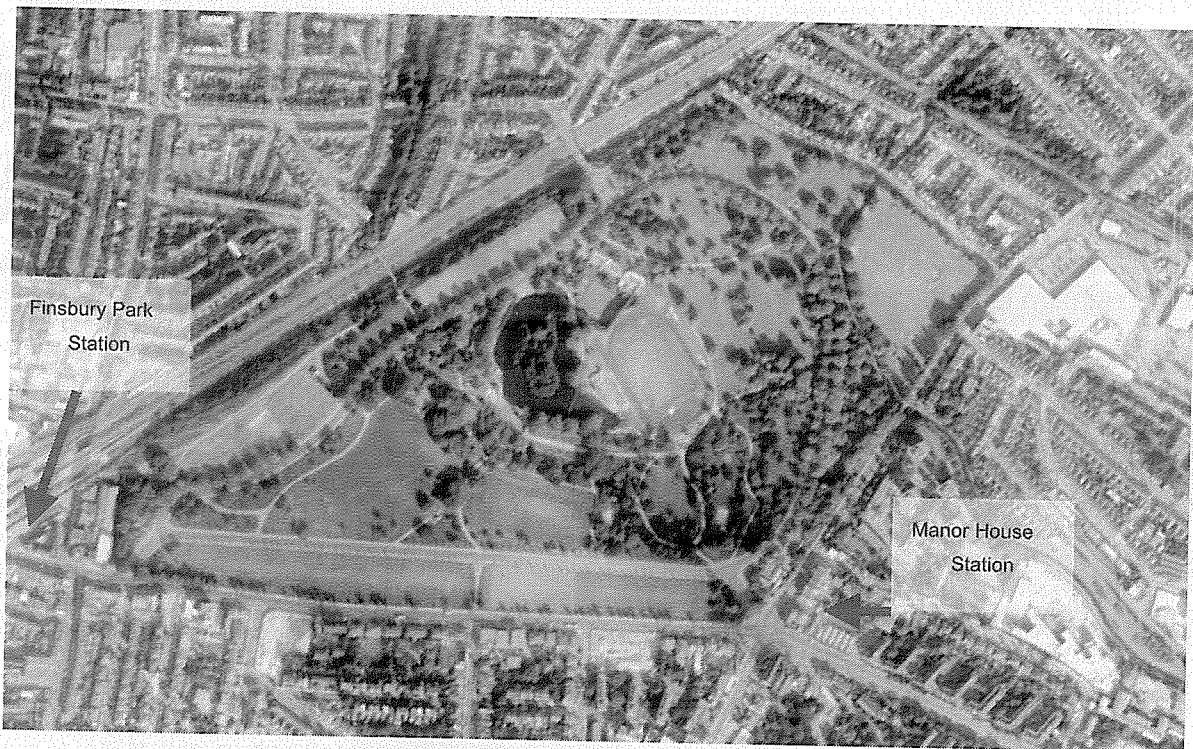


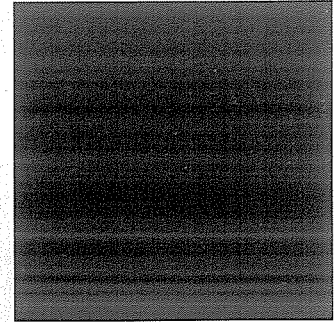
Arrival

Jamaica Village will be held at Finsbury Park, North London. It is anticipated that the majority of the audience will arrive from either Manor House Underground Station or from Finsbury Park Underground and Overground Station. These are shown in Figure 1 below.



Ground conditions on arrival are excellent with pathways leading through the parks to the entrances. The event site will open Daily at the following times:

3rd – 12th August 2012 at 1100 hrs – 23:00 daily



Stewards and Security will be deployed early in the day from 0800 to organise the queuing system. Points of particular notice regarding queuing are:

Audience queuing outside of the channel barrier system – Barriers should be set out in the agreed format the day before the event. Stewards should ensure that customers are queuing within the barrier system.

Audience queuing against the entrance gates – A minimum of 2 metres should be maintained between the front of the queue lane and the gates. This ensures that there is no chance of any crushing at the front of the queue.

Good signage is required to ensure that people are queuing in the correct area. All ticket conditions of entry should be published not only on the rear of the ticket but at the entrances.

Should crowd density become a problem outside on the queue lanes then the first course of action should be to open additional lanes at the entrances, this can be achieved by redeploying staff from inside the site.

Entrances

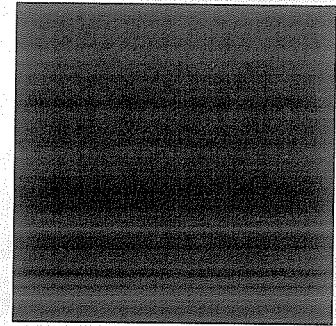
There are three areas of arrivals of customers; Main Entrance (X1), VIP/Guest Entrance (X3) and a disabled entrance (tbc).

