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Dear Member

**LICENSING SUB-COMMITTEE - FRIDAY, 22 JUNE 2012**

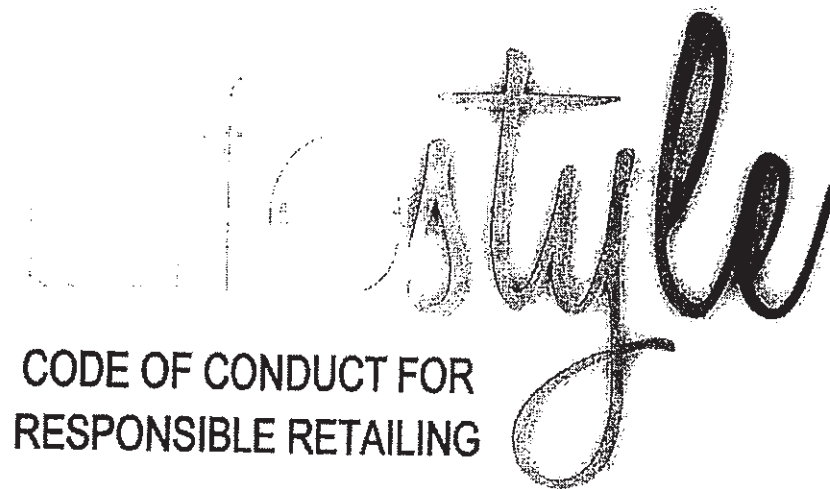
I am now able to enclose, for consideration at the Friday, 22 June 2012 meeting of the Licensing Sub-Committee, the following reports that were unavailable when the agenda was printed.

<b>Agenda No</b>	<b>Item</b>	<b>Page</b>
6.	<b>Licensing Act 2003 - Review of a Premises Licence following the serving of a Review Notice, as in accordance with section 53A of the Licensing Act 2003 in respect of Mambo/The Beach Hut, 7 The Strand, Torquay</b>	(Pages 179 - 262)

Yours sincerely

Kay Heywood  
Clerk

# Agenda Item 6



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.

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## 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 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 (1<sup>st</sup> floor) 150 inclusive of 60 on the balcony

Club (2nd floor) 110

Roof top (3<sup>rd</sup> 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 (1<sup>st</sup> 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 (2<sup>nd</sup> 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 (3<sup>rd</sup> 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. The 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 2<sup>nd</sup> 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 3<sup>rd</sup> 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.



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

**J**AMES Eyres 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 Portley 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 inventory company, James has run pubs, nightclubs and restaurants for others.

Then in 2005 he and his family took over Mambo from former owner Brian Harris. 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 somewhat misunderstood. The outside perception of Torquay is that it is quite depressed and backward. Really in Torquay has been under the hammer, again, and so we've in Torquay has not been good, yet the heart of Torquay and its aspiration is huge."

"It's been a very good, important 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 Liberty Leisure expanded to open a Mambo in Tintinn in 2005, then they opened 'Place Hille' Thai restaurant in North Street, Exeter, in 2007."

Last summer they bought the Apple and Parrot, formerly Woody's on the Strand, which is a traditional cleft bar downstairs with live entertainment.

They also run Hooks themed restaurant further up Torwood Street, and The Gossons Inn, a 31-bedroom hotel at Kenford, which they took over last year.

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

It's quite a family-friendly venture and the Torwood Street development with the hotel, Pucco Express and another national chain restaurant, it will enhance the whole street scene.

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



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

throughout the year, it is as busy on the premium 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 35s.

The Mambo nightclub, which has a 3am 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 nighttime 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' Grapes and Mousetraps at the top end of town."

"Apart from the 400 club and Claire's there wasn't much on the harbourside."

"But today 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 deterred by drunks and yobs is out of date.

"If it was not family friendly, why would national chains like Pucco Express and Prezzo open here? They are very busy," he said.

"Rivera Estates wants to bring a hotel and multi-use unit to the area

in their Torwood Street development for families. I come to Torquay late at night, probably twice a month with, 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 outstanding 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 safely. It is essential for the town."

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 16 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 Cbe and Breeze's Old Orleans restaurants.

James has been involved in Torquay nightlife since the early 1980s. 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 Monro's nightclub in Ellacombe.

He worked with John Portley, 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 1980s.

James worked as operations director with Pottins holding parks at Wall Park, Brixham, and Barton Hall, Torquay.

He then became a director of Dorchester brewery and pub chain Bixbridge 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 Yacht on the harbourside, the Boat Owl at Kenford, and the Waterman's Arms in Exeter, Torquay.

"I spent £1 million of that company's money in Torbay with the acquisitions we made. We felt we had a lot to offer," said James.

James should thank from his CV that he then always wanted to be in the leisure industry, but he admits that having been to a New boarding school, his ambition was to join the police.

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

Then he tried the Fire Services in London but there was a waiting list, and then they he and his brother had to go to university.

James said that when he was at university he was a member of the student union of lawyers. But I liked the fact it was a people-based industry, quite physical, and it suited me as I am not academic, though I have done all the business training required."

James became available in about the same time that Ethelred 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 night sector because of the explosion of national operators at the time."

"We expected to take two or three years to build the business. Alas, 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 minimal incidents with the police, but we are very strict on the door, we support the police when they want to do searches and drugs 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."

"There'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 Eyres

**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.

## Informal Police Meeting

3.4.2011

Present; Nathan Towersey, Julie Smart.

\*Julie asked about Trents, I replied that due to the licensing condition of myself having to be the DPS of Trents the company and myself agreed that it would not be practical to make me DPS of two late night premises. I also said that due to the business model of Mambo (being open late 7 nights a week till 3am) and the huge number of customers visiting our premises we felt it necessary to keep me as the DPS of Mambo, especially as the police have had some concerns over incidents at the premises.

Julie agreed with the decision and mentioned that the Chief Inspector was extremely annoyed at the Council's decision to grant the license. She also mentioned he had spoken to the Mayor about it. She added that the police were worried it would let other similar requests for licenses to be granted. I replied that if it was to be replicated I would have to be DPS of any such license which would be extremely unlikely, especially given my loyalty to Lifestyle and our company's stance on the subject. Julie asked if we would surrender the license. I stated that I would confer with the owners and that while we were looking to assist the police we didn't want to disrespect the councillors who granted us the license.

\*Julie mentioned that there had been an undercover operation called 'Ambassador' going on in Torquay and that it was mentioned in the Herald. I said that I had read the piece but had no idea there was an undercover operation. She mentioned an undercover policeman visited several places in the area and that he was in Mambo Friday night/Saturday morning between 00.30 and 01.30. In this time he mentioned someone jumped off the balcony. I said that I was unaware of any such incident and that we would have had a doorman on the balcony at that time which CCTV would prove. I mentioned that it would be hard to stop someone deciding to just 'jump off' in the spare of the moment and this sounded extremely unusual. I stated that I would make sure I had extra staff on busier nights to assist the security team on the balcony. Julie then mentioned he had also stated that he had seen door staff ID patrons on the front door, an ejection of a customer from security staff which was handled well, door staff refusing entry to some people trying to get in, staff advising customers who were trying to order a double measure of spirits that they should have a single instead

\* Julie said on Wednesday a man had sustained a head injury at 23.30. She then said the man who had done it was only 17. I said I was aware of the incident and helped deal with it but I was shocked the man was only 17 and stated I was sure he must have been ID'd. Julie said he had his brother's ID on him when he was arrested but man said he was never asked for it. I said I didn't believe him and have since asked Chris Spencer if the man had been ID'd, to which he confirmed and is clear on CCTV. I have let Julie know this. I mentioned at the meeting that both groups involved were barred and that it was my doorstaff who had restrained the assault until the police arrived and stopped the situation from escalating.

\*Julie mentioned an incident on Friday night/Saturday at around 02.40 involving a black female who claims she was assaulted. I said I was aware of the situation and that we had kept 2 other females on

the premises seeing as the black female wanted to call the police. Julie said that when the police arrived the black female was so drunk she could not remember what happened. I said that she had told my staff who it was and where it happened and how it started. Julie then stated that the police officer attending had said there was a witness but was too drunk to give a statement. I stated I had seen this black female just before the incident and she was not overly intoxicated. My doorstaff have since confirmed this and also said that they were unaware of any other witnesses except the two women who she claimed assaulted her who did not seem overly intoxicated either. The security staff mentioned the police officers attending did not seem interested and did not ask for CCTV.

\*Julie then said about an incident on Saturday night/ Sunday morning at 00.50 involving two drunk males who were ejected from our premises and then started being aggressive to the police (who were walking past). She said that they were drunk. I replied that I was there for most of the incident and that the two men had been acting suspiciously in the toilets and refused to be searched. They were told to leave and became aggressive. I said that they did not seem drunk but looked like they had taken some sort of drugs, which I explained to the arresting officers at the time. Julie was unaware of this. I also said that we were requested at the last formal meeting to watch out for any drug use and that it would be seen as good operating to catch any culprits.

Julie summed up by saying these were reports of drunken behaviour and we needed to tighten up. I said that I was having a meeting the next day with the head of my security company and the head of my door team to discuss some of these points and a staff meeting on Thursday which would involve responsible alcohol retailing. I said that all groups involved in the incidents were barred for life and then reiterated that the 17 year old used an ID that wasn't his, the females who were involved in a fight did not seem overly intoxicated and managed to give my staff statements of what happened and that the 2 men on Sunday morning were asked to leave on suspicion of drugs.

Julie then said we were still being monitored by the police but they were now looking to the future seeing as the evidence they gave against Mambo for the application of Trents was ignored by the councillors. I joked that if the police ever needed a lawyer they should phone me.

In all, the meeting was held in a positive manner. It was unfortunate we did have 3 incidents last week but I think Julie is getting pressured from above about 'figures' and 'drunken behaviour'. I think we all need a quick meeting when James/Julie are back to discuss how to deal with Trents. In my view I think we need to surrender the license to keep the police happy, don't publicise it. Then I write a 'personal' letter to the council saying how grateful we were to be given the license but due to the huge operation of Mambo it is imperative that I stay there as DPS, (which we write together before sending).

Building safer communities together



DEVON & CORNWALL  
CONSTABULARY

Our ref:

Your ref:

Lifestyle Enterprises (UK) Ltd  
2<sup>nd</sup> Floor Offices  
Harbour Point  
Victoria Parade  
TORQUAY  
TQ1 2BD

Licensing Department East  
Devon and Cornwall Constabulary  
Force Headquarters  
EXETER  
EX2 7HQ

10 APR 2012

4 April 2012

Telephone: 01392 452225

Dear Sir/Madam

**Re: Mambo/The Beach Hut, 7 The Strand, Torquay**

I write to you in your capacity as Premises Licence Holders of the above named premises, as a result of numerous incidents at the premises between 28 March 2012 and 1 April 2012.

