

Lifestyle

**CODE OF CONDUCT FOR
RESPONSIBLE RETAILING**

LIFESTYLE HOSPITALITY GROUP LTD

T/A cafe mambo

The procedures which Cafe Mambo has put in place are subject to constant review and improvement and are the result of careful consideration by our experienced team of Directors, Managers and professional advisors.

It is Cafe Mambo's policy to work closely with the statutory authorities and to adopt their recommendations where appropriate. The result is that our operating procedures and policies address each of the Licensing Objectives under the licensing act 2003 and comply with other regulatory requirements.

Contents

Overview

Company Overview

1. Prevention of Crime and Disorder

- 1.1 Food
- 1.2 Responsible Drinks Retailing
- 1.3 Highly Trained Staff
- 1.4 Management Structure
- 1.5 Preventing Drunkenness and Disorderly Behaviour
- 1.6 Zero tolerance to Drugs use
- 1.7 CCTV
- 1.8 Door Staff
- 1.9 Toughened Glassware and Polycarbonates
- 1.10 PubWatch
- 1.11 Theft

2. Maintaining Public Safety

- 2.1 High Quality Design
- 2.2 Disabled facilities
- 2.3 Electrical and Gas Safety
- 2.4 Health and Safety
- 2.5 Fire Safety
- 2.6 Capacity Management Control

3. Prevention of Public Nuisance

- 3.1 Dispersal Policy
- 3.2 Music and Dancing
- 3.3 Standards and Audit visits
- 3.4 Pavement cafe/front outdoor areas
- 3.5 Balcony Areas (1st floor and 3rd floor)

4. Protection of children from Harm

- 4.1 Family-Friendly Environment
- 4.2 Challenge 25
- 4.3 Gambling

5. Relationship with Emergency Service

OVERVIEW

Cafe Mambo began trading as part of Lifestyle Enterprises Ltd in March 2005. We currently adopt an in-depth range of practices and policies which are subject to constant review and improvement. We are continually striving to ensure that Cafe Mambo provides a safe and convivial environment in which our customer may enjoy the experience we offer.

Our overall aim is to provide Cafe Mambo as an experience which attracts a broad range of customers. We successfully achieve this through a combination of our four floors each having something very different to offer. We have unique design and surroundings, good management, provision of a substantial food menu along with a range of quality products.

As a Company (Lifestyle Hospitality Group Ltd), we have developed a strict Code of Conduct for responsible retailing. This Code runs alongside our strict due diligence programme that we operate throughout all of our premises. This Code of Conduct that we have now implemented is to actively promote the four licensing objectives; Prevention of Crime and Disorder, Public Safety, Prevention of public Nuisance and Protection of children from Harm. At all times we operate to ensure that our commercial objectives do not override the clear values set out in this code.

This Code of Conduct is divided into the four categories, one for each section of the four licensing objectives. This specifies practices and identifies procedures within each relevant objective. Some of these procedures simultaneously address more than one of the objectives. For example, our management and staff training procedures will cover all four criteria.

Our approach is to work closely with all the statutory authorities to ensure that all four objectives are met and actively promoted. We as a Company are always sensitive to any concerns raised by any interested parties or responsible authorities and will at all times address any concerns proactively to enable us to have a strong working partnership that ultimately benefits our customers and improve the quality of life in the day and night time economy of Torbay.

Failure to adhere to this Code Of Conduct may result in disciplinary action.

COMPANY OVERVIEW

The Lifestyle Hospitality Group Limited (LHG) currently owns and operates 11 venues throughout the South West. From the traditional Gissons Hotel Restaurant & Carvery at Kennford, to some of the most lively restaurant and Bars in Torquay, Exeter, Taunton and Minehead.

LHG continues to look at more opportunities and the group focus is to take over failed or failing businesses and bring them back to life and commercial viability.

Lifestyle formed in 2004 (Lifestyle Enterprises UK ltd) has grown to be a group with two operating companies Enterprises & Venues and has the benefit of quality outsourcing partners that cover all the groups PR, Website, financial and legal needs.

The head office team includes a Brands & Food development manager, Group Auditor, Group Area Manager, Operations Director and both an admin assistant and a PA to the directors

James Eyre the Groups Managing Director has held senior Directorship roles in large Plc companies as well as being a Main Board Director of Eldridge Pope & Co plc. His corporate background has been in the hospitality sector with his roles taking him from branded restaurants & bars through Pontin's and into property and acquisition.

The group is passionate about individualism and innovation, as well as being a very controlled and compliant business.

Company Accreditations

At the Somerset **"Best Bar None"** awards held January 2010 Mambo beat 22 other Licensed Premises to win 3 awards!

Mambo Minehead won Best Large Venue

&

Mambo Taunton won Best Medium Venue and Best Overall Venue

Best Bar None reader's Choice for friendliest Pub - Somerset county gazette Jan'10

Mambo Taunton - SWBAC awards 2011 - Taunton night time economy safer business against crime winner.

South West Business Against Crime has selected Mambo Taunton as their winner for night time economy in Taunton District. ***'Mambo has been chosen because of their commitment to reducing crime and promoting community safety in our specific district'***.

Email correspondence from Claire Griffiths, Neighbourhood Beat Manager, Taunton Town Centre. The sergeant sent an email to all police officers in Taunton yesterday, which included the following extract "***some premises have been taking a more pro active approach and have increased their consent searches. This has led to a deceptive increase in drugs possession. This in no way means that there is suddenly a drugs problem in any particular venue, it simply means that they are working harder to combat the problems that are already there and this should be seen as a positive step***".

I very much want to reinforce to you as a premise that we see your recent work as a positive action and fully support you in it. Further to this I can make life slightly easier for you by providing your premise with Drugs bags and pre written statements to assist you when you do need to request our assistance. I will get these to you for tomorrow night.

1. PREVENTION OF CRIME AND DISORDER

1.1 Food

1.1.1 At Cafe Mambo we offer the provision of good quality food at a reasonable price. A full menu is available in our premises from opening until at least 5pm, seven days a week.

1.1.2 Food is an increasingly important element in all of our sites, in particular since the smoking ban came into place in 2007. In our experience a smoke free premises provides a much nicer atmosphere in which to eat, especially for families with children.

1.1.3 Cafe Mambo opens from 9am or 10am to cater for customers who can come and enjoy a good breakfast. We have recently introduced a more varied breakfast menu within Cafe Mambo which also includes freshly cooked pancakes and fruit smoothies. We also serve a varied range of fresh coffees which include lattes & cappuccinos.

1.1.4 Cafe Mambo carries out key offers on our food menu and also on our most recent introduction of the smoothie and non-alcoholic cocktail menu.

1.1.5 Cafe Mambo always uses high quality ingredients and continues to offer good food with locally sourced produce. We take extra care to ensure that artificial ingredients are avoided where possible.

