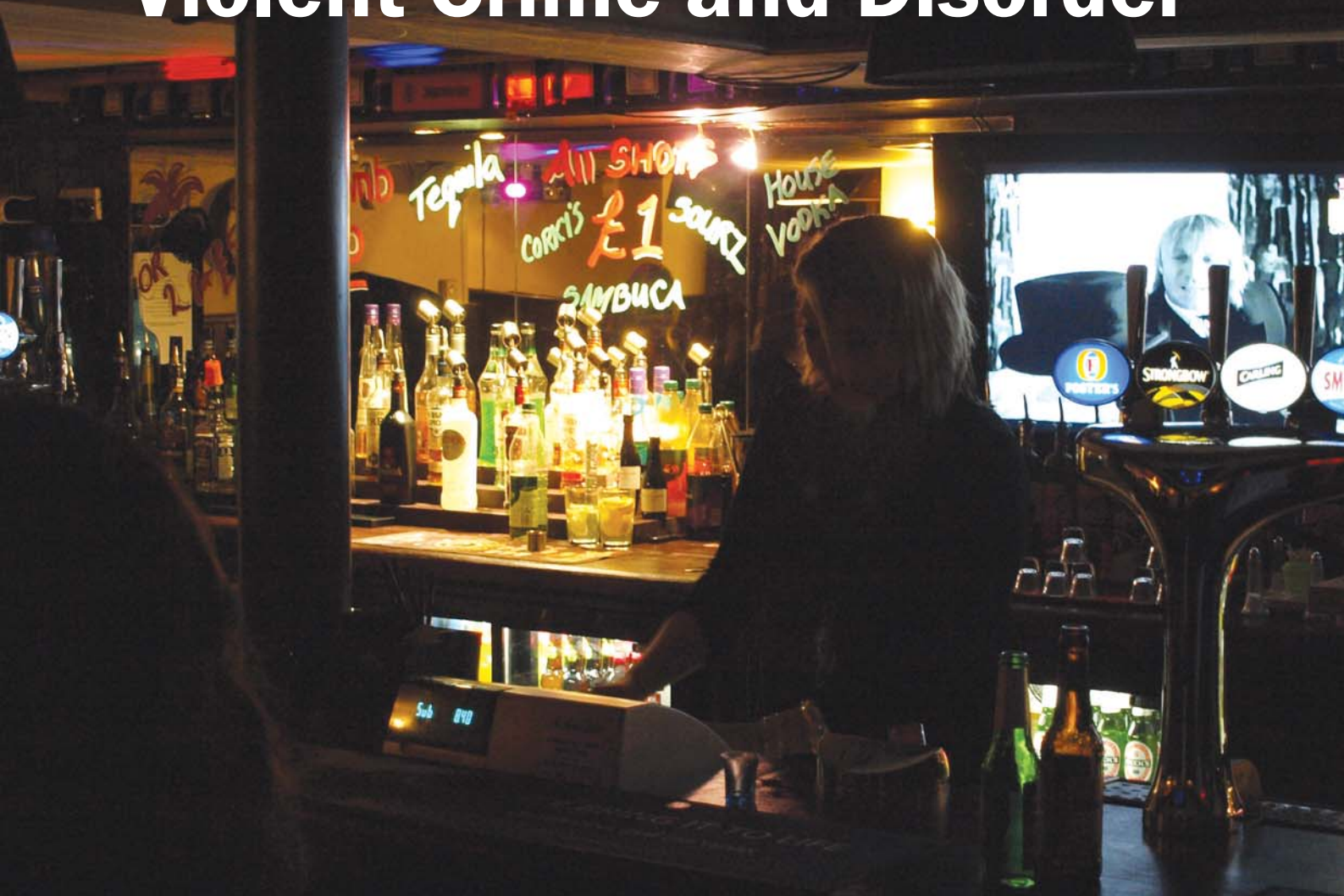


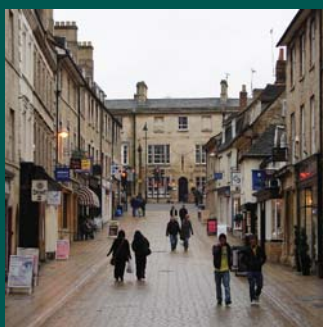
Preventing ALCOHOL RELATED

Violent Crime and Disorder



CODES OF PRACTICE

for the South Lincolnshire Night-Time Economy



Preventing
Alcohol Related
Violent Crime and Disorder

CODES OF PRACTICE
March 2010

A project managed by the South Lincolnshire Community Safety Partnership

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SOUTH LINCOLNSHIRE COMMUNITY SAFETY PARTNERSHIP

Violent Crime and Substance Misuse Thematic Group

Chris AvisLincolnshire County Council – Crime and Disorder Reduction

Mike BrownSouth Kesteven District Council – Environmental Protection

Councillor Malcolm ChandlerSouth Holland District Council –
Licensing Committee Chairman

Noel ChapmanLincolnshire Fire and Rescue

Matthew CooperEast Midlands Ambulance Service

PC Nick CorbinLincolnshire Police – Licensing (South Kesteven)

Craig FowlerSouth Holland District Council – Licensing

Jonathan HallsTrading Standards

Peter HarrisonSouth Kesteven District Council – Licensing

Rob HughesSouth Kesteven District Council - CCTV

Sandy KavanaghSouth Kesteven District Council - Community Safety

Paul LewisA & E Grantham and District Hospital

Rachel NichollsAddaction

Melissa NicholsonAddaction

Chief Inspector Lee PacheLincolnshire Police - Community Safety

Sally PickerLincolnshire Police - Community Safety

Inspector Rod RoseLincolnshire Police - Licensing

Andy ScholesGrantham Street Pastors

Inspector Gary StewartLincolnshire Police - Neighbourhood Policing Area
(South Kesteven – South)

Inspector Nigel StoreyLincolnshire Police - Neighbourhood Policing Area
(South Kesteven – North)

Inspector Paul TimminsLincolnshire Police - Neighbourhood Policing Area
(South Holland)

Jo ToomeyLincolnshire Police – Local Authority Liaison Officer

PC Paul WadeLincolnshire Police - Licensing (South Holland)

Scott WatkinsonLincolnshire Drugs and Alcohol Action Team

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1. Introduction

1.1 Background

- South Lincolnshire Community Safety Partnership (CSP) is committed to making South Lincolnshire a safe and enjoyable place to live, work and visit.
- The CSP comprises key agencies who serve the local community including South Kesteven and South Holland District Councils, Lincolnshire County Council, Lincolnshire Police, Lincolnshire Police Authority, Lincolnshire Fire and Rescue, Lincolnshire Primary Care Trust and Lincolnshire Trading Standards. Together, we are determined to tackle the root causes of crime, disorder and substance misuse and thereby improve feelings of safety and well-being for the whole community.
- These Codes of Practice show how we intend to work with our partners to manage effectively the night-time economy in South Lincolnshire. It is a living document and will therefore be refreshed and re-focused as necessary throughout its lifetime.

1.2 Purpose

- These Codes of Practice outline common sense principles for each area within the night-time economy with the aim of:
 - a) Supporting the licensing objectives as defined under the Licensing Act 2003:
 - i) The prevention of crime and disorder
 - ii) Public safety
 - iii) The prevention of public nuisance
 - iv) The protection of children from harm
 - b) Encouraging all those involved in the alcohol-led night-time economy to engage with each other constructively to promote a safer environment.
 - c) Reducing risks for all those involved in the night-time economy by providing a guide on how to deal with problem situations more effectively.

- d) Protecting 'vulnerable' individuals in the community and preventing them from becoming victims of crime.
 - e) Reducing the 'fear factor' surrounding the night-time economy by raising the standards of practices, improving customer service at the point of delivery and reassuring the public of the measures in place to protect them and prevent, deter and deal with problem individuals.
 - f) Reducing demands on overstretched emergency services by joining with them in pro-active crime reduction.
- It is sincerely hoped that these Codes of Practice will assist even the most experienced night-time operator to reduce crime and disorder, encourage greater safety for their staff and customers, and make for a safer community.

1.3 Problematic Situations

- When a problematic situation is poorly dealt with at the outset it can easily be inflamed rather than defused, leading to an escalation of the problem. In these circumstances there is an increased likelihood of a crime being committed with significant consequences for victims, witnesses, offenders, emergency services and the Criminal Justice System. These consequences should not be underestimated.
- In addition, assaults, disorder and other incidents impact adversely on premises, neighbours, visitors to the area, businesses in general and the reputation of the area as a whole. This is made worse when people hear about what happened through personal contact, in media reports and through crime statistics.
- All too frequently, those involved in the running of the night-time economy have been left to learn from experience regarding how to deal with new and threatening

situations. They have not perhaps anticipated that these problems would form part of the job, or have underestimated the frequency or scale of such incidents. Most of the time they will have received no advice or training in how to deal with disorder; historically, there has been little guidance.

1.4 Forewarned is Forearmed

- These Codes of Practice are founded on many years experience of managing alcoholled crime and disorder. They provide members of the night-time economy with advice to equip them in advance with the knowledge to deal with problem situations. Currently licensees learn from the unpleasant and costly experience of being a victim.
- It is hoped that, as a result of being prepared for any problems that arise, staff working within the night-time economy in South Lincolnshire will feel empowered to deal more confidently with threatening situations, and as a result problems will be diminished rather than inflamed.

1.5 Reducing Risks

- Reducing risks associated with the alcohol industry is essential for those working within, or frequenting the night-time economy. The development of a more 'joined-up' approach will lead to a safer and more pleasant environment. South Lincolnshire's successful night-time economy will also be maintained.
- This can be achieved by all parts of the night-time economy working together to identify and support 'high risk' and 'vulnerable' individuals.
- Where reference in this document is made to a 'manager', it is recognised that the persons having a statutory responsibility under the Licensing Act 2003 are the Premises Licence Holder (PLH) and the Designated Premises Supervisor (DPS). Where any management roles are

delegated to others, the person who remains responsible is the PLH and DPS, and it is those persons who will be held to account at any representation or hearing in respect of the Act.

1.6 'High Risk' Individuals

- These are individuals who cause problems in society at every opportunity and behave in an anti-social way. This applies equally whether they are causing 'grief' by jumping the queue at a takeaway or a taxi rank, being aggressive to staff or customers who challenge their behaviour in a public bar, or being abusive and threatening toward door supervisors who are refusing them entry. Experience and research show that it is often the same few individuals that cause problems across the night-time economy.
- In addition to action taken by the police to deal with 'high risk' individuals when crimes have been committed, sanctions imposed by members of the community working together (such as banning or refusing services) are a powerful tool for encouraging 'high risk' offenders to amend their behaviour. It soon becomes apparent to this minority that 'crime does not pay' in South Lincolnshire and that their behaviour is not acceptable to the wider community.
- Excluding these individuals is also an effective means of reducing risks to staff and other members of the public.
- On a more general note, research consistently shows that males aged 18 - 24 years carry out a very high percentage of alcohol-related violence. This starts to fall significantly when males reach 25 years. Those involved in the night-time economy should not overlook this fact. When dealing with males in this age group the risks are significantly higher. This information should be taken into account when deciding the profile of customers sought, deciding on crime reduction measures and actually dealing with incidents that arise.

1.7 'Vulnerable' Individuals

- Whilst at one end of the spectrum the identification of 'high risk' individuals is essential, at the other end there are 'vulnerable' individuals in the community who, due to their particular circumstances, are at higher risk of becoming a victim of crime. These Codes of Practice also encourage the early identification of such 'vulnerable' individuals. Sensible interventions can significantly reduce risks for such people.
- For the purposes of this document 'vulnerable' individuals include lone females, young people under 18, the disabled, the elderly, those with serious injuries, those who do not have English as a first language, those with medical conditions, and those who are suffering from severe intoxication from either drugs or alcohol.

1.8 Best Practice Guide

- In South Lincolnshire there has not, until now, been a Codes of Practice to which participants from any sector involved in the night-time economy can refer for best practice and guidance.

- It is essential that each area in the night-time economy adopt these Codes of Practice and develop an awareness of what others can provide. Working in partnership can improve the quality of customer service in South Lincolnshire.
- This awareness of what other participants are able to provide is particularly important when one is involved in an incident that becomes part of a chain of events. For this reason the South Lincolnshire Community Safety Partnership supports the membership of Pubwatch, Shopwatch and similar representative groups involved in both the daytime and night-time economies and commends these Codes of Practice to all those involved.
- Similarly, future participation in the 'Best Bar None' scheme is recommended for all on-licence premises. The aim of the scheme is to promote responsible management of licensed premises, to improve or raise standards and in doing so, recognise and reward good practice. It is considered that adherence to these codes will assist managers in achieving and maintaining this accreditation.

