



4Front Security South West Ltd

**Company Profile
&
Café Mambo Torquay Security Report**

www.4frontsecuritysw.co.uk

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4Front Security South West Ltd

4Front Security SW Ltd provides a variety of security services to both the public and private sectors throughout the South West region.

Our ethos is to work in partnership with the client offering a professional service and to promote a safe and secure environment for our clients, staff and the general public.

The Director, Aaron Moore has 25 years experience coupled with 13 years from the commencement of the company.

Our Security Services include:

- Static Guarding
- Retail Security
- Event Security
- Door Stewards

Introduction:

4Front Security South West Ltd was established in 1999 by Aaron Moore, initially to support the licensed trade within Torbay, Devon and Somerset

4Front Security is one of the largest and most successful Security Companies in South West Devon. Through positive business practice and a excellent reputation for the provision of a professional security service, 4Front Security SW Ltd has seen its business grow year on year and have expanded into other areas of the security such as - Static Guarding, Event and Retail Security and in doing so have developed strong working relationships with both local and national companies and service providers such as the NHS, Torbay Council and May Gurney, not forgetting many local companies in the Leisure and Tourist Industry.

The company has also played a very important role in local projects for Torbay ensuring a cohesive working relationship between our clients and emergency services and local community.

Mission Statement:

Our mandate/mission at 4Front Security SW Ltd is to deliver the highest level of service to our clients whilst offering a complete cost effective Security Solution. We endeavour to provide a professional and reliable service and strive to constantly improve standards.

- Establish and build strong relationships with our clients through excellent service and communication.
- Provide exceptional Customer Care which indeed is our hallmark and service signature.
- Bring to our clients, professionally trained Security Personnel, all having received the SIA Qualification prior to being trained specifically for the assignment chosen.
- Constantly review our business Strategy so as to flourish in this current financial climate which in turn benefits our clients.

As a company we strive to continually improve our Security Service by researching and gather information from various sources including Home Office Guidelines, SIA Guidelines, Police and Local Authority,

Policy Implementation

- Prevention of Crime and Disorder Search Policy
- Promotion of Public Safety (Capacity Control, Door Logs, Admission Control)
- Prevention of Public Nuisance (Dispersal Guidance)
- Prevention of Children from Harm (Under 25 ID control)

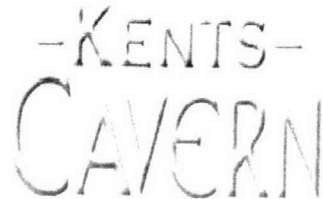
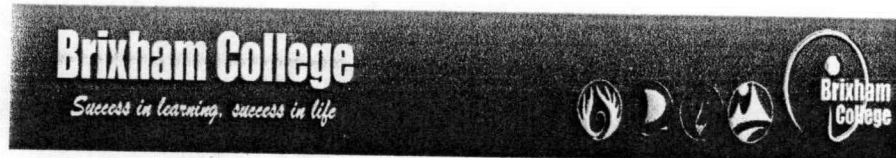


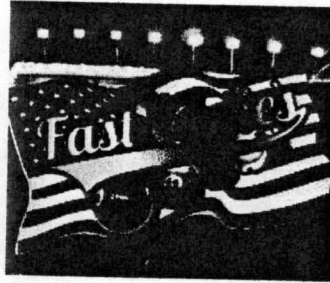
North Devon Health Care Trust :- Bideford Hospital, Honiton Hospital, Okehampton Hospital