1.1.6 A children's menu is in place as we feel it is important to cater for the requirements of families and children.

1.2 Responsible Drinks Retailing

1.2.1 Cafe Mambo takes the issues of responsibility for drinks retailing very seriously. We strive to operate our business in a safe and conical way to encourage our customers, to not only enjoy themselves but to behave well.

1.2.2 Cafe Mambo does not engage in any irresponsible drinks promotions. We aim to adhere to both the spirit and the letter of the legislation and various Policies adopted by various Responsible Authorities and Governmental guidance We do not offer all inclusive promotions where our customers can drink unlimited amounts for a set fee. We have a drugs and crime reduction policy which states that we shall never operate an offer that would allow a customer to obtain a drink for less than £1.

1.2.3 Cafe Mambo has a full range of soft drinks and non-alcoholic cocktails which are advertised in our menus and displayed in our fridge windows.

1.2.4 We have either the 'drinkaware.co.uk' logo or similar message ie 'please drink responsibly' on all our promotional material that deals with alcohol.

1.3 Highly Trained Staff

1.3.1 At Cafe Mambo there is a very strong approach to training our staff on immediate start of employment and a thorough induction is carried out. Training is also on-going and refresher training given throughout their employment with us. The level and quality of our staff is prominent in the way our staff also learn the behaviour of customers on our premises. Further training includes basic first aid, fire training and the BIIAB R.A.R. course.

1.3.2 Management training is conducted through continuous assessment throughout their employment. Bar staff training is primarily carried out on site by management through a 'train to train' initiative, however we also use outside contractors where appropriate. All employees undergo appraisal and performance reviews periodically through their employment with us and this is used primarily to identify further training where necessary.

1.4 Management Structure

1.4.1 Our Management structure is designed to ensure that we encourage responsible behaviour and conduct within Cafe Mambo. Cafe Mambo have an average of 3-4 Duty Managers, all will either hold or be undergoing qualification for a personal licence; Emergency first aid trained or are working towards this award. There is always at least one Manager on duty at all times and at peak times a minimum of two. Every shift there is a designated duty manager who supervises the bars and observes each floor.

1.4.2 All Duty Managers have the support of their Deputy Manager who in turn reports to the General Manager. The Group Area Manager maintains regular contact with managers at all levels. This management structure ensures that if there are any questions or issues arising they can immediately ask for assistance from within their management team. A management meeting will be held once a week as a minimum. We have introduced a secure social media based staff communication tool.

1.4.3 Mambo Torquay operate two in house radio systems. One is utilised by the doorstaff and one by the management team. The Doorstaff radio system will be used for communication of customer numbers, reporting of incidents and general door operation only. The Management radio system is used for premises operations only. The DPS on duty will hold both radios to allow them to ensure correct procedure is maintained at all times.

1.5 Preventing Drunkenness and Disorderly Behaviour

1.5.1 Cafe Mambo has taken numerous positive steps to ensure that the facilities and promotions offered within Cafe Mambo do not encourage the excessive consumption of alcohol. All of our employees are provided with an in depth

induction and refresher training on all of our policies. For example our 'staff awareness on licensing laws', Drug and crime reduction policy etc. These policies are designed to ensure that each employee is fully aware of their responsibilities to protect both customers and our license in every way. Our employees are always assured that they must never bring themselves in to any awkward situation that could escalate and they must bring any situation immediately to the attention of a manager or a member of the door team. Our management team fully support any employee that has made the decision not to serve a customer for appearing to be drunk or disorderly. We monitor this in an ejection policy that we have in place. These records are kept on site.

1.5.2 The company carries out several practices which include a Full standards & Compliance audit, night time social call, mystery customers etc. to not only see how we are perceived as a customer but to check that we are running our site to the best of our ability and in full legal compliance. These visits are completed by senior managers and independent advisors. These visits are carried out at anytime within our trading window but mainly at our peak times of trade. These visits are completely unannounced and backed up with a written report on findings.

1.5.3 Cafe Mambo has a drugs and crime prevention policy in place which stipulates the requirements and knowledge that each employee must have to ensure that they must not put themselves, other staff or customers in any danger of physical assault, and what to do if any issue should arise.

1.5.4 Details of disorderly customers are circulated to the other licensed premises via the nitenet intelligence system. The details are also documented on our ejection policy. We also support 'banned from one - banned from all' to ensure that a consistent approach is taken with other licensed premises to refuse entry to anyone who has been included on the 'PubWatch' barred list.

1.6 Zero Tolerance to Drugs Use

1.6.1 We operate a zero tolerance policy towards any drug use and we will take whatever steps are necessary to ensure this policy is being actively promoted. We will fully co-operate with the police to ensure that wherever a risk has been identified and any illegal substances have been found, they are confiscated and given to the police at the earliest opportunity. The police will always be called for these occasions.

1.6.2 Cafe Mambo has a search policy in place and makes every effort to ensure that customers are aware that this is a voluntary procedure and that they have the right to decline, however this policy is a condition of entry. If a customer does decline and we are concerned that this customer is in possession we will ensure that the police are made aware. This customer will be then logged in our refusal log.

1.6.3 Employees are expected to be extra vigilant to prevent drugs use occurring and as set out in the drug and crime reduction policy they know how to deal with any of these issues. We will always welcome any additional training that the police

wish to offer and continue our support for the police to operate the 'itemizer' Drug testing machine and Knife arch within our premises

1.6.4 Toilet checks are carried out by employees at frequent intervals during peak trading times. They are carried out at least once every hour in all trading times. These checks help ensure that no illegal activities take place in these areas.

1.7 CCTV

1.7.1 CCTV is provided throughout Cafe Mambo including the Beach Hut and the Rooftop. There is signage displayed to promote this as a deterrent to anti-social behaviour and crime. Cafe Mambo is fitted with digital equipment and the camera locations are selected in conjunction with the local police crime Prevention officer whenever possible.

1.7.2 We are committed to training a number of managers in Cafe Mambo in the use of the CCTV system so that immediately following any incident a trained member of management can always provide playback or download any footage required. This material will always be made available to the statutory authorities at the earliest convenience.

1.7.3 All CCTV footage will be retained for a period of at least 14 days.

1.7.4 Cafe Mambo has daily and weekly CCTV checks in place to ensure that full maintenance is in place and any failure or issue is dealt with as a matter of urgency and all senior management are informed in order to get the issue resolved.

1.7.5 All Doorstaff will each carry an in house radio to wear each night to ensure full communication between themselves and the DPS at all times. The DPS on duty will also wear one of these radios.

1.8 Door Staff

1.8.1 We employ a Door Agency within Cafe Mambo. Our door agency team are required to work in accordance with our policies and procedures under the control of the Head Door Steward and DPS of Cafe Mambo. All doorstaff are registered and must be in possession of a valid SIA badge to be able to work on our premises. The majority are also first aid trained. The Doormen's duties to Cafe Mambo form a significant part in ensuring that the four licensing objectives are met. *Example:* A strict Challenge 25 policy is in place for the protection of children from harm, capacity controls in place for public safety, crime & disorder policy along with a search policy in place for the prevention of crime and disorder, a dispersal policy in place for the prevention of public nuisance.