There will be a maximum of 15,000 ticketholders at the event. It is anticipated that the peak arrival will be between the second and fourth hours after gates open.

The customers will arrive at each lane and be greeted by SIA licensed security staff. At this point they will be subject to a search for items not allowed in the event site, a full list of these items is available in the Event Management Plan published by the Client. Once through the search the customers show their tickets to the Stewarding staff that will

+

scan the tickets using Ticketmaster's Access Manager System. Staff will be positioned in the queue advising customers of non permitted items and advising customers to prepare their tickets for inspection, this helps to speed up ingress.



There is a box office located outside the Main Entrance for all issues related to customer tickets, any guest list will occur at the Box Office.

Ingress

Ingress flow calculations are based on an empirical study of pedestrian movement at a body eclipse of 550mm (unit width). It is recognised that people are likely to arrive carrying items however i.e. bags etc, therefore entry lanes will be set at two unit widths (1.1m). One lane will be 2m wide to allow for wheelchair access, this will also allow for a fast track disabled lane should it be required. This lane should be signed appropriately.

There will be three areas of arrivals; the Main Entrance, VIP/Guest Entrance and the Disabled Entrance.

The following calculations have been based on a maximum expected 13,000 capacity audience.

Main Entrance

Based on a 15,000 maximum capacity there will be 10 Scanning lanes and 15 Search ingress lanes positioned at this Gate.

The number of 1.1m wide lanes required has been calculated at a pedestrian speed of 8 people per minute per lane. The time taken for bag search ticket scan has been taken into account. Flow rate has been calculated at 4,800 persons per hour. With the expected attendance of 13,000 for this entrance, it will therefore take approximately 2 hr 45mins to process all ticket holders through this route.

$4800 \text{ p/phr} \times 2.75\text{hr} = 13\ 200 \text{ people}$

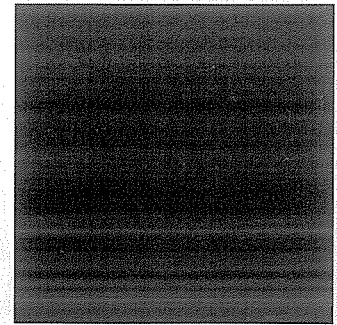
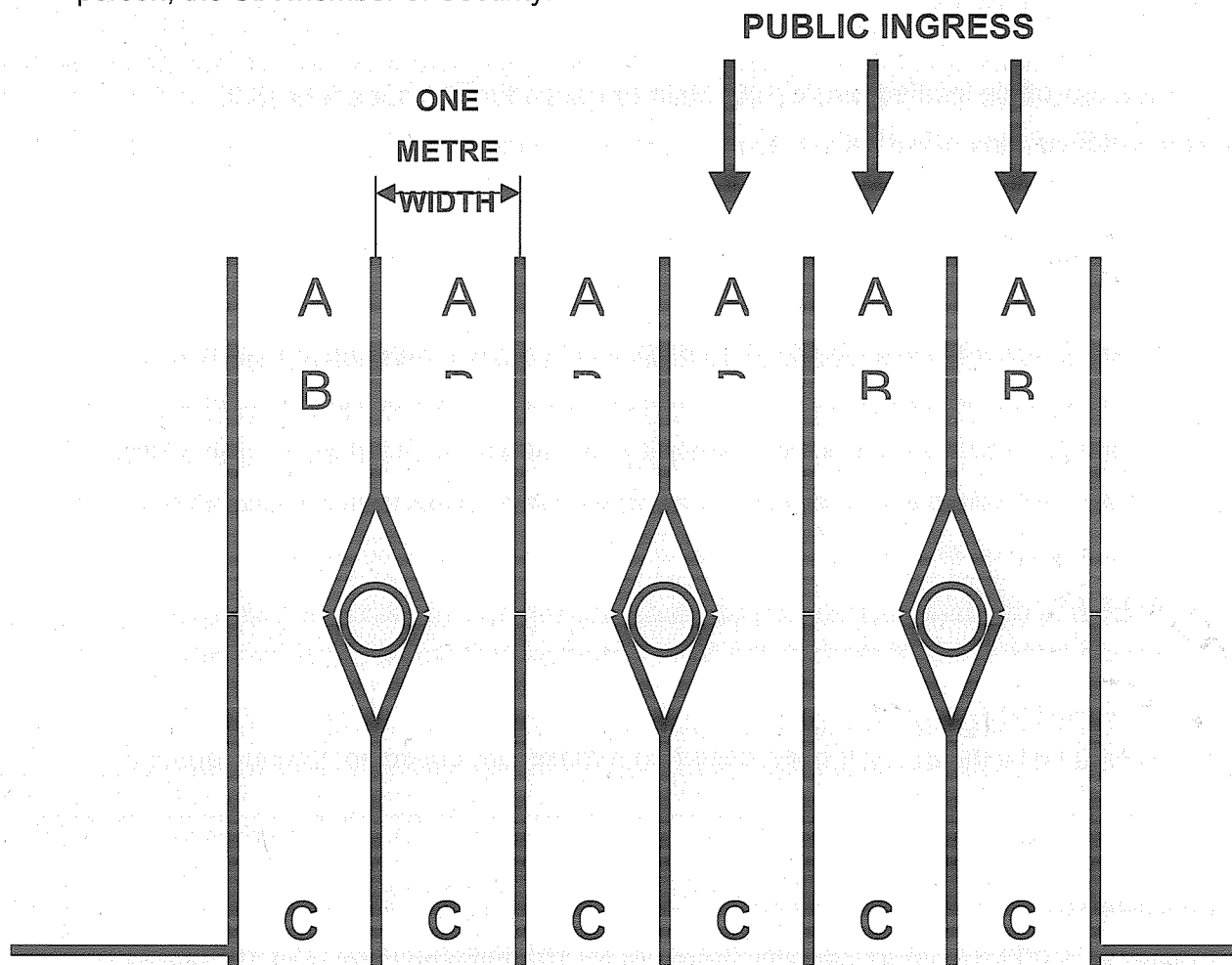