2. Pubs / Late Night Bars / Nightclubs

2.1 Premises Licence Holder

- At the design stage or at the time of any refurbishment, consider the effect that a premises' design and layout may have on reducing alcohol-related crime and disorder and assist in the promoting staff and customer safety. The document 'Secured by Design-Licensed Premises' (April 2005) provides valuable guidance that should be used in the design and/or renovation of all

premises. The police Architectural Liaison Officer will also offer free design advice and guidance regarding this important basic step. The standard can be viewed at <http://www.securedbydesign.com/>

- Carry out a Fire Risk Assessment that will specify the safe capacity of the premises. Assistance and contacts can be obtained on the Fire Gateway site at www.fire.gov.uk in the 'Workplace Safety' section.

- Install a high-quality CCTV system that is capable of producing clear recorded images in all lighting and weather conditions. Captured images must be of a quality sufficient for admission as evidence for the purposes of identification.
- Ensure that the licensable activities, and hours the premises are open, are known and observed by the staff at all times. Any other licensable activity or opening times must be applied for in the usual manner to the respective district councils.
- Summary of the Premises Licence (or a certified copy) must be prominently displayed at all times.
- The Premises Licence (or a certified copy) must be shown to a police officer or authorised officer upon request.

2.2 Designated Premises Supervisor

2.2.1 *Environmental measures and good management*

- Undertake a risk assessment for the premises and prepare an Incident Management Protocol including advice on dealing with disorder, an early intervention plan, a removal policy and advice regarding use of force that arises from that assessment. This protocol should include duty managers, bar staff, waiters, glass-collectors and door supervisors and include some of the appropriate Codes of Practice contained here.

- Prepare an evacuation procedure for use in any emergency such as fire, bomb threat, serious disorder or incident involving weapons. Ensure all staff are trained to assist in evacuating customers as required.

NOTE: Management should not rely heavily on door supervisors for this role as they may not be present, or may be involved in containing a situation or restraining and detaining offenders.

- Maintain a bound incident book with pre-numbered pages and ensure all staff use it promptly to record details of any incident of

crime or disorder on the premises. Include the date and time, details or descriptions of persons involved, injuries or losses, the exact location of the incident, staff involved, police involvement, outcome, etc. Failure to comply should be a disciplinary offence as it is likely to place all staff under higher risk in the future. The book must be available for inspection by the Community Safety Partnership at all times the premises are open.

- Prepare a dispersal policy for the premises which:
 - a) Encourages patrons to leave gradually within a specified period before closing time.
 - b) Ensures that patrons do not leave the premises with unsealed drinks containers or opened food containers (unless the premises licence permits it).
 - c) Ensures that road safety issues outside the premises are addressed.
 - d) Ensures that the entire front of the premises, and 15 metres beyond, is monitored by door supervisors and CCTV (where applicable).

All staff should be made aware of, and adhere to, this policy.

- Prepare a complaints procedure for both customers and members of staff. Ensure it is well advertised and incorporates an independent element for those circumstances where internal agreement cannot be achieved.
- Ensure all staff are adequately trained regarding the Incident Management Protocol and that it is implemented by duty managers, bar staff, waiters, glass-collectors and door supervisors.
- Make a condition of entry to the premises that all persons may be subject to a search for drugs. Posters informing customers of this requirement, along with other suitable drug information posters should be displayed where persons queuing for entry can see them. The literature should indicate

- clearly that drug-taking will not be tolerated and that anyone found in possession will be arrested.
- Provide a metal strong box (an amnesty box) inside the entrance. The box will be lockable and securely attached to the floor or wall and constructed so that items may be placed into the box without a person coming into contact with the box's contents. The premises will be allowed to provide its own 2-lock box provided the design is agreed with the police. The police will hold the second set of keys to the box.
 - Allocate a designated rest area equipped with basic first aid equipment. This is an area where:
 - a) Victims can wait in safety and be given basic assistance until the arrival of ambulance and police.
 - b) 'Vulnerable' individuals can wait in safety, if necessary, until transport, relatives, carers, friends, parents, etc. arrive.
 - Arrange first aid training for staff so that there is always at least one member of staff on duty to deal with victims and 'vulnerable' individuals.
 - Ensure that victims or 'vulnerable' individuals are not left alone in the rest area as there are likely to be hazards.
 - Allocate a designated detention area (not an enclosed room), preferably near the entrance and away from the rest area, where staff/door supervisors can contain a detained person whilst awaiting the arrival of the police. This area should be fitted with a CCTV camera with a microphone to record conduct and conversation.
 - Ensure that the CCTV system is properly maintained. It must be in good working order at all times the premises is open, and recordings must be stored for a minimum of 28 days, and handed to police upon request.
 - Ensure that access to the CCTV system is permitted only to authorised staff. (Stored in a secure room and, if possible, password-protected). Particular care should be taken after any incident involving violence that staff/door supervisors do not interfere with recordings.
 - Appoint a named CCTV manager and deputy to take overall responsibility for the system.
 - Ensure regular checks are carried out to ensure CCTV cameras have not been moved from their original position or otherwise interfered with.
 - Train adequate numbers of suitable staff (e.g. duty managers) to use the CCTV system to its full potential. Ensure a member of staff is always available to replay recordings and download material onto removable media immediately following an incident.
 - Maintain active membership of a Pubwatch and participate in any agreed initiatives.
 - Arrange the use of radio-link radios and ear-pieces. This permits instant communication with:
 - a) CCTV control room operators – who will, at a specific request and if it is practicable, monitor the entrance and vicinity of the premises using a street CCTV camera.
 - b) Police 'Operation Hornet' patrols – who will, at a specific request, attend the premises or the immediate vicinity so as to provide a swift response if necessary.
 - c) Door supervisors in nearby premises.
 - d) Street pastors and other voluntary groups who may be able to offer a specialist service.
 - Regularly attend Pubwatch meetings to ensure up-to-date knowledge of all 'high risk' and banned individuals.
 - Refuse entry and service to 'high risk' individuals and those who have been issued with a premises or Pubwatch ban.
 - In the absence of the Designated Premises Supervisor, ensure that a suitably trained member of staff is left in charge of the

- premises. This training and delegation must be documented.
- Maintain a broad overview of the premises and all staff whenever the premises are open for trading including the regular monitoring of bar staff, door supervisors and customers.
 - Undertake random searches for drugs and weapons on all staff and door supervisors.
 - Ensure that all staff are made aware of any 'vulnerable' individuals within the premises.
 - Implement a 'Challenge' scheme, (21 or 25), at the premises, whereby staff are trained to request a photo driving licence, passport or PASS (Proof of Age Standards Scheme) from any person who appears to be under the age of 21/25 years. Entry and/or alcoholic drinks should be refused unless the ID is produced.
 - Display signage to inform customers that they will be challenged for identification if they appear under 21/25.
 - Ensure that staff are trained and understand their responsibilities and the policies regarding the sale of age restricted products and proxy selling.
 - Refresher training should be provided at regular intervals (at least 6 monthly).
 - Records detailing the training provided should be kept on the premises for production, on request of the Community Safety Partnership. Best Practice is to retain records on the premises for a minimum of 2 years.
 - Implement a system of recording sales refused under the Proof of Age Scheme and where it is believed a person is proxy purchasing.
 - At least weekly, the Designated Premises Supervisor (or authorised deputy) should:
 - a) Examine the record and compare it against the normal operating pattern for the premises.
 - b) Indicate any action taken in relation to that investigation.
 - c) Sign off/endorse the record to indicate the above points have been carried out.
 - Display signage to warn customers of the penalties for doing this.
 - The refusal record should be kept on the premises for production, on request, to a member of the Community Safety Partnership. Records shall be retained on the premises for a minimum of 2 years.
 - Seize any driving licence, passport or PASS where it is suspected the document does not belong to the person producing it. Where possible summon the police by radio-link or telephone to deal with the individual. If, for any reason, the police are not available, retain the document for later collection. Ensure the person seizing the document makes an entry in the incident book.
 - Ensure that adequate procedures are in place for dealing with customers who are refused drinks at the bar because of intoxication, their apparent age, their behaviour or as the result of being currently banned from premises.
 - Ensure staff are always fully supported if these refusal to serve alcohol procedures are activated.
 - Ensure that customers buying drinks at the bar are not, in turn, supplying them to drunk or under-age individuals who may be maintaining a low profile.
 - Avoid getting pulled in as bartenders because of pressures at the bar. Contingency plans for relieving pressure points at the bar should be in place (e.g. good analysis of peak periods, occasions linked to staff rosters, reserve staff, occasional use of glass-collectors, etc).
 - Prepare a glass clearance policy and ensure that it is understood by all staff.
 - Pay particular attention to outside drinking and smoking areas to ensure that customer behaviour is not adversely impacting on neighbours or the public and that customers are not leaving with bottles or

glasses. Consider CCTV to monitor this area.

- Refrain from offering 'all-inclusive' promotions for alcoholic drinks (where customers can drink unlimited amounts for a set fee).
- Refrain from offering 'free' alcoholic drinks (such as 'buy one get one free').
- Refrain from discounting alcoholic drinks (below the tariff which has been in place for a minimum of one week) after 6pm on Friday and Saturday nights (until the start of trading the following day).
- Ensure that a variety of low-alcohol drinks are readily available as an alternative for customers. This increases customer choice and reduces alcohol intake and risks of disorder, with no reduction in profits.
- Ensure that a variety of soft drinks are readily available for purchase by customers as an alternative to alcoholic drinks.
- Consider an 'all-inclusive' deal on soft drinks.
- Consider a 'happy hour' on soft-drinks.
- Ensure that low-alcohol and non-alcoholic beverages are advertised as an option in any price list/menu.
- Implement an attractive 'drivers' drinks display' at the bar.
- Actively promote the consumption of non-alcoholic drinks by drivers by implementing the 'I'll be Des' designated driver initiative (free squash or lemonade for the designated driver in any group).
- Ensure that free drinking water is readily available.
- Allocate a minimum drinking-up time of 30 minutes.
- Where music is provided as entertainment, use the final period to play 'softer' music to put customers in a more tranquil state before they leave.
- Consider using progressive lighting before closing, to make gentle changes towards full

brightness when customers are asked to leave.

- Offer free or low-cost cloakroom facilities and encourage their use by customers for the storage of mobile phones and handbags. This will reduce opportunities for theft.
- Prepare a Found Property Policy which identifies a safe storage area and a bound register to record any property that is found and what happens to it. Ensure all staff are aware of and comply with this policy.
- Identify 'higher risk' occasions when management of the premises is at its most challenging because of the profile of clientele, their state of excitement (linked to activity), their state of intoxication (linked to occasion or time of day) or sheer numbers. Examples of 'higher risk' occasions would include Friday and Saturday evenings, the screening of prominent football matches, football clubs or other sporting clubs hosting matches with visiting clubs, Bank Holiday weekends, New Year's Eve and 18th and 21st parties (where premises allow these parties to be held) etc.
- Ensure that only polycarbonate glasses are used on 'higher risk' occasions. This substantially reduces the risk of injury.
- Ensure that adequate numbers of door supervisors are used on 'higher risk' occasions and that they are well briefed on their arrival.
- Where a separate agreement for an earlier time does not exist, ensure that staff cease serving drinks in glasses after 2300 hours. By midnight there should be no glass containers in the public area as they have been substituted with polycarbonate/plastic containers.
- Where they are available, consider using plastic bottles as an alternative to glass. Alternatively decant bottled drinks into polycarbonate/plastic containers.
- Ensure toilet checks are carried out at frequent intervals, preventing assaults and

- illegal drug activity in areas with no CCTV coverage. Offer assistance to individuals where it is required.
- Whenever door supervisors are NOT employed, ensure that at closing time and until all customers have dispersed from the immediate vicinity, the DPS or a member of staff is positioned immediately outside the premises monitoring the dispersal of customers.
 - If asked, provide assistance to help people arrange safe transport home. For example this could include a list of transport providers (taxi and private hire operators, bus details and the free use of a telephone to arrange transport. Consider installing a taxi/private hire freephone facility.
 - Consider implementing a small entry charge after midnight to discourage late-night 'pub-hopping' and encourage customers to remain in the premises. This levy can be justified due to increased risks to staff and property, premium rates of pay for staff, and may be used towards the added cost of employing door supervisors.
 - For Under-18 events (persons aged 13 –17 years), adopt the following procedures:
 - a) Young persons should be vetted and searched upon entry to ensure they are not in possession of weapons, drugs or alcohol. Anyone refusing to be searched should be refused entry.
 - b) Detain any young person in possession of illegal substances/items as appropriate and inform parents/guardians and police as necessary.
 - c) Refuse entry to any young person who is already under the influence of drugs or alcohol on arrival. Consider 'breath-testing' as a condition of entry. Call parents/ guardians and police as necessary.
 - d) Ensure that only soft drinks are on sale.
 - e) Ensure no alcohol or alcohol branding is displayed.
 - f) Ensure cigarette machines are disabled or turned around.
 - g) Ensure gaming machines are switched off or turned around.
 - h) Ensure there is a trained first aider on duty.
 - i) Deal swiftly with any incident of bullying, swearing or disruptive behaviour from any young person.
 - j) In the event that any young person is asked to leave the main part of the premises for disorderly behaviour, staff should request the young person go to the rest area or foyer. They should remain there with staff until parents/guardians have been contacted and arrive.
 - k) Parents/guardians should be fully informed of events that have led to any young person being refused entry, detained, or asked to leave.
 - l) If any physical contact is necessary (e.g. breaking up a fight and detaining offenders) minimum force should be used. Remember, this may be less force than is needed when dealing with an adult.
 - If entertainment events are to take place which involve a mixture of adults (ie.18 years and over) and young persons (under 18years old), particularly where the under-18 is not under the care of an adult, screen all persons appearing to be under the age of 21 years at point of entry, and ensure they are in possession of a photo driving licence, passport or PASS. Ensure bar staff serve alcoholic drinks to 18 year olds who appear under-21 only when they produce a photo driving licence, passport or PASS. Drinks should be served one-drink-at-a-time to prevent drinks being bought for those under age.
 - Alarm the premises with a monitoring facility so that relevant persons/keyholders are alerted when it is activated. The external audible alarm should sound for no more than 20 minutes on any activation.