1.9 Toughened Glassware & Polycarbonates

1.9.1 Cafe Mambo is 100% committed to working with the Police to improve industry standards for customer safety in Cafe Mambo.

1.9.2 We strive to prevent any glass related incident in Cafe Mambo through strong front of house management, staff training, effective door and customer policies, regular glass collection, well maintained premises and the use of toughened glass. We do not serve glass bottles over the bar, they are either poured into a toughened glass or in most of our cases they are sold in plastic bottles. We have introduced that from 10pm - from Wednesdays through to Sundays - no glassware is to be passed over the bar but are now using polycarbonate ware instead and that after 11pm on these nights there will be no glassware within the ground, first and second floor. The Rooftop on the third floor is an exception to this policy as it is a strictly over 25's, drinks are not allowed to be taken in or out of this area which is controlled and managed by a door steward situated on the entrance and all staff and management are trained with this knowledge. We will always consider the use of using polycarbonates on bank holidays and other high trade times.

1.10 PubWatch

1.10.1 Cafe Mambo is a member of the local PubWatch and also the local licensing forum organisations. We will always ensure that as a minimum one of our managers from site will attend each meeting.

1.10.2 We will always support initiatives introduced by our local PubWatch scheme to reduce crime and disorder within the harbourside. We are fully committed to the 'Banned from one - Banned from all' initiative and subscribe to Nitenet which provides radio contact with other licensed operators and with the town CCTV operators.

1.11 Theft

1.11.1 As of a result of numerous thefts that have taken place we have introduced a cloakroom facility and improved signage throughout the premises.

1.11.2 A hotspot area has been identified adjacent to the DJ booth on the first floor where people have been leaving their belongings. This area has been structurally altered in order for it to no longer be an area where belongings can be left.

2 MAINTAINING PUBLIC SAFETY

2.1 High Quality Design

2.1.1 Cafe mambo has been designed to be of high quality in the areas of each floor. We aim to provide comfortable, efficient and stylish furnishings and facilities with accessible customer areas suitable for all types of customer.

2.1.2 Our customer areas are carefully chosen to ensure safety. We strive ourselves on creating a safe welcoming atmosphere. All floor coverings are assessed for suitability and are slip resistant to minimise any potential slips and trips.

2.2 Disabled Facilities

2.2.1 We are fully aware of our obligations in respect of accessibility for disabled persons and aim to make Café Mambo as accessible to everyone as is reasonably possible within the constraints of the building.

2.3 Electrical and Gas safety

2.3.1 As a company (Lifestyle Hospitality Group Ltd), we follow good electrical practices guidance and ensure that all equipment is maintained and in a safe condition in accordance with the Electricity at work Regulations 1989.

2.3.2 All gas appliances are installed by GAS SAFE registered engineers and thereafter maintained within the planned maintenance scheme.

2.3.2 We operate a Contractor's Safety Rules and Working Conditions policy.

2.3.3 Electrical safety procedures form a part of the overall health and safety management system.

2.4 Health and Safety

2.4.1 All management and employees are trained in Health and Safety to a level required by their job responsibilities.

2.4.2 A Health and Safety policy statement is displayed within staff areas with detailed procedures in respect to safe working practices etc. these are contained in the Health & Safety handbook.

2.4.3 Regular audits are carried out within Cafe Mambo by senior managers and by independent consultants.

2.4.4 Cafe Mambo has an extensive accident and incident reporting and monitoring system in place. All incidents are reported to Head office at the first available

opportunity, who will in turn report to our independent Health and Safety consultants. Accidents are fully investigated where necessary and Riddor reporting is under taken. Incidents are also reported to Head office in the same way but the General Manager of Cafe Mambo will also report to the police and licensing authorities where deemed necessary.

2.5 Fire Safety

2.5.1 Cafe Mambo complies with the terms of the Regulatory Reform order of 2005 and this is adhered to at all times.

2.5.2 We engage an independent consultant to conduct regular fire risk assessments focusing on the safety of all relevant persons in situations of fire. We take all steps to remove or reduce any risks where appropriate.

2.5.3 Cafe Mambo carry out, daily, weekly, quarterly and annual fire checks. These records are kept on site. We have fire equipment and alarm checks carried out by an independent consultant who certificates the continuous maintenance. All our employees are trained in what to do in the event of a fire and the majority of our employees are fire trained.

2.5.4 The majority of employees are fire trained and fire training is periodically in place both to refresh existing staff and train new members.

2.5.5 All employee's and SIA supervisors are aware of their responsibilities in the event of a fire evacuation. A management fire evacuation policy is in place.

2.5.6 Any outside contractor will read and sign a contractor's safety rules policy that we have in place.

2.6 Capacity Management Control

2.6.1 MANAGEMENT CAPACITY CONTROL FOR ALL FLOORS

Capacity;

Ground floor cafe 60 (inside)

Main bar (1st floor) 150 inclusive of 60 on the balcony

Club (2nd floor) 110

Rooftop (3rd Floor) 60

Total capacity is 380

2.6.2 Clickers are in use at the front entrance of the building from 10pm. An SIA door steward will keep a tally of all customers in the whole of the building. A head count of all customers in the premises will be taken prior to use of clickers by the Duty Manager or the DPS on site. This responsible person will then be located on the front door, ensuring that the clickers show accurate readings, until the doormen have arrived on duty and take over in accordance with their working role.

2.6.3 On the Main bar (1st Floor) an SIA door steward will be present at the entrance to the main bar from 10pm between the AWP machines and the Dj box to control the capacity of 150 persons. On the Main floor Balcony an SIA door steward

will be present at the balcony door from 10pm to control the capacity of 60 persons.

On the Club (2nd floor and when open) an SIA door steward will be present at the entrance to the Club area to control the capacity of 110 persons. On the Roof top (3rd floor and when open after 10pm) an SIA door steward will be stood on the entrance door to control the capacity of 60 persons.

2.6.4 The door stewards in control of the capacity on each floor inside the premises will communicate fully to the front door/head doorman to ensure that when a floor has reached capacity this will allow the door staff on the front door to direct customers to a floor with space.

2.6.5 We have a number of door staff to ensure that one colleague is at the entrance of each floor of the premises. They will each be issued with clickers or similar device to ensure that each part of the premises is not overcrowded. Regular checks will be done to ensure that capacity is not exceeded and written records kept for inspection upon request.

3 PREVENTION OF PUBLIC NUISANCE

3.1 Dispersal Policy

3.1.1 Cafe Mambo operates a dispersal policy which is designed to minimise the negative impact of our premises in the harbourside area. We accept that our responsibilities cannot simply end at our front door and that by implementation of this dispersal policy for the end of night operation helps us to deliver a safer town centre. This is not only to remove any potential source of nuisance, anti-social behaviour and crime but is also intended to reduce the pressure on the Police. They key factors that our policy provides are:

- Music policy; an increasingly chilled out ambience in the last hour of trading times with lighting levels increasing within the premises.
- An SIA registered door steward on the front entrance to manage the responsible dispersal of customers from the area.
- To assist with transport requirements to ensure that customers can get home safely.
- Reduce noise levels by acting quickly, professionally and moving the customers on.
- Litter management, to ensure that any litter that is knowingly from our premises will be picked up and disposed of.