South Devon Health Care Foundation Trust:- Torbay Hospital

Devon Primary Care Trust:- Exeter Walk In Centre

Devon Health

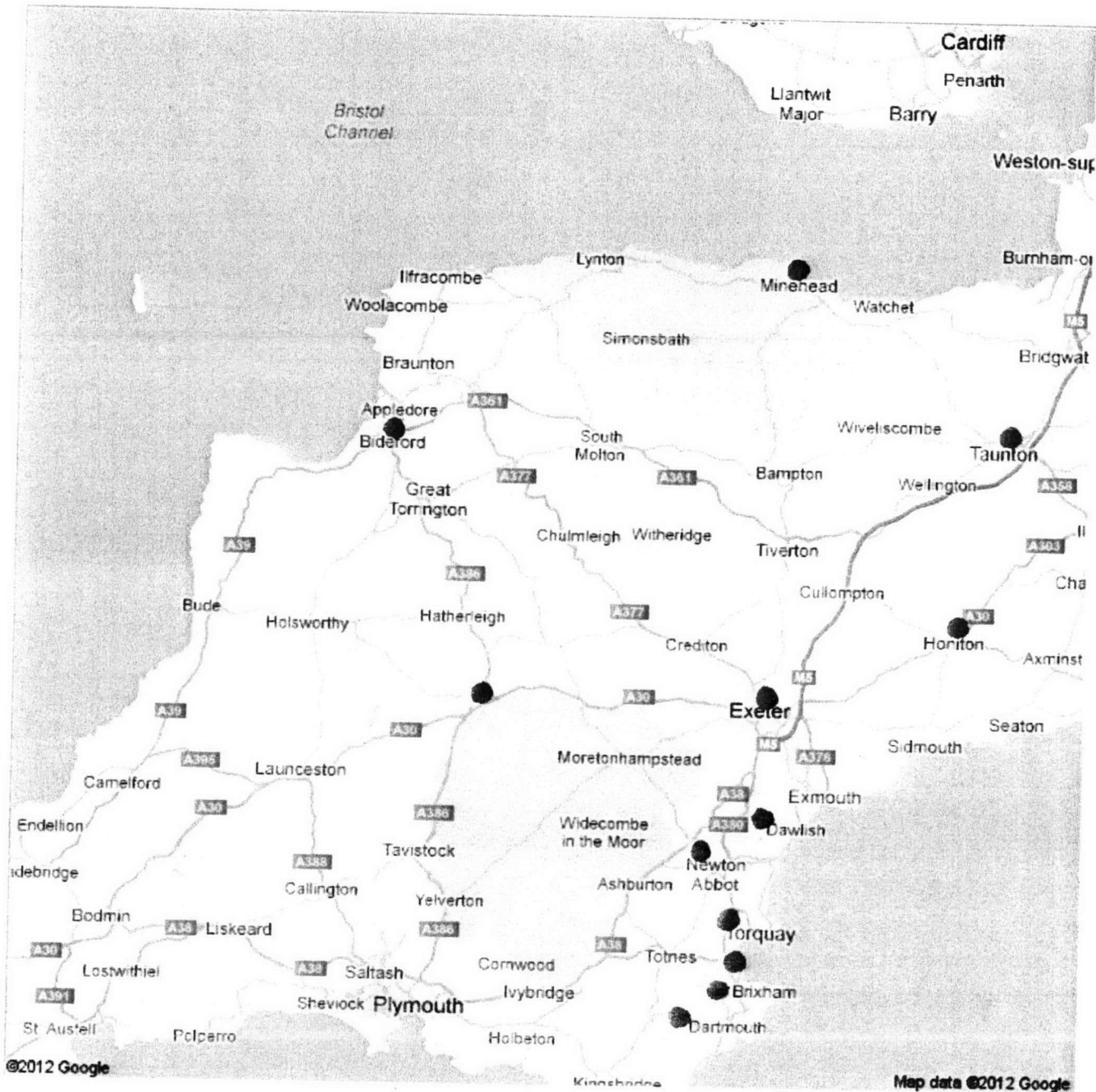


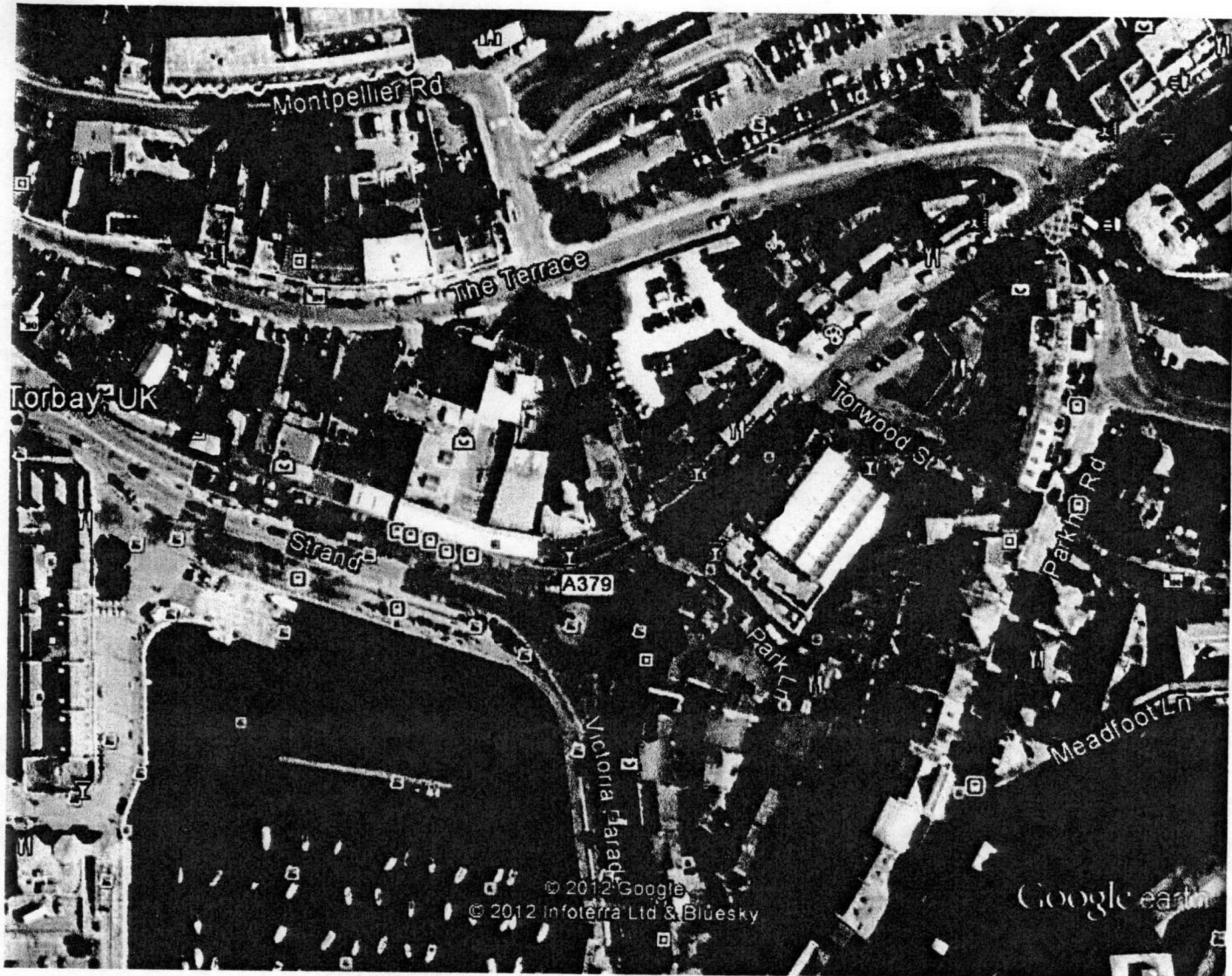


- Parkdean Holiday Parks
- Dawlish Warren Beer Festival
- Bar 7 Club, Newton Abbot
- Shiraz Cafe Bar, Torquay
- Vaughans Bar, Torquay
- Grand Central Car Bar, Paignton
- White Hart, Newton Abbot
- The Lansdowne, Dawlish



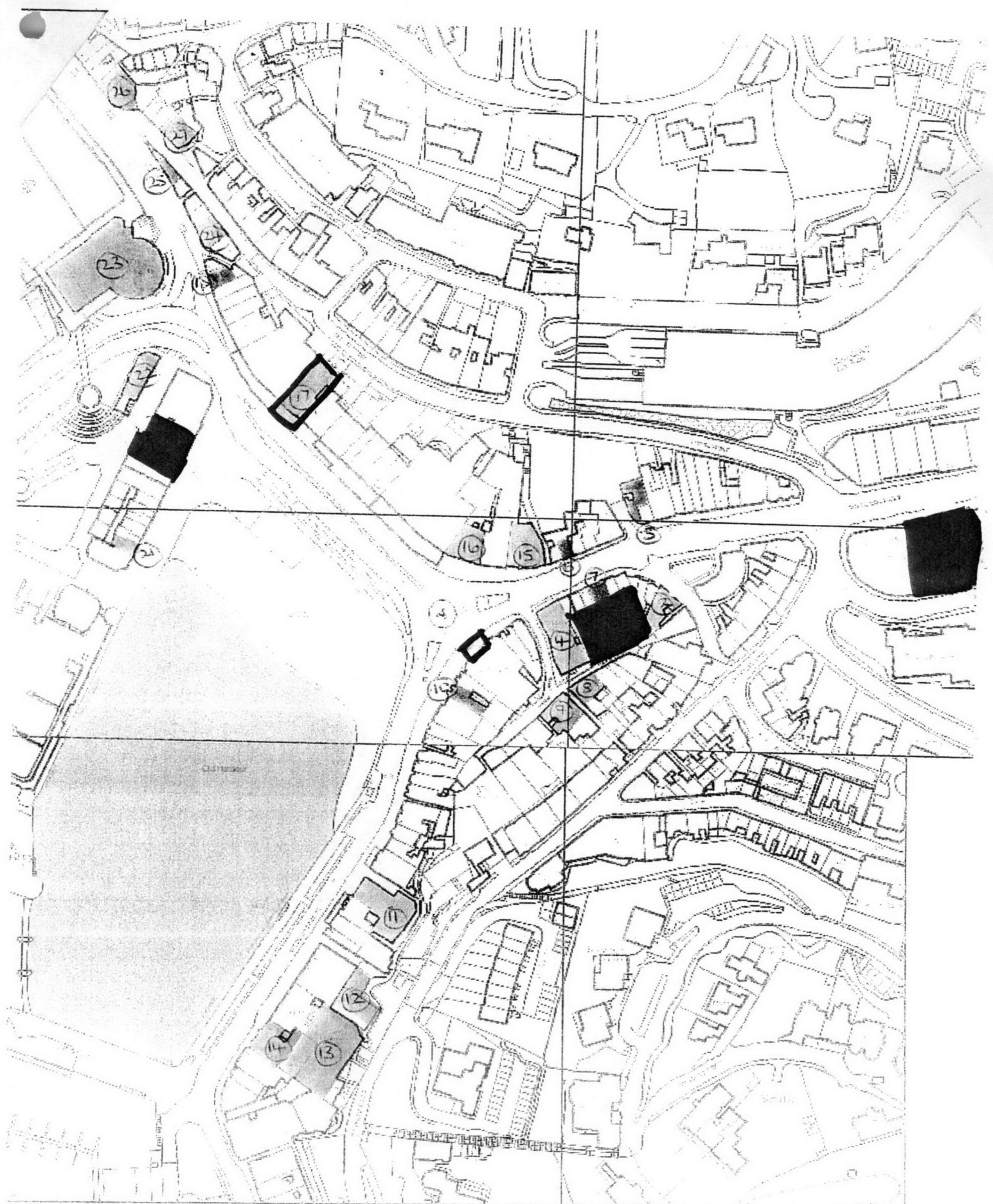
Address **England**
UK





Google earth





bay Council Licence No 100022695

4Front Security SW Ltd

Security Provision to Premises in Torquay Harbour

1 Bohemia Night Club & Hennessy Restaurant

2 Venue Night Club & Attic

3 Vaughans Wine Bar

4 Shiraz Café Bar

Café Mambo

Fast Eddies

Recruitment and Training Policy

- All Staff are SIA Licensed,
CRB Check, Reference & Work History Check, Passport and ID, Interview
- Staff Code of Conduct
- Dress Code
- Staff Training and Refresher Training
 - Meet and Greet
 - Observation and Communication
 - Risk Assessment
 - All staff to be First Aid Trained
 - Conflict Management
 - Restraint and Escort Techniques
 - Terror Threat Awareness
 - Physical Intervention Training
 - Drugs Abuse and Search Policy
 - Report Writing and Record Keeping (Incident Reports ect)
 - Contacting Primary Emergency Services etc
- Staff Appraisals / working relationships with Client and patrons