- Equip the bar(s) with an assistance-alarm button. Ensure that all staff are aware of the procedure if an alarm is raised.
- Ensure that glass-collectors and waiters are provided with a mobile alarm or are suitably monitored while away from the bar.

2.2.2 Disorderly customers and removal procedure

- Ensure a minimum of two staff are allocated to deal with any incident involving a disruptive or anti-social customer. This will rise to a minimum of three staff if more than one disorderly person is involved. This 'outnumbering' technique places psychological pressure on the offender to conform and provides greater safety for the staff member dealing with the incident. The second and third member of staff will also act as a witness in the event of any assault.
- Ensure one member of staff firmly, clearly and politely requests the disorderly customer refrain from their anti-social behaviour.
- If disruptive behaviour continues, firmly but politely request the offender leave the premises. Allow a short time so they can collect their belongings. Use door supervisors if available.
- If the individual refuses to go they should be given one final opportunity to leave the premises. Point out to them that it is an offence to remain on the premises when requested to leave. Full use should be made of communication skills, and physical confrontation should be avoided wherever possible.
- If violence is anticipated make no attempt to remove the offender from the premises without the assistance of trained door supervisors. If necessary, call the police on 999 to assist in the removal. This telephone call should be made out of reach of the offender who may otherwise try to prevent the call being made.

- When speaking to the police call-taker remain calm, provide clear details of the incident together with the fact that the offender is refusing to leave and give a clear description of the offender. Inform the police that you anticipate violence if any attempt is made to remove him/her forcibly.
- Ensure two staff closely monitor the offender from a safe distance until the police arrive.
- When the police arrive, state clearly to the officer, preferably in the presence of the offender, that the person has been asked to leave but has refused. Inform the officer that you will, if required, support any action deemed appropriate, such as court proceedings for the offence of 'failing to leave licensed premises when requested'.
- Make a note of the police officer's collar number or name for future reference. Record the police incident number and enter this in the incident book.
- Pay close attention to any report of violence or illegal drugs within the premises. Obtain details of the complainant and details (or a good description) of all parties involved.
- In the event of any outbreak of violence ensure staff alert door supervisors and police at the earliest opportunity by telephone or radio-link (where available) in order that early intervention may be made and the offender detained.
- In the event of disorder between customers, separate the parties and seek to identify aggressor and victim. If removing an aggressor, use a designated exit that is covered by CCTV and ensure dispersal from the immediate vicinity is monitored. Do not remove a victim or allow them to leave if the aggressor has been removed and is still outside the premises. Alert the police by telephone or radio-link.
- Encourage victims and 'vulnerable' individuals to leave the premises in the company of at least one friend or take safe transport home, for example a taxi/private

hire vehicle that will collect them from the door. Use door supervisors to escort them to the vehicle. If a victim or 'vulnerable' individual is driving home in their own car, consider using a member of staff or the Street Pastors to escort them to a nearby vehicle (unless vulnerability is due to intoxication).

- Ensure that where any member of staff or customer is assaulted, or an incident occurs involving the supply of illegal drugs, that the offender is detained. Ensure the police are promptly alerted by telephone or radio-link so the offender can be dealt with appropriately. Where such action is taken the manager will also ensure that:
 - a) CCTV recording of the incident is promptly downloaded to provide primary evidence for prosecution purposes.
 - b) Staff are made available **promptly** (when requested) for the making of a written statement.
- Identify from experience 'threatening atmospheres' where situations may get out of control. Do not ignore intuitive concerns, they will usually be right. **ACT PROMPTLY AND PROACTIVELY.** Call the police at the outset. Do not delay calling the police until your fears have been confirmed and the situation has deteriorated; you will not be criticised for calling the police unnecessarily. Remember that there may be a delay between the police being called and their attendance at the premises. Early attendance by the police can often prevent an incident escalating.
- In any incident of serious disorder turn off loud music, stop entertainment, and close the bar. This prevents disruptive behaviour being masked by other activity. It also draws the attention of everyone in the premises to the problem, thereby providing a greater number of witnesses and peer pressure. It also allows innocent customers to move a safe distance from problematic individuals, rather than being innocently caught up in events. These actions also help communication between management,

door supervisors, staff, police, victims, and offenders.

- Remember, delays can lead to a full-scale incident resulting in:
 - a) Injuries to staff or customers - involving human cost.
 - b) Injured staff out of action for a period - involving difficulties running the business.
 - c) Damage to the premises - involving disruption to normal business, costly repairs, and insurance claims.
 - d) Lost trade - involving expensive advertising costs to re-establish previous trade levels.
 - e) Statement making - involving loss of staff time and business disruption.
 - f) Court attendance - involving a day off work and the arrangement of a replacement manager/staff member.
- Where a situation defuses completely prior to police attendance, e.g. the disruptive group leaves the premises, telephone this information through. The group will then (if possible) be monitored on the street by CCTV or police patrols. If a radio-link is in use, alert other premises so the offenders are refused entry elsewhere.

2.2.3 Detention of offenders

- Ensure that you, or in your absence the person in charge, take full control of any situation where an individual is detained. The detainee is likely to seek any opportunity to escape. The detainee must be watched constantly and at close hand so that there is no opportunity to escape, discard or swallow drugs in their possession, pull weapons from their pockets or grab at items that may be used as weapons. Close observation and adequate supervision is imperative, or a relatively minor situation can suddenly become considerably more serious. A two-to-one staff/offender ratio should be

adopted. If necessary, minimum force may be used to detain the offender whilst awaiting the arrival of the police.

- Stay aware of weapons at all times. Do not place yourself at risk if weapons are wielded.
- Ensure that, where possible, detained individuals are placed in the detention area allocated for this purpose. If this is not possible, due to non-cooperation, they should be brought under the nearest CCTV camera so that their identity and demeanour is captured on tape.

2.2.4 Use of door supervisors

- Formulate a Door Supervisor Deployment Plan based on identified actual or potential flashpoints. This plan should indicate areas over which each door supervisor has specific responsibility and the method of working e.g. warning/deployment systems, use of equipment (metal detectors, head-cam, restraining devices, drug-screening machine), frequency of drug/weapon searches (one-in-five to one-in-ten recommended), customer dress-codes, customer profile.
- Ensure that the mix of male/female door supervisors reflects the clientele expected at the premises.
- Appoint a suitably reliable Head Door Supervisor to take overall responsibility for the actions of all door supervisors.
- Ensure every door supervisor is registered by the SIA and in possession of a current badge. The manager should carry out an instant check on the SIA Website Register on the first occasion that a door supervisor works at the premises to ensure that any badge being produced has not been subsequently revoked by the SIA (www.the-sia.org.uk). Regular checks should then be undertaken on an ongoing basis.
- Check the photo on the door supervisor badge against the employee to ensure they match.

- Consider the use of hand-held video cameras or head cams.
- Ensure that door supervisors co-operate fully with the police, when necessary, in the pursuit of the licensing objectives. This will include supplying written statements when requested.
- Refuse to allow any unbadged door supervisor to work on the premises. In the event of any incident involving injury there would be a high liability against a manager who permits an unlicensed employee to carry out door supervision. It is illegal to use an unlicensed person in this manner.
- Maintain a register of door supervisors employed at the premises and ensure they sign in and sign out.
- Speak to door supervisors on their arrival each day to ensure they are not under the influence of alcohol, drugs or exceptional stress that could lead to irrational actions. Door supervisors need to be level-headed at all times.
- Ensure door supervisors wear suitable items of clothing and their SIA badge to facilitate easy identification of their role. This will usually be a high-visibility item of clothing during hours of darkness, a high-visibility armband containing their SIA badge, or a badge/logo on their clothing.
- Observe and pay close attention to the manner in which door supervisors or staff deal with any incident that involves the use of force. Always ensure minimum force is used.

Note: Offenders will often complain that excessive force was used. Your presence and close attention will assist in rebutting any malicious complaint made against door supervisors or staff.
- Where door supervisors are employed, ensure that at closing time, at least half are positioned on the street outside the premises wearing high-visibility clothing. They should ensure customers are dispersing in an orderly manner.

2.2.5 Follow-up actions

- Take firm action against customers who are not acting in an acceptable manner inside the premises or who are being disorderly as they leave. Actions such as threatening to ban the individual for a suitable period of time may be all that is required to curtail their excesses. This has repeatedly proved more effective than the threat of arrest by a police officer. Ignoring anti-social behaviour is likely to drive other well-behaved customers away.
- Whenever a member of staff or customer is assaulted or an incident involving the supply of illegal drugs occurs, ensure that a prompt referral is made to Pubwatch for consideration of a ban of the offender by all members.
- Periodically carry out incident analysis to identify actual and potential flashpoint locations or crime and disorder issues. Use the incident book to determine repeat problems, areas of poor CCTV cover, vulnerable staff, training issues, etc. and ensure that staff are adequately updated. When undertaking this analysis the free advice and expertise of the police Licensing or Community Safety Departments can be sought.
- Take suitable and appropriate steps to address problem areas that are identified as a result of incident analysis.
- Discuss with the Community Safety Partnership any incident or crime where things have gone wrong despite following these Codes of Practice or to suggest amendments, additions or further ideas as to how crime and disorder may be reduced in South Lincolnshire. (Telephone 01476 403282)

2.3 Bar Staff

2.3.1 Familiarity with surroundings

- Be aware of the locations of CCTV cameras inside and outside the premises.
- Be aware of evacuation procedures and the location of fire-fighting equipment.
- Be familiar with and implement the Incident Management Protocol.
- Be aware of procedures in place for dealing with disruptive or anti-social customers.
- Be familiar with all procedures relating to the Refusal to Sell Alcohol Policy.

2.3.2 Implementing procedures & good practice

- Always make an assessment of the state of sobriety of any customer purchasing alcoholic drinks at the bar. Symptoms such as slurred speech, glazed eyes, unsteadiness, and lack of co-ordination should be taken into account. However, these symptoms are occasionally displayed by those suffering a medical condition.
- Always make an assessment of a 'young' customer's age based on the 'Challenge' scheme in place at the premises whereby you should request a photo driving licence, passport or PASS from any person that appears to be under the age of 21 / 25 years, and refuse to serve alcoholic drinks unless that ID is produced.
- If it is considered that a customer should not be served alcohol, speak immediately to the manager or person-in-charge and ask them to deal with the situation in accordance with the procedures in place.
- Seize any driving licence, passport or PASS where it is suspected the document does not belong to the person producing it. Where possible summon the police to deal with the individual. If for any reason the police are not available, retain the document for later collection and make an entry in the incident book.

- Ensure that customers buying drinks at the bar are not supplying them to drunk or under-age individuals.
- Be aware of all low-alcohol drinks and soft drinks available to customers and actively encourage their purchase.
- Actively promote the consumption of non-alcoholic drinks by drivers by either implementing the 'I'll be Des' designated-driver initiative or by pointing out the 'drivers' drinks display' at the bar.
- Ensure empty bottles and glasses are removed promptly from the bar. These are potential weapons.
- Ensure that valuable items, particularly cash, are kept out of reach of customers.
- Ensure that charity collecting boxes are secured to the bar.
- Be aware of any 'vulnerable' individuals already within the premises.
- If first aid trained, offer assistance where necessary to any victim or 'vulnerable' individual and remain with them until the problem has been resolved. Utilise the rest area, if appropriate, to give a high degree of privacy and avoid embarrassment.
- Maintain an awareness of what is taking place away from the bar and be ready to co-operate immediately with any management request to close the bar or to assist with dealing with a disruptive or anti-social customer.
- In the event of a customer attempting to jump the queue, explain firmly and clearly to the individual that the other customer was there first. Queue-jumping can often lead to disorder and should be actively discouraged by staff at all times.
- If customers refuse to accept staff decisions and become abusive or aggressive, immediately inform the manager of the premises. Do not serve them until given clearance by the manager.
- In the event of any customer being insulting,

abusive, racist, threatening, aggressive or in any other way disorderly, immediately inform the manager. Do not ignore these warning signs as they are likely to escalate to violence.