3.2 Music and Dancing

3.2.1 The music that is provided by Cafe Mambo is through high quality sound systems. The sound levels are set by a limiter/processor and this is in a locked amp cupboard that only Management and our Sound Technician have access to. We communicate well with the DJ's (if playing) and ensure that the mood is monitored by management. If necessary we will request the DJ to change the music being played to ensure a lighter mood is created. Music levels are lowered in the last hour of trade to create a more calm and chilled ambience prior to our customers departing.

3.2.2 Sound checks are carried out regularly on an unannounced visit by a member of senior management. These checks are monitored and recorded through peak times in Café Mambo and the surrounding outside areas of the building to ensure that we are not causing any of our neighbours any noise nuisance. All reports are held at head office.

3.2.3 A designated dance floor is provided on the 2nd floor where customer dancing is allowed to ensure the safety of the customer. It is company policy that drinks are not permitted in this area.

3.2.4 The dance floor is of high standard with anti-slip flooring.

3.3 Standards and Audit visits

3.3.1 As a company Lifestyle Hospitality Group Ltd have very high standards in our premises. To monitor this, we carry out full standards and compliance checks, a premises licence inspection, mystery visitor reports, a monthly stock audit and compliance checks, social visits. These are carried out by senior management, the Directors and professional persons. We find these very useful as a monitoring tool and in some cases to use as a corrective measure. These visits are all unannounced and records are kept on file.

3.4 Pavement Cafe/Front outdoor area

3.4.1 The ground floor outside cafe area is run in accordance with our premises licence. There is strictly no smoking within this area. For smokers they will leave the premises and smoke on the exterior pavement. After 2am there is a no re-entry policy and therefore to leave the premises for any reason including a cigarette will mean that customer will not be allowed back in.

3.4.2 The consumption of alcohol in this area shall be by persons seated only.

3.5 Balcony Areas (1st floor and 3rd floor)

3.5.1 The balcony area is operated in accordance with our Premises Licence. For example, the consumption of alcohol in the designated red zones shall be by persons sat at tables only and in the designated green zones shall be by persons standing.

4 PROTECTION OF CHILDREN FROM HARM

4.1 Family Friendly Environment

4.1.1 The range of products that we sell is aimed at a wide age group. As previously mentioned we have a children's menu in place to encourage families in to our premises. Our selection of smoothies and non - alcoholic cocktails we offer are again enticing to a wide demographic.

4.1.2 Children are only permitted in Cafe Mambo if they are accompanied by an adult and eating. Children under no circumstances are allowed in Cafe mambo after 9pm (at the latest).

4.2 Challenge 25

4.2.1 We operate a challenge 25 (previously challenge 21) policy in Cafe Mambo. Under this policy, all of our Employees and Door Supervisors are trained to ask any customer who appears under the age of 25 to provide a valid form of ID. We apply this policy for the sale of alcohol at all times and entry into our premises after 9pm. Employee's are trained to be extra vigilant to ensure that customers are not buying at the bar for any person that appears underage.

4.2.2 All employees' receive this policy training as part of their induction before commencing employment with us. This training is regularly updated with frequent refresher training on their awareness of licensing laws. All full time employees will also have undertaken their BIIAB level 1 course as of June 2012. The training records are kept on site along with each individuals personnel file. These files are also part of the compliance audits that are carried out. All new full time employees will be placed upon this level 1 course as soon as is practicable following successful completion of their probationary period.

4.2.3 Our Agency Door stewards are also requested by us to fill out a staff awareness policy to ensure that they meet all the requirements of Cafe Mambo.

4.2.4 Our Challenge 25 policy is actively promoted on the entrance windows. Every customer that is refused entry will be noted in our refusal log.

4.2.5 Cafe Mambo will only recognise a National Passport; photographic drivers licence or Government issued ID as valid proof of identification.

4.2.6 If a person tries to use ID which is fake, appears to be fake or has been altered in any way, we shall deal with such an incident in line with local Constabulary/DVLA/Passport agency policy as may exist.

4.3 Gambling

4.3.1 We at Cafe Mambo uphold the principles of the Gambling act 2005. Our employees are trained to adopt a Challenge 21 policy towards the use of AWP (amusement with prize) machines and take pro-active measures throughout our trading times to prevent children and young people from accessing these machines.

4.3.2 These AWP machines are located near to the bar server where they can be monitored at all times to ensure that children and young persons do not play on these machines.

5. Relationship with Emergency Services

5.1 As a responsible premises we do not work within a vacuum. Our relationship with the Emergency Services is crucial to ensuring the wellbeing of our customers and fulfilling our responsibilities to the wider community.

5.1.2 Although staff members will be trained to deal with first aid and are obliged to keep accurate records to assist investigations that arise out of incidents, all staff must be aware that if injury* occurs on the premises contact should always be made with the emergency services to allow them to decide as to whether treatment is necessary. **The term 'injury' refers to anything that cannot be treated by our staff trained in basic first aid.* If in any doubt, we will always contact the emergency services to advise.

5.1.3 Accurate records of names and addresses of individuals must be taken, if possible, and passed on to the appropriate authority. In the absence of this, should an individual refuse to wait for the attendance of the emergency services, then timings should be logged so as to allow the CCTV system to assist in the identification of an individual.

5.1.4 All incidents relating to injury or crime must be recorded in writing and any matter that relates to potential criminal conduct must also be referred to the Duty Manager. If for whatever reason the Emergency services have not been called a full written record of the circumstances must be kept.

5.1.5 All incidents relating to a potential crime must be either referred to the Police via 101 (non Emergency), the Torquay Nitenet intelligence radio system or 999. It shall be the responsibility of the Duty Manager to decide as to whether a matter needs immediate Police response or can be dealt with via the non emergency route.

Nathaniel Towersey, DPS, Cafe Mambo, 7 The Strand Torquay, TQ1 2AA

Response to Police report 2

16 December 2011

Two groups of males fighting, doormen intervene, took one male away with an injured nose. The male requested the Police are called. Head Door man call Police. Police attended but no arrest made. Male assaulted said he did not want to take any further action.

19 December 2011

Male slammed on the bar, glass broke, and splinters for a member of the staff. Bar staff asked for the Police to be called. Police called by door staff. Police attended no arrest made. Male escorted from the premises.

29 December 2011

Door staff saw male head butt another male, assaulted male rear. The door staff called the Police notified by nite net radio, male detained. Police arrived.

13 January 2012

Female had bag stolen, animal tracks of CCTV, see's female culprit, female had already left the building, returning later and is searched. Female found in the back room. Police called, female take back the bag stolen from the animal house to the Police, female released by Police but barred from Mambo.