My Licensing Officer, Julie Smart, has visited the premises and discussed the concerns of the police with Mr Nathan Towersey, your Designated Premises Supervisor, and I now enclose a copy of a warning letter that I have today forwarded to Mr Towersey, which I hope will be self-explanatory.

A copy of this letter has been forwarded to Torbay Council Licensing Department for their information.

Yours faithfully

A handwritten signature in black ink, appearing to read 'J Nye', written over a horizontal line.

Superintendent J Nye  
Geographic Superintendent - Torbay





Building safer communities together



DEVON & CORNWALL  
CONSTABULARY

Our ref: Lic/Tor/jks

Your ref:

Mr N Towersey  
Designated Premises Supervisor  
Mambo/The Beach Hut  
7 The Strand  
TORQUAY  
TQ1 2AA

Licensing Department (East)  
Devon and Cornwall Police HQ  
Middlemoor  
Exeter, Devon EX2 7HQ

4 April 2012

Telephone: 01392 452225

Dear Sir

**Mambo/The Beach Hut, 7 The Strand, Torquay**

I write to you in your capacity as Designated Premises Supervisor, of the above named premises, following incidents at your premises between 28<sup>th</sup> March 2012 and 1<sup>st</sup> April 2012, as outlined below.

At approximately 2315 hours on Wednesday 28 March 2012 an assault occurred within Mambo's. The suspect was arrested and identified as a 17 year old male. This male has indicated to the police that he was not asked for ID when entering or purchasing alcohol within your premises. ✓

On Saturday 31 March 2012 a plain clothed police officer witnessed a 22 year old male climb over the railing from the first floor terrace area of Mambo, onto the roof of Hoopers, and then drop/fall to the pavement below. The male was spoken to and stated he had done it for a 'laugh'. The male was limping as a result of his drop/fall, but refused medical assistance. ✓

Again on Saturday 31 March 2012, a female complained to the police of being assaulted in your premises, however she could not recount the full details of the assault due to her level of intoxication. At this time a witness came forward to assist with enquiries, but he was too intoxicated to provide a statement. ✓

On Sunday 1 April 2012, a group of males were ejected from your premises due to their behaviour inside. One of these males was verbally aggressive, swearing in the street and inciting violence towards the police officers and was subsequently arrested for being drunk and disorderly. A second male threatened and was aggressive to door staff, and he too was arrested for being drunk and disorderly. Although these males were arrested in the street immediately outside of Mambo, licensed premises are responsible for the immediate vicinity of the premises and have a duty to ensure that their patrons leave in a quiet and orderly manner. ✓

At 1400 hours on Tuesday 3 April 2012 my Licensing Officer, Mrs Julie Smart, attended your premises and discussed these matters with you. At this time you accepted that the female customer who alleged she had been assaulted was drunk and had been served alcohol within



your premises. You also indicated that the member of staff who had served her, has been disciplined/dismissed due to this incident.

I would remind you of certain conditions contained in your Premises Licence (No PL0652), issued by Torbay Council, as follows:

1. When standing is permitted on the First Floor Balcony, an SIA steward must be in attendance on the balcony for the purpose of supervising public safety and preventing crime and disorder.
2. No under 18's shall be permitted after 2100 hrs.

I must warn you that failure to comply with the conditions of the Premises Licence constitutes an offence under Section 136(1) of the Licensing Act 2003 as follows:

- 1) *A person commits an offence if –*
  - a. *He carries on or attempts to carry on a licensable activity on or from any premises otherwise than under and in accordance with an authorisation, or*
  - b. *He knowingly allows a licensable activity to be so carried on.*

Subsection 4 of Section 136 of the Licensing Act 2003, also states:

*"A person guilty of an offence under this section is liable on summary conviction to imprisonment for a term not exceeding six months or to a fine not exceeding £20,000, or to both."*

I would further point out to you that the sale of alcohol to a person who is drunk, or allowing alcohol to be sold to such a person, is an offence under Section 141 of the Licensing Act 2003, and a person guilty of such an offence is liable to a fine not exceeding level 3 on the standard scale, ie £1000.

The incident involving the 17 year old is still being investigated by my officers, but I would take this opportunity to remind you that the sale of alcohol to children and allowing the sale of alcohol to children are offences under Sections 146 and 147 of the Licensing Act 2003, punishable by way of a fine not exceeding level 5 on the standard scale, ie £5000.

With regards to the male climbing over the railing on the 1<sup>st</sup> floor, I would ask that you immediately investigate this incident and, if necessary, put satisfactory measures into place to ensure this does not occur again. It is imperative that a door steward is in attendance on the balcony as stipulated in the relevant condition, and that he/she fully understands his/her responsibilities in regard to ensuring the personal safety of your patrons and persons using the public highway.

As Designated Premises Supervisor I would remind you that it is your responsibility to ensure that your premises are run in accordance with the conditions of your Premises Licence, in a manner that promotes the Licensing Objectives and within the confines of the law at all times.

I must advise you that my officers will continue to monitor your premises and if the circumstances warrant it, I will not hesitate in applying for a Review of your Premises Licence

and/or seeking a prosecution for any offences committed. I do hope that you will address the concerns raised and that this course of action will not be necessary. However, should it be necessary to apply for a Review, this letter will be used as part of our evidence.

A copy of this letter has been sent the Premises Licence Holders, Lifestyle Enterprises (UK) Ltd, and to the Torbay Council Licensing Department for their information.

Yours faithfully

A handwritten signature in black ink, appearing to be 'J Nye', written over a horizontal line.

Superintendent J Nye  
Geographic Superintendent - Torbay





Head Office  
 2nd Floor Offices  
 Harbour Point  
 Victoria Parade  
 Torquay TQ1 2BD  
 Tel: 01803 294880

Superintendent J Nye  
 Licensing Department (East)  
 Devon and Cornwall Police HQ  
 Middlemoor  
 Exeter, Devon EX2 7QQ

8 April 2012

Dear Sir

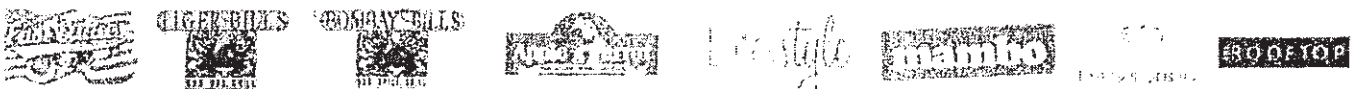
Thank you for your letter dated the 4<sup>th</sup> of April 2012. I am writing to respond to the concerns over the incidents mentioned in your letter and also to assist the police in any way possible.

I refer to the incident on Wednesday the 28<sup>th</sup> March where a young man assaulted another customer inside our premises. I was made aware by Julie Smart in the meeting held on Tuesday the 3<sup>rd</sup> of April that the young man was only 17 years old. I mentioned at the time that I was confident the male would have been asked for ID and Mrs Smart said that he was found in possession of his brothers ID, (which I assume was a driving license or passport). I have since held an investigation in to this matter and I have found out that the male was asked for ID by my Head Door Supervisor. I would be able to provide statements and CCTV in evidence of this fraudulent use of identification if it would help any possible prosecution.

I have since held a meeting with my Head Door Supervisor and asked him to be extra vigilant when verifying any identification and asked him to make sure that same applies to security staff.

I also held a staff meeting on Thursday the 5<sup>th</sup> of April which every member of staff who is authorised to sell alcohol attended. In this meeting I held a training session which included the 'Challenge 25' policy we operate, the valid forms of ID we accept and the possible fraudulent use of ID.

I refer to the incident on the 31<sup>st</sup> of March where a plain closed police officer witnessed a 22 year old male climb over the railings of the 1<sup>st</sup> floor balcony and drop on the pavement below. I have investigated this incident and no member of my security team or management team were aware of this incident at the time. I can confirm an SIA steward was in attendance on the balcony at the time of the alleged incident (as proven by CCTV) but it is unclear on the CCTV exactly when and where this incident took place.



poolhall.co.uk www.tigerbills.co.uk www.bombaybills.co.uk www.the-glean.co.uk www.lifestylevenuesuk.com www.cafe-mambo.co.uk www.thegissons.co.uk

Mambo, Apple & Parrot, Hooks, Tiger Bills, Bombay Bills, The Glean, Fashionable, The Pavilion, Glean 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 6158 64 | Company Registration No. 07150828 (England)

2.2.2

I was informed by Mrs Smart that it took place between 00.30 and 01.30 but our CCTV does not show any such incident. I would be grateful if the plain clothes officer would be able to give a more specific time and a brief description of the male to help my investigation. At the meeting with the head of my security team I asked that the member of security staff who is situated on the balcony to be aware of this incident and make sure it does not happen again. I asked that he is given more assistance from the rest of the team when the balcony is busy and I have also employed an extra member of staff to help co-ordinate the customers on the balcony.

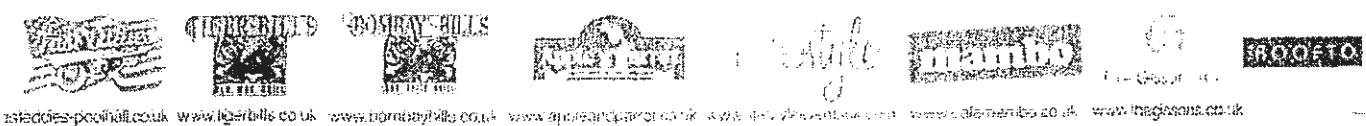
I would be grateful if you could give me the name of the male so I can bar him from all Lifestyle premises in the bay, (I assume the plain clothes officer took a note of his name as well as his age).

I refer to the incident on the 31<sup>st</sup> of March where a female complained to police of being assaulted. In the meeting with Julie Smart on the 3<sup>rd</sup> of April I mentioned that I was aware of this incident and had noticed that the lady involved had been drinking alcohol. I do not recall saying she was drunk although I did say she was served several drinks by her daughter who was working on the bar. I have since terminated her daughter's employment with the company for poor time keeping and the possibility that her judgement on whether she should have served her mother more alcohol may have been clouded due to the family tie.

Although I admit the lady had been drinking alcohol my staff said she did not seem overly intoxicated. At the time of the incident she recounted the full details to my security staff including the time of the incident, the location, how it materialised, how she sustained her injuries and the other people involved (who we detained on site until the police arrived).

The lady then came back at closing time, extremely irate and proceeded to explain the incident again to my assistant manager who told her the police were dealing with the situation now.

We still have most of the details given to us by the lady in incident reports which my security team filled out, and the CCTV which was offered to the attending officer but not required at the time.