Recruitment and Training:

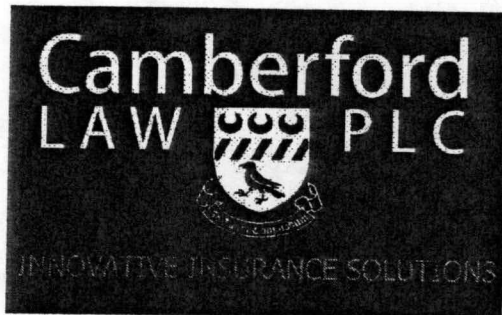
We pride ourselves in delivering the highest possible standard in security services and are selective in recruiting professionals and trained individuals to join our team.

All Applicants are thoroughly vetted and in accordance with SIA (Security Industry Authority) regulations. In order to hold an SIA License they are CRB checked, We require references for each employee. We do not employ non SIA security Staff. Aaron Moore the Director of 4Front Security is an SIA Approved Lead Sponsor.

We only recruit experienced personnel for Front line roles such as Door Supervision, Door Stewards, Crowd Control. We strive to provide staff who are able to demonstrate excellent communication skills, have the ability to work within a team and who are able to work under pressure whilst maintaining a high level of customer service.

4Front Security S W Ltd, expects the highest standard of service from our employees. Integrity and professionalism are of the utmost importance. Our staff are subject to random spot checks and we take any allegations of inferior service very seriously. We investigate any issues that arise and address them accordingly.

Security Contractor's CERTIFICATE OF INSURANCE

**Head Office**

Lygon House, 50 London Road, Bromley, Kent, BR1 3RA

Telephone

020 8315 5000

Fax

020 8460 2118

Email

security@camberfordlaw.com

Insured 4 Front Security South West Ltd

Policy Number ZS2011/Liab/0295

Address 25 Leeward Lane
Torquay
TQ2 7GB

Business Description Door Supervision & Security Guarding

Period of Insurance 20th December 2011 to 19th December 2012

Insurer Zurich Insurance plc

Coverage Provided and Limits

Cover	Limit of Liability
Employers Liability	£10,000,000
Public & Products Liability including:	£2,000,000
Wrongful Arrest	£2,000,000
Efficacy and Contractual Liability	£2,000,000
Products Efficacy including Wrongful Advice	£2,000,000
Financial Loss (tort only)	£500,000
Extensions	
Fidelity Bonding Extension	£100,000 any one Employee
	£250,000 in any Period of Insurance
Misuse of Customers' Telephones	£10,000
Loss of Extinguishing Gas	£10,000

Subject to the Insurer's terms and conditions.

Signed on behalf of Insurers

J A West

Date: 19-Dec-2011



4Front Security SW Ltd

Report
Café Mambo Torquay
June 2012

4Front Security SW Ltd / Report regarding Café Mambo Torquay.

Introduction

The purpose of this document is to examine and discuss security both positive and negative and the working relationship between 4Front Security SW Ltd and Café Mambo, Torquay.

To address security issues raised within the Police Report 8th December 2011 and to provide possible solutions and improve the security service provided by 4Front Security SW Ltd to Café Mambo Torquay.

The following report is full and frank disclosure and the information in this report has been gained from the following sources:

Police Report 8th December 2011 Re: Café Mambo

Café mambo Incident Reports between 7th January 2012 and 10th May 2012

Home Office 'Dance Nation' Document

Torbay Licensing Statement 2011

Café Mambo Premises Licence

Café Mambo Head Door Man' Report

Following the meeting which was held at Torbay Police Station on the 8th December 2012, between Inspector Adrian Leisk, Licensing Officer, Julie Smart representatives of Café Mambo (Lifestyle Enterprises) including Julie Eyre Director, Nathan Towersey, Michael Johnston and Director of 4Front Security Aaron Moore.

The following points of concern were discussed during this meeting. These will be examined and discussed within this report.

Crime Levels / Incidents Reported

Theft

Drugs

Assaults

Accusations of Assault by Door Steward

Café Mambo Torquay 'General'

4Front Security have provided the Door and Steward security service to Café Mambo for the past 5 1/2 years and have seen the premises become an increasingly popular venue. As Café Mambo has expanded on the 3rd Floor and Patron numbers have increased dramatically.

Café Mambo, Torquay has the reputation of being the premier venue in Torbay for young revelers. Attracting crowds of young men and women who are prepared to queue to gain entry to a club were they know they will have a good time with their friends.

This is obviously great for business but with success, are problems associated with young adults consuming too much alcohol and possibly drugs..

Effective crowd control and constant monitoring of the external and internal parts of Café Mambo are essential. As you are aware Café Mambo's footfall is very high in comparison the other popular venues nearby, namely Venue and Green Ginger mentioned in the mentioned in the Torbay Police Report 08.012.2011. Although it is accepted that reported incident rates are lower for Venue and Green Ginger than Café Mambo, footfall comparative to has to be taken into consideration. This is by no way an excuse. On the contrary the report has highlighted a problem which needs to be addressed.

In accordance with Torbay Councils Licensing Statement of Principle 2011, the prevention of Crime and Disorder is a major part of the Licence and 4Front Security takes very seriously its duty to ensure where possible the Torbay Licensing requirements and Policy Implementation.

Capacity Control (Promotion of Public Safety)

At present the Head Doorman, Chris Spencer and one other steward are situated at the front of the premises for entrance and exit of patrons. This is monitored by 'entrance and exit clickers' to monitor capacity, which were only introduced middle of April 2012. 4Front Security were not advised as to capacity limits for the premises. Since April 2012, the DPS would check clicker numbers and instruct the Head Doorman when to stop entrance. In the past the Head Doorman has been instructed by the DPS to go over capacity and has been instructed to adjust the clickers to show a lesser capacity. Clearly this is in breach of the licence and also raises concerns for public safety.

Additionally, security were not informed of the capacity levels of the Ground Floor Beach Hut (Capacity of 80), nor were they informed that it patrons who were drinking alcohol had to be seated.

It has recently been brought to our attention that the Door Stewards who monitor all floor levels and Balcony should also have clickers to monitor restricted capacity in those areas. 4Front Security were not informed of this licensing requirement, nor were we informed of capacity numbers for these areas.

This information was only brought to light following a meeting between Neil Stanlake, Aaron Moore, Chris Spencer and Nathan Towersey. Capacity numbers were ascertained as being a maximum of 400 yet there has being times when capacity has been instructed to be 500-550.

Following this meeting Aaron Moore asked Nathan Towersey to please adhere to the Licence Capacity requirements and stressed the severity of the situation. However, this request was ignored and he was to go on to instruct the Head Doorman to continue to go over capacity. This continued until the licence was suspended.