Figure 2 below shows how the lanes will be set out at each entrance. It is likely that the function at position A & B will be carried out by the same person, the SIA member of Security.



A = Ticket / Wristband Check Point

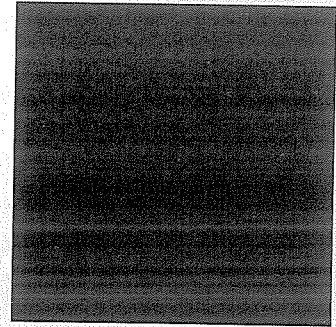
B = Search Point

C = Ticket Tear / Wristband Check point



= Receptacle for Prohibited items

Figure 1



VIP/Guest Entrance

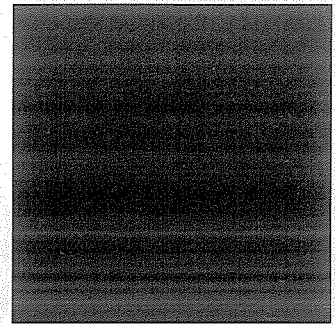
There will be 4 ingress lanes positioned at the Press & Guest entrance. The number of 1.1m wide lanes required has been calculated at a pedestrian speed of 6 per minute. The time taken for bag search and wristband check has been taken into account. Flow rate has been calculated at 1440 persons per hour. With the expected attendance of 2000 for this entrance, it will therefore take approximately one and half-hours to process all guests through this route.

Flow rates should be monitored throughout ingress to establish occupancy level. Should there be a delay in getting customers in then an additional lanes could be opened by redeploying staff from inside the arena site. Once the majority of people are in then the barriers will be reduced in preparation for an egress.

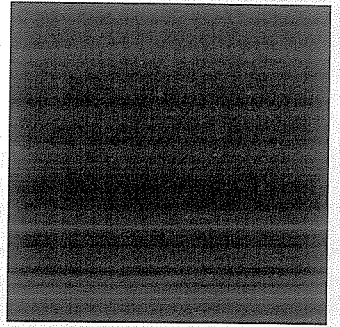
Ingress conditions

Conditions of entry, which should be made known to the public in advance of the event, can include;

- Admission by ticket, invitation or accreditation passes only.
- No cash should change hands anywhere except the box office
- No glass or metal containers are allowed inside the seating area.
- No professional cameras, video, or sound recording equipment are allowed and people should be advised to take them back to their means of transport or leave them in lockers
- Rucksacks and large bags will be deterred from being allowed onto site. All bags will be searched at entry.
- No pass out should be allowed during the event for ticket holders, except for medical or emergency purposes.
- Event organisers should provide correct pattern channel barriers to construct the appropriate number of entry lanes.



- Bins should be provided by the event organiser for the collection of any items that are refused entry into the concert arena. Wheelie bins should be required at each entrance on the outside of the site positioned in 'dead areas' if possible. Regular emptying of bins and skips, in addition to general cleaning around entrance gates should be undertaken during the course of event days to ensure good housekeeping practice, maintain clear exit routes and to maintain a sterile environment for security purposes
- No vehicles should be allowed access or exit via public entry route whilst members of the public occupy the event arena. Policy on vehicle curfew should be publicised widely across all contractors on site.
- Staff on entrances will give a very positive customer friendly service. They will be solution driven. Complaints will be dealt with at the time. Any negative messages should be given with an explanation.
- It is essential that the queuing capacity at each entrance be calculated taking into consideration anticipated numbers at each gate, estimated arrival times, on each entrance.



Arena & Backstage Operations

Once the customers enter they will have access to all areas of the Arena site. Staff are positioned around the arena to direct customers where required.