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I refer to the incident on Sunday the 1<sup>st</sup> of April where two males were ejected from our premises. I noticed the two males enter the building and shortly after they walked past me with a drink each. Shortly after, I saw members of my security team having to physically remove the males from our premises. I was told that the two males had been spotted by security staff regularly going to the toilets together. The security staff thought this was strange seeing as the males had only been in the building a short amount of time. The security staff also noticed the two males showing signs of being on drugs, so they were asked to be searched. The two males then refused to be searched and were asked to leave. They refused to leave and became physically aggressive and had to be removed by the security staff. Outside the males were still extremely aggressive at which point police officers who were walking past intervened. One male was restrained and arrested; as he was restrained I told the arresting officers that we had asked him to leave because we suspected him of doing drugs inside our venue. The second male was still outside and aggressive; he was complaining that he had lost his shoe inside the building when being ejected by the door staff. To try and ensure this male left the vicinity of the premises in an orderly fashion I went in to the building to find his shoe. When I returned he was speaking to a police officer about his shoe, I then gave him his shoe at which point he calmed down slightly, thanked me and went to shake my hand.

At the meeting with Mrs Smart I addressed the issue that these males were not asked to leave because of bad behaviour and that it was due to suspicion of the males taking drugs inside the premises. Mrs Smart then said she would look in to back ground checks on the males. I have since investigated the incident and have found out that the two males did not seem intoxicated when entering the venue and that they only seemed to have purchased one drink each whilst being inside the premises a short time. I do not deny their 'disorderly' behaviour but I reiterate that they were asked to leave due to suspicion of drug use.

These two males are now barred for life from all of our premises as are the other people involved in the other incidents.

In dealing with these concerns I have held a meeting addressing these issues with the head of my security team and owner the owner of the security firm. This was on the 4<sup>th</sup> of April 2012. I also held a staff meeting on the 5<sup>th</sup> of April which involved all members of staff authorised to sell alcohol. This meeting involved staff training on responsible alcohol retailing and licensing laws.

I have also recently employed another personal license holder, taking the total number of personal license holders employed at Cafe Mambo to six.



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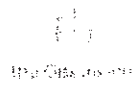
On a separate note I would like to confirm that my company and I have decided not to open Trents. As you will be aware, there was a license condition that I was to be the Designated Premises Supervisor. My company and I have agreed that it would be irresponsible to make me DPS of both sites and that it is essential I remain the DPS of Mambo whilst your officers continue to monitor/have concerns over Mambo. I hope this goes some way to confirming our ongoing commitment to working with the police in reducing crime and disorder.

Julie Smart mentioned that it might be possible for us to surrender the license and I will discuss this with the owners of Lifestyle Enterprises when they return.

Please forgive the slight delay in replying to your letter, but I wanted to wait for the owners of the business to return from annual leave before forwarding the letter on.

Yours faithfully

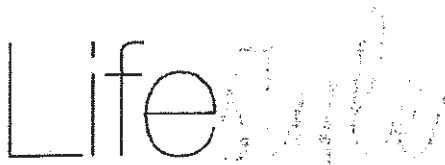
Nathaniel Towersey  
Designated Premises Supervisor  
Cafe Mambo.



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Head Office  
2nd Floor Offices  
Harbour Point  
Victoria Parade  
Torquay TQ1 2BD  
Tel: 01803 294880

Superintendent J Nye  
Torquay Police Station  
South Street  
Torquay, TQ2 5AH

20 April 2012

Dear Sir

I write to you in my capacity as Director of Lifestyle Enterprises (UK) Ltd, who are the Premises Licence holder of Mambo/Beach Hut, 7 Strand Torquay, TQ1 2AA.

I refer to your letter of 4 April 2012 and the subsequent response dated 8 April from my Designated Premises Supervisor, Nathaniel Towersey.

As responsible operators, we take our responsibilities under the Licensing Act seriously and I am now writing to inform you that steps are being taken to address your concerns

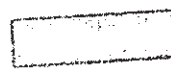
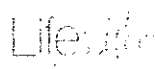
I would be grateful if you could arrange for your Crime Prevention Officer to contact me as soon as is possible with a view to him/her visiting Mambo and carrying out an assessment of the premises and offering any advice to me to assist in the reduction of crimes, in particular thefts from within.

I would also appreciate uniform police visits to our premises as often as is possible and as we have always done in the past we are more than happy for your officers to use your knife arch and drug testing equipment at our premises, providing other premises in the harbour side also participate.

Your records will show that the management and staff of mambo have always worked closely with the local Police and your Licensing Department in the past and are keen to continue this close working relationship in the future.

I look forward to hearing from you in due course.

Julie Eyre  
Director  
Lifestyle Enterprises (UK) Ltd



The Gissons Inn



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[REDACTED]  
From: [REDACTED]  
Sent: [REDACTED]  
To: [REDACTED]  
Subject: [REDACTED]  
[REDACTED]  
[REDACTED]

*Kind regards*

*Julie Eyre*  
Director



[REDACTED]  
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**From:** Julie Eyre [mailto:julie@thelifestylegroup.co.uk]  
**Sent:** 02 May 2012 12:26  
**To:** 'Nathan Towersey'; 'Sharon Rodger'; 'Clare Greensmith'  
**Cc:** 'James Eyre'; 'Chris Shaw'  
**Subject:** RE: police meeting

Thanks Nathan

I had a good telecom with Julie today – I called to see that she was fully ok with the Neil Stanlake thing. She is very happy that we are taking strong, positive steps to improve our incident numbers and is not at all negative about us getting Neil involved. I assured her that Neil was onboard to audit US and to identify any areas we may need to improve on more than anything and not at all to undermine Julie or the police in any way.

The Supt Nye letter was actually sent by Julie but all letters out are signed by Nye. We are not the only ones to have had warning letters in the last couple of weeks (not AS serious as thought). Julie is taking up some young farmer issues with premises who did irresponsible drinks offers and says that we did well over the YF weekend. She referred to a couple of L10's mentioned in your meeting notes.

Julie raised the issue of lockers/cloakroom which I told her we had discussed with Neil & said that our problem is the liability for losses (as was occurring before: cheap coat goes in, ticket is lost, item is falsely collected with ticket, customer claims against us for loss of designer leather coat!). I told Julie that I was looking into the legalities on liability for losses and would get back to her. The only other risk with cloakrooms is the accuracy of the attendant in hanging & returning items. Sharon – can you please

12/06/2012

look into this, perhaps Melanie could help? It may be that if there is no charge we can't be liable.

Julie was very pleased to report a POSITIVE L10 on A&P – as part of Ambassador, officers attended at 23.45 on Fri 6/4 for 30mins noting a busy bar & band playing. They reported a good atmosphere with good management. However, officers observed 2 males being too drunk to remain on premises but that these males were identified by doorstaff & removed from premises in a very professional manner without problems. Julie will speak to Chris on this in due course so well done Chris.

John Bean (Exeter) has been in touch with Julie and she has told him that they have NO issues with the A&P and that it is a very different operation to Mambo. Hopefully this will be useful in our Exeter licence hearing.

*Kind regards*

*Julie Eyre*  
Director



T. 01803 201197  
[REDACTED]

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**From:** Nathan Towersey [<mailto:ntowersey@thelifestylegroup.co.uk>]  
**Sent:** 02 May 2012 11:31  
**To:** 'Sharon Rodger'; 'Julie Eyre'; 'Clare Greensmith'  
**Cc:** 'James Eyre'  
**Subject:** police meeting

There seems a lot of notes but this is due to 'Ambassador' operation which is the undercover operation going on in the bay checking on licenses and the overall operating performances of premises.

12/06/2012



22 March 2012

Dear [REDACTED]

Re: Veraz H.264

As you are aware we have been experiencing problems with the above DVR installed via you at Mambo, 7 The Strand, Torquay. TQ1 2AA.

Lifestyle Enterprises (UK) Ltd purchased the above system in May 2010 due to footage being retained for 5 months.

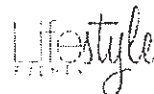
I contacted you at the beginning of September 2011 to advise that the DVR was only retaining 3 months footage and referred to bad sectors in the hard drive and asked for an explanation. You thought that it needed a software update and sent your engineer Giles to our establishment. This did not solve the problem.

There followed a succession of e-mails from you and your supplier, New England International. There seemed to be many conflicting explanations as to why we were having this problem but no solution.

Whilst you were servicing our company we repeatedly lost footage via DVR systems you supplied and again we find ourselves in the same position. This has put our company and licenses at Risk with the Police. On numerous occasions you were asked to write to Police Licensing to explain the failure of DVR systems that you had supplied.

The DVR is frequently freezing causing us to lose cover and again putting us at risk with our license and the Police. One condition on our premises license states that we should have continuous cover whilst our premises are opened for business. This is not the case.

Our Engineer has tried to contact you but has had no reply. He has contacted the Korean manufacturer who will not send him a service manual due to him not being the supplier of that DVR.



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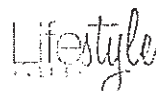
It is with the above in mind that I write to inform you that we will be documenting a detailed report in relation to the faults on the DVR system from May 2010 to date and will be sending this to you in due course.

In the meantime, our Engineer, Neil Carpenter will be in contact with you for support and I would appreciate if you can help him with any/all of his queries.

Yours sincerely

Sharon Rodger  
PA to the Directors  
Lifestyle Enterprises (UK) Ltd

cc: Julie Eyre, Lifestyle Enterprises (UK) Ltd  
Neil Carpenter, Future Technical Solutions  
John Thorpe, New England International  
Robin Adams, New England International



The Gissons Inn

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From: [REDACTED]  
Sent: [REDACTED]  
To: [REDACTED]  
Subject: [REDACTED]  
David

Kind regards

Julie Eyre  
Director



T 01803 201197

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From: Sharon Rodger [mailto:sharon@thelifestylogroup.co.uk]  
Sent: 02 May 2012 12:27  
To: Julie Eyre  
Cc: James Eyre  
Subject: Fwd: CCTV bits

Julie

I've asked Neil to get back to me in relation to some problems reported. There is also quotes for your approval please. You will also see that the DVR unit at Mambo Torquay is getting worse. Not sure Neil will be able to fix the problem without the required support and we could replace the hard drive but would loose footage and there seems to be further problems whilst burning.

I'll await your instructions.