In accordance to the Home Office Document 'Dance Nation' p20, (2.11), venues should have a reliable method of counting customers entering the premises and it recommends that when 75% of the capacity is reached, the DPS should be informed.

Furthermore p20,(2.13) *'it is important to ensure that localized overcrowding is avoided. It is pointless observing the capacity limit if half of the customers are squeezed into small areas'*

As we are aware there are certain areas of the club which are more popular than others and therefore we need to be aware of gently persuading patrons to move freely around the club to avoid congestion. Overcrowding can and does cause conflict issues with people pushing and

showing, overheating and health concerns. A more stringent Capacity policy needs to be adhered to.

Premises Licence Capacity:

Café Mambo License Capacity : 400

Ground Level Total: 80 people. (As advised by Neil Stanlake)

Patrons to be seated whilst drinking (Security not informed that patrons have to be seated whilst drinking on the ground floor)

First Floor Total:150 people **one steward with clicker**

(Terrace Area: 60 people inclusive of 1st Floor Total) **one steward with clicker**

Second Floor Total:110 **one steward with clicker**

Third Floor Total: 60 people **one steward with clicker**

(Balcony 20 people inclusive of Third Floor total) **one steward with Clicker**

Total Premises Capacity : 400 inclusive of staff

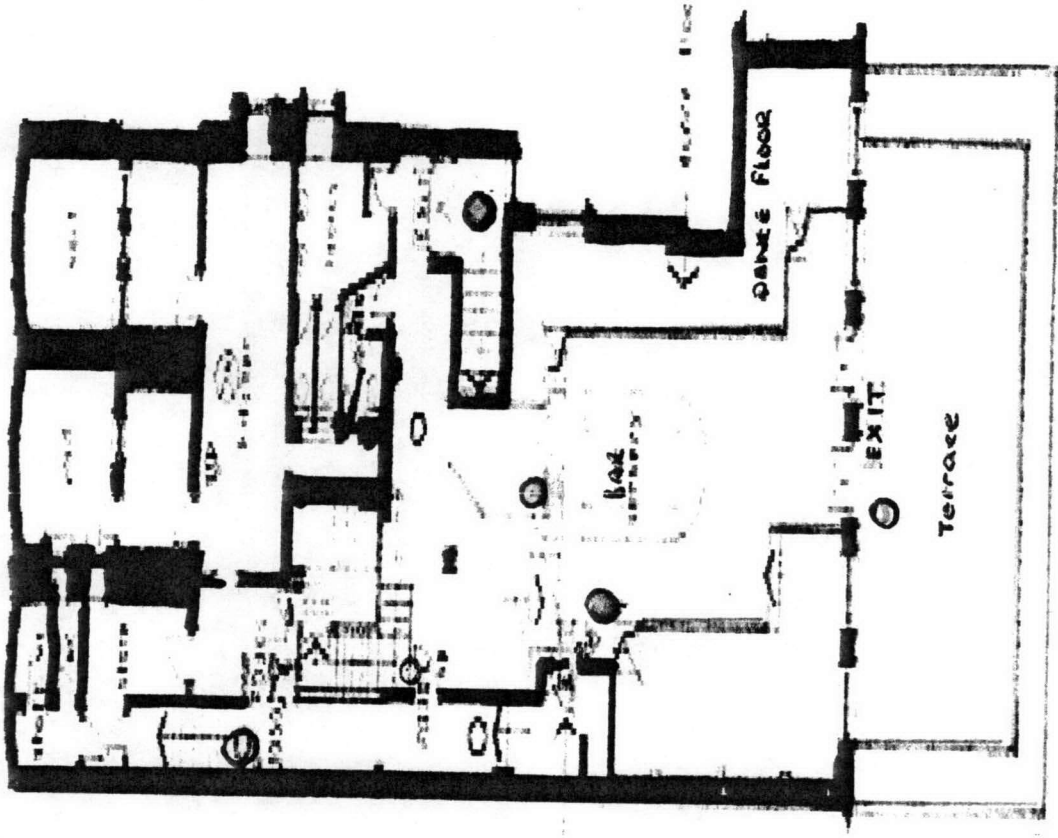
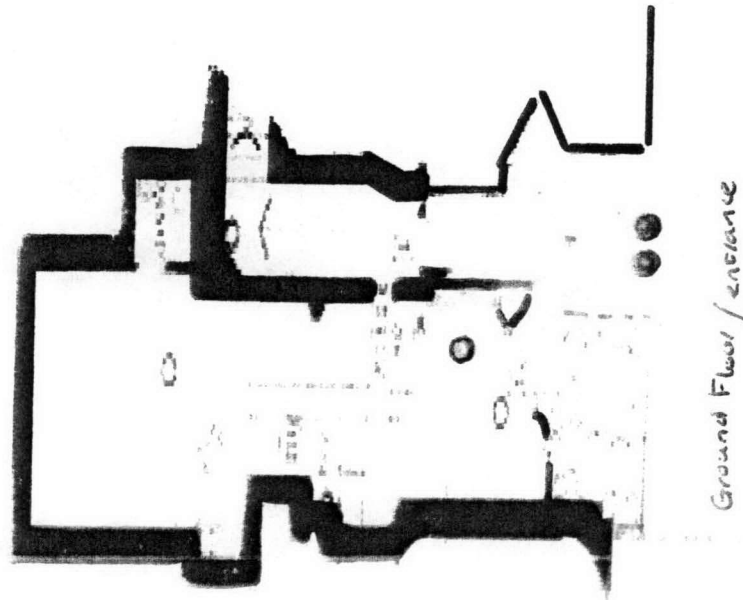
Suggestion: In order to adhere to Café mambos Premise Licence five Door Stewards are required to have clickers to maintain capacity levels.

Suggestion: Communication of Licensing requirement to Security.

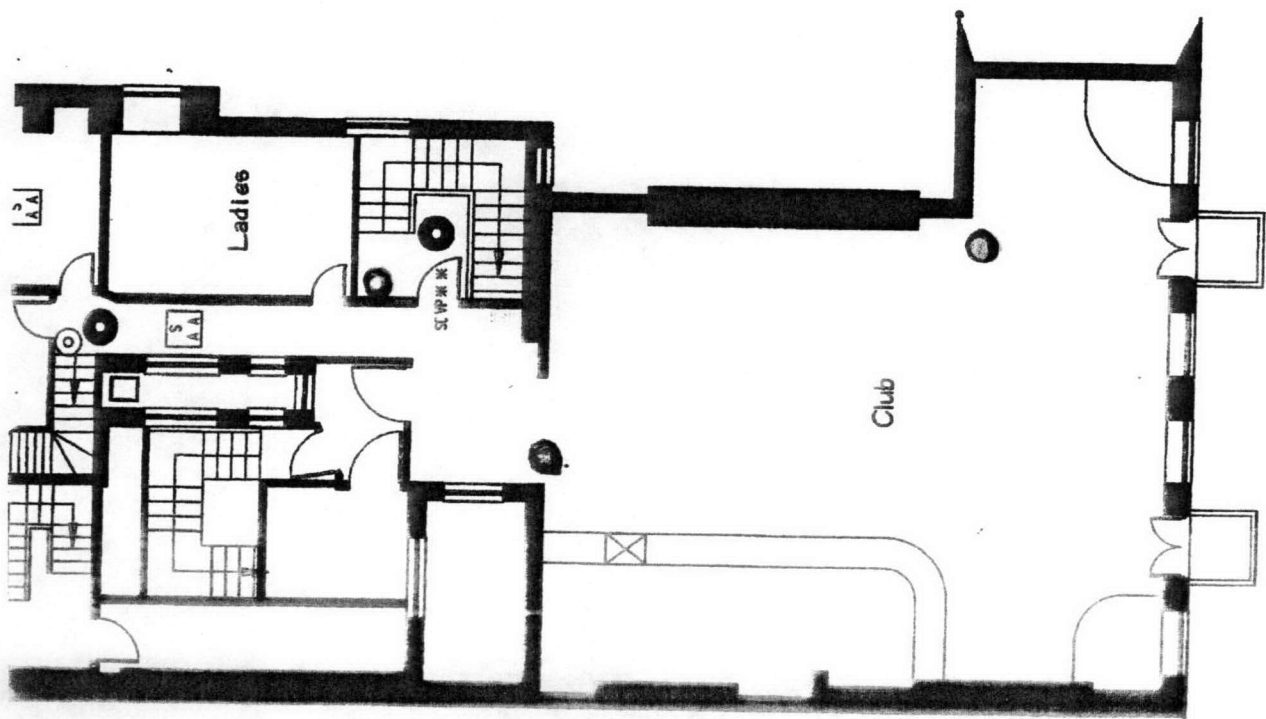
Suggestion: One additional door steward with clicker on the ground floor (Beach Hut area to) to ensure nobody is standing while drinking.