- Be ready to co-operate immediately with any management request to assist in dealing with a disruptive or anti-social customer.
- Offer cloakroom facilities to customers for the storage of mobile phones and handbags in order to reduce opportunities for theft.
- Collect any item of value: handbag, mobile phone, etc. that is lying around on the bar and vulnerable to theft; deal with it in accordance with the premises found property policy. Ensure that an entry is made in the found property register or incident book.
- Complete the incident book at the premises during or immediately after any incident of crime or disorder include the date and time, details of persons involved (or descriptions), injuries or losses, exact location of the incident, staff involved, police involvement, outcome, etc.
- Discuss with the manager any failings in policies or procedures and suggest improvements.

2.4 Waiters and Glass-Collectors

- Be aware of the locations of CCTV cameras inside and outside the premises.
- Be aware of evacuation procedures and the location of fire-fighting equipment.
- Be familiar with and implement the Incident Management Protocol.
- Be aware of procedures in place for dealing with disruptive or anti-social customers.
- Be familiar with all procedures relating to the Refusal to Sell Alcohol Policy.
- Proactively assist the management in monitoring what is happening in all parts of the premises particularly those locations

that are off-camera or out of sight from the bar. This monitoring should primarily be visual but, at times, involve listening out for heated conversations, threats, abusive language, etc.

- Be aware of any 'vulnerable' individuals already within the premises.
- Ensure that customers buying drinks at the bar are not, in turn, taking them to drunk or under-age individuals.
- Pay particular attention to outside drinking and smoking areas to ensure that customer behaviour outside the premises is not adversely impacting on neighbours or the public and that customers are not leaving with bottles or glasses.
- Take particular note of groups that suddenly fall silent each time a member of staff approaches.
- Take note of any individual who makes frequent trips to the toilets as this is often a telltale sign of drug dealing. Report such activity to the door supervisor or manager.
- When moving around the premises, monitor the sobriety of customers. Symptoms such as slurred speech, glazed eyes, unsteadiness and lack of co-ordination should be taken into account. However, these symptoms are occasionally displayed by those suffering a medical condition.
- Bring to the immediate attention of the manager/door supervisor any 'vulnerable' individual and anything about which they have a concern.
- In the event of any customer being insulting, abusive, racist, threatening, aggressive, or in any other way disorderly, immediately inform the manager. Do not ignore these warning signs as they can escalate to violence.
- Be ready to co-operate immediately with any management request for assistance in dealing with a disruptive or anti-social customer.
- Ensure that all empty drinking vessels are

cleared away in a timely fashion to reduce the risk of breakages and remove their potential as weapons.

- Offer cloakroom facilities to customers for the storage of mobile phones and handbags to reduce opportunities for theft.
- Collect any item of value, handbag, mobile phone, etc, that is lying around and vulnerable to theft. Deal with it in accordance with the premises Found Property Policy. Ensure that an entry is made in the found property register or incident book.
- Any article found abandoned within the premises that is suspected of being a controlled drug or other dangerous article should be placed in the amnesty box.
- Complete the incident book at the premises during, or immediately after, any incident of crime or disorder, including date and time, details of persons involved (or descriptions), injuries or losses, exact location of the incident, staff involved, police involvement, outcome, etc.
- Discuss with the manager any failings in policies or procedures and suggest improvements.

2.5 Door Supervisors

2.5.1 Familiarity with premises and procedures

- Wear suitable items and SIA badge to facilitate easy identification of the role. When it is dark, this will usually be a high-visibility item of clothing, a high-visibility armband containing the SIA badge or an SIA badge/logo on the clothing.
- On the first period of employment at a premises' report to the manager and produce the SIA badge.
- Become familiar with the premises' layout, first aid facilities and first aid trained staff, the detention area and CCTV camera locations, together with fire exits, fire alarms and fire-fighting equipment.

- Ascertain the maximum capacity of the premises from the manager or Fire Risk Assessment and the method by which this capacity is to be monitored.
- Be aware of evacuation procedures.
- On each subsequent occasion, report to the manager on arrival, sign in and discuss any concerns the manager has in relation to existing customers, in particular any 'vulnerable' individual already within the premises.
- Within the law, act in accordance with the instructions given by the management of the premises and under the control of the Head Door Supervisor.
- Be familiar with and implement the Incident Management Protocol.
- Be aware of procedures in place for dealing with disruptive or anti-social customers.
- Be familiar with procedures for dealing with customers who are being refused drinks at the bar because of their state of sobriety, their apparent age, their behaviour or because they are banned.
- Avoid drinking alcohol shortly before or during duty, as this potentially undermines any credibility as a witness.
- Know who is in charge of the premises at all times and the best method of contacting them quickly should the need arise.
- Discuss with the manager at the outset, the profile of customers being welcomed into the premises on that particular occasion.
- With the assistance of the manager of the premises, if not separately authorised, regularly access the Pubwatch folder (if a member) to ensure up-to-date knowledge of all 'high risk' and banned individuals.
- Ensure that a radio-link radio with an ear-piece (where available) is carried. This permits instant communication with:
 - a) Local CCTV Room Operator (where available) – who will, at a specific request and if it is practicable, monitor the entrance and vicinity of the premises using a street CCTV camera.
 - b) Police 'Operation Hornet' patrols – who will, at a specific request, attend the premises or the immediate vicinity providing a swift response should the need arise.
 - c) Door supervisors in other nearby premises.
 - d) Street Pastors and other available groups who may be able to offer a specialist service.
- Remain smartly dressed and professional at all times when on duty.

2.5.2 Implementing good practice

- Always be polite and courteous to all members of the public. Avoid the use of bad language, even when provoked. Set high standards of behaviour and encourage these standards in others.
- Greet visitors to the premises in a friendly and courteous manner.
- Patrol the queue outside the club. Patrons should have their attention drawn to the drugs posters and the amnesty box. They should be allowed to deposit anything they wish prior to entering the area where they could be searched.
- Any article found abandoned within the club premises or immediately outside and suspected to be a controlled drug or other dangerous article should be placed in the amnesty box.
- Work together, under the control of the Head Door Supervisor, to ensure that the points of entry and exit remain under supervision whilst monitoring and dealing with activity inside the premises.
- Maintain regular contact with the manager and bring to his attention any potential or actual problems.
- Inform the manager when the premises reaches 75% capacity and again when it reaches capacity.

- Implement a one-out/one-in policy when full capacity has been reached.
- Maintain regular eye contact and occasional verbal contact, if possible, with other staff.
- Ensure that all staff are swiftly and fully supported if Refusal to Sell Alcohol Procedures are activated or if staff otherwise seek the support of door supervisors.
- Ensure toilet checks are carried out at frequent intervals to deter assaults and illegal drug activity taking place off-camera and to offer assistance to individuals where it is required.
- Pay particular attention to outside drinking and smoking areas to ensure that customer behaviour is not adversely impacting on neighbours or the public and that customers are not leaving with bottles or glasses.
- Ensure that off-duty door supervisors do not get involved in dealing with incidents at the premises.
- Seek to develop a good rapport with all other members of the night-time economy including the emergency services.
- Co-operate fully with members of the police, local authority or other statutory agencies involved in the night time economy.
- Make a positive contribution to the success of the business.

2.5.3 Screening customers at point-of-entry

- Refuse entry to 'high risk' individuals and those who have been issued with a premises or Pubwatch ban. Pass this information on by radio-link to the CCTV Room (if available), police 'Operation Hornet' patrols and other licensed premises. Include a detailed description of any individuals.
- Seek proper identification: photo driving licence, passport or PASS, from any person who appears to be under the age of 21 / 25

years in accordance with premises policy. Refuse entry in accordance with management policy.

- Seize any driving licence, passport or PASS where it is suspected the document does not belong to the person producing it. Where possible summon the police by radio-link or telephone to deal with the individual. If for any reason the police are not available, retain the document for later collection and make an entry in the incident book.
- Identify those who are drunk, and refuse them entry to the premises in accordance with management policy. Symptoms such as slurred speech, glazed eyes, unsteadiness, and lack of co-ordination should be taken into account. However, these symptoms are occasionally displayed by those suffering a medical condition.
- Identify those who have already consumed a significant quantity of alcohol but are not deemed drunk and draw the manager's attention to this individual so that entry is either refused or further intake of alcohol is monitored.
- Identify those who arrive at the premises extremely drunk, to the point of being a 'vulnerable' individual and either seek to assist arranging safe transport home, e.g. call a taxi, or if there is no co-operation use the radio-link to alert the CCTV control room, police 'Operation Hornet' patrols and other licensed premises. Consider the use of Street Pastors if they are on duty and available.
- Carry out random searches of customers for drugs or weapons in accordance with management policy, generally 1-in-5 to 1-in-10, advising customers that it is a condition of entry and a voluntary procedure. Be aware that customers have the right to decline a search and may walk away instead if they wish. If this occurs and there is a suggestion, from any source, of the individual being in possession of drugs or weapons, use radio-link to alert the CCTV control room, police 'Operation Hornet' patrols and neighbouring premises. If a

search is refused before entering premises, admission MUST be denied as it should be considered likely that this individual is in possession of drugs or a weapon. A police search of the individual will then be considered.

- In the event that drugs or a weapon are found, detain the offender and call the police. Place any item in an evidence bag, and then arrange for the manager to place the bag in the safe.

2.5.4 Disorderly customers and removal procedure

- In the event of disorder between customers, separate the parties and seek to identify the aggressor and victim. If removing an aggressor use a designated exit that is covered by CCTV and monitor their dispersal from the immediate vicinity. Do not remove a victim or allow them to leave if the aggressor has been removed and is still outside the premises. Alert the police by telephone or radio-link. Call 999 if the aggressor is harassing innocent and uninvolved passers-by.
- Following any removal, pass this information on by radio-link to the CCTV control room, police and other licensed premises. Include a detailed description of the individual.
- Encourage victims and 'vulnerable' individuals to leave the premises in the company of at least one friend or take safe transport home, for example a taxi/private hire vehicle that will collect them from the door. Use door supervisors to escort them to the vehicle. If a victim or 'vulnerable' individual is driving home in their own car consider using a member of staff or the Street Pastors to escort them to a nearby vehicle (unless vulnerability is due to intoxication).
- When dealing with any incident that involves the use of force, ensure only minimum force is used and then only when necessary. Remember that customers' pain thresholds are affected by alcohol. Offenders will often

complain that excessive force was used and door supervisors are at risk of civil and criminal proceedings if this is the case.

- Ensure that a minimum of two door supervisors are allocated to deal with any incident involving a disruptive or anti-social customer. This will increase to a minimum of three staff if more than one disorderly person is involved. This 'outnumbering' technique places 'pressure' on the offender to conform and provides greater safety for the door supervisor dealing. The second and third door supervisors will also act as a witness in the event of an assault.
- Ensure that one door supervisor firmly, clearly and politely requests the disorderly customer refrain from his/her anti-social behaviour.
- If disruptive behaviour continues, firmly but politely request the offender leave the premises, allowing them a short time to collect their belongings.
- If the individual still refuses to go they should ideally be given a final opportunity to leave the premises of their own accord. It should be pointed out that it is an offence to remain in the premises when requested to leave and that door supervisors have a right to remove if necessary.
- If the individual still refuses to leave, two door supervisors should take hold of the person and escort the individual to the door and remove them onto the street a few yards from the premises but releasing them with care and not 'throwing' them out so as to fall over. A third door supervisor if available, or the manager, should oversee this procedure from a position to the side or behind, to avoid the possibility of spitting and kicking, providing assistance if the need arises. For example, it would be in order for the third person to hold the individual's head in the straight-ahead position or angled-down if the person is spitting at the door supervisors holding him/her.
- In the event that the individual assaults any member of staff during this procedure,

consider detaining the offender and calling the police.

- Ensure that, where possible, detained individuals are placed in the detention area. If this is not possible, they should be brought under the nearest CCTV camera so that their identity and demeanour is captured on tape.
- If, due to the demeanour or threats of an individual, violence is anticipated at the start of any incident, call the police on 999 to assist in removing the person from the premises. This telephone call should preferably be made out of reach and out of sight of the individual who may otherwise try to prevent the call being made. If the situation resolves itself prior to the police arriving, update the police by telephone or radio-link.
- In the event that a disorderly group is to be removed and violence is anticipated, call the police on 999 to assist in removing the group from the premises and try to calm or contain the problem whilst awaiting their arrival. It may be best to wait for the police before requesting the group to leave. Ensure that innocent customers are not inadvertently caught up in the situation.
- Remain calm when speaking to the police call-taker and provide clear details of the incident together with the fact that the person is refusing to leave and that you anticipate violence if any attempt is made to remove him/her forcibly. Include a clear description of the individual. If a group is involved, ensure the call-taker is given approximate numbers of persons so that appropriate police resources can be sent.
- Continue to monitor the individual(s) closely from a safe distance until the police arrive. Remind the manager to prepare a Premises Banning Notice for the offender(s) whilst awaiting the arrival of the police.
- In the event of any sudden outbreak of violence alert other door supervisors and police at the earliest opportunity by radio-link and 999, in order that early intervention

and a robust response may be made and the offenders detained.