Regards

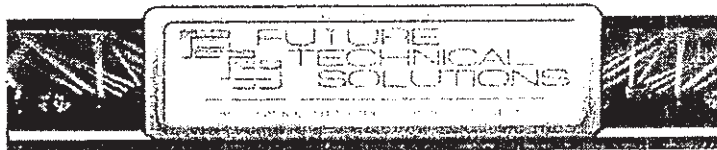
Sharon Rodger  
Lifestyle  
ENTERPRISES

PA to the Directors  
T 01803 201197  
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----- Original Message -----

Subject: CCTV bits  
Date: Tue, 1 May 2012 09:26:53 +0100  
From: Neil Carpenter <neil.carpenter@btconnect.com>  
To: Sharon Rodger <sharon@thelifestylogroup.co.uk>



31/05/2012

Morning Sharon

Just to go over the various CCTV issues:

[REDACTED]

Mambo Torquay - The DVR is getting worse, it is now fragmenting each camera separately and worse still randomly. I tried to burn off the evidence needed and narrowed the problem down to one camera for six minutes. The unit cannot de fragment the data when trying to burn so if it runs into any bad sectors then it just freezes. I ran al diagnostics I can and the SMART drive system appears to be running fine but there is definitely a major problem now. I will try again to contact John about this at New England but he doesn't appear to want to discuss it. I emailed Korea last night but haven't had any response from them either. The only recommendation I can make would be to change the hard drives but remember this will mean you will lose all current data without the facility to ever view it again. Sorry about this but without manufactures support then it's impossible to sort.

Mambo Taunton - The camera has failed and requires replacing at a cost of £79 for the camera as it is a wide angle lenses and £50 for labour and travel.

Neil

Neil Carpenter

• Director

Future Technical Solutions Ltd

Tel: 01303 617145 Mobile [REDACTED]

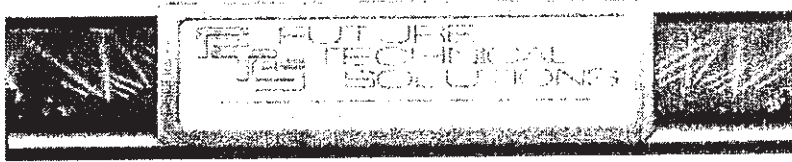
VAT Reg No. 997 0456 44 [REDACTED]



Address: 122 Newton Road, Torquay Green TQ2 7AD  
Email: [info@futuretechnical.co.uk](mailto:info@futuretechnical.co.uk)  
Website: [www.futuretechnical.co.uk](http://www.futuretechnical.co.uk)  
Company Registration: 02984782 Registered in England & Wales  
Registered Office: Spina House, Oak, New Close, Edgewell MK16 7TJ Tel: 01292 514

31/05/2012

Subject: Mamabo Torquay CCTV DVR  
From: "Neil Carpenter" <neil-carpenter@btconnect.com>  
Date: 16/05/2012 16:56  
To: "Sharon Rodger" <sharon@thelifestylegroup.co.uk>



Hello Sharon,

16<sup>th</sup> May 2012

With reference to the main CCTV DVR in Mambo Torquay

The unit is a brand new loan unit installed on Friday 4 May 2012 to replace the existing Veraz unit due to downloading capacity to CD Rom. The Veraz DVR unit was then seized by the Police for evidence. Because of the time it took to download previous footage from the Veraz DVR I did not have time to train all members of staff at Mambo's on how to operate the loan DVR. I also hadn't set the DVR with user only permissions and because of this one of the night time managers went into the main setup menu and pressed the record on/off button as he believed this was the process to record an incident onto CD Rom unaware that this had stopped the unit from recording.

This happened at 10.33pm on 9 May 2012 and resulted in the unit being stopped from recording from this time until 11am on 10 May 2012 when I called to inspect the unit, meaning there is no footage on this DVR for this time period.

I feel I should take some of the blame for this as I should have set up the permissions so this could not happen, something we have carried out now. We should have also trained all operatives on how to use the unit so this could not happen, something again we have now completed.

I hope this clarifies the situation but if I can be of further assistance then please do not hesitate to contact me.

King Regards

Neil

---

Neil Carpenter  
Director  
Future Technical Solutions Ltd  
Tel: 01303 517145 Mobile: [REDACTED]  
VAT Reg No: 997 4462 44



Address: 122 Newton Road, Torquay, Devon TQ2 7SD  
Email: info@futuretechnical.co.uk  
Website: www.futuretechnical.co.uk  
Company Reg Number: 0664792 (Registered in England & Wales)  
Registered Office: Signal House, Fox Mead Close, Filtonwood, Filton, Bristol BS11 1T

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30 May 2012

Ref: CCTV Mambo, Torquay

**Immediate action**

We have been given the go ahead to replace all infra red low resolution cameras of which there are eight, with high quality fast iris units. These cameras will not only double the quality of picture but work under the difficult lighting conditions found in all night time venues such as Mambos. This work will be undertaken, as well as repositioning six of the cameras, on Thursday 31<sup>st</sup> May 2012 with works being completed on this date. We will also replace the entrance camera with a high resolution speed dome positioned to capture all facial images on entry. The main DVR, which is on loan from ourselves, will be reconfigured to record 28 days which will enable us to take the picture quality from 6 fps to 25 fps. This will obviously improve all recorded images fourfold and enable better coverage on the main two floors. The DVR system in The Beach Hut will be reconfigured again to improve quality and frame rate, with two cameras being moved to improve coverage and quality.

This will bring the camera system at Mambos in line, or above, with the 22 licensed premises we deal with in Torbay. This includes The Venue, which has often been used as a benchmark by Torbay Licensing.

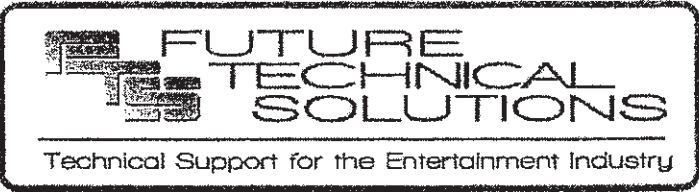
**Future Action**

We have specified a 32 channel NVR hybrid system which is state of the art and fast becoming the Industry Standard but will be the first NVR system installed in Torbay. This system allows the main data to be recorded on the NVR at HD quality but backed up to a networked raid drive situated elsewhere. The NVR has been specified for its high quality but also its compatibility with the new 360 degree and 180 degree fish eye cameras. These again have been specified for the main bar at Mambos and are due to be installed in some fourteen days when we receive them from the suppliers. This is also the predicted timeline for the new NVR, subject to delivery from our suppliers. This upgrade from a DVR to a NVR shows incredible commitment from Lifestyle not only financially but technologically with an investment of over £5000. In my opinion, this would then be the benchmark system in Torbay.

Should you require any further information please do not hesitate to contact me.

Yours sincerely

Neil Carpenter  
Director



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Mrs J Eyre
Lifestyle 2nd Floor Offices
Harbour Point
Victoria Parade
TORQUAY
TQ1 2BD

11 June 2012

Dear Mrs Eyre

Re: Report - Mambo Torquay

Firstly we have installed ten new high resolution cameras on the main bar and club areas giving a greater coverage and far better quality images. The existing cameras were 400 TVL with the new units being 700 TVL. The new cameras have also high speed shutters/iris; these enable the cameras to react extremely quickly to variation in lighting levels such as found in a night club environment. These cameras are a newer version of the cameras we installed in The Venue, Play/Pure, Banx, Factory, Club Evo/Georges Bar, Spoken, JD's Bar and many other night time venues in the area. This was finished last Thursday the 31st of May as agreed with Lifestyle.

The current DVR's will be replaced with two 16 channel X Vision units with 2TB of hard drive capacity setup to record for 28 days and the highest quality possible. This system has increased the record refresh rate from 4 FPS to 20 FPS enabling better quality images being recorded. These units also have a digital zoom facility allowing the operator to move the cursor around the picture and zoom in on any part of the video images. We will be installing and commissioning the new system on Thursday 14th of June. We will then be giving full operator training to all management and required staff at Lifestyle with each having their own login password and permissions. The DVR will also be set up to inform us by text message and email if any problems occur, including such things as the recording being switched off or someone trying to access unpermitted areas.

Having two identical units instead of three different models on three monitors will make operation much easier. It will also give us a chance to set the system in a way it should have been in the first place. Both DVR's will be "online" and accessible via 3G and internet allowing us to keep a constant check on the units, something we have now built into the maintenance contract at Lifestyle for all their venues.

Yours sincerely

Handwritten signature of Neil Carpenter
Neil Carpenter
Company Director

Dictated by Mr Carpenter but signed in his absence



Superintendent J Nye  
Licensing Department (East)  
Devon and Cornwall Police HQ  
Middlemoor  
Exeter, Devon EX2 7QQ

11 June 2012

Dear Superintendent

We write further to the interim steps hearing before the Licensing Committee of Torbay Council.

As you will be aware, we indicated at the hearing that we were taking a number of steps to deal with matters that were raised in your application.

You will be aware that we were undergoing a wholesale review of our Policies and procedures prior to the application for expedited review.

As of a result of this review we have installed a new CCTV system that exceeds the specification and coverage of any similar venue in the area.

We shall also be putting forward a new DPS in order to ensure that there will be no repetition of the failure to report any relevant incident in future to yourselves or the Ambulance service.

There are other matters that we are also putting in place, but I am sure you appreciate that they will be a matter for the Committee to consider.

May we take this opportunity to invite you to ask a representative of the Police to visit the premises to observe the new CCTV system and meet our proposed new DPS. We would hope that such a visit would allow you to communicate any issues that you may have in relation to the changes to ourselves prior to the hearing on the 22nd. It would be unfortunate for all parties if we do not use this period to move matters forward in a constructive manner.

We look forward to hearing from you so that we can arrange a mutually convenient time.