Suggestion: Please see floor plan with suggested Clicker positions

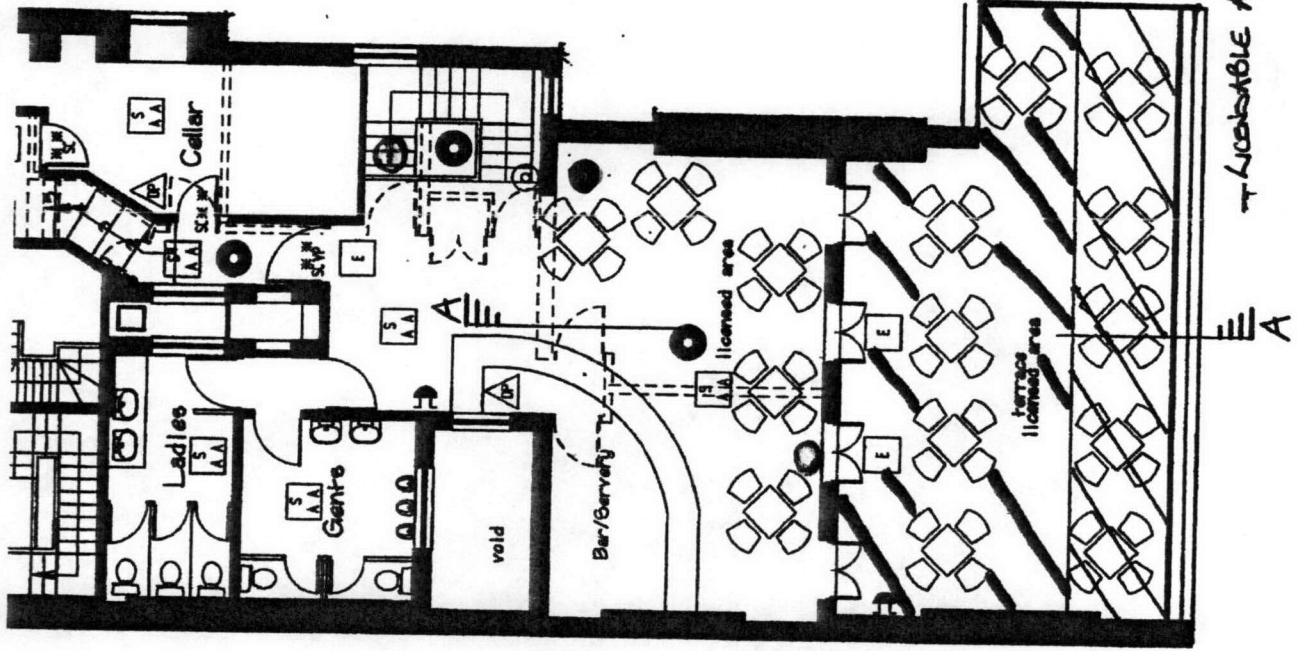
Cafe Mambo Torquay
1st and 2nd Floor Plan



- Door steward with clicker
- Existing Door Steward positions
- Suggested Position of Additional steward with clickers
- Suggested additional steward



Second Floor Plan



Third Floor Plan proposed



Obhf 141:

ZONE = STANDING
 ZONE = SEATING
 LICENSEABLE AREA.

Meeting and Greeting (Promotion of Public Safety)

Chris Spencer and his colleague on duty have the difficult job of being professional and welcoming, whilst being vigilant and monitoring patrons as they arrive. Assessing whether the person is of age, is not drunk, or in possession of drugs etc They have the difficult task of refusing entry to any persons deemed to be not suitable, i.e. a previous trouble maker or someone who is too intoxicated.

Increased awareness of the Protection of Public Safety and under age drinking, stringent enforcement of the 'Challenge 25 ID'

The following ID's are acceptable;

Passport, Photo card Driving License, PASS scheme card, Official Identity Card

It is apparent that more stringent controls need to be in place regarding entry and refusal. If there is any doubt regarding the age of a patron or suitability because of behavior, we strongly recommend they are refused entry. It is also recommended that there is a Entry Refusal Log.

Suggestion: Entry Refusal/Exit Log

Drugs (Prevention of Crime & Disorder)

Prevent the consumption or supply of illegal drugs 3.1b(i)

4Front Security already has an excellent record for suspecting, searching and finding drugs on customers both at Bohemia and Venue. Many licensed premises dislike the discovery of drugs on the premises as they think this would be looked upon negatively by the police. This is a misconception. Indeed our Door Stewards at Café Mambo have previously been instructed by Michael Johnston not to search for drugs.

According to the Home Office Document 'Dance Nation' p38,(3.28) ***Conversely police officers often target venues who never seize drugs.' 'Searching for drugs should be widely advertised'***

In order to continue to promote a positive working relationship with the police the following 'Drugs policy and procedure is recommended.

'Door Supervisors have no legal right to search for drugs. Searches can only be conducted with the customers consent as a condition of entry'.

If a Door steward is convinced of a person is in possession of drugs and the customer is on the premises, then he can and should detain the person and call the police.

At present the search at Cafe mambo takes place in the entrance area. Any customer refusing searches are to be politely turned away.

Where suspected drugs are found, they are to be confiscated, bagged and logged into a Drugs Book and a citizen's arrest made until the police arrive. At present there is not a Drugs Log book, we recommend best practice of the having a Drugs Log Book in place. An Incident Report should also be written. The Home Office p33,(3.9) also recommends that Drugs searches should be advertised in the queuing and entrance areas and also inside the club.

Suggestion: Table to be positioned in the entrance area

Suggestion: All drug searches to be carried out by two people and under camera

Suggestion: Searches advertised in the queuing and entrance area.

Suggestion: Drugs Log Book

Theft (Prevention of Crime & Disorder)

According to the Police report there had been 37 reported thefts during the period of 01/04/2011-08/02/2012. 6 of which were 'stealing from the person'

The majority of the thefts were handbags and mobile phones. At present there is not a cloakroom facility for patrons to leave their coats and belongings. Many are simply left on the floor by the DJ Box. It is impossible for a Door Steward to secure left items, if he is to stay vigilant or attend to an incident within the club.

The Home Office document 'Dance Nation' p24, (2.29) states that '*It is important for clubs to provide an adequate cloakroom which is efficiently and securely operated.*'

Suggestion: Re-instate a cloakroom

Suggestion: Door Steward to advise people to look after their belongings

Assaults (Prevention of Crime & Disorder)

According to the report 54 Assaults have taken place during the period between April 2011 and February 2012. Of which the majority took place or were reported on Monday Tuesday and

Thursday. Unfortunately we are unable to comment, regarding these figures, as we have not been privy to the Incident reports for this period. Nor have we received any of the Incident Reports since 4Front Security started provided security for Café Mambo Torquay despite requesting them on 3 separate occasions. If we had of received the Incident Reports sooner, we would have been able to identify causative problems and by doing so address any issues promptly.