All staff will be fully briefed so that they know the location of bars, medical, merchandise and catering. The main focus and purpose of the staff is customer service and enhancement of the visitor experience so it is paramount that staffs have the knowledge to give to customers.

Bars / Merchandise

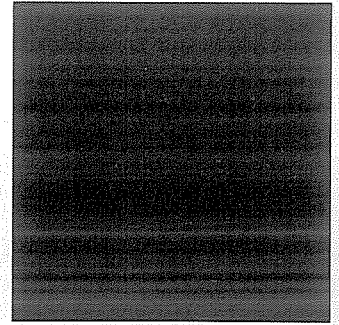
Bar areas will be managed by security provider employed directly by the Bars Company and will therefore not fall under the control of the Showsec Operational Plan

Front of Stage Barrier

Admission to the Front of Stage Barriers should be restricted to the front of stage security team and medical teams essential to public safety.

Photographers shall be escorted in and out of the pit, by the pit supervisor and/or event press representative

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. 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.



A crowd spotter should be deployed at the Front of stage area to ensure the comfort factor of 0.3m² is not impeded, and to monitor for any crowd related incidents. The nominated medical team should monitor any casualties from the front of stage area specifically checking for signs of theoretic injury.

Extra security staff should be deployed to the exit area to ensure a breach of the ingress policy does not occur. 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.

Response Teams

One internal and two external response teams are available for deployment at the peak times of the event. Response teams are made up of 3 SIA licensed personnel, each team will be issued with a personal radio and covert earpiece.

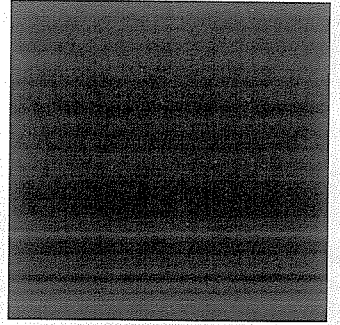
Teams are allocated to areas as follows.

Response Team 1 Main Arena

Response Team 2 Internal Response

Response Team 3 External Response

Each team is strategically placed to monitor areas with the potential for periods of high density and areas of high popularity. Through liaison with ELT and the event control room they will be detailed to respond to any incidents on site, the appropriate response team will be selected to deal with any incident local to their area. If the incident requires the response team will detain any individuals until police presence arrives. The memorandum of understanding between the Police and Showsec agrees the protocol for handover of detained customers.



Any evictions or ejections that may take place should follow the correct procedure:

- Radio through to Control that there is a problem
- CCTV used where possible
- Showsec Manager attends problem
- Decision made on whether an amicable agreement can be made to allow the person to remain in the venue
- If an eviction or ejection needs to take place then only SIA staff carries this out. Event management representative should attend if possible.
- Incident reports filled out and copies given to Event management
- Crowd Managers report completed with details and given to Event Manager at the end of each day

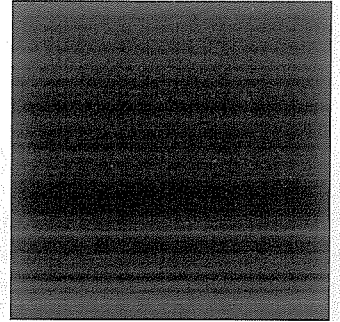
The line of demarcation is agreed to be at the external gates of the Event Site. Once the person is over this threshold they are considered to be off the property and the Police should deal with any further incidents off the site, unless a person or persons are not responding to the requests of security or is participating in what could be regarded as criminal activity.

Artist Access

Artists will have access to the Main stage through the backstage compound. The Main Stage security supervisor should also be informed of arrival times to ensure artists gain entry to the stage compound.

Stage Access Points

The number of access points to the stage should be limited and designed to aid the security operation on the main stage. An SIA licensed member of staff will be allocated to each of the stage steps and ramps to enforce the pass system and to restrict access to unauthorised persons attempting to access the stage.



Stage Manager

Liaison between the Stage Supervisor and the Stage Manager is vital to the smooth running of the stage. Access to the stage and backstage, current conditions and backline movement all need to be addressed at regular intervals.

Show stop

Performance area will have a spotter in position throughout the event, if the stage spotter witness's signs of distress at the front of stage barrier, including crowd collapses with persons failing to surface or dangerous moshing the show stop procedure will come into effect.

Press Access

Press access will be restricted to the allocated area. This area will be identified through consultation with the stage manager and the press liaison representative. All press pass holders will be escorted by the press liaison representative at all times.