10 February 2012

Fight outside door staff intervene. Police called, no offenders had been from Mambo's.

9 February 2012

Male had been in a confrontation with another customer, male asked to leave and then come in, invited to the bar, no further action on the premises.



16 Feb

Male refused to leave staff, Police called to remove male away from the front door

18 February 2012

Chris Phillips provides report: I pass on information to the Police. Incident involves two males both escorted from the premises

18 February 2012

Male detained by door staff for criminal damage, male tries to hit door staff and was restrained. He was very aggressive, man calms down and is released and then is walks off the premises after being told to leave. Police shown the incident and happy with lawful ejection

21 February 2012

Two males asked to leave, one male damages window outside

23 February 2012 - 02:32 hours

A male was refused entry and guided away from the entrance of the building. He was dealt with by Chris Spence who has written a report about the event. He said the man had been refused entry for being drunk at which point the male became aggressive and was physically removed away from the entrance of the building. The Police were called and advised that the male had been dealt with on the premises.

23 February 2012 - 03:00

Transmitted to leave for being intoxicated also found with a knife (kill) D. called out Police. Entry will be in the operation. Further work will be done on the premises.

23 Feb 2012 03:15

Male refused to leave



fasteddies-poolhall.co.uk www.tigerbills.co.uk www.bombaybills.co.uk www.appleandparrot.co.uk www.lifestyleeventsuk.com www.cafemambo.co.uk www.thegissons.co.uk

Mambo, Apple & Parrot, Hooks, Tiger Bills, Bombay Bills, The Gissons, Fast Eddie's, The Rooftop Lifestyle Events, Lifestyle Enterprises & Lifestyle Venues are all trading names of The Lifestyle Hospitality Group Ltd. Registered address: 2nd floor Offices, Harbour Point, Victoria Parade, Torquay, TQ1 2BD. VAT No. 997 3156 64 Company Registration No. 07150528 (England)

[REDACTED]

Male assaulted by another male. One male debriefed. Male assaulted called Police. Police arrive (we still have CCTV)

31 March 2012 02:20 hours

Female complains to door staff of assault. Door staff detain two women who were pointed out by the female assaulted. Woman assaulted calls Police whilst door staff detain the offenders. Police attend and say they do not require CCTV.

1 April 2012

Two male's action suspicious. Door staff suspects drug use. Refuse to be searched. Asked to leave then refused and assaulted door staff. Both males had to be physically restrained and escorted from the building. They became extremely aggressive on the front door. Police intervened and had to restrain one male on the floor. door staff had to assist. Police attending were told the two males had been asked to leave for suspected drug use. Police interviewed for the evidence we had for the front of the building as the males were alleging they had been assaulted by the Police. We still have the CCTV of inside the building.

09 April 2012 02:20 Hours

Door staff reports from Chris Spencer, Liam Croft, Warren Adams, Chris Phillips indicate two males becoming aggressive to staff who were asked to leave and became physically aggressive to door staff. Males were restrained and escorted off the premises. DPS Nathan Tomlinson then spoke to the two gentlemen outside. The two males were still being verbally aggressive and a female police officer walking passed came over and asked if everything was ok and I was speaking with the two males about an incident inside. The two males ignored the Police Officer and she left. The younger male said that he had got into an argument with a member of bar staff over a drink he had been told some weeks before. He stated he was overcharged for the drink and that was why he was so upset. He then tried to take the counter staff by force and threw the stool on down and said that I would speak to the member of bar staff and find out what exactly happened. He then said that he had attended the Police station from the door staff to me or the Police. The Police stated that the incident happened at 00:01 hours whereas we recall the incident happening at 02:20 hours. We currently have the footage from the CCTV of the bar area. He is in the Office and were unaware that the matter was with you. We are unaware of any request from the police for any incident reports about this incident.



fasteddies-poolhall.co.uk www.tigerbills.co.uk www.bombaybills.co.uk www.appleandparrot.co.uk www.lifestyleeventsuk.com www.cafemambo.co.uk www.theglissons.co.uk

Mambo, Apple & Parrot, Hooks, Tiger Bills, Bombay Bills, The Glissons, Fast Eddie's, The Rooftop, Lifestyle Events, Lifestyle Enterprises & Lifestyle Venues are all trading names of The Lifestyle Hospitality Group Ltd. Registered address: 2nd Floor Offices, Harbour Point, Victoria Parade, Torquay TD1 2BD. VAT No. 997 3168 64. Company Registration No. 07150528 (England)

28 April 2012 - 02:30 hours

Admitted states items have been stolen from her handbag. Police log said that Manager Chris was contacted and he stated he would look at CCTV. Chris Chapman looked at CCTV but couldn't find the incident. Chris then tried to contact the Police with the phone number and reference number he was given but there was no answer.



fasteddies-poolhall.co.uk www.tigerbills.co.uk www.bombaybills.co.uk www.appleandparrot.co.uk www.lifestyleeventsuk.com www.cafemambo.co.uk www.thegissons.co.uk

Mambo, Apple & Parrot, Hooks, Tiger Bills, Bombay Bills, The Gissons, Fast Eddie's, The Rooftop Lifestyle Events, Lifestyle Enterprises & Lifestyle Venues are all trading names of The Lifestyle Hospitality Group Ltd. Registered address: 2nd Floor Offices, Harbour Point, Victoria Parade, Torquay, TQ1 2BD. VAT No. 997 3158 64. Company Registration No. 07150628 (England)

Nathan Towersley, DPS, Cafe Mambo, 7 The Strand, Torquay, TQ1 2AA

Responses to Police report

Thursday 3rd May 2012 - 02:07 Hours

My Head Door Supervisor was made aware of a male coming down the main stairs with cuts on his forehead and a cut on his neck. The male approached the main bar and another male with a glass. An ambulance was immediately called to the premises. My Head Door Supervisor and he immediately informed the police on duty. The police arrived but the male approached and due to glass still located in the bar area he attended premises shortly after the ambulance was sent to the scene. At the time of the incident the male was an employee of the venue and was asked to leave the premises for the incident and leave the building premises. We held the male was arrested shortly after he left the building. On Friday 4th May 2012 the police contacted Mambo and we handed over all relevant information. The police increased the security of the premises and the male was not allowed to return to the premises. The male was not allowed to return to the premises and had left the building premises. The male who drank the beer was not arrested. On Friday 4th May 2012 the police contacted the police and I was informed that the male was not arrested. I was informed that the male was not arrested and asked for a warrant. The police did not issue a warrant. My concerns for not agreeing to the police were due to the female who was not arrested and was not arrested with

Thursday 10th May 2012 - 01:40 Hours

At 01:45 hours I was made aware of a male with facial wounds to his forehead. The Door Steward who had escorted him to me said that he was involved in an incident on the second floor.