To clarify, As we have never received Incident Reports, it has been difficult for us to identify problems and address them efficiently and in a timely manner. This lack of transparency has effected 4Fronts ability to identify existing problems, and in doing so hinder our ability as a company to increase performance.

Following, a recent meeting with Neil Stanlake, Aaron Moore discussed this issue and have now received Incident Reports for the period of January 2012-May 2012.

Analyzing the data, these reports show a distinct spike of incidents on a Wednesday, (ref graph on page 23) with majority of the Incidents happening after midnight. We cannot make a direct comparison to the police report findings as previously mentioned, we have not been privy to the Incident reports for that period. However, interestingly for this later period, there did not seem to be any incidents reported for Monday and far lesser amount for Tuesday. Mondays and Tuesday now seem to be quieter evenings. The amount of Incidents remains the same for Thursdays.

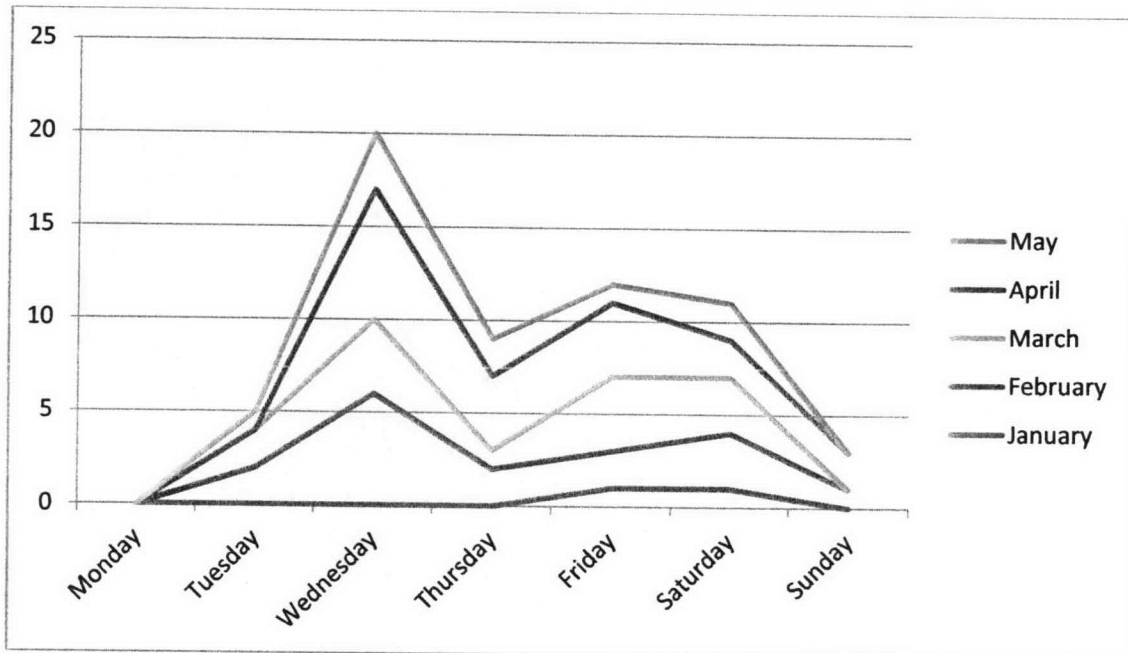
Following a discussion with The Head Doorman, it seems that there are a number of factors to take into consideration. Patrons are younger on a Wednesday. The 2-4-1 promotion is in place 7 days a week, which is taken advantage of to excess, this means that many people are becoming inebriated very quickly.

It is common practice in today's Youth Culture for young people to have alcohol at home or with friends prior to going out in the evening, and then to move on to bars venues which are selling cheap alcohol with 2-4-1 deals or Happy hour deals etc. By the time midnight arrives they are already intoxicated.

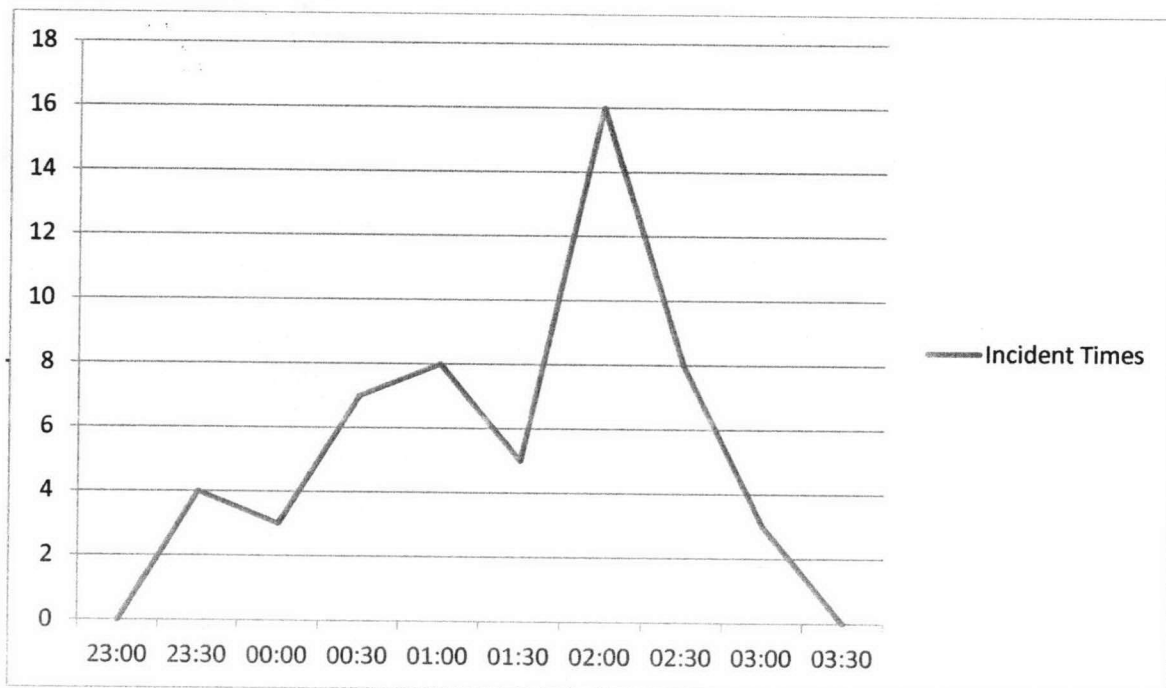
Drinks promotions are heavily promoted every night of the week, including Thursday's Jaeger bombs from midnight till close. Jaeger Bombs are renowned to be highly intoxicating, this combined with overcrowding will inevitably result in only one thing, crime and disorder.

The level of intoxication prior to exiting the club in the early hours of the morning will most certainly be high. Perhaps the type or promotion or timing of the promotions should be considered in order to control the amount of people becoming far too intoxicated on Wednesday a Thursday evening.

Café Mambo:- Recorded Incidents 7th January 2012 and 10th May 2012



Café Mambo:- Time of Incidents 7th January 2012 and 10th May 2012



It is clear from the data we have been given recently that Wednesdays are causing problems regarding Incidents being reported. The majority of are alcohol related disturbances.

The critical time of 02:00 is when the vast majority of incidents take place.

Increase vigilance from midnight onward, with attention to patrons becoming increasingly intoxicated.