- If any weapon such as a firearm, knife, broken bottle or hypodermic needle is used in any incident, make no attempt to overpower or detain the individual unless absolutely necessary for the protection of yourself or others. Call the police on 999 to arrest and remove the person from the premises ensuring that full details of the incident and the weapon are relayed. Ensure that this telephone call is made out of the hearing and sight of the individual who may otherwise try to prevent the call being made. Remain on the telephone line to the police, if possible, until the first officers arrive.
- In the event of any serious incident, such as those involving weapons, implement the Evacuation Procedure. CS spray, Taser stun gun, firearms, protective shields and police dogs are likely to be deployed at the scene by officers wearing protective stab-proof and bullet-proof vests. The presence of customers other than the offender will hinder police actions and place spectators at risk.
- In any incident of serious disorder, turn off loud music, stop entertainment and close the bar if necessary. This prevents disruptive behaviour from being masked by other normal activity. It also draws the attention of everyone in the premises to the problem, providing a greater number of witnesses and peer pressure on the offender. It also permits innocent customers to move a safe distance from problematic individuals, if they wish, rather than being innocently caught up in events. It also greatly facilitates communication between management, door supervisors, staff, police, victims, and offenders.
- On the arrival of the police state clearly to the officers, if possible in the presence of the disorderly customer, what action you are seeking i.e. simple removal of disorderly individuals or arrest of offenders.

- If removal is required, inform the officers that you have asked the person(s) to leave and that they have refused (or are about to ask them to leave if not yet carried out). Inform the officer that you will, if required, support any further action deemed appropriate such as court proceedings.
- If arrest is required, inform the officers of the offences committed and that you will support any action they deem appropriate for the offence, including making written statements and attending court proceedings if necessary.
- Make a note of the police officer's collar number or name for future reference. Record the police incident number and enter this in the incident book.
- Pay close attention to any complaint of violence or illegal drugs within the premises. Obtain details of the complainant and details (or a good description) of all parties involved.
- Under the guidance of the person in charge, take full control of any situation where an individual is detained. The detainee is likely to seek any opportunity to escape. The detainee must be watched constantly and closely so that they do not have the opportunity to escape, discard or swallow drugs in their possession, pull weapons from their pockets or grab at items that may be used as a weapon with which to assault staff, etc. This close observation with adequate supervision is imperative, or a relatively minor situation can become considerably more serious. A two-to-one door supervisor/offender ratio should ideally be adopted. If necessary, minimum force may be used to detain the offender whilst awaiting the arrival of the police.
- Maintain 'weapons awareness' at all times and do not place yourself at risk if weapons are wielded.
- Ensure that where any member of staff or a customer is assaulted, or an incident occurs involving a weapon or the supply of illegal drugs, that the police are promptly alerted

by telephone or radio-link so that an offender may be dealt with in an appropriate manner.

- Identify, with experience, 'threatening atmospheres' where situations may get out of control. Do not ignore intuitive concerns - they will usually be right.

2.5.5 Acting promptly and proactively

- Call the police at the outset. Do not delay calling the police until your fears have been confirmed and the situation has deteriorated. You will not be criticised for calling the police unnecessarily. Remember that there may be a delay between the police being called and their attendance at the premises. Early attendance by the police can often prevent situations escalating.
- Remember, delays can lead to full-scale incidents resulting in:
 - a) Injuries to staff or customers - involving human cost.
 - b) Injured staff out of action - involving difficulties running the business.
 - c) Damage to the premises - involving disruption to normal business, costly repairs, and insurance claims.
 - d) Lost trade - involving advertising costs to re-establish previous trade levels.
 - e) Statement making - involving considerable loss of time and business disruption.
 - f) Court attendance - involving a day off work and the arrangement of a replacement manager/staff.
- If the situation defuses completely prior to police attendance e.g. the disruptive group leaves the premises, telephone this information through. The group will then be monitored on the street by CCTV or police Operation Hornet patrols. If on radio-link alert other premises so the offenders are refused entry elsewhere.

2.5.6 *Monitoring dispersal*

- Identify 'vulnerable' individuals as they leave the premises and offer to help them arrange safe transport home. Offer use of the rest area if necessary whilst transport, relatives, carers, friends, parents, etc. are contacted and arrange for a member of staff or the Street Pastors to accompany them. Inform any taxi driver or private hire driver that the customer is a 'vulnerable' individual. If the individual refuses help when they are clearly in need, use the radio-link to alert the CCTV control room (if available) who will, if possible check on the individual's welfare using the street cameras and involve other agencies, e.g. Street Pastors, as necessary.
- If the opportunity presents itself, encourage customers suspected of being intoxicated who are intending to drive home to take alternative transport.
- Remove bottles and glasses from customers taking them from the premises onto the streets.
- Monitor customer dispersal to ensure that they are dispersing in a safe and orderly manner.
- Take action against customers who are not acting in an acceptable manner inside the premises, or who are being disorderly as they leave. Actions such as threatening to ban the individual for a suitable period of time may be all that is required to limit their behaviour. This has repeatedly proved more effective than the threat of arrest by a police officer.

2.5.7 *Taxi and private hire safety*

- Appreciate the potential dangers that customers face if they get into the vehicle of a stranger purporting to be a taxi or private hire driver and that these dangers are even more acute if the customer is a 'vulnerable' individual. Check that taxis and pre-arranged private hire vehicles collecting

customers from the premises or nearby are bone-fide vehicles licensed by the district council, possibly by another council if Private Hire, and are fitted with a numbered licence plate on the rear. South Holland District Council hackney carriages display yellow plates and private hire vehicles display red plates. South Kesteven District Council hackney carriages display white badges and private hire vehicles Private hire vehicles must have been pre-booked.

- In the event that a driver is believed to be unlicensed and a 'taxi tout', i.e. fraudulently purporting to be a legitimate taxi/private hire driver call the police on 999 or radio-link. Look for the driver's badge which must be worn on the person. If the badge is not worn or cannot be produced they may be an unlicensed driver. This should be reported to the police or relevant district council.

2.5.8 *Follow-up*

- Complete the incident book at the premises during or immediately after any incident of crime or disorder including date and time, details of persons involved (or descriptions), injuries or losses, exact location of the incident, staff involved, police involvement, outcome, etc. This information will be required by the manager for a periodic review of crime and disorder and risk reduction.
- Ensure a recommendation is made to the manager on all appropriate occasions for a Pubwatch ban to be considered.
- Discuss with the manager any failings in policies or procedures and suggest improvements.

3. Off-Licenses / Late Night Shops / Convenience Stores

3.1 Premises Licence Holder

- At the design stage or at the time of any refurbishment, consider the positive effect that the design and layout of the premises may have on reducing alcohol-related crime and disorder, assisting staff and customer safety. The document 'Secured by Design - Licensed Premises' (April 2005) provides valuable guidance that should be used in the design and/or renovation of all premises. The police Architectural Liaison Officer will also offer free design advice and guidance regarding this important basic step. The standard can be viewed at <http://www.securedbydesign.com/>
- Carry out a Fire Risk Assessment that will specify the safe capacity of the premises. Assistance and contacts can be obtained on the Fire Gateway site at www.fire.gov.uk in the 'Workplace Safety' section.
- Install a high quality CCTV system that is capable of producing clear recorded images in all lighting and weather conditions. This should include at least one camera covering the entrance doorway. The captured images must be of a quality sufficient for admission as evidence for the purposes of identification.
- Undertake a risk assessment for the premises and prepare an Incident Management Protocol specifically to include advice on dealing with disorder, an Early Intervention Plan, an Removal Policy and advice regarding use of force that arises from that assessment. This protocol should include duty managers and security officers and include some of the appropriate Codes of Practice contained herein.
- Prepare a complaints procedure for both customers and members of staff, ensure that it is well advertised and incorporates an independent element for occasions when internal agreement cannot be achieved.
- Ensure all staff are adequately trained regarding the Incident Management Protocol and that it is implemented by duty managers, staff and security officers.
- Ensure that staff are trained in respect of their responsibilities and the policies regarding the sale of age-related products and proxy selling. Refresher training should be provided at regular intervals (at least 6 monthly). Records detailing the training should be kept on the premises for production, on request, to the Community Safety Partnership. Best Practice is to retain records on the premises for a minimum of 2 years.

3.2 Designated Premises Supervisor

- Maintain a bound incident book, with pre-numbered pages, and ensure all staff use it promptly to record details of any incident of crime or disorder on the premises. This will include date and time, details or descriptions of persons involved, injuries or losses, exact location of the incident, staff involved, police involvement, outcome, etc. Failure to comply should be a disciplinary offence as it indirectly places all staff under higher risk in the future. The book should be available for inspection by the Community Safety Partnership at all times the premises are open.
- Operate a policy of 'zero tolerance' in respect of customers who are abusive or threatening, or customers who commit offences of theft/deception. Consider displaying notices informing customers of such a policy and/or membership of Shopwatch (where applicable).
- Implement a 'Challenge' Scheme, (21 or 25), at the premises where staff are trained to request a photo driving licence, passport or PASS from any person who appears to be under the age of 21 / 25 years. The sale of alcohol must be refused unless ID is produced.

- Display signage to inform customers that they will be challenged for identification if they appear under 21/25.
- Ensure staff are always fully supported if they refuse to sell an age restricted product.
- Where possible ensure customers buying age restricted products are not supplying them to persons under-age outside the premises (proxy selling). Display signage to warn customers of the penalties for doing this.
- A system of recording sales refused under the Proof of Age Scheme and, where it is believed a person is proxy purchasing, should be operated at all times.
- At least weekly, the Designated Premises Supervisor (or authorised deputy) should:
 - a) Examine the record and compare it against the normal operating pattern for the premises.
 - b) Indicate any action taken in relation to that examination.
 - c) Sign off/endorse the record to indicate the above points have been carried out.
 - d) The refusal record should be kept on the premises for production, on request to a member of the Community Safety Partnership. Records should be kept for a minimum of 2 years.
- Maintain active membership of Shopwatch (where available) to facilitate the exchange and sharing of intelligence/good practice.
- Consider the use of radio-link radios and ear-pieces, where available. This permits instant communication with:
 - a) Local CCTV Room Operator (where available) – who will, at a specific request and if it is practicable, monitor the entrance and vicinity of the premises using a street CCTV camera.
 - b) Police ‘Operation Hornet’ patrols – who will, at a specific request, attend the premises or the immediate vicinity providing a swift response should the need arise.
 - c) Door supervisors in other nearby premises.
 - d) Street Pastors and other available groups who may be able to offer a specialist service.
- Appoint a named CCTV Manager and deputy to take responsibility for the premises CCTV system.
- Ensure that the CCTV system is properly maintained and operating at all times that the premises are open for business. Recordings must be stored for a minimum of 28 days and handed to the police upon request.
- Train adequate numbers of suitable staff (e.g. duty managers) to use the CCTV system to its full potential so that a member of staff is always available to replay recordings and download material onto removable media following an incident.
- Ensure that a responsible and capable individual is left in charge of the premises at all times and in particular at peak periods or at times of increased risk, such as evenings and weekends.
- Implement a minimum staffing level of two persons during any period of business between 21.00hrs and 06.00hrs. One of these members of staff should be aged 21years or older.
- Maintain a broad overview of the premises and all staff whenever the premises are open for trading.
- Identify ‘higher risk’ occasions when management of the premises is at its most challenging, for example Friday/Saturday nights.
- Consider the deployment of additional staff and/or security officers at identified periods of ‘higher risk’.
- Pay attention to the outside of the premises and the immediate area to ensure that customers or other persons are not loitering or behaving in a manner likely to impact on neighbours or the public.

