and International Artists (with a Jamaican influence). It will attract a blend of audience in keeping with their preferred style of music. The ages will spread across all age ranges. The expectation levels will be increasingly high in terms of their expectancy for good service and facilities. Generally speaking they are a very easygoing audience that want to enjoy the best experience possible.

In terms of age range and gender split it is believed that the age range will be from 8-60 but mainly family's. It is also believed that there will be no noticeable gender split with audience around 50-50% Male to Female.