Suggestion: Bar Staff Training regarding refusal of serving drinks to intoxicated people

Suggestion: Bar Staff to inform security if they feel a patron is becoming too intoxicated

Suggestion: Reconsider drinks promotion and timings

Suggestion: Have a limit of how many drinks one person can buy on Promotion.

Allegations against Door Stewards

Door Supervisors are trained to deal with intoxicated, abusive and aggressive patrons. They are aware of communication techniques in order to diffuse difficult situations. However, when these techniques are ineffective, physical intervention is inevitable. Unfortunately, it is highly likely, that and when aggressive behavior is encountered sometimes the patron may incur an injury whilst being restrained and waiting for the police to arrive. All such Incidents should be and are logged.

All allegations of excessive force are taken very seriously. When we are made aware of such allegations, the door steward will be suspended while an internal investigation takes place. Any allegations of Intentional assault found to be correct, results in immediate dismissal.

Should we feel that a steward unintentionally used excessive force we would take measures as to refresh his/her training in physical intervention.

Sour Grape Culture:

We are also aware of the 'sour grape' culture where people seek revenge for refusal of entry or ejection from premises, and as a result make allegations which are unfounded.

Claim Culture:

Increasingly, and especially during these difficult economic times, people are resorting to making false insurance claims for personal injury. We have seen an increase in this. For example an alleged incident took place at one of our other premises. A female claimed to have been man handled by security, incurring a broken wrist. CCTV footage clearly showed that she was aggressive to another female and asked to leave. She was guided to the exit without the need for physical intervention. No injury was incurred and the claim was proven to be false.

Exit Strategy for Patrons.

It is apparent that persons leaving the premises in an orderly fashion is paramount, in order to avoid, were possible, disruption to the local community.

If a person is asked to leave because of inappropriate behavior, i.e. drunkenness, aggression etc. It is highly likely, that he / she will argue or refuse to leave. On these occasions, physical intervention is often required as a last resort. The Level of aggression determines whether the police need to be called. In all cases an Incident Report needs to be completed.

It has been noted from Café Mambo Premises Licence that 'Chill Out' music should be played for the last hour. We are now aware that 'Chill out' music is played, every evening but has only been played 10-15mins on Saturdays, prior to closing.

As you will note there is a rise in Assaults at 02.00hrs. The effect of music on mood is widely accepted, in order to calm patrons before they leave the premises, perhaps it prudent to adhere to the conditions of the Premises License.

Door Stewards also have a duty of care towards patrons, and if the person is extremely intoxicated, it is best practice where possible, for the Street Pastors to be contacted, or perhaps for a taxi to be called to get the person home safely.

Suggestion: Entry Refusal / Exit Log

Suggestion: Chill Out Music to be play for one hour prior to close every evening

Communication

There has previously been a problem with regard to communication between the door stewards whilst on duty due to the lack of Radios and ear pieces. This has hindered their ability attending incidents within the club quickly. This has now been rectified with additional radios and ear pieces being made available. It is suggested that the DPS, also wears a radio and ear piece whilst on duty enabling them to hear radio communication between security, in order to be aware of Incidents or Issues which may arise in the club.

There has also been a lack of communication between the DPS and security, regarding License requirements and Capacity levels.

Suggestion: DPS to wear radio and ear piece

First Aid Training

4Front Security has not previously been aware that the Licensing requirement for Café Mambo required all members of Staff to be First Aid trained. Only 4 of the Security Team at Café Mambo are First Aid Trained.

They are:

Chris Spencer (Head Doorman)

Warren Adams

Melvyn Jeffery

Chris Hobbs

Fire Procedure

The security team have never been given Emergency Fire Training or advised regarding the Fire Procedure and exit strategy. In line with the Promotion of Public Safety it is highly recommended that the DPS arrange for Security personnel have Fire Training as a matter of urgency, their role would be key in the case of a Fire Emergency in the premises.

When the Head Doorman enquired about Fire Training and exit policy, the DPS advised him that he was too busy and to read the Fire Training sheet and just sign it.

In Conclusion

As a company 4Front Security prides itself on the working relationships with its clients.

It is clear from our investigation that there are some major problems which need to be addressed in order for 4Front Security SW Ltd to work effectively from a security point of view.

Good Communication is paramount to providing an excellent security service. Without which it is very difficult to maintain a secure, well run, service. 4Front Security not only have a duty of care to Café Mambo but also to its patrons. It is very apparent that there has been a lack of communication between the DPS and Security staff, which not only is frustrating but it has drastically hinder the ability of Security Team at Café Mambo to perform their duty correctly.

There are also wider implications to consider regarding Health & Safety, Public Safety and Prevention of Crime & Disorder. These are all areas which have been affected by the lack of communication between the DPS and Security. In order for these issues to be addressed an increased level of transparency and communication is required.

It is suggested that the future security team is increased. The Door Steward / patron ratio should increased from 1:100 (previous requirement) to minimum 1:75 as recommended in the Torbay Licensing Statement 2011, p36

In addition, It is also recommended that stewards who have clickers remain in a stationary position, ensuring capacity level in area and maintain Public Safety requirements. As per the floor plan.

Floating security should be available on each floor to deal with any Incidents which arise.

Alternatively, the introduction of 'Video counter' such that are used by a company called Axiomatic Limited. This is a system which electronically counts patrons on each level. This is a system which uses sensors to accurately count patrons, which could prove invaluable in accurately monitor capacity on all levels of the premises.



4Front Security South west Ltd

Mr Aaron Moore
Director
4Front Security SW Ltd
1 Courtney Park
Newton Abbot
Devon
TQ12 2HD

Claire Greensmith
Area Manager/DPS Cafe Mambo Torquay
Lifestyle Enterprise (UK) Ltd
2nd Floor Offices
Harbour Point
Victoria Parade
Torquay
Devon
TQ1 2BD

13th June 2012

Dear Claire,


Cessation of Security Service Notification

Further to the enclosed report and following an internal investigation, I am writing to formally advise you of 4Front Security SW Ltd's intention to withdraw its Security Service to all Lifestyle Enterprise (UK) Ltd premises.

As per the Service Contract between our companies, we are providing one full calendar months notice. During this time we will continue to provide a Security Service, to those premises still operating and cessation of service will take place on Friday 13th July at 00:00hrs.

Queens Hall, Minehead
Cafe Mambo, Taunton
Apple & Parrot, Taunton
Cafe Mambo, Torquay
Fast Eddies/Tiger Bills, Torquay

The reasons for withdrawal of our Security service are as follows:

- Increasingly difficult working relationship between Lifestyle Enterprise (UK) Ltd, Management and 4Front Security SW Ltd.
 - Lack of transparency and communication from Lifestyle Enterprise (UK) Ltd, Management and Cafe Mambo Torquay DPS, despite frequent requests (i.e. Incident reports, capacity numbers etc)
 - Questionable business practices by Lifestyle Enterprise (UK) Ltd and their employee's which have directly and /or indirectly affected the working practices, integrity and reputation of 4Front Security SW Ltd and its employees.
- 

As a direct result of the enclosed report and its contents, 4Front Security SW Ltd, no longer wishes to be associated with Lifestyle Enterprises (UK) Ltd.

Yours sincerely,



Aaron Moore
Director

Company No 5936157

VAT No: 825 7256 16

Name: Christopher Spencer
Position: 4Front Security Head Door Steward
Date: 10th June 2012

Mambo Report

CAPACITY

I was told that the capacity for each floor was.

Main Floor 90

Balcony on first floor 60

Club 110

Rooftop 60

Beach Hut unclassified (due to being so close to the street)

We have never been told or made to keep those numbers on each floor in respect that as soon as we hit the maximum capacity allowed on the main floor to direct people up to the club.