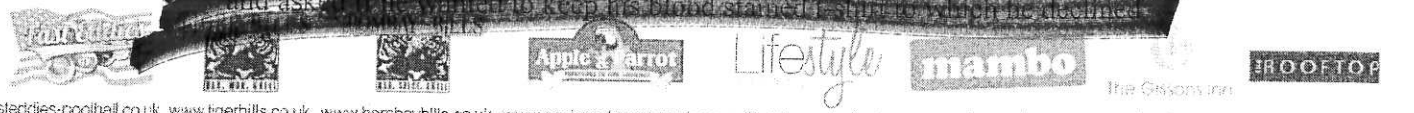
The male seemed dizzy but conscious at the time and I immediately administered first aid by use of bandages and sanitizer wipes to stop the bleeding. A female who had accompanied the male, said to myself and Gate Philpott that she thought a woman with long brown hair and a blue dress with white stockings had been involved in a fight with the male.



fastedgies-poolhall.co.uk www.tigerbills.co.uk www.bombaybills.co.uk www.appleandparrot.co.uk www.lifestyleeventsuk.com www.cafemambo.co.uk www.thegissons.co.uk

Mambo, Apple & Parrot, Hooks, Tiger Bills, Bombay Bills, The Gissons, Fast Eddie's, The Rooftop, Lifestyle Events, Lifestyle Enterprises & Lifestyle Venues are all trading names of The Lifestyle Hospitality Group Ltd. Registered address: 2nd Floor Offices, Harbour Point, Victoria Parade, Torquay TQ1 2BD. VAT No. 997 3455 64. Company Registration No. 07150525 (England)

[REDACTED]



fasteddie.co.uk www.tigerbills.co.uk www.bombaybills.co.uk www.appleandparrot.co.uk www.lifestyleeventsuk.com www.cafemambo.co.uk www.thegissons.co.uk

Mambo, Apple & Parrot, Hooks, Tiger Bills, Bombay Bills, The Gissons, Fast Eddie's, The Rooftop Lifestyle Events, Lifestyle Enterprises & Lifestyle Venues are all trading names of The Lifestyle Hospitality Group Ltd. Registered address: 2nd Floor Offices, Harbour Point, Victoria Parade, Torquay TD1 2BD. VAT No. 997 3158 64. Company Registration No. 07150528 (England)

I was asked to see his injury and broken glass on my phone and showed him the injuries
I had incurred.

I showed the blood stained t-shirt due to health and safety reasons. At no point
did I show the blood stained t-shirt may be needed for forensic evidence. I
then showed the building to find his friends. After some time the male found
his friends at the front door of the premises. I said to the two friends that
I had given an initial cut to his head and that I thought he would need to go to
hospital and male said that he just wanted to go home and that he would
deal with the incident and his wounds and let her decide if he needs anything
more. The group continued to wait outside for some time and then
I saw the point did I clear any glass from the incident. This would have been
done by a member of bar staff or glass collector as part of our fire
protection. I was not aware at the time that the glass may be needed for further
investigation and my only concern at the time was for the male who was assaulted with
myself believe that I dealt with this incident to the best of my ability and
to the best of the surrounding this incident.

On 10 May 2012 at 10:38am I was checked on the brand DVR unit and I was
required to be on the ground of time needed for our license conditions. I
was aware of the DVR unit and notified head office via e-mail and then
called the Engineer the next day at 11:00am. I told the Engineer that I
thought the DVR unit was not recording for a certain amount of days and
also informed him of the incident and he said there was no way
of knowing for this time and then it had inadvertently had its recording
stopped due to a fault in the programming. The Engineer found the
issue by making sure the actual recording on the DVR unit was
working. I have asked him write him a note to explain why the
recording stopped. The other two DVR units on the premises were
checked and they were covering the incident or the front door when the
suspects in the incident.

15 May 2012

DC Ian O'Connell called Cafe Mambo on the above date at around 09:30 hours to
report the incident on 10 May 2012. DC O'Connell was informed via the on duty
staff that all incident reports were held at Head Office.



fastedgies-poolhall.co.uk www.tigerbills.co.uk www.bombaybills.co.uk www.appleandparrot.co.uk www.lifestyleeventsuk.com www.cafemambo.co.uk www.thegissons.co.uk

Mambo, Apple & Parrot, Hooks, Tiger Bills, Bombay Bills, The Gissons, Fast Eddie's, The Rooftop Lifestyle Events, Lifestyle Enterprises & Lifestyle Venues
are all trading names of The Lifestyle Hospitality Group Ltd. Registered address: 2nd Floor Offices, Harbour Point, Victoria Parade, Torquay, TQ1 2BD
VAT No: 997 3148 64 Company Registration No: 07150528 (England)

DC Clenahan called Sharon Rodger, EA is the Director to ask if he could visit our head office in order to discuss the case. Sharon agreed but also explained to the police officer with one of the DVR units explaining that we had a camera in the area of the said incident. She also explained that we were currently waiting a written explanation from the company engineer as to why this fault occurred. Sharon subsequently called me to attend head office. When I arrived at head office at approximately 11.00am DC Clenahan was present as was Sharon Rodger. He said he was investigating the incident on 10 May 2017 to where a male had sustained facial injuries. I said that I was aware of the incident and DC Clenahan was reading the incident reports myself and Chris Phillips had completed.

DC Clenahan explained that I could add further information to the incident report and that I would. At this point no written statement was taken from myself via DC Clenahan. I said at the time of the incident we had a group detained and two of the group were suspected of being involved in the incident - one male and one female. DC Clenahan asked for any details that we had of a man wearing a white t-shirt. I said that I had taken no details of the man and neither had Chris Phillips who was also dealing with the incident. I said that I would check with the Head Door Supervisor if he had taken the details of the male wearing white in the group that he escorted out the premises.

The Officer seemed to imply that myself and the door staff knew the man in white and I said I did not know the man in white and the first time I also seen the man in white was when my door staff were questioning him. I asked my door staff at the time if they knew the man in white and none of them did.

The Officer asked if I still had the t-shirt that belonged to the man who had been assaulted. I informed him that I had not and had no way of knowing who it was. Days after the incident had occurred. The Officer asked if I had any CCTV footage of the male on the two DVR units and the camera that was used to take the photo. I said that I would look into it and let him know the following day.

After attending Head Office I phone my Head Door Supervisor Chris Spencer to get the details he took but after several attempts, he did not return my call. In the afternoon I phone DC Clenahan on 01803 841502 which is the number for our Head Office. He explained to him that I had not been able to contact my Head Door Supervisor as he was rota'd to work that night and I was waiting for the details. I told him that Chris Spencer returned my call at roughly 8pm and I gave him the details of the man at that time. I asked Chris Spencer if he had any other details of the man in the group that we had detained.