Yours sincerely

Julie Eyre  
Director



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Mambo, Apple & Parrot, Hooks, Tiger Bills, Bombay Bills, The Gissons, Fast Eddies, 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)

# CLARE GREENSMITH

9 Stearwater Drive | The Willows Torquay TQ2 7TL | 07908 667978 |  
clare@thelifestylegroup.co.uk

## PROFILE

"I am a dedicated professional who demands both compliance and exceptional customer service. I have developed my interpersonal skills to ensure all that take my leadership and direction do with clarity and support, along with high levels of job satisfaction"

"As a well-rounded professional I am a confident manager and can quickly identify potential problems and situations and put immediate action into place to avoid conflicts and problems. I thrive on being a focused manager and pride myself on my ability to motivate performance that delivers the required outcomes"

## SKILLS PROFILE

- Personal license holder and a licensee since 2002
- NCFE Level 2 National Certificate for door supervisors (2004)
- NCFE Level 2 Conflict management for door supervisors (2004)
- BHAB level 2 National Certificate for licensee's Nov 2002
- Basic First Aid, Emergency First Aid
- Fire Wardens Training scheme (course booked for 16.06.12)
- Designated Premises Supervisor qualification
- Keith Hall Hair Academy Accredited Hair Stylist

## EMPLOYMENT HISTORY

### Group Area Manager

2005 – present

#### *The Lifestyle Group "key roles"*

*During my time as the Group Area Manager I have been instrumental in achieving high levels of compliance and have received accreditation in the Somerset Area for and on behalf of Lifestyle. I have successfully guided my unit GM's/DPS's to continue to operate the company outlets to a very high standard recognized by accreditations in regards to "Best Bar None" and the SWBAC awards 2010 & 2011 respectively*

- Responsible for all Company compliance
- Manage Sales responsibility across all company outlets of circa £6m
- Business development and marketing responsibility
- Directs all HR and personal development of key management personnel
- Controls all Customer service and operational standards

### General Manager

01/05/ 2001 – 2005

#### *Café Mambo Torquay*

- Day to day control of all departments
- Responsible for all compliance at unit level across all statutory authority requirements
- Sales building and unit promotion
- Customer experience and hospitality

- Operational standards & hygiene
- Staff recruitment and training

**Assistant Retail Manager**

11/01/2001 - 01/05/2001

*Sport Savers Torquay/Presto Torquay*

- Senior assistant manager roles in two high street retail outlets in Torquay
- Day to day management supervisor and retail sales

**Bar Manager**

01/08/1999 - 07/01/2001

*Gran Canaria*

- Driving bar sales and controls across a multi bar complex
- Managing customer expectations and planning of major sporting events
- Liaison with all holiday reps and agencies

SELF EMPLOYED HAIRDRESSER NOVEMBER 1989 - JULY 1999



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*Field Company*

## Delivery Note

### 10069648841

To: Lifestyle Enterprises (UK) Ltd  
7 The Strand  
Tombury  
Derby  
DE22 2AG

Document No: 20327901 (Over Night Order)  
Date: 11 May 12  
Order No: 50003296 - DARREN CLARE 30 05 2012  
Account No: 100100001

Page 1 of 1

Qty	Code	Product Description	Pack Size	Unit Price	Net Amount	VAT Amount
2	10100172	Wash Wipe Cloth 40x60cm (Pack of 20)	20			
<p>PLEASE NOTE ALL GOODS MUST BE CHECKED          AT DELIVERY. CLAIMS MADE AGAINST FOOD SIGNS          WHICH ARE NOT BE RECEIVED.</p>						
					Goods	
					Carriage	
					<b>Invoice Total</b>	

Delivery Instruction:  
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Telephone: 01800 293112

Customer Signature: *EMS*  
Customer Print: *EMILY SIMS*  
Date: *31/5/12*



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# Alliance

## Invoice

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01752 340030

Lifestyle Enterprises (UK) Ltd  
2nd Floor  
Harbour Point  
Torquay  
Devon  
TQ1 2BD

Document No I2486851  
Date 31 May 12  
Order No SO/2032208 - DARREN/CLAIRE  
30.05.2012  
Account No MAM00000

Page 1 Of 1


Code	Product Description	Pack Size	Unit Price	Net Amount	VAT Amount
DGT00075	Econ Crystal Poly Tumbler 7.5oz NS	1x100	[REDACTED]	[REDACTED]	[REDACTED]
DGLC0125	Clarity Wine Glass 7oz LGS @ 125ml	1x48	[REDACTED]	[REDACTED]	[REDACTED]
DGLC0250	Clarity Wine Glass 10.5oz LGS @ 250ml	1x48	[REDACTED]	[REDACTED]	[REDACTED]
DGER0014	Elite Remedy Polycarbonate Tumbler 14oz NS	1x24	[REDACTED]	[REDACTED]	[REDACTED]

\*\*\*PLEASE NOTE ALL GOODS MUST BE CHECKED  
ON RECEIPT CLAIMS MADE AGAINST PODS  
SIGNED UNCHECKED WILL NOT BE HONOURED\*\*\*  
STANDARD VAT RATE = 20%

Delivered To:  
Lifestyle Enterprises (UK) Ltd Mambo Torquay  
The Strand

Torquay  
Devon  
TQ1 2AA

Goods	[REDACTED]	[REDACTED]
Carriage	[REDACTED]	[REDACTED]
Invoice Total	[REDACTED]	[REDACTED]

  
31/5/12

Registered Office: Alliance House, Murchfield Bank, Crowe, Cheshire, CW2 8UY Registered in England No. 0747533 VAT 736 5194 12



**Express  
Fire**

UNIT 1 DAINTON COMPLEX  
ALDERS WAY  
PAIGNTON  
TQ4 7QA  
**01803 521288**

*To whom it may concern,*

*I Alan Ross of express Fire have been servicing the fire alarm system and fire extinguishers at Café Mambo, 7 the strand, Torquay, TQ1 2AA for the Lifestyle Hospitality Group Ltd since its inception in 2004, and prior to that for Hiota Leisure for several years, so I am fully aware of the building.*

*The servicing includes Fire Risk Assessments, Fire Alarm servicing and Fire Extinguishers servicing.*

*The premises has a fully Automatic fire alarm system to an L3 standard, It also has a music system shut off so if the fire alarm sounds the complete music system throughout the building shuts off.*

*There are the correct amount and types of fire extinguishers located throughout the building.*

*There are emergency lights and fire action notices throughout the building in the correct places so escape from fire is clearly lit and sign posted.*

*The ground floor has a capacity of 60 and has 3 fire extinguishers sited and there is 1 fire exit leading to the pavement on the Strand.*

*The first floor has a capacity of 150 which includes 60 on the balcony. There are 5 fire extinguishers sited and 1 extinguisher on the balcony, there are 3 exit routes from this floor level.*

*The second floor has a capacity of 110 and has 4 fire extinguishers sited, there are 2 exits from this level.*

*The third floor has a capacity of 60 and there are 5 fire extinguishers sited including 1 extinguisher on the balcony. There are 2 exits from this level.*

*I have taken into consideration that the main exit/entrance is considered compromised.*

*In my Professional opinion I consider that with the current fire protection throughout and means of escape routes and the fact that the managers have had Fire wardens training and passed this training on to the general staff member that the capacity figures to be safe.*

*If you require any further information please do not hesitate to contact me.*

*Yours truly,  
Alan Ross Director Express Fire LTD.*





**4Front Security South West Ltd**

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

[www.4frontsecuritysw.co.uk](http://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)



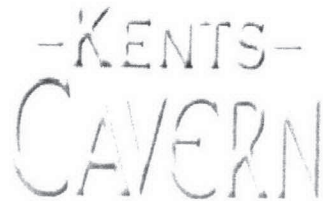
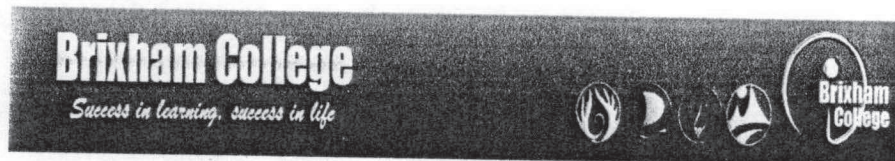


North Devon Health Care Trust :- Bideford Hospital, Honiton Hospital, Okehampton Hospital

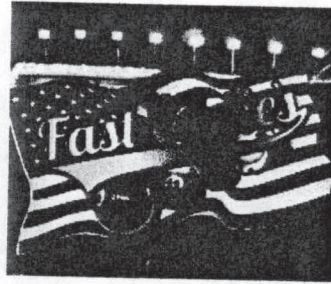
South Devon Health Care Foundation Trust:- Torbay Hospital