- For security reasons ensure that stocks of alcoholic drinks are positioned adjacent to, or in close proximity of the checkouts and not near to exits where they can easily be stolen.
- Refrain from offering 'free' alcoholic products, such as 'buy one get one free'.
- Refrain from discounting alcoholic products below cost price, i.e. not used as a 'loss-leader'.
- Consider the labelling of alcoholic products with stickers carrying a warning regarding alcohol abuse and the name of the store. This would assist in the tracing the source of any alcohol obtained by under 18s and in cases of littering.
- Ensure that adequate procedures are in place for dealing with customers who are being refused service due to their drunkenness, their apparent age, their behaviour or as the result of being a banned person.
- Ensure that staff are fully supported if refusal to sell alcohol procedures are activated.
- Implement sanctions against such customers to whom the sale of alcohol has been refused, such as a verbal warning or ban.
- Where a member of staff or a customer is assaulted or an incident occurs requiring the attendance of police, promptly alert the police by telephone or radio-link so that the offender can be dealt with in an appropriate manner. Where such action is taken the manager will also ensure that:
 - a) CCTV recording of the incident is promptly downloaded or saved to provide primary evidence for prosecution purposes.
 - b) Staff are made available promptly, when requested, for the making of a written statement.
- Ensure that recorded incidents are appropriately reported to Police/ Shopwatch so intelligence can be gathered to make informed decisions regarding possible banning or other procedures.
- Ensure that all waste is kept secure until collection.
- Facilitate the removal of litter and waste from the front and vicinity of the premises during and after trading hours.
- Regularly check the area immediately outside the premises to ensure that persons are not loitering outside or behaving in a manner likely to impact on customers, neighbours or the public.
- Regularly check the area immediately outside the premises to ensure that under-age young people are not harassing customers into illegally buying alcohol for them, in other words, 'proxy purchasing'.
- Act positively on receiving any report from a customer that they have just been approached by young people nearby asking them to purchase alcohol for them and take the following steps:
 - a) Politely request the young people to move away from the shop. Ensure that a second member of staff is nearby and witnessing events. Do not get into a prolonged discussion or argument.
 - b) If they remain at the scene for more than five minutes or continue to harass customers, call the police on 0300 111 0300 and supply details of the problem to the call-taker.
 - c) If they cause additional problems e.g. shouting prolonged abuse or threats, banging windows, etc. call the police on 999.
- Actively support and promote any ban made under the Shopwatch scheme.
- Where employed ensure that any security officers are SIA registered and in possession of a current badge. On the first occasion a security officer works at the premises, the manager should carry out an instant check on the SIA website register to ensure that any badge being produced has

not been subsequently revoked by the SIA (www.the-sia.org.uk). Random checks should then be undertaken on a regular basis.

- Check the photo on the security officer's badge against the employee to ensure they match.
- Refuse to allow any unbadged security officer to work on the premises. In the event of any incident involving injury there would be a high liability against a manager who permits an unlicensed employee to carry out door supervision.
- Maintain a register of security officers employed at the premises and ensure they sign in and sign out.
- Speak to security officers on their arrival each day to ensure they are not under the influence of alcohol, drugs or exceptional stress that could lead to irrational actions. Security officers need to be level-headed at all times.
- Discuss with the Community Safety Partnership any incident or crime where things have gone wrong despite following these Codes of Practice, or suggest amendments, additions or further ideas about reducing crime and disorder in South Lincolnshire.

3.3 Staff

- Seek proper identification/proof of age from any person attempting to purchase alcohol who appears to be under 21 / 25 years of age in accordance with the Challenge scheme, (21 or 25), in place at those premises. Ensure they are fully trained regarding age restricted laws, proxy selling and shop policy relating to these subjects. Ensure that any refused sales relating to age restricted products or proxy purchasing are recorded promptly in the refusals book.
- Seek to identify those who have already consumed a significant quantity of alcohol but are not deemed to be drunk and draw

the manager's attention to that individual in order that a decision can be made whether or not to allow the purchase to proceed.

- Where available, be familiar with all 'high risk' offenders and banned individuals through use of Pubwatch liaison.
- Actively support any ban on a customer whether it be a scheme-wide ban or particular to that store.
- Ensure that where a member of staff or customer is assaulted, or an incident occurs requiring the attendance of police, that the police are promptly alerted by telephone or radio-link so that the offender may be dealt with in an appropriate manner.
- Ensure that any incident of crime or disorder is entered in the incident book with appropriate details, e.g. descriptions, names etc.
- Be familiar with the operation and use of radio-link (where appropriate). Promptly report any faults to the manager.
- Ensure that the CCTV system is operating at all times that the premises are open for business and that any faults are promptly reported to the manager.
- Ensure that all waste is kept secure until collection.
- Remove all litter and waste from the front and in the vicinity of the premises during and after trading hours.

3.4 Security Officer

- Wear suitable items and SIA badge to facilitate easy identification. This will usually be a high visibility item of clothing during hours of darkness, a high-visibility armband containing an SIA badge or a badge/logo on their clothing.
- Seek to identify those who are drunk and refuse them entry. Symptoms such as slurred speech, unsteadiness, lack of co-ordination and smell of alcohol should be taken into account. However, these

symptoms are occasionally displayed by those suffering a medical condition.

- Seek to identify those who are extremely drunk to the point of being a 'vulnerable' individual and offer to assist them arranging safe transport home, e.g. call a taxi on their behalf. If there is no co-operation use the radio-link to alert other licensed premises, the CCTV control room and police patrols.
- Be familiar with the operation and use of radio-link (where appropriate) and that any faults are promptly reported to the manager.
- Be familiar with all 'high risk' offenders and banned individuals through membership of Pubwatch.

- Actively support any ban on a customer whether it be a scheme-wide ban or particular to that store.
- Ensure that any incident of crime or disorder is entered in the incident book with appropriate details e.g. descriptions, names etc.
- Discuss with the manager any failings in policies or procedures and suggest improvements.

4 Supermarkets

4.1 Premises Licence Holder

- At the design stage or at the time of any refurbishment, consider the positive effect that the design and layout of the premises may have on reducing alcohol-related crime and disorder, assisting staff and customer safety. The document 'Secured by Design - Licensed Premises' (April 2005) provides valuable guidance that should be used in the design and/or renovation of all premises. The police Architectural Liaison Officer will also offer free design advice and guidance regarding this important basic step. The standard can be viewed at <http://www.securedbydesign.com/>
- Carry out a Fire Risk Assessment that will specify the safe capacity of the premises. Assistance and contacts can be obtained on the Fire Gateway site at www.fire.gov.uk in the 'Workplace Safety' section.
- Install a high quality CCTV system that is capable of producing clear recorded images in all lighting and weather conditions. This

should include at least one camera covering the entrance doorway. The captured images must be of a quality sufficient for admission as evidence for the purposes of identification.

4.2 Designated Premises Supervisor

- Maintain a bound incident book, with pre-numbered pages and ensure all staff use it promptly to record details of any incident of crime or disorder on the premises, including date and time, details or descriptions of persons involved, injuries or losses, exact location of the incident, staff involved, police involvement, outcome, etc. Failure to comply should be a disciplinary offence as it indirectly places all staff under higher risk in the future. The book must be available for inspection by the Community Safety Partnership at all times the premises are open.
- Undertake a risk assessment for the premises and prepare an Incident

Management Protocol specifically including advice on dealing with disorder, an Early Intervention Plan, a removal Policy and advice regarding use of force that arises from that assessment. This protocol should include duty managers and security officers and include some of the appropriate Codes of Practice contained herein.

- Prepare an Evacuation Procedure for use in any emergency such as fire, bomb threat, serious disorder or incident involving weapons and ensure all staff are trained to assist in evacuating customers as required.

NOTE: Management should not rely heavily on SIA registered security officers for this role as they may not be present or may be involved in containing a situation or restraining and detaining offenders.

- Prepare a Complaints Procedure for both customers and members of staff; ensure that it is well advertised and incorporates an independent element for where internal agreement cannot be achieved.
- Consider membership of Shopwatch to facilitate the exchange and sharing of intelligence/good practice with the aim of reducing crime and disorder.
- Operate a policy of 'zero tolerance' in respect of customers who are abusive or threatening, or customers who commit offences of theft/deception. Consider displaying notices informing customers of such a policy.
- Implement a 'Challenge' Scheme (21 or 25) at the premises, whereby staff are trained to request a photo driving licence, passport or PASS from any person that appears to be under the age of 21 / 25 years, and alcohol products are refused unless that ID is produced. Ensure that there is regular and recorded refresher training for staff in respect of their responsibilities and the policies regarding the sale of alcohol and tobacco products and proxy selling (at least every 6 months).
- Records detailing the training provided should be kept on the premises for

production on request of the Community Safety Partnership. Best Practice it to retain records on the premises for a minimum of 2 years.

- Display signage to inform customers that they will be challenged for identification if they appear under 21/25.
- Ensure staff are always fully supported if they refuse to sell an age restricted product.
- Where possible ensure customers buying age restricted products are not supplying them to persons under-age outside the premises (proxy selling). Display signage to warn customers of the penalties for doing this.
- A system of recording sales refused under the Proof of Age Scheme and where it is believed a person is proxy purchasing should be operated at all times.
- At least weekly, the Designated Premises Supervisor (or authorised deputy) should:
 - a) Examine the record and compare it against the normal operating pattern for the premises.
 - b) Indicate any action taken in relation to that examination.
 - c) Sign off/endorse the record to indicate the above points have been carried out.
 - d) The refusal record should be kept on the premises for production, on request to a member of the Community Safety Partnership. Records should be kept for a minimum of 2 years.
- Ensure that the 'Challenge' scheme in place is well advertised at the entrance and throughout the store in addition to the area where alcohol is displayed and the point of sale.
- Consider and regularly review the suitability of those members of staff authorised to supervise the sale of alcohol by staff under the age of 18 years.
- In the absence of the Designated Premises Supervisor ensure that any person left to

- supervise the premises is the holder of a Personal Licence.
- Appoint a named CCTV manager and deputy to take responsibility for the store's CCTV system.
 - Ensure that the CCTV system is properly maintained and operating at all times that the premises are open for business. Recordings must be stored for a minimum of 28 days and handed to police upon request.
 - Train adequate members of suitable staff, e.g. duty managers, to use the CCTV system to its full potential thus ensuring that a member of staff is always available to replay recordings and download material onto removable media following an incident.
 - Maintain a broad overview of the premises and all staff whenever open for trading.
 - Identify 'higher risk' occasions when management of the premises is at its most challenging, for example Friday/Saturday nights. Consider the deployment of additional staff and/or security officers at identified periods of increased risk.
 - Pay attention to the outside of the premises and its immediate area to ensure customers or other people are not loitering or behaving in a manner likely to impact on neighbours or the public.
 - Implement sanctions against such customers such as a verbal warning or ban.
 - Where a member of staff or a customer is assaulted or an incident occurs requiring the attendance of police, promptly alert the police by telephone or radio-link so that the offender can be dealt with in an appropriate manner. Where such action is taken the manager will also ensure that:
 - a) CCTV recording of the incident is promptly downloaded or saved to provide primary evidence for prosecution purposes.
 - b) Staff are made available promptly, when requested, for the making of a written statement.
 - Ensure that recorded incidents are appropriately reported to Police/Shopwatch in order that intelligence can be gathered to make informed decisions regarding possible banning or other procedures.
 - Refrain from discounting alcoholic products at or below cost price (i.e. 'loss leader').
 - Ensure that displays of alcoholic drinks/products are appropriately sited within the store to minimise opportunities for theft. Consider the use of security measures such as tagging of products.
 - Ensure that adequate procedures are in place for dealing with customers who are being refused service due either to their state of sobriety, their apparent age, their behaviour, or as the result of being a banned person.
 - Ensure that staff are fully supported if the Refusal To Sell Alcohol procedures are activated.
 - Ensure that all waste is kept secure until collection.
 - Remove all litter and waste from the front and in the vicinity of the premises during and after trading hours.
 - Actively support and promote any exclusion made under the Shopwatch scheme where membership is taken up.

4.3. Staff

- Be aware of Evacuation Procedures.
- Be familiar with and implement the Incident Management Protocol.
- Be aware of procedures in place for dealing with a disruptive or anti-social customer
- Request a photo driving licence, passport or PASS from any person wishing to purchase alcohol who appears to be under the age of 21 / 25 years (according to the 'Challenge' Scheme, 21 or 25, in place at those premises) and refuse to supply alcohol products unless that ID is produced. Ensure

they are regularly trained regarding age related laws, proxy selling and shop policy relating to these subjects.

- Ensure that any refused sales relating to age related products or proxy purchasing are recorded promptly in the refusals book.
- Seek to identify those who have already consumed a significant quantity of alcohol but are not deemed to be drunk. Draw the manager's attention to that individual so that a decision can be made on whether the purchase should proceed.
- Actively support any ban on a customer whether it be a Shopwatch ban or a ban particular to that store.
- Where a member of staff or a customer is assaulted or an incident occurs requiring the attendance of police, promptly alert the police by telephone or radio-link so that the offender can be dealt with in an appropriate manner.
- Ensure that any incidents of crime or disorder are entered in the incident book with appropriate details e.g. descriptions, names etc.
- Be familiar with the operation and use of radio-link (where appropriate) and that any faults are promptly reported to the manager.
- Ensure that the CCTV system is operating at all times the premises are open for business and that any faults are promptly reported to the manager.
- Ensure that all waste is kept secure until collection.
- Remove all litter and waste from the front and in the vicinity of the premises during and after trading hours.

4.4 Security Officer

- Wear suitable items of clothing and SIA badge to facilitate easy identification of the role. This will usually include a high-visibility item of clothing during hours of darkness, a

high-visibility armband containing the SIA badge or a badge/logo on the clothing.