Pass System

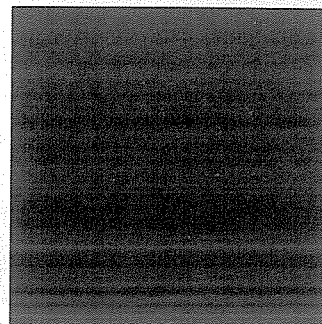
Pass system for the Backstage area will be assessed at regular intervals between the backstage manager, artist liaison representative and backstage security manager. Liaison between the backstage manager and the artist tour manager is required to ensure dressing rooms become available for arriving artistes. From 1 hour after gates (and thereafter every 2 hours) the supervisor using an available response team should diplomatically sweep the area checking accreditation.

Vehicle Access

As with production vehicles, artist vehicles will enter the event site via the Production entrance. During site build and break down days, a logging system will operate to monitor vehicles on and off site. Artist vehicles will be



issued with the relevant accreditation before arriving at this gate and only allowed access onto the event site with the correct accreditation.

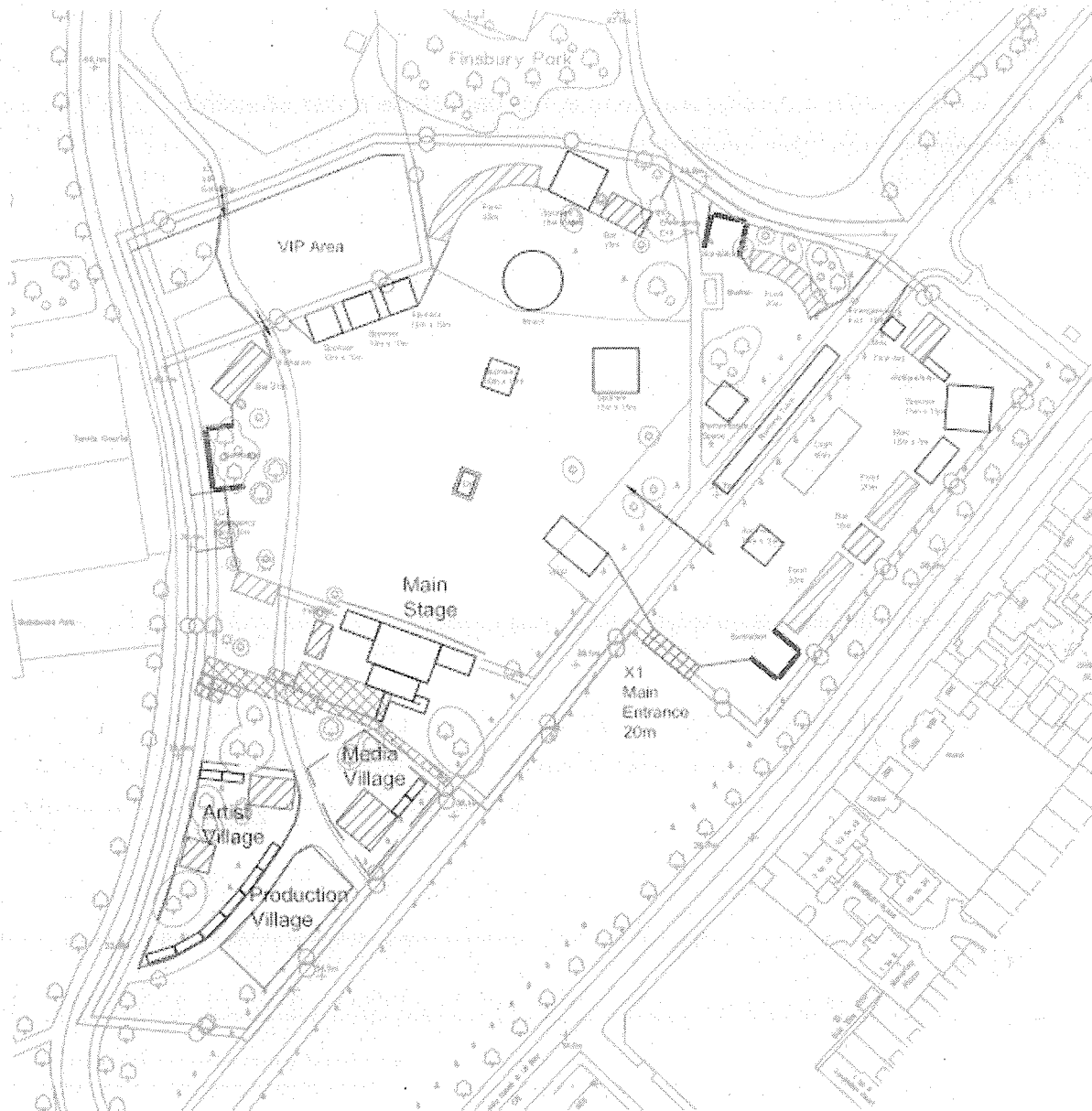
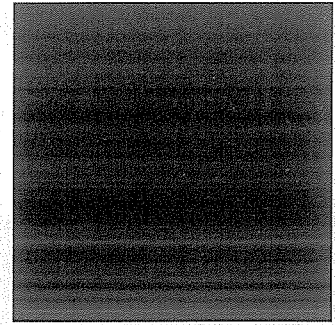


Parking

There will be limited parking available at the backstage areas of each performance area. This area will be reserved for the artist that is currently performing. For longer term parking facilities are provided in the staff parking area TBC.