DC Clenahan informed me that he had checked the man's wallet and asked for the name which he said was Michael Gaynor.



fasteddie.co.uk www.tigerbills.co.uk www.bombaybills.co.uk www.appleandparrot.co.uk www.lifestyleeventsuk.com www.cafemambo.co.uk www.thogissons.co.uk

Mambo, Apple & Parrot, Hooks, Tiger Bills, Bombay Bills, The Gissons, Fast Eddie's, The Rooftop Lifestyle Events, Lifestyle Enterprises & Lifestyle Venues are all trading names of The Lifestyle Hospitality Group Ltd. Registered address: 2nd Floor Offices, Harbour Point, Victoria Parade, Torquay TQ1 2BD. VAT No. 997 3158 64. Company Registration No. 07150528 (England)

The Big Interview

James Eyres' success in creating a multi-million pound leisure business should be an inspiration to all barbecue chefs. He bought his first business in Torquay six years ago - Mambo on the harbourside. Here he talks to chief reporter Tina Crowson about his long history in the leisure business in South Devon, and his plans for the future.

Former BBQ chef who is helping to transform harbourside's nightlife

JAMES Eyre has seen Torquay's nightlife through some good times. He worked with some of the now almost forgotten top names in the local leisure industry in the town such as John Parthey and Jurgen Etheridge.

And he believes the town has a strong future. If it can overcome some of the 'misconceptions' which drag down its reputation. Once again, he thinks, it could become Exeter's playground on the coast, a role currently filled by places like Exmouth.

A former director of a leading brewery company, James has run pubs, nightclubs and restaurants for other.

Then in 2005 he and his family took over Mambo from Torquay owner Brian Harty. They bought the freehold in 2007, having built up the business. Now they have eight venues and a staff of 200.

Speaking from his office on the top floor of Mambo overlooking Torquay harbourside, James said: "Our interest in Torquay is huge. I love Torquay, it has been very good for me and for us as a business."

"I think the town is generally misunderstood. The outside perception of Torquay is that it is quite depressed and backward. Retail in Torquay has been under the hammer again, understandably in my view. I think the PR from Torquay has not been good, yet the heart of Torquay and its aspiration is huge."

"It's been a very good buyout part of our business. We are based in Torquay, our offices are here, we employ up to 50 people in Torquay out of a total of around 200."

Mambo and the Apple and Parrot have proved very popular. His company Lifestyle Leisure expanded to open a Mambo in Taunton in 2005, then they opened Tiger Bill that restaurant in North Street, Exeter in 2007.

Last summer they bought the Apple and Parrot, formerly Woodys on the Strand, which is a traditional club bar downstairs with live entertainment.

They also run Hooks themed restaurant further up Torquay Street, and The Gibson Inn, a 21-bedroom hotel at Renford, which they took over last year.

Depending on whether the Torquay Street development gets the go-ahead, they are planning to change Hooks to a Tiger Bills.

"It's quite a family-friendly estate and the Torquay Street development with the hotel, Tesco Express and another national chain restaurant, it will enhance the whole street scene."

"We are currently looking for sites in Exmouth and Bamburgh for another Apple and Parrot operation. Mambo trades at capacity



INVESTING: James Eyre on the balcony at Mambo where he is planning a new cocktail terrace

throughout the year, it is as busy on the previous nights during the winter as it is during the summer. We have a loyal local following."

"The businesses cater for 18 to 25-year-olds, but also the over 30s. The Mambo nightclub, which has a 2am licence, doesn't offer cheap booze, said James.

"We want people to come here for the entertainment, DJ and party atmosphere. The Apple and Parrot attracts more mature live music lovers, couples and groups."

"The nightlife scene in Torquay has changed hugely since we arrived in 2005. The circuit, as we call it, has changed. When I arrived you had places like the Hop 'n' Goggles and Mousetrup at the top end of town."

"Apart from the 600 club and Claire's, there wasn't much on the harbourside. I think the whole food and drinks focus is on the harbourside."

"I think the harbourside is a very vibrant heart of Torquay. It's a very important area for the town. He believes the area's reputation for families being deserted by drinkers and jobs is out of date.

"It was not family friendly, why would national chains like Pizza Express and Prezzo open here? They are very busy," he said. "Riviera Estates wants to bring a hotel and multi-use unit to the area

in their Forwood Street development for families. I come to Torquay late at night, probably twice a month until around 2am, observing. I don't see any of the horror stories that sometimes are suggested."

"Of course in any busy weekend late night environment there will always be a minority of people that disrespect the surroundings. But Mambo and our other venues have had unanimous support from licensing and the police."

"I think the whole policing strategy in Torquay has been bang on. They eliminated a lot of irresponsible drink promotions and upgraded the calibre of door security staff. The officers on the beat are well trained. They allow people to enjoy themselves safely and responsibly without a heavy hand."

"People can come into Torquay as a family have dinner, walk to the taxi rank and get home quickly and

safer. It is certainly better than Taunton and Exeter at the moment. James' first job was as BBQ chef at the Dear's Leap in Exmouth, at the time he went to Exeter College for a diploma in hotel management he was managing the pub.

"At 18 I was the licensee," he said. He then became the catering manager at Exeter Golf and Country Club, before joining Trust House Forte's corporate training programme, followed by area management with Chef and Brewer's Old Orleans restaurants.

James has been involved in Torquay nightlife since the early 1990s. He worked for Jurgen Etheridge who owned the Pavilion and helped run it when it was an ice rink. He also worked for him at Mambo's nightclub in Eliacombe. He worked with John Parthey who ran the 400 club, managing the Hop 'n' Grapes for him in Lower Union Lane. And he managed Claire's

nightclub in Torwood Street in the early 1990s. James worked as operations director with Pontins holiday parks at Wall Park, Brixham, and Barton Hall, Torquay.

He then became a director of Dorchester Brewery and pub chain Eldridge Pope for nine years as development director dealing with businesses like the Inn on the Green at Paignton, the Bull and Bush in Torquay. The birth of the harbourside, the Bull Owl at Kingskerswell and the Waterman's Arms outside Exeter.

"I spent a million of that company's money in Torbay with the negotiations we made. We felt we had a job to offer," said James.

"I would not think from his CV that he has a lot of experience in the leisure industry, but he admits that having been to a boarding school, his ambition was to join the police."

"I was used to the discipline and systems, plus you could get a police house in London and I could meet up with my friends at their and have fun," he said. "I got through all the medicals and exams but failed because of my colour blindness."

"I then tried the Fire Service in London but there was a waiting list, and then I went to and his brother joined the police."

"I was a bit of a rebel, it was a bit of a shock to me as I was a bit of a rebel and a bit of a rebel. But I liked the fact it was a people-based industry, quite physical, and it suits me as I am not academic, though I have done all the business training required."

Mambo became available at about the same time that Eldridge Pope was being sold, and James decided Torquay was the place for him. "Opportunity led us here and I have no regrets. Our plans are to continue to expand our business. All of the places we have taken over have been failed or closed."

"There is good business to be done in Torquay if you are doing the right thing in the right sector. We struggled in the first year because of the expansion of national operators at the time."

"We expected to make two or three years to build the business. Myself, my wife Julie and our children lived in the flat over the bar, I worked all day every day. It's only through that hard work and having a good team that we have built up a business with a £5.7 million turnover."