- Be aware of evacuation procedures.
- Be familiar with and implement the Incident Management Protocol.
- Be aware of procedures in place for dealing with disruptive or anti-social customers.
- Be familiar with procedures in place for dealing with customers who are being refused service due to their state of sobriety, their apparent age, their behaviour or as the result of being a banned person.
- Ensure that the CCTV system is operating at all times that the premises are open for business and that any faults are promptly reported to the manager.
- Be familiar with the operation and use of radio-link (where appropriate) and that any faults are promptly reported to the manager.
- Actively support any ban on a customer whether it be a Shopwatch ban or a ban particular to that store.
- Seek to identify at point of entry those who are drunk and refuse them entry. Symptoms such as slurred speech, unsteadiness, lack of co-ordination and smell of alcohol should be taken into account. However, these symptoms are occasionally displayed by those suffering a medical condition.
- Where a member of staff or a customer is assaulted or an incident occurs requiring the attendance of police, promptly alert the police by telephone or radio-link so that the offender can be dealt with in an appropriate manner.
- Ensure that any incidents of crime or disorder are entered in the incident book with appropriate details e.g. descriptions, names etc.
- Discuss with the manager any failings in policies or procedures and suggest improvements.

5 Restaurants / Bistros / Cafes

5.1 Premises Licence Holder

- At the design stage, or at the time of any refurbishment, consider the positive effect that the design and layout of the shop floor may have on reducing alcohol related crime and disorder and assisting in the promotion of staff and customer safety. The police Architectural Liaison Officer will offer free design advice and guidance regarding this important step. The standard can be viewed at <http://www.securedbydesign.com/>
- Carry out a Fire Risk Assessment that will specify the safe capacity of the premises. Assistance can be obtained on the Fire Gateway site at www.fire.gov.uk in the 'Workplace Safety' section.
- Consider the installation of a high quality CCTV system that is capable of producing clear recorded images in all lighting and weather conditions. The captured images must be of a quality sufficient for admission as evidence for the purposes of identification.

5.2 Designated Premises Supervisor

- Maintain a bound incident book, with pre-numbered pages and ensure all staff use it promptly to record details of any incident of crime or disorder on the premises, including date and time, details or descriptions of persons involved, injuries or losses, exact location of the incident, staff involved, police involvement, outcome, etc. Failure to comply should be a disciplinary offence as it indirectly places all staff under higher risk in the future. The book will also be available for inspection by the Community Safety Partnership at all times the premises are open.
- Undertake a risk assessment for the premises and prepare an Incident Management Protocol specifically to include advice on dealing with disorder, an Early Intervention Plan, a Removal Policy and

advice regarding use of force that arises from that assessment. This protocol should include duty managers, bar staff, waiters, glass-collectors, and security officers and include some of the appropriate Codes of Practice contained herein.

- Prepare an Evacuation Procedure for use in any emergency such as fire, bomb threat, serious disorder or incident involving weapons and ensure all staff are trained to assist in evacuating customers as required.

NOTE: Management should not rely heavily on door supervisors for this role as they may not be present or may be involved in containing a situation or restraining and detaining offenders.

- Prepare a Complaints Procedure for both customers and members of staff. Ensure it is well advertised and incorporates an independent element for where internal agreement cannot be achieved.
- Implement a 'Challenge' Scheme 21 or 25 at the premises, whereby staff are trained to request a photo driving licence, passport or PASS from any person that appears to be under the age of 21 / 25 years. The sale of alcohol products should be refused unless that ID is produced.
- Ensure that staff are trained in respect of their responsibilities and the premises policies regarding the sale of age-related products and proxy selling. Refresher training should be provided at regular intervals (at least 6 monthly).
- Records detailing the training provided should be kept on the premises for production, on request of the Community Safety Partnership. Best Practice is to retain records on the premises for a minimum of 2 years.
- Display signage to inform customers that they will be challenged for identification if they appear under 21/25 years.

- Ensure that any CCTV system is properly maintained and operating at all times that the premises are open for business.
- Appoint a named CCTV manager and deputy to take responsibility for such a system.
- Train adequate numbers of suitable staff (e.g. duty managers) to use the CCTV system to its full potential thus ensuring that a member of staff is always available to replay recordings and download material onto removable media following an incident.
- Identify 'higher risk', occasions when management of the premises is at its most challenging for example Friday/Saturday nights. Consider the deployment of additional staff and/or security officers at identified periods of increased risk.
- Maintain a broad overview of the premises and all staff whenever the premises are open for trading.
- Pay attention to the outside of the premises and the immediate area to ensure that customers or other people are not loitering or behaving in a manner likely to impact on neighbours or the public.
- Ensure that incidents are appropriately reported to police.
- Ensure that adequate procedures are in place for dealing with customers who are being refused service, due either to their state of sobriety, their apparent age, or their behaviour.
- Ensure that staff are fully supported if these Refusal To Sell Alcohol procedures are activated.
- Operate a policy of 'zero tolerance' in respect of customers who are abusive or threatening, or customers who commit offences of theft/deception. Consideration should be given to displaying notices informing customers of such a policy and/or membership of Pubwatch.
- Implement sanctions against such customers such as a verbal warning or ban.
- Ensure that a variety of low-alcohol drinks are readily available as an alternative for customers. Not only does this increase customer choice but also reduces alcohol intake and risks of disorder with no reduction in profits.
- Ensure that a wide variety of soft drinks are readily available for purchase by customers as an alternative to alcoholic drinks.
- Ensure that low-alcohol and non-alcoholic beverages are advertised as an option in any price list/menu.
- Ensure that free drinking water is readily available.
- Actively promote the consumption of non-alcoholic drinks by drivers by implementing an attractive 'drivers' drinks display' at the bar.
- Ensure toilet checks are carried out at frequent intervals to deter assaults and illegal drug activity taking place off-camera and to offer assistance to individuals where it is required.
- Ensure, at closing time, that adequate monitoring of customer dispersal takes place by staff or security officers, ensuring customers disperse in an orderly manner.
- Ensure that any customer is provided with necessary assistance to facilitate the arranging of safe transport home. For example this could include a list of transport providers (taxi and private hire operators, bus details) and the use of a telephone to arrange transport.
- Ensure that all waste is kept secure until collection.
- Remove all litter and waste from the front and in the close vicinity of the premises during and after trading hours.

5.3 Staff

- Be aware of evacuation procedures.
- Be familiar with and implement the Incident Management Protocol.
- Seek proper identification/proof of age from any person attempting to purchase alcohol who appears to be under 21/25 years of age according to the Challenge scheme in place at those premises.
- Be familiar with procedures for dealing with customers who are being refused service due to their state of sobriety, their apparent age, their behaviour or as the result of being a banned person.
- Seek to identify those who have already consumed a significant quantity of alcohol but are not deemed to be drunk and draw the manager's attention to that individual.

A decision can then be made on whether the purchase should proceed.

- Where a member of staff or a customer is assaulted or an incident occurs requiring the attendance of police, promptly alert the police by telephone or radio-link so that the offender can be dealt with in an appropriate manner.
- Ensure every incident of crime or disorder is entered in the incident book with appropriate details e.g. descriptions, names etc.
- Be familiar with the operation and use of radio-link (where appropriate) and ensure faults are promptly reported to the manager.
- Ensure that the CCTV system is operating at all times that the premises are open for business and that any known faults are promptly reported to the manager.

6. Takeaways

6.1 Owners

- At the design stage or at the time of any refurbishment, consider the positive effect that the design and layout of the premises may have on reducing alcohol-related crime and disorder, assisting staff and customer safety. The document 'Secured by Design - Licensed Premises' (April 2005) provides valuable guidance that should be used in the design and/or renovation of all premises. The police Architectural Liaison Officer will also offer free design advice and guidance regarding this important basic step. The standard can be viewed at <http://www.securedbydesign.com/>
- Carry out a Fire Risk Assessment that will specify the safe capacity of the premises. Assistance and contacts can be obtained on the Fire Gateway site at www.fire.gov.uk in the 'Workplace Safety' section.

- Install a high quality CCTV system that is capable of producing clear recorded images in all lighting and weather conditions. This should include at least one camera covering the entrance doorway. The captured images must be of a quality sufficient for admission as evidence for the purposes of identification.

6.2 Managers

6.2.1 *Environmental measures and good management*

- Undertake a risk assessment for the premises and prepare an Incident Management Protocol including advice on dealing with disorder, an Early Intervention Plan, a Removal Policy and advice regarding use of force that arises from that assessment. This protocol should include

duty managers and security Officers and include some of the appropriate Codes of Practice contained here.

- Prepare an Evacuation Procedure for use in any emergency such as fire, bomb threat, serious disorder or incident involving weapons. Ensure all staff are trained to assist in evacuating customers as required.

NOTE: Management should not rely heavily on door supervisors for this role as they may not be present or may be involved in containing a situation or restraining and detaining offenders.

- Maintain a bound incident book, with pre-numbered pages and ensure all staff use it promptly to record details of any incident of crime or disorder on the premises, including date and time, details or descriptions of persons involved, injuries or losses, exact location of the incident, staff involved, police involvement, outcome, etc. Failure to comply should be a disciplinary offence as it indirectly places all staff under higher risk in the future. The book must be available for inspection by the Community Safety Partnership at all times the premises are open.
- Prepare a Complaints Procedure for both customers and members of staff. Ensure it is well advertised and incorporates an independent element for where internal agreement cannot be achieved.
- Ensure that the CCTV system is properly maintained in good working order at all times the premises is open and that recordings are stored for a minimum of 28 days and handed to the police upon request.
- Ensure access to the CCTV system is permitted only to authorised staff. (Stored in a secure room and, if possible, password-protected). Particular care should be taken after any incident involving violence that staff/security officers do not interfere with recordings.

- Appoint a named CCTV manager and deputy to take overall responsibility for the system.
- Ensure that checks are carried out from time-to-time to ensure that CCTV cameras have not been moved from their original position or otherwise interfered with.
- Train adequate numbers of suitable staff to use the CCTV system to its full potential, ensuring that a member of staff is always available to replay recordings and download material onto removable media immediately following an incident.
- Arrange the use of radio-link radios and ear-pieces (where available). This permits instant communication with:
 - a) Local CCTV Room Operator (where available) – who will, at a specific request and if it is practicable, monitor the entrance and vicinity of the premises using a street CCTV camera.
 - b) Police ‘Operation Hornet’ patrols – who will, at a specific request, attend the premises or the immediate vicinity providing a swift response should the need arise.
 - c) Door supervisors in other nearby premises.
 - d) Street Pastors and other available groups who may be able to offer a specialist service.
- Identify ‘higher risk’ occasions when management of the premises is at its most challenging due either to the profile of clientele, their state of excitement (linked to activity), state of intoxication (linked to occasion or time of day) or due to sheer volume of customers. Examples of ‘higher risk’ occasions would include Friday and Saturday evenings, occasions when prominent football matches are being screened in local pubs, Bank Holiday weekends, New Year’s Eve, etc.
- Ensure that a responsible and capable individual is left in charge of the premises at all times and, in particular, at peak periods or at times of increased risk.

- Consider the deployment of additional staff and/or security officers at identified periods of increased risk.
- Implement a minimum staffing level of two persons during any period of business between 21.00hrs and 06.00hrs. One of these members of staff should be aged 21years or older.
- Seek to maintain a broad overview of the premises and all staff whenever the premises are open for trading, to include the regular monitoring of staff, security officers and customers.
- Ensure all staff are aware of any 'vulnerable' individuals within the premises.
- Ensure adequate procedures are in place for dealing with customers who are being refused entry or service due to their drunkenness, their behaviour or as the result of being a banned person.
- Ensure that staff are always fully supported if these refusal to sell alcohol procedures are activated.
- Pay particular attention to the area immediately outside the premises to ensure that customer behaviour outside is not adversely impacting on neighbours or the public, and that customers are not urinating or throwing litter into neighbouring gardens or shop doorways.
- Ensure that all waste is kept secure until collection.
- Provide a secured litter bin outside the premises and facilitate the removal of litter and waste from the front and in the vicinity of the premises during and after trading hours.
- Ensure that adequate numbers of security officers are used on 'higher risk' occasions and that they are well-briefed on their arrival.
- Ensure that any customer is provided with necessary assistance arranging safe transport home. For example this should include providing a list of transport

providers (taxi and private hire operators) and the use of a telephone to arrange transport. Consider installing a taxi/private hire freephone facility.

- Ensure that valuable items, particularly cash, are kept out of reach of customers.
- Ensure that charity collecting-boxes are secured to the counter.
- Prepare a Found Property Policy which identifies a safe storage area and a bound register to record the finding of property and its disposal. Ensure that all staff are aware of and comply with this policy.
- Ensure the premises are alarmed and consider installation of an Assistance-Alarm Button with a monitoring facility so that relevant persons/key holders are alerted when it is activated. The external audible alarm should sound for no more than 20 minutes on any activation.