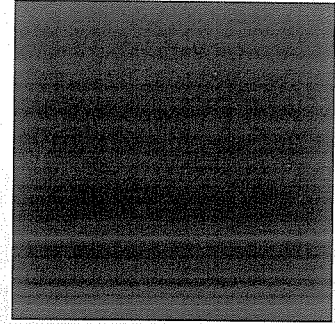


Site Plan





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:

Condition Green

Would indicate normal situation

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.

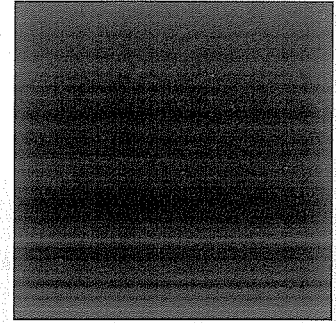
Evacuation standby will be issued for all teams. The entrance team should prepare their area to be clear for an egress.

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.



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 Head of Crowd Management 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.

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.

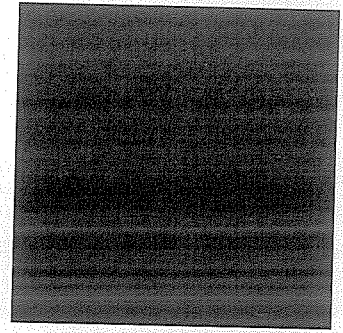
Full Evacuation

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. t1 (time to interpret) + t2 (time to move).

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

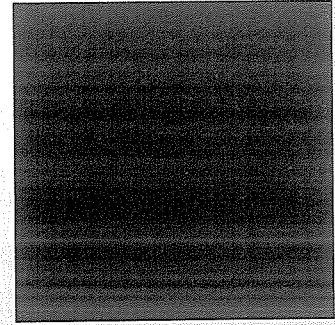
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well as dealing with any property that has been lost or abandoned in an evacuation. There may also be an expectation of compensation or the re-issuing of tickets.





Staffing Positions



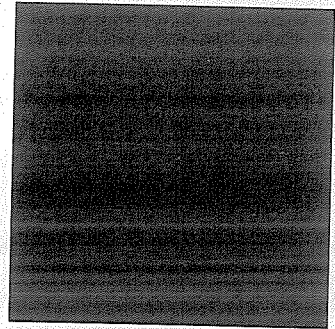
For a full staffing deployment please request a copy of the Staffing Plan. Below the positions included in the Staffing Plan are given brief job descriptions which show whether the position should be carried out by a trained safety steward or an SIA Licensed member of security. Whether the position is classed as a Licensable position is taken from the Private Security Industry act 2001. Below the duties are set out into licensable and non licensable activities, these are taken from the Security at Events booklet published by the Security Industry Authority (for further information visit www.the-sia.org.uk). From there the key duties of the position are detailed in a brief job description and it can be seen whether the position is licensable or not.

Licensable Activities

- Screening a persons suitability to enter the event or venue e.g. individuals under the influence of alcohol or drugs or demonstrating anti social behaviour.
- This includes those who are searching bags to ensure that there is no unauthorised access or any damage to property or injury to others.
- Searching of persons and/or property to prevent items that are unauthorised or illegal from entering the premises e.g. cameras, alcohol, drugs or weapons.
- Note if the purpose of searching of persons or bags is to ensure that no-one with prohibited items enters the premises, then this is an activity that falls within paragraph 2(1)(a) of Schedule 2 of the Private Security Industry Act as an activity that consists of "guarding premises against unauthorised access". If the purpose (or an additional one) is to ensure that no weapons or other dangerous articles are brought onto the premises, then the bag searching would also fall within paragraph 2(1) (a) and potentially paragraphs 2(1) (b) and (c) of Schedule 2 of

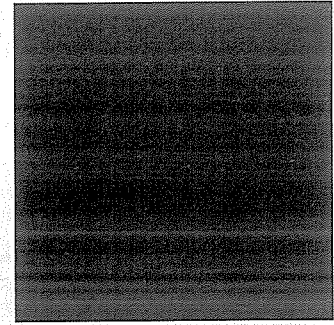
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the Private Security Industry Act on the basis that this would be guarding property and individuals respectively against damage and injury.