"We have had many victories with the police, but we are very strict on the door, we support the police when they want to do searches and drug testing. Our clientele is very good, responsible."

"We have had some great nights, not fuelled by copious amounts of alcohol but by the good music and great atmosphere. That's all part of our aim."

"That's why we are investing around £100,000 upstairs in a new cocktail terrace."

I think the PR from Torquay has not been good, yet the heart of Torquay and its aspiration is huge.

James Eyre

**Meeting with Police and Torquay Police Station Wednesday 23 March 2011
(at request of Police)**

Attendance: Mambo - Julie, Nathan, Mike

Police: Inspector John Phillips, Neil Stanlake, Julie Smart Apologies: James – called away at last minute to Exeter

Insp Phillips went to great lengths to highly commend Mike as DPS of Mambo & acknowledge that Mambo is by far the busiest venue in the Bay. It was also acknowledged that Mike was away at the time of the operation.

An undercover operation (4 experienced officers visited on 2 w/ends: 11-12 Feb & 4-5 Mar 2011) to investigate concerns brought to light from a variety of sources:

1. Judge Cottle – 4 serious crimes (2xrape 2xGBH) challenged Neil regarding the frequency of Torquay & Mambo featuring in incidents brought to Court.
2. ARID (Alcohol Related Incident Data) stats – collated from Health Authority/A&E
3. A report & statement from an off duty Exeter police officer of door staff using excessive force (head-lock) in an eviction.

The undercover operation was to look at: management of the premises and occupancy; drunk & disorderly conduct of customers; door staff manner of evictions; under age customers. The overall report returned confirmed that Mambo is a considerably well & professionally run venue. However, some minor issues were reported which were consistent on each visit:

1. Drinks Promotions
Officers reported a manic rush of customers for special offers/2-4-1/Jaeger bombs, etc, resulting in 5deep at the bar & risk of inciting issues with customers.
Staff were also 'hard selling' Jaeger bombs which though not illegal, could border on irresponsible.
2. Glasses
Officers reported lots of glasses on floors and dance floors.
3. Balcony
Doorman was very polite & professional, numbers were correct but customers were standing in 'seated only' area & spitting, throwing cigarettes & jeering at people below balcony. Nathan responded to this & 2. That more glass collectors had been recruited to resolve & that the balcony collector would also enforce the seated only area.
4. Noise
Police are aware that Gareth Fudge is investigating allegations of noise nuisance from Mambo. Officers reported that windows & doors were open throughout the night. Nathan responded that windows 'cannot' be opened & that the only issue could be the balcony door as noise from the main entrance is not an issue.
5. Capacities
During these times there was noticeable 'overcrowding' & floor capacities should be closely managed. Advice was to ensure door staff are trained/aware of capacities of each floor & that they can be personally liable if they disregard company instruction to maintain. We were also reminded that the Fire Authority have powers to instantly close venues breaching capacities.

Julie informed the police that she is liaising with Fire Officer Chris Twine on the top floor variation & on increasing main bar capacity on the basis of relieving conflict with customers wanting to, but being unable to, stay on main bar floor when at capacity.

Julie informed Mike that due to the top floor variation there may be 'drop in' fire inspections to check on no's & that door staff are properly trained in same.

6. Bar
Some customers reported to be cutting across back bar which caused conflict when challenged by staff. Julie suggested 'Staff Only' or 'No Entry' signs.
7. Evictions
Officers witnessed 4 evictions and reported that door staff were highly professional & used only minimal force. Insp Phillips clarified that 'head locks' should never be used unless in very extreme circumstances & any force used should be fully 'Justified, Reasonable & Proportionate'.
8. DJ
Officers reported that on one eviction the DJ was goading the evictee which could incite further disorder.
9. Toilets
Officers reported that the attendant could at times be 'OTT/pushy' (which Julie had previously warned Mike of). One officer had been offered cannabis but this was recognised to be unpreventable and that Mambo does well with our zero drugs tolerance.
10. Underage/drunkenness
Officers reported that were impressed by door staff age/ID checking & that only 1 possible underage customer was seen. The officers reported not witnessing any service to 'drunks'.

Insp Phillips reiterated that the night-time economy depends on venues & police working together as a team to promote responsible drinking & asked for his thanks to be conveyed to James for the compliments paid to the police in his Herald Express article.

Insp Phillips confirmed that Town Centre CCTV & Police night teams will continue.

Julie Eyre
Director
Lifestyle Enterprises (UK) Ltd
T 01803 201197
M 07931374315

**Meeting with Police and Torquay Police Station 8 December 2011
(at request of Police)**

Attendance: Mambo - Julie, Nathan, Mike, Sharon
4Front: Aaron
Police: Insp Adrian Leisk, Sgt Gaynor Bell, Julie Smart
Licensing: Mandy Guy

JS had advised JE that Insp Leisk was extremely unhappy with the levels of CRIMES linked to Mambo since 04/2011 and wanted an urgent meeting asap.

Insp Leisk explained that the meeting was NOT formal but an opportunity to discuss issues with a view to working together to resolve them. He confirmed that the undercover operation conducted in Feb 2011 had somewhat alleviated police concerns regarding allegations made against Mambo.

He said that Mambo has the highest figures for crimes/incidents in the whole of the force area. He said that the financial cutbacks have resulted in fewer officers so they cannot afford the time involved. He stated that data from A&E features Mambo highly.

JE responded that, as demonstrated by Neil Stanlake previously, some of these allegation have been proved to be unfounded/inaccurate and that we are 150% committed to dealing with any real issues but insisted that top-end data be investigated to confirm real –v- spurious issues. Insp Leisk confirmed that would be the case.

JE also claimed that following the closure of a number of premises, Mambo was bound to be busier & therefore higher incidents should be expected. Mandy Guy argued that the other existing premises haven't shown any increase and that Mambo was the subject of the meeting and NOT other premises.

It was acknowledged that Mambo is a high volume business open 7 days/nights a week until 3am and incidents would be higher than other premises but that current levels were too high.

JE suggested that if Mambo wasn't there it would be a great loss to the night-time economy. Insp Leisk responded that they would prefer it if Mambo was in Plymouth or anywhere else so that it would not be their patch.

Sgt Bell stated that there had been 40 incidents reported between Apr-Nov and gave an overview of issues being investigated which included 10 allegations against door staff, 20 customer assaults, 23 thefts (handbags & phones) & 1 bomb threat.

She also suggested that although CCTV has been viewed by officers and no door staff assaults observed, it is possible that door staff could be aggravating/provoking ejectees out of sight of CCTV. This was strongly denied by JE as this would be contradictory to Mambo's success and ethos.

AM also defended his staff and stated that would not tolerate any misuse of force by his staff. He would conduct a meeting with Mambo door staff to ensure they all perform to Mambo/Police standards. JE suggested that AM be informed of all relevant incidents at Mambo on a regular basis.

MJ said that it was really difficult to prevent handbag/phone thefts as some customers are really careless to leave them unattended but that diligence would be stepped up & perhaps even 'set-ups' arranged.