Devon Primary Care Trust:- Exeter Walk In Centre

# Devon Health



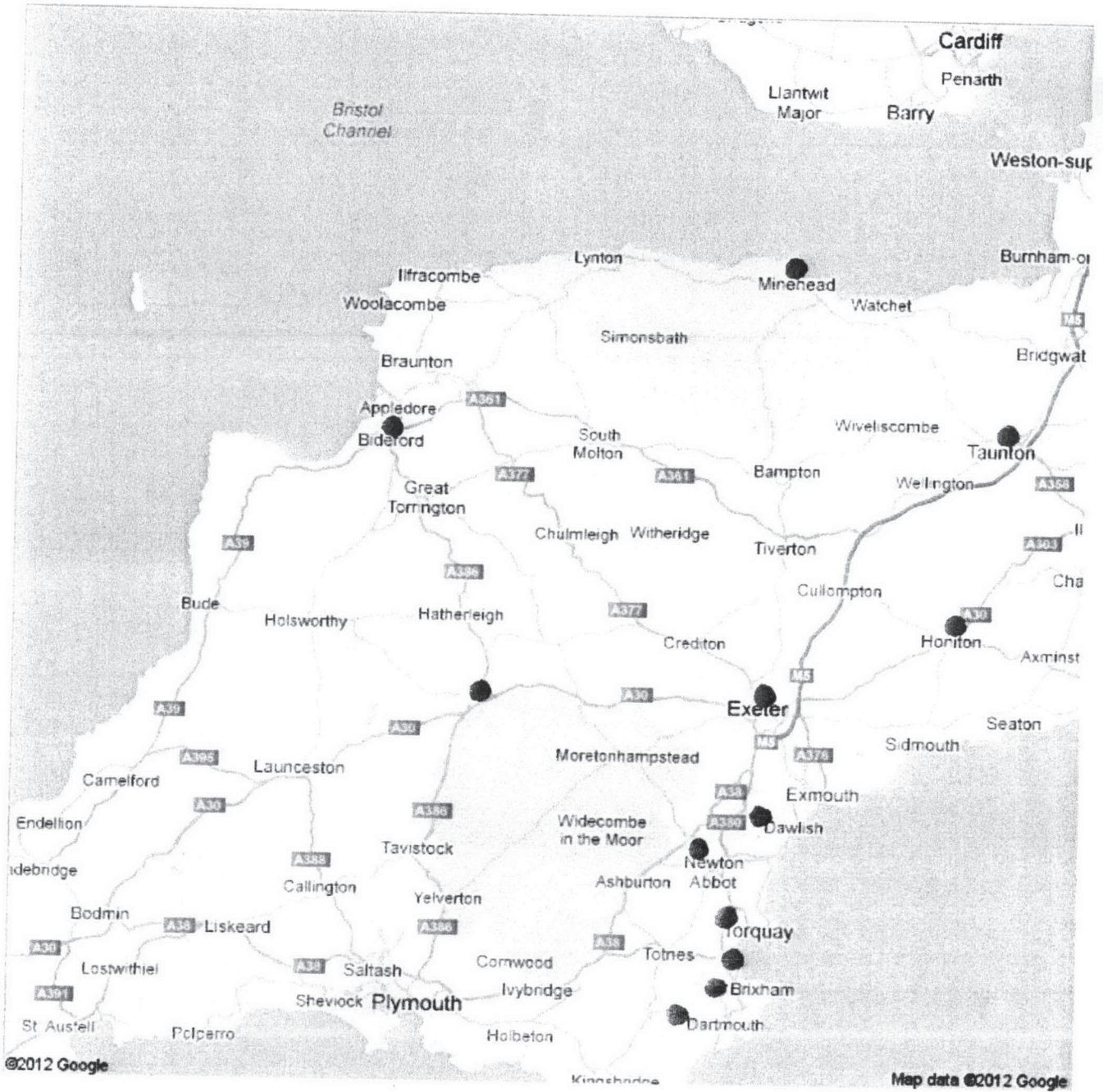




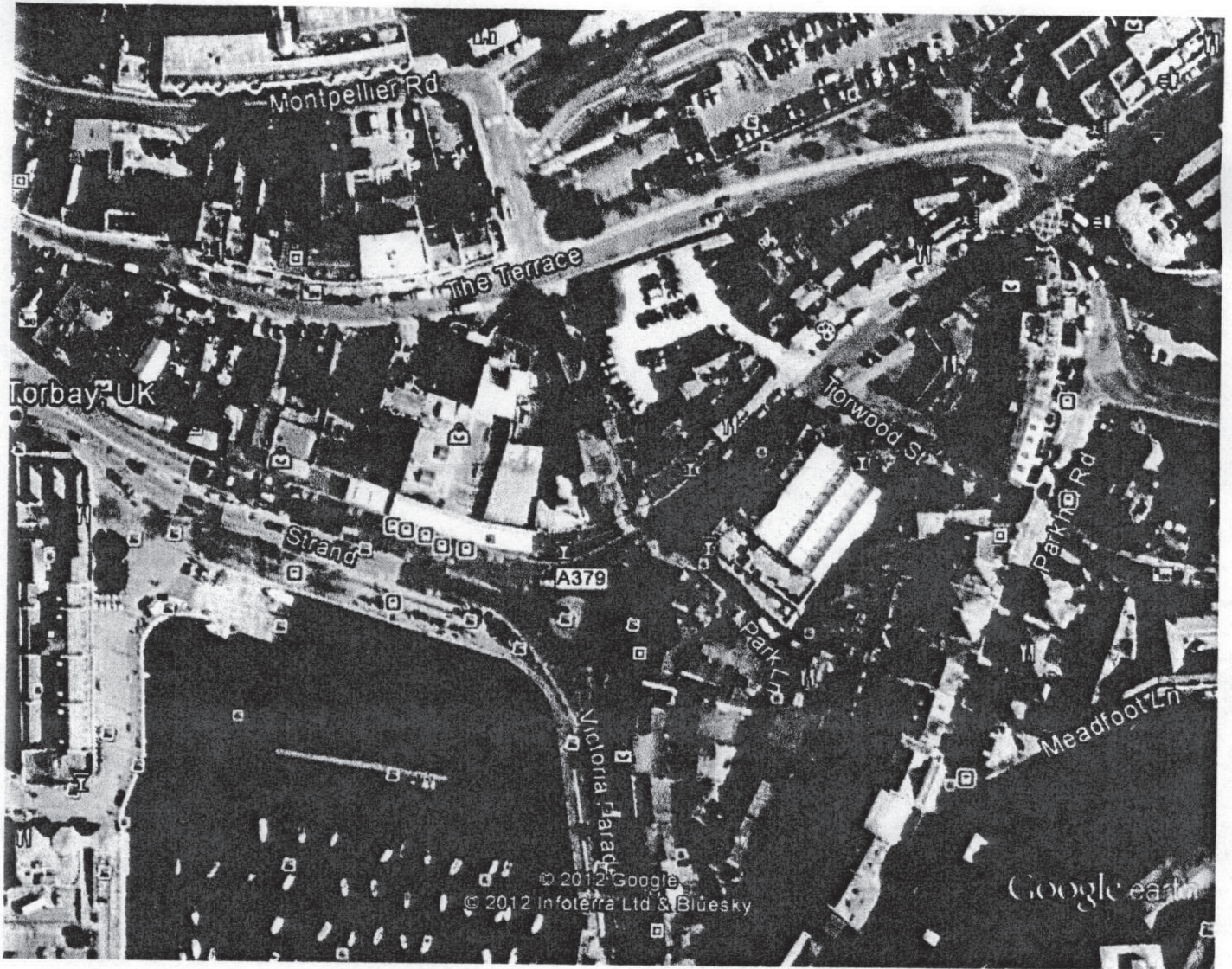
- Parkdean Holiday Parks
- Dawlish Warren Beer Festival
- Bar 7 Club, Newton Abbot
- Shiraz Cafe Bar, Torquay
- Vaughans Bar, Torquay
- Grand Central Car Bar, Paignton
- White Hart, Newton Abbot
- The Lansdowne, Dawlish



Address **England**  
**UK**



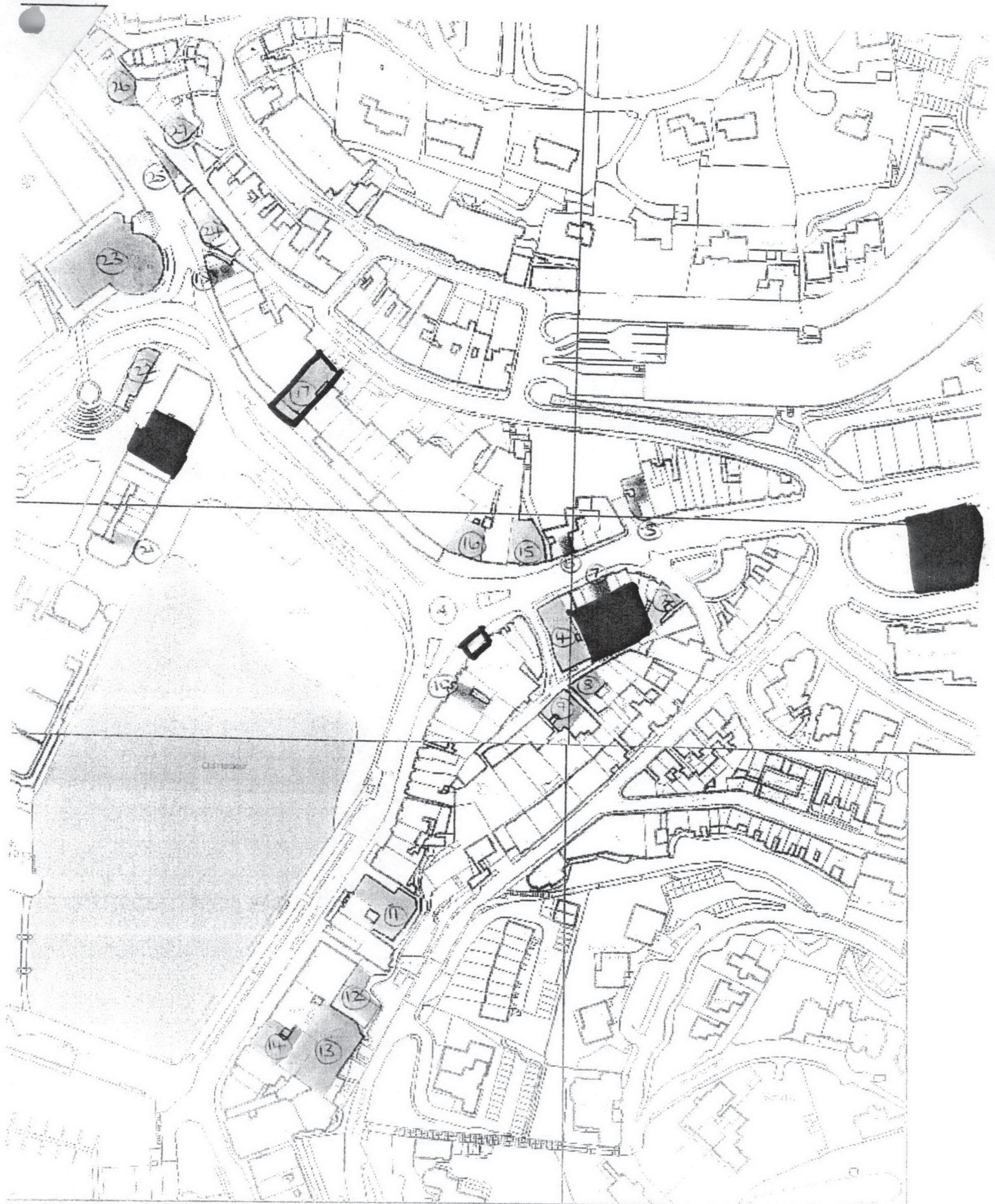




Google earth







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:**

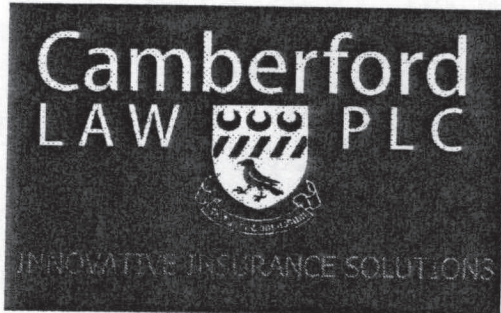
We pride ourselves in delivering the highest possible standard in security services and are selective in recruiting professionals and trained individuals to join our team.

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 8<sup>th</sup> 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 8<sup>th</sup> December 2011 Re: Café Mambo**

**Café mambo Incident Reports between 7<sup>th</sup> January 2012 and 10<sup>th</sup> 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 8<sup>th</sup> 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 3<sup>rd</sup> 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 1<sup>st</sup> 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**