- Responding to incidents within crowds, queues or the audience to control behaviour which is antisocial, undesirable or likely to result in harm to others.
- Ejecting individuals from a venue or event or designated area e.g. concert pit or backstage areas.
- Protecting a pitch, track or other identifiable area from spectators or others with the intention of preventing damage to property or persons.
- Providing a security presence to prevent and detect crime within a designated area.
- Guarding a property and/or equipment in situ during the setup and breaking down of, for example, an event or exhibition.
- Patrolling the perimeter of an event to prevent unauthorised entry gained by individuals, through the climbing or breaching of any fences or barriers, or through being let in via an access.
- Observational and reporting roles as part of or in support of guarding fall within paragraph 2(1) as result of paragraph 2(3) of Schedule 2 of the Private Security Industry Act which includes as licensing activity providing a physical presence or any form of surveillance as to deter or otherwise discourage something from happening or to provide information if it happens about what has happened.

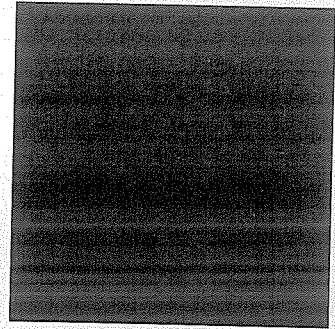
Examples of such roles (but not limited to) include patrolling the venue, observing from fixed positions or monitoring CCTV footage.



Non-licensable activities

- Customer care duties including directing patrols to refreshments, toilets and first aid facilities.
- Directing spectators to seating areas by checking tickets.
- Providing safety advice and assistance to patrons as required.
- Ensuring gangways and exit/evacuation routes are kept clear for health & safety purposes.
- Providing assistance in the carrying out of evacuation procedures in the event of danger to patrons, including liaising with representatives of the emergency services.
- To be responsible for the health and safety and comfort of spectators within a designated area.
- Monitoring and maintaining the pedestrian flow at key locations e.g. entry and exit points.
- Providing guidance and direction to visitors arriving by car or on foot, including the management of roadway crossings to ensure the safe passage of visitors over the roads.
- Report to a supervisor or safety officer any damage or defect which is likely to pose a threat to spectator 'health and safety' e.g. damaged seat or barrier.

This list is by no means exhaustive and it should be remembered that it is not the job title that is important; it is the work that an operative actually does (the activity undertaken) that determines whether they need a licence.

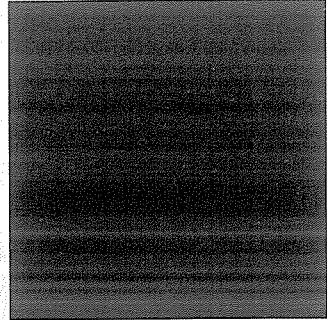


Access Control

- Individuals that have any responsibility in relation to either screening a person's suitability to enter the premises or their subsequent removal (where this is in relation to a manned guarding activity as described in section 3.2) from the premises, are still licensable.
- Those who are searching persons or bags to make sure that there is no unauthorised access to any damage to property or injury to others are licensable as they are not only physically present, they are also carrying out a more pro-active activity than is intended specifically to guard against one or more of the activities listed in paragraph 2(1) of Schedule 2 of the Private Security Industry Act.

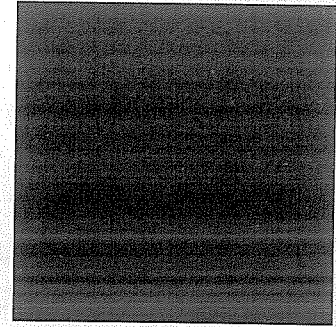
The Private Security Industry Act 2001 excludes certain people from the scope of manned guarding activities, including individuals whose sole responsibility is to control access to a premises or designated area, through checking tickets, invitations or passes.