In the license it states that these numbers should be maintained by form of a member of staff with a clicker each floor. We have only ever had clickers on the front door to keep the capacity to the limit.

Up until 2 months or so ago we never had a maximum capacity and we just kept letting people in until a member of management came down to the front door and told us that it was too busy inside now and to go to one in one out. When I questioned the limit on the amount of people on the premises at any one time I was always told that there was no top limit as the beach hut was unclassified then they didn't have a limit.

I made the management aware when we got to 400 people on the premises then 500 and on one Saturday we reached a limit of 550 on the premises at one point before they decided to go to the one in one out policy.

Now in my personal opinion when you have this many people in such a cramped environment where they are getting squeezed into a small bar area then they are having to wait quite some time to be served then people start to get agitated and their tempers start to get the better of them. This is when we have had a few incidents purely down to them being irate that people are getting served before them or bumping into each other.

Also when you have this many people on the premises and there is an incident then it does take so much longer for the door staff to attend the situation purely because they can't get passed people to get to the incident.

As I said earlier up until 2 months ago we never had a maximum capacity but when Neil Stanlake started coming in to work on behalf of mambo to point out areas that could be improved we then got told that there was a limit of 80 people allowed in the beach hut so that then gave us a total capacity on the premises at any one time of 400.

Myself and Nathan and Aaron had a meeting and it was decided that the 400 limit was to be kept at that figure as everyone knew mambo was too busy and overcrowded this limit was stuck to for one night as the next night after the meeting we were told to go over that 400 limit by Nathan. I told him when we reached the limit and he then told me to keep letting in until he said otherwise. This carried on every Saturday until the license was suspended.

With respect to the clickers on the front door when I reached the maximum number allowed on the premises I was told to turn back the clickers so at any point later on in the night we never knew exactly how many people were on the premises.

On opening night of the Rooftop we were told that the limit was 60 including all the staff and that people could go onto the balcony until 11pm. On the opening night when 11pm came we were then told that people could go out there until 1am with drinks but after 1am they could go out onto the balcony until 2am to smoke without their drinks.

At this point we were never told there was a limit on the balcony. A few weeks after this we were told that there is actually a limit of 20 people at any one time allowed on the balcony but we were told to just keep letting people go out there as long as they were sat down.

We had a random visit from the licensing officer one Saturday night and as she inspected the balcony she said to us that no one was allowed out there after 11pm with drinks, we made this comment clear to the management and they said just keep it as we were doing before but if the licensing come in again that the front door must radio up to the rooftop balcony to inform them of the licensing team coming up to check and the door staff on the rooftop would have to move everyone with drinks inside and limit it to 20 people out there.

In respect to the limit of 60 people on the rooftop at any one time we were told to take it to 80 as there was lots of room up there this was the case most Saturdays.

INCIDENTS & DISORDER

The majority of incidents occur on a Wednesday night.

If you look at the number of incidents on each night during the week the Wednesday nights exceed any other night by a long margin. The clientele is completely different on a Wednesday to any other night it's the younger crowd that like to go out mid week to break their week up.

When they arrive at mambo they are generally of a sensible nature then when they get inside they take full advantage of the 2-4-1 promotion so they order loads of drinks that they would never normally order due to the cheaper price.

This was brought to my attention when another member of door staff was alarmed by the amount of younger males which were walking around with 2 bottles of wine as it is on the 2-4-1 offer. We observed these males and it has been a trend recently that they buy the 2 bottles and walk around with the bottles and down the wine from the bottle and in half an hour or so they were far to intoxicated to stay on the premises.

I would suggest that the age limit for entry should be considered to be raised to over 21's on a Wednesday night to prevent any further trouble from the younger crowd.

The two recent glassings happened on 2 successive Wednesdays.

The 1st Incident

The first incident the male was walking through the bar when another male decided to throw a glass at him the male that got hit by the glass came down to me on the front door and I gave him first aid I was worried about a large shard of glass in his neck so I called for the police and an ambulance.

The police came and viewed the CCTV and could not make out which male had thrown the glass. The victim and his friend gave the police a description and we were later told they had arrested the male. The victim was taken to hospital to deal with the shard in his neck.

The 2nd Incident

The second incident involved two males in the club on the dance floor. Chris Philips and Nathan dealt with the incident initially. I was called to the side exit on the main floor when the victim and his friend could describe the male who caused the injury, as I arrived I was told what had happened up to this point.

Myself and Chris Philips gained a description and then went to look for the two people involved they described a female and a male. We managed to find the two people described and we started to question them at this point Nathan had dealt with the victim at all times, when I asked the male for his identification he said he didn't have any I asked him for a bank card so I could establish his name.

When I asked the male how old he was he said 17 I immediately told Nathan and he then told myself and Chris Philips to keep this to ourselves.

The victim was cleaned up and decided not to pursue the matter any further and he didn't want any further medical treatment in the form of an ambulance. We escorted the male that had supposedly caused the injury off the premises and Nathan gave the victim a new top and he was escorted of the premises via the back door.

At the end of the night I was made aware by Chris Philips that Nathan had told Chris exactly what to write in his incident report.

Chris came to me as he was concerned that if it did go any further that he had not written what had actually happened and what Nathan said to write.

DRINKS PROMOTIONS

Every night of the week there are drinks promotions these vary from night to night but the main one is 2-4-1 every night until midnight apart from Fridays when it ends at 11pm and on Saturdays when it ends at 10pm.

The Thursday night promotion from midnight till 3am is the one that causes the most concern as the offer is £1.50 a Jaeger bomb. These in my opinion have definitely contributed to the rise in incidents on Thursdays.

When it comes to midnight people order these drinks in quantities of 10 and over in most cases. If you look at the amount of incidents on a Thursday and when they started to rise it was as soon as this offer started.

On a Friday and Saturday they have now started to do a jager hour where people can get 2-4-1 on jagerbombs for an extra hour after the normal 2-4-1 has finished.

LICENSE

After going through the license with Neil Stanlake I have noticed that a few things need to be addressed.

The limit on each floor this needs to be sorted in the terms of a member of door staff will have to be on the entrance to each floor with a set of clickers and when that limit is reached they will have to be advised that the level is at capacity and they will have to visit another floor until a time when there is space on the floor they want to visit.

We also went through fire safety and I had explained in the 4 years I had worked there not once had we done a fire drill. This point was brought up with Nathan and we then had a meeting with all the door staff and we still didn't do a fire drill as it was deemed to be too time consuming so we had a printout of what we had to do in the case of a fire and we all had to sign it.

Neil also pointed out that in the license it stipulates that all staff on site have to be first aid trained this has never been made aware to myself. As soon as Aaron was made aware of this he organised all door staff without the relevant first aid training to be put on a course at the first available time.

I was also asked by Neil about the type of music played in the last hour as on the license it states that the last hour the music must be of a chilled out genre, he asked if this has ever been the case and not once have I known the last hour to be chilled out.

Also in the license it says that everyone on the ground floor (the beach hut) with a drink has to be seated whilst drinking we have never been made aware of this and it has never been the case anyone with a drink on the ground floor consumes their drink standing or seated.

GENERAL ISSUES WHICH NEED TO BE ADDRESSED

The areas that I think need to be addressed, so that mambo can carry on with their business with fewer incidents:

I think the bar staff need to be made aware not to serve people who are too drunk as this will only contribute to the incidents later on in the evening, if they deem a customer to be too intoxicated then they should make the door staff aware as soon as possible so we can deal with them in the appropriate manner.

The door staff need to have an area where they can carry out a search of people where their privacy is considered and we can carry out a search on cctv and then if needed to detain them for the arrival of the relevant police.

The limit of customers on the premises at any one point as clearly stated on the license needs to be adhered to at times and not extended.