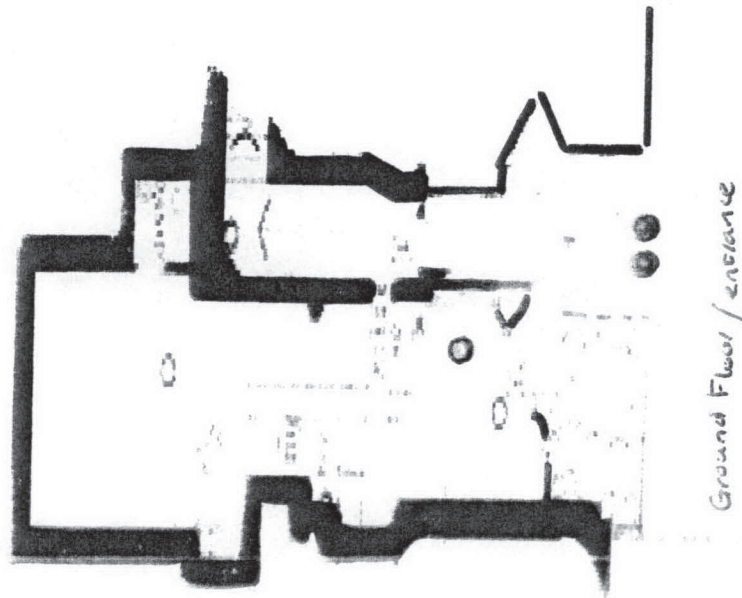
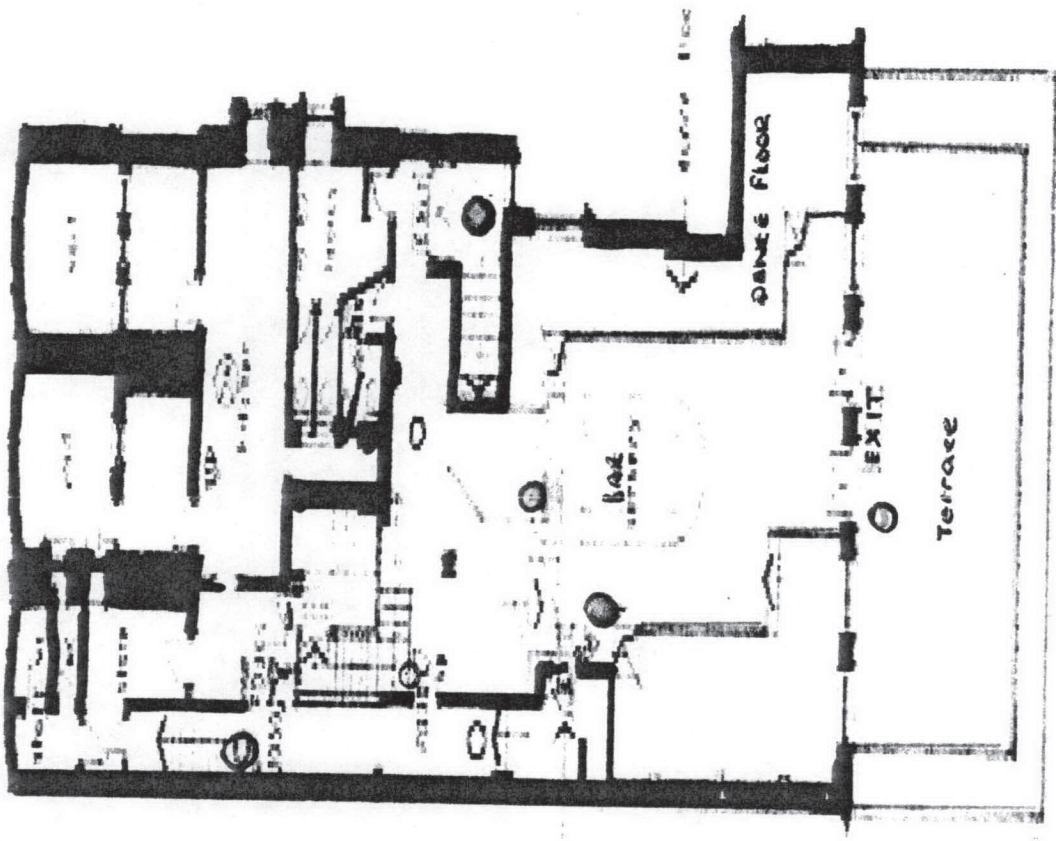
**Suggestion: In order to adhere to Café mambos Premise Licence five Door Stewards are required to have clickers to maintain capacity levels.**

**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.**

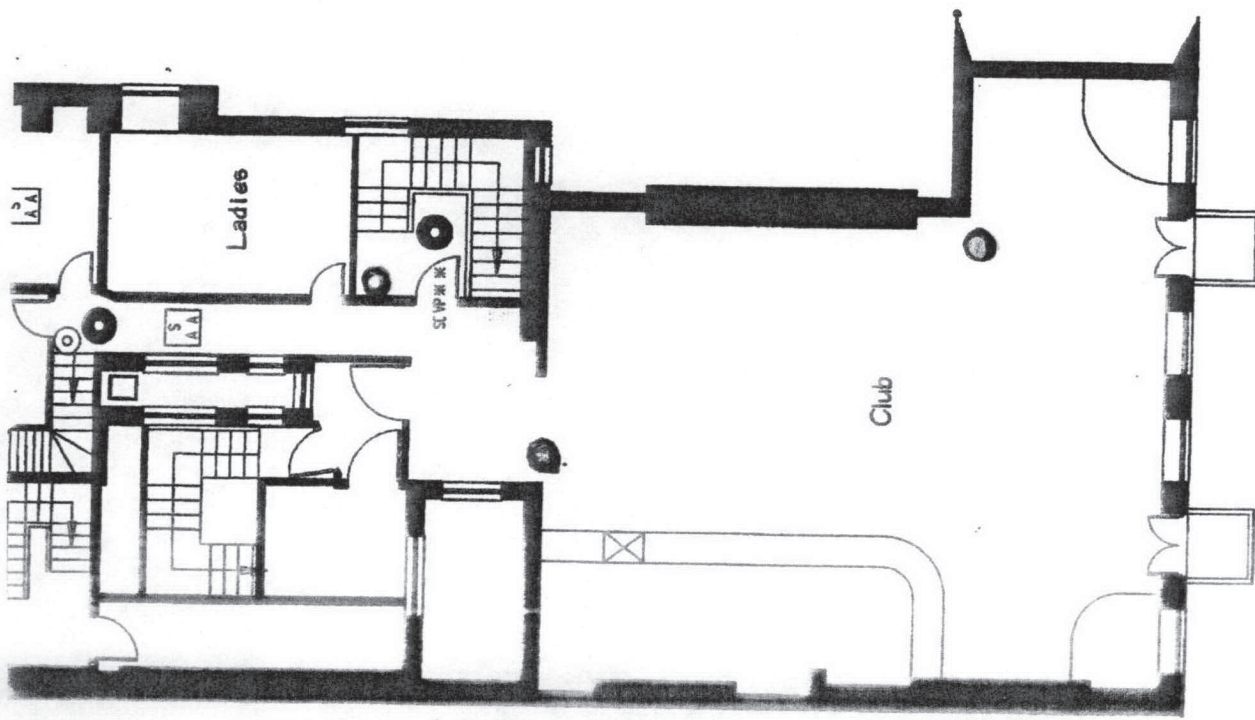
**Suggestion: Please see floor plan with suggested Clicker positions**

**Cafe Mambo Torquay  
1<sup>st</sup> and 2<sup>nd</sup> Floor Plan**

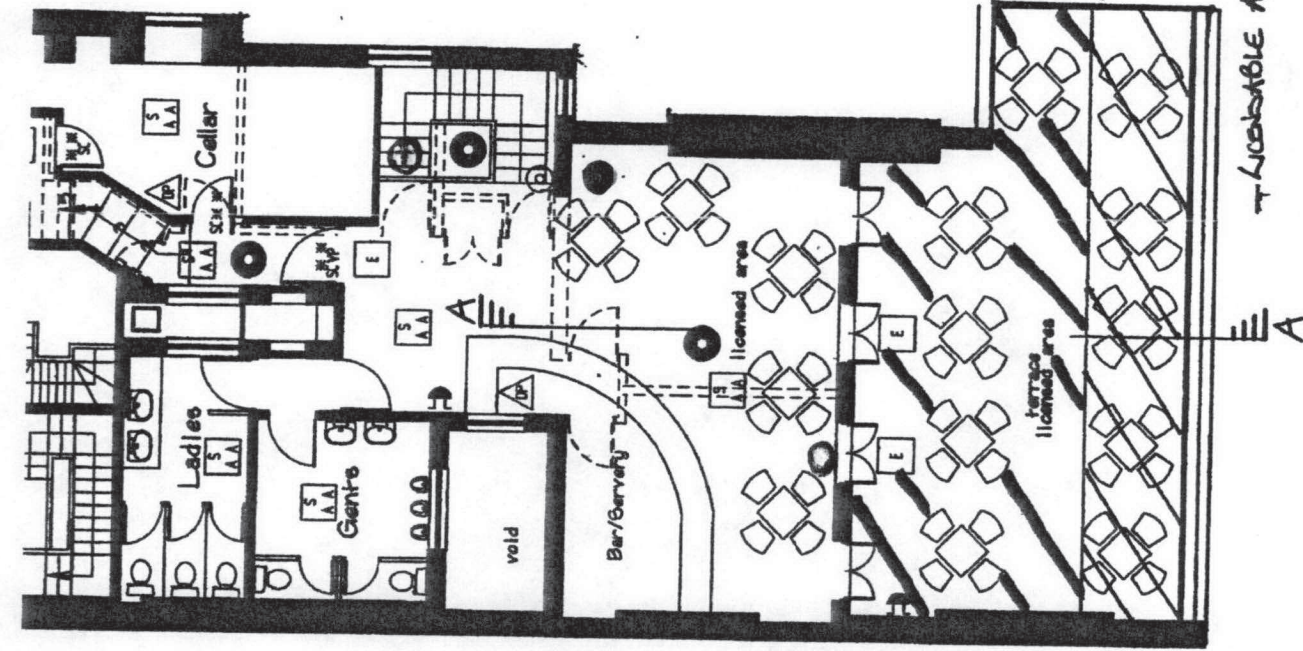


- Door steward with clicker
- Existing Door Steward positions
- Suggested Position of Additional steward with clickers
- Suggested additional steward





Second Floor Plan



Third Floor Plan proposed

Obhf 141:

GREEN ZONE - STANDING

RED 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.

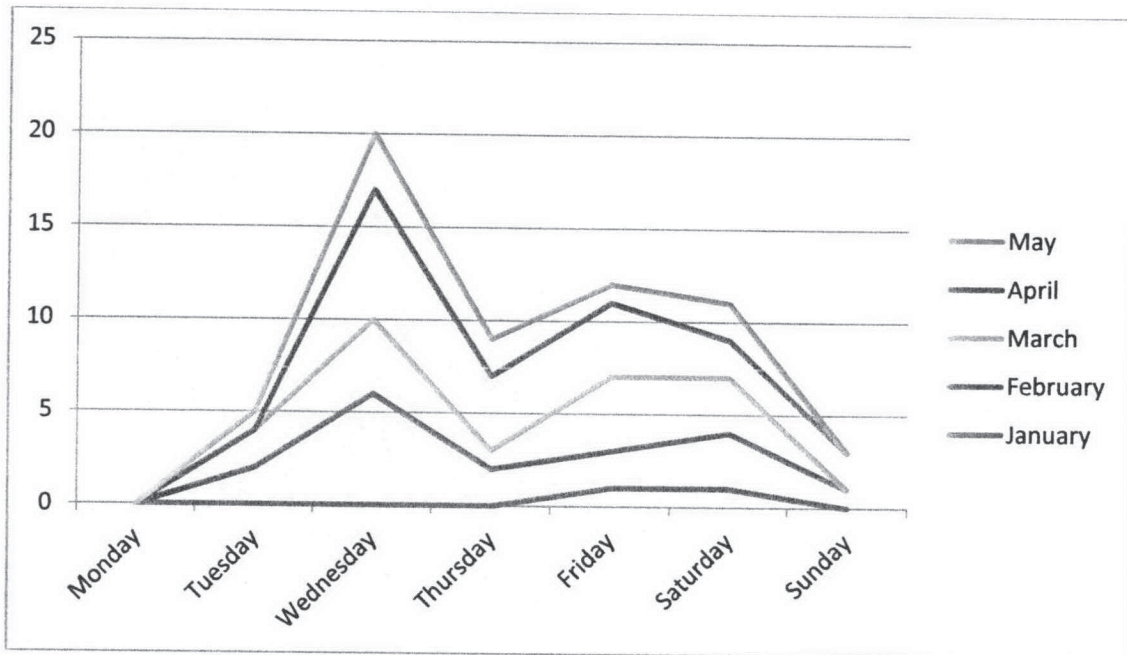
It is common practice in today's Youth Culture for young people to have alcohol at home or with friends prior to going out in the evening, and then to move on to bars venues which are selling cheap alcohol with 2-4-1 deals or Happy hour deals etc. By the time midnight arrives they are already intoxicated.