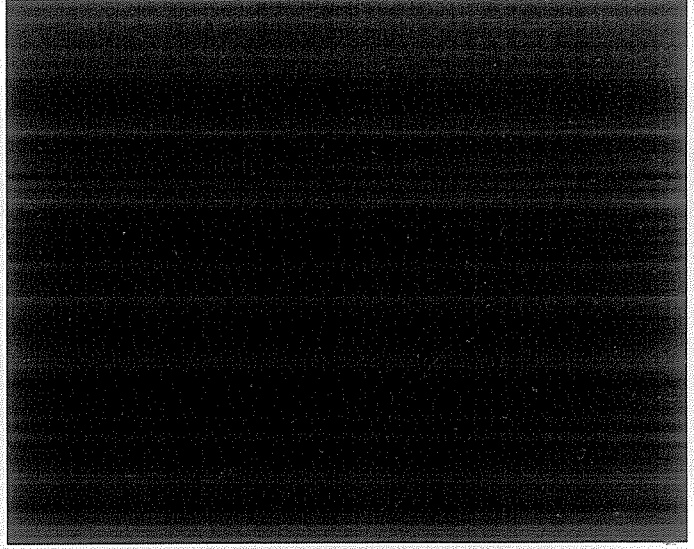
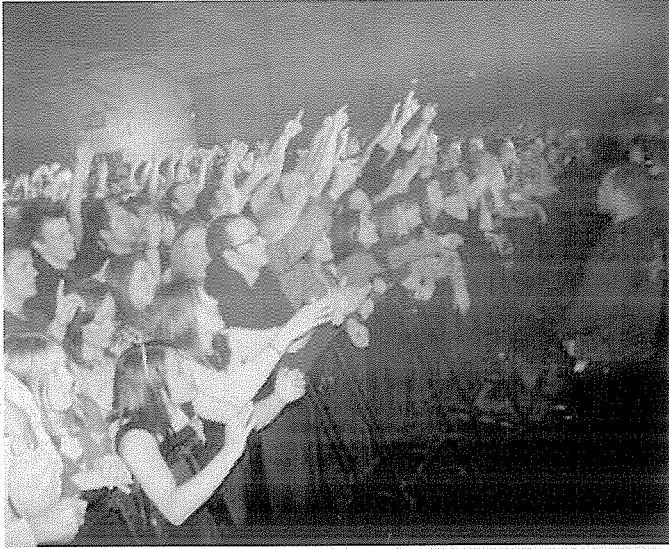
Backstage	
Management & Supervision	
Head of Crowd Management	Manager
Deputy Manager	Site Coordinator
Project Manager	Site Coordinator
Site Coordinator (Backstage)	Site Coordinator
Event Control	Site Coordinator
Senior Radio Controller	Site Coordinator
Radio Controller	Supervisor
Production Area Supervisor	Supervisor
Artist & Media Area Supervisor	Supervisor
VIP Area Supervisor	Supervisor
Mainstage Supervisor	Supervisor
Mainstage - FOS Barrier Supervisor	Supervisor
Production entrance	
Production Entrance	Access Control
Production Entrance	Ticket, Pass & WB Check
Accreditation	Access Control
Accreditation	Ticket, Pass & WB Check



Security Entrance	Access Control
Production Village	
Production entrance	Access Control
Backstage Area	
Crew Catering	Access Control
Pedestrian Safety	Directional
Pedestrian Safety & Vehicle Parking	Directional
Media Village	
Entrance	Access Control
Entrance and Cover	Access Control
Artist Village	
Dressing Rooms entrance	Access Control
Dressing Rooms	Ticket, Pass & WB Check
Dressing Rooms	Access Control
VIP Area	
Entrance	Access Control
Entrance	Access Control
Entrance	Ticket, Pass & WB Check
FOH Entrance	Access Control
FOH Entrance	Ticket, Pass & WB Check
General	Access Control
Mainstage Area - Stage Access	
Stage Access Points	Access Control
Stage Access	Access Control
Sponsor Stage Platform	Access Control
Mainstage Area - Front of Stage Barrier	
FOS Barrier Access (Stage Left & Right)	Access Control
Stage Protection / Pit team	Safety
FOS Barrier Safety Team	Safety
Arena	
Management & Supervision	
Site Coordinator (FOH)	Site Coordinator
X Gates Supervisor	Supervisor
Disabled Entrance Supervisor	Supervisor
Main Entrance Supervisor	Supervisor
VIP Entrance Supervisor	Supervisor
Disabled Viewing Platform Supervisor	Supervisor
Mixer & FOH Supervisor	Supervisor
Response Team Supervisor	Supervisor
External Response Team Supervisor	Supervisor
Logistics & Administration Supervisor	Supervisor
X Gates	
Emergency Exit	Access Control
Emergency Exit	Access Control
Emergency Exit	Access Control
Emergency Exit	Access Control
Emergency Exit	Access Control
Emergency Exit	Access Control
Emergency Exit	Access Control
Emergency Exit	Access Control
Emergency Exit	Access Control
Emergency Exit	Ticket, Pass & WB Check

Emergency Exit	Ticket, Pass & WB Check
Emergency Exit	Ticket, Pass & WB Check
Emergency Exit	Ticket, Pass & WB Check
Emergency Exit	Ticket, Pass & WB Check
Emergency Exit	Ticket, Pass & WB Check
Emergency Exit	Ticket, Pass & WB Check
Emergency Exit	Ticket, Pass & WB Check
Disabled Entrance	
Disabled Entrance	Access Control
Disabled Entrance	Access Control
Main Entrance	
Box Office Internal Access	Access Control
Box Office	Asset Protection
Box Office	Access Control
Main Entrance Queue Management	Access Control
Main Entrance Search	Search
Main Entrance Scanners	Ticket, Pass & WB Check
Runners	Directional
Main Entrance Queue Management	Directional
Info & Welfare	Directional
Disabled & Sponsor Viewing Platform	
Disabled Viewing Platform	Access Control
Disabled Viewing Platform	Ticket, Pass & WB Check
Mixer & Delays	
Mixer	Asset Protection
Mixer	Safety
FOH General	
FOH	Access Control
FOH	Safety
General	
Response Team (Teams of 2 + 1 SU)	Standby Team
External Response Team (Teams of 2 + 1 SU)	Standby Team
Logistics & Administration	Access Control





Showsec



Showsec

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