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.

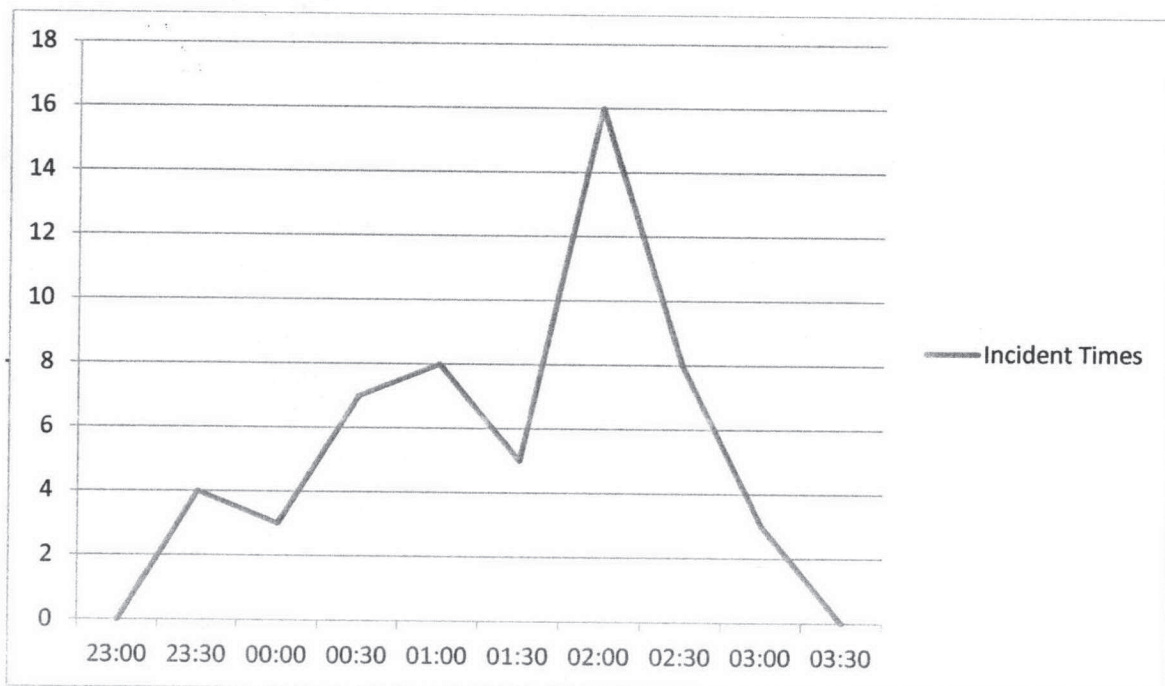
The level of intoxication prior to exiting the club in the early hours of the morning will most certainly be high. Perhaps the type or promotion or timing of the promotions should be considered in order to control the amount of people becoming far too intoxicated on Wednesday a Thursday evening.



**Café Mambo:- Recorded Incidents 7<sup>th</sup> January 2012 and 10<sup>th</sup> May 2012**



**Café Mambo:- Time of Incidents 7<sup>th</sup> January 2012 and 10<sup>th</sup> 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 be 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  
2<sup>nd</sup> Floor Offices  
Harbour Point  
Victoria Parade  
Torquay  
Devon  
TQ1 2BD

13<sup>th</sup> 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 13<sup>th</sup> 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.

[REDACTED]

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:** 10<sup>th</sup> 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 1<sup>st</sup> 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 2<sup>nd</sup> 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.

### WITNESS STATEMENT

Criminal Procedure Rules, r 27.1(1); Criminal Justice Act 1967, s. 9; Magistrates' Courts Act 1980, s.5B

Statement of Christopher Yarwood ..... URN: 

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Age if under 18 Over 18 ..... (if over 18 insert 'over 18') Occupation: Police Staff .....

This statement (consisting of: .... 2 ..... pages each signed by me) is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated anything in it which I know to be false, or do not believe to be true.

Signature:  ..... Date: 14/6/12 .....

Tick if witness evidence is visually recorded  (supply witness details on rear)

I am Christopher Yarwood Acting Detective Inspector at Torquay CID. Further to my previous statement I wish to add the following information.  
On Tuesday the 12<sup>th</sup> of June 2012 a 17 year old male was arrested in connection with police enquiries into the Glassing incident at Cafe Mambo on Thursday the 10<sup>th</sup> of May 2012. This is still under investigation however certain information has come to light which I can disclose. This relates to the conduct of staff at Cafe Mambo and not to the incident itself.  
Between 11pm and midnight on that night the 17 year old went into Mambo with a group of friends. He was not challenged at the door, or asked for any form of identification. He had a drink which he bought himself from the bar. He was not subject to "challenge 21" or any other way challenged over his age. An incident occurred, and the female friend he was with, pushed another person, then a fight ensued. He stated that "bouncers" who had seen at least some of the incident, took him downstairs to a room with the alleged victim.  
He was searched, his wallet was searched, his details were taken and they let him go. He told the staff what had happened. They asked him how old he was and he told them he was 17. He stated " They obviously flapped and just let me go I think" he was asked why he thought that and said, "I think it is just because I was too young to be in there and that's why they let me go because they didn't want to get in trouble." He said that when the two staff found out how old he was they looked at each other in an awkward way, they said basically, "You're banned from Mambos and when your 18 you're banned as well and let me go." He corroborated other aspects of the incident already described in my previous statement such as the victim of the incident being in the room. He stated that he bought two alcoholic drinks himself and was tipsy but not drunk. He stated that a female friend was also drinking in Cafe

Signature:  ..... Signature witnessed by: .....

Continuation of Statement of

*Christopher Youwood*

Mambo and that she was in the year below him in school. He believed she was either 16 or 17 years old. She has been identified and is 16yrs old. She also had been drinking in the club and was in a different group to the 17 year old. The comments of the 17 year old were in reply to open questions about what had happened on the night, including open questions posed by his own legal representative, and I have no reason to doubt his account. This account, together with the information provided by [REDACTED] indicts that Mr Towersley, and his door staff knew the name, and date of birth of the suspect for this crime, and deliberately concealed this information by failing to record the details, and failing to supply supply information when asked to do so by investigating officers.

The investigation has been seriously hampered, and is threatened, by the fact that there is no CCTV to assist in clarifying who did what, by the failure of Cafe Mambo to report the incident, and by the failure of the Designated Premises Supervisor, Nathan Towersley, to supply the details of the suspect when asked to do so.

The above information supports my submission this was a deliberate and irresponsible cover up, in order to protect business interest. As a result public safety has been compromised and the course of justice impaired.

In addition I have seen a five or six line statement signed by the victim of this Grievous Bodily harm offence. This was handed to me with a statement from Nathan Towersey at the Expedited Hearing and is still in possession of managers of Cafe Mambo. Also present when this document was shown by Mr Campbell, was Mr Watson (Barrister acting for the police), and Mrs Smart (licencing officer). I was told that [REDACTED] (victim) had voluntarily attended the club, and asked to make a statement which was then typed on his behalf, and signed by him. It contained words to the effect that [REDACTED] approved of the way Mambo had handled the incident, and that he had not wished to report the matter to police.

[REDACTED] says that he was, in fact, approached by "Nathan" in the club, and asked to go to the office. Whilst there he was asked to make a statement on behalf of Mambo. The statement was typed by Mr Towersley without [REDACTED] having any input on what was written. It was then offered to [REDACTED] who signed the document. It is unclear whether he read it, but the investigating officers think it unlikely as [REDACTED]'s education has been disrupted over the years by lengthy absences through treatment for Leukemia. They are certain he would not understand the implications of signing such a document.

[REDACTED] is a key witness in this investigation and the approach to him is at best highly inappropriate, and presents even more problems for the investigating officers in terms of disclosure. This investigation will continue over the coming weeks.

Signature:

*M. Jones*

Signature witnessed by:



From: [REDACTED]  
Sent: 19 June 2012 17:55  
To: Guy, Mandy  
Subject: Re: Notice for hearing re Mambo

Many thanks Mandy. Hope you are keeping well.

I would like to attend, especially given the important and serious nature of this review. Unfortunately I haven't managed to get the time of work due to a prior engagement, and I believe there is no telecon facilities.

In addition to the representation made, I feel the police report vindicates me as a neighbour, and the behaviour of patrons, their noise on arrival and exit, overcrowding, venues attitude to profit before safety and neighbours. I am glad this has now been documented by the Police, as this now captures via a authority what we witness since we moved to the bay, and not just a one off. The Police report from Dec'11 supports the length of time this has been going on, I believe this was submitted as an objection to Trents, even though this license was granted.

I ask the committee to review the information and send a clear message to the venues this behaviour isn't acceptable, the harbour is a "mixed use area", ultimately this review has been called due to the seriousness of injuries, not for the other issues that have been well documented for a number of years. The review should have been called much earlier.

Surely its time to live the torbay vision and clean the harbour up for enjoyable use by all?

Does it take for someone to be killed or seriously injured, to bring venues to account ?

Best regards,

[REDACTED]  
-----Original Message-----

From: <Mandy.Guy@torbay.gov.uk>  
Date: Fri, 15 Jun 2012 16:04:19

[REDACTED]  
Subject: Notice for hearing re Mambo

Dear [REDACTED]

Please find attached a notice regarding the hearing for Mambo.

Kind regards

Mandy

Mandy Guy  
Senior Licensing Officer  
Licensing and Public Protection Team  
Community Safety  
1st Floor Roebuck House  
Abbey Road  
Torquay  
TQ2 5EJ  
Tel: 01803 208124  
Fax: 01803 208854  
Email: mandy.guy@torbay.gov.uk

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