6.2.2 Disorderly customers and removal procedure

- Take firm action against customers who are not acting in an acceptable manner inside the premises or who are being disorderly as they leave. Actions such as threatening to ban the individual for a suitable period of time can be all that is required to curtail the excesses. This has been proved repeatedly to be more effective than the threat of arrest by a police officer. Ignoring anti-social behaviour is likely to drive other, well-behaved customers away.
- In the event of a customer attempting to jump the queue explain firmly and clearly to the individual that the other customer was there first. Queue-jumping can often lead to disorder and should be actively discouraged by staff at all times.
- If customers refuse to accept staff decisions and become abusive or aggressive immediately inform them that they will not be served and must leave the premises. Do not continue to serve them.

- In the event of any customer being insulting, abusive, racist, threatening, aggressive or in any other way disorderly, immediately inform them that they will not be served and must leave the premises. Do not continue to serve them. Do not ignore these warning signs as they can escalate to violence.
- Ensure that a minimum of two staff are allocated to deal with any incident involving a disruptive or anti-social customer. This will rise to a minimum of three staff if more than one disorderly person is involved. This 'outnumbering' technique places psychological pressure on the offender to conform and provides greater safety for the staff member dealing. The second and third member of staff will also act as a witness in the event of any assault.
- Ensure that one member of staff firmly, clearly and politely requests the disorderly customer to refrain from his/her anti-social behaviour.
- If disruptive behaviour continues firmly but politely request the offender to leave the premises, using a security officer if available.
- If the individual refuses to leave they should be given a final opportunity to leave the premises.
- If the takeaway is the holder of a Premises Licence, a licence required to trade after 2300 hours, it should be pointed out to the disorderly Individual that it is an offence to remain in the premises when requested to leave. Please note this offence does not apply to takeaways that are unlicensed and trade during daytime hours only. In these circumstances there is a common law right to request a disorderly person to leave and to remove such a person if they refuse to leave.
- If violence is anticipated make no attempt to 'manhandle' the offender out of the premises without the assistance of a trained security officer. If necessary, call the police on 999 to assist in the removal. This telephone call should be done out of reach of the offender who may otherwise try to prevent the call being made.
- Remain calm when speaking to the police call-taker and provide clear details of the incident together with the fact that the offender is refusing to leave and a clear description of the offender. Inform the police that you anticipate violence if any attempt is made to remove them forcibly.
- Ensure that two staff members continue to closely monitor the offender from a safe distance until the police arrive.
- When the police arrive, clearly state to the officer, preferably in the presence of the offender, that the person has been asked to leave and that they have refused. Inform the officer that you will, if the officer wishes support any action they deem appropriate, such as court proceedings, for the offence of 'failing to leave licensed premises when requested'.
- Make a note of the police officer's collar number or name for future reference. Record the police incident number and enter this in the incident book.
- Identify from experience threatening atmospheres, where situations may get out of control. Do not ignore intuitive concerns as they will usually be right. **ACT PROMPTLY AND PROACTIVELY.** Call the police at the outset on 999. Do not delay calling the police until your fears have been confirmed and the situation has deteriorated. There will be no criticism for calling the police unnecessarily. Remember that there may be a delay between the police being called and their attendance at the premises. Early attendance by the police can often prevent a problem escalating. This contributes to efficient policing methods.
- In any incident of serious disorder stop serving. This ensures disruptive behaviour is not masked by other normal activity. It also draws the attention of everyone in the premises to the problem, thereby providing a greater number of witnesses and peer pressure. It also allows you to concentrate

fully on the problem in hand. Advise innocent customers to move a safe distance from problematic individuals to prevent them being innocently caught up in events. Remember - delays can lead to full-scale incidents resulting in:

- a) Injuries to staff or customers - involving human cost.
 - b) Injured staff out of action - involving difficulties running the business.
 - c) Damage to the premises - involving disruption to normal business, costly repairs, and insurance claims.
 - d) Lost trade - involving expensive advertising costs to re-establish previous trade levels.
 - e) Statement making - involving considerable loss of time and business disruption.
 - f) Court attendance - involving a day off work and the arrangement of a replacement manager/staff.
- If the situation defuses completely prior to police attendance, e.g. the disruptive group leaves the premises, simply telephone this information through. The police will then monitor the group on the street if possible by local authority CCTV or police 'Operation Hornet' patrol. If on radio-link, alert other premises so the offenders are refused entry elsewhere.
 - In the event of disorder between customers shout a firm command to: "Stop that behaviour here!" Separate the parties if safe to do so and seek to identify aggressor and victim. Ask the aggressor to leave the premises and ensure his/her departure from the immediate vicinity is monitored. Do not remove a victim or allow them to leave if the aggressor has been removed and is still outside the premises. Alert the police by telephone or radio-link.
 - Encourage victims and 'vulnerable' individuals to leave the premises in the company of at least one friend or take safe transport home, for example a taxi/ private

hire vehicle collecting them from the door and using a security officer to escort them to the vehicle. If a victim or a 'vulnerable' individual is driving home in their own car, consider using a member of staff as an escort to a vehicle if it is nearby (unless the vulnerability is due to intoxication).

- Ensure that where any member of staff or a customer is assaulted, the offender is detained but only if safe to do so.
- Ensure that the police are promptly alerted by 999 or radio-link (if available) so that the offender may be dealt with in an appropriate manner. Where such action is taken the manager will also ensure that:
 - a) CCTV recordings of the incident are promptly downloaded to provide primary evidence for prosecution purposes.
 - b) Staff are made available promptly (when requested) for the making of a written statement.

6.2.3 Detention of offenders

- The detention of offenders is entirely at your discretion, unnecessary risks should not be taken. Ensure that you, or in your absence the person in charge, take full control of any situation where an individual is detained. The detainee is likely to seek any opportunity to escape. The detainee must be watched constantly and at close hand, so that they do not have the opportunity to escape, discard or swallow drugs in their possession, pull weapons from their pockets or grab at items that may be used as a weapon. This close observation and supervision is imperative especially in a takeaway where there will be sharp knives in use. A relatively minor situation can suddenly become considerably more serious. A minimum two-to-one staff to offender ratio must be adopted. If necessary, minimum force may be used to detain the offender whilst awaiting the arrival of the police. However, the offender should be permitted to leave if staff are at undue risk.

- Maintain a 'weapons awareness' at all times and do not place yourself at risk if weapons are wielded.
- Ensure that, where possible, detained individuals are brought under the nearest CCTV camera so that their identity and demeanour are recorded.

6.2.4 Use of security officers

- Formulate a Security Officer Deployment Plan, based on identified actual or potential flashpoints. This deployment plan should indicate the areas over which a security officer has specific responsibility and the method of working to be used.
- Ensure that security officers co-operate fully with the police when necessary in the pursuit of the licensing objectives. This will include supplying written statements when requested.
- If more than one security officer is employed, appoint a suitably reliable head security officer to take overall responsibility.
- Ensure that all security officers are registered with the SIA and in possession of a current badge. The manager should carry out an instant check on the SIA Website Register (www.the-sia.org.uk) on the first occasion that a security officer works at the premises to ensure that any badge being produced has not been revoked by the SIA. Thereafter, they should make regular random checks to ensure that the badge has not been subsequently revoked.
- Check the photo on the security officer's badge against the employee to ensure they match.
- Refuse to allow any unbadged security officer to work on the premises. In the event of any incident involving injury there would be a high liability against a manager who permits an unlicensed employee to carry out security duties.

- Maintain a register of security officers employed at the premises and ensure they sign in and sign out.
- Speak to security officers on their arrival to ensure they are not under the influence of alcohol, drugs or exceptional stress that could lead to irrational actions. Security officers need to be level-headed at all times.
- Ensure security officers wear suitable items of clothing and their SIA badge to facilitate easy identification. This will usually be a high-visibility item of clothing during hours of darkness, a high-visibility armband containing their SIA badge or a badge/logo on their clothing.
- Observe at close range where possible to do so safely, and pay close attention to the manner in which security officers or staff deal with any incident that involves the use of force, ensuring always that minimum force is used.

NOTE: Offenders will often complain that excessive force was used. Your presence and close attention will assist in rebutting any malicious complaints made against your security officers or staff.

6.2.5 Follow-up action

- Whenever a member of staff or customer is assaulted or an incident involving the supply of illegal drugs occurs, ensure that a prompt referral is made to Pubwatch for consideration of a ban of the offender by all members of Pubwatch.
- Periodically carry out incident analysis to identify actual and potential flashpoint locations or crime and disorder issues. Use the incident book to determine repeat problems, areas of poor CCTV cover, vulnerable staff, training issues, etc and ensure that staff are adequately updated. When undertaking this analysis the free advice and expertise of the Police Licensing or Community Safety Departments may be sought if necessary.

- Take suitable and appropriate steps to address problem areas identified as a result of incident analysis.
- Encourage staff to discuss any failings in policies or procedures and suggest improvements.

7. Taxi Vehicles

7.1 Operator

- Ensure drivers always display an ID badge and remain smartly dressed and professional at all times when on duty.
- Consider fitting CCTV in vehicles.
- Consider a small lockable safe in the boot of each vehicle for securing cash to reduce the amounts held by each driver.
- Consider using of radio-link radios and ear-pieces (where available). This permits instant communication with:
 - a) Local CCTV Room Operator (where available) – who will, at a specific request and if it is practicable, monitor the entrance and vicinity of the premises using a street CCTV camera.
 - b) Police ‘Operation Hornet’ patrols – who will, at a specific request, attend the premises or the immediate vicinity providing a swift response should the need arise.
 - c) Door supervisors in other nearby premises.
 - d) Street Pastors and other available groups who may be able to offer a specialist service.
- Where applicable be familiar with the operation and use of radio-link and ensure that any faults are promptly reported.
- Contact police and inform them of any acts of disorder at the rank.

- Seek to develop a good rapport with all other members of the night-time economy, including the emergency services.
- Co-operate fully with members of the police, local authority, and other statutory agencies involved in the night-time economy.

7.2 Driver

- Always display an ID badge and remain smartly dressed and professional at all times when on duty.
- Always be polite and courteous to all members of the public avoiding the use of bad language, even when provoked. Set high standards of behaviour that others should follow.
- Greet customers in a friendly and courteous manner.
- Ensure that where any incident occurs requiring the attendance of police they are alerted promptly through the taxi office so that the offender can be dealt with in an appropriate manner.
- Be available to police for the taking of statements etc. following any incident in which they are involved and require police investigation.
- Not refuse a fare without reasonable cause to do so.
- Not attempt to detain passengers in the vehicle following a non-payment to prevent possible allegations of kidnap, assault etc.

- Maintain regular contact with the taxi office.
- Where practical, check for left property after every fare and in any case at the conclusion of duty.
- Take proper care of any left property and take steps to assist in its return to the loser.
- Seek to develop a good rapport and working relationship with all other members of the night-time economy including the emergency services.
- When dropping off 'vulnerable' individuals at night, wait until the passenger is safe before driving off.
- Operate a 'buddy' system with another driver or group of drivers to provide mutual support and conduct regular safety checks, particularly at night.
- Do not accept passengers who queue-jump. Such an action can provoke anger amongst other people who are waiting and lead to disorder.
- Discuss with the operator any failings in policies or procedures and suggest improvements.

8. Private Hire Vehicles

8.1 Drivers

- Always display an ID badge.
- Remain smartly dressed and professional at all times when on duty.
- Always be polite and courteous to all members of the public avoiding the use of bad language, even when provoked.
- Greet visitors in a friendly and courteous manner.
- Consider fitting CCTV in the vehicles.
- Consider a small lockable safe in the boot of each vehicle for securing cash to reduce the amounts held by each individual.
- Not refuse a fare without reasonable cause to do so.
- Not attempt to detain passengers in the vehicle following a non-payment to prevent possible allegations of kidnap, assault etc.
- Where practical, check for left property after every fare and in any case at the conclusion of duty.
- Take proper care of any left property and take steps to assist in its return to the loser.
- Seek to develop a good rapport and working relationship with all other members of the night-time economy including the emergency services.
- When dropping off 'vulnerable' individuals at night wait until the passenger is safe before driving off.
- Consider operating a 'buddy' system with another driver or group of drivers to provide mutual support and conduct regular safety checks, particularly at night.

9. Buses

9.1 Operator

- Ensure that all buses used during evening shifts are fitted with a driver protection screen or other suitable protection for the driver.
- Issue drivers with a dedicated mobile phone or radio in case of emergencies, with at least the following contacts:
 - a) Operator's office.
 - b) Repair/breakdown service.
 - c) Police non-emergency telephone number (0300 111 0300).
 - d) Local Authority CCTV control room.
- Prepare a Found Property Policy to record the finding of property and its disposal. Ensure that all staff are aware of and comply with this policy.
- Conduct joint operations between police and bus operators, involving police travelling on buses, accompanying bus ticket inspectors, etc.
- Ensure that buses used on evening shifts and, in particular buses used as a night bus are fitted with a CCTV system.
- Consider the implementation of pre-payment and cashless ticketing schemes to reduce the amount of cash being carried.

9.2 Driver

- Remain smartly dressed and professional at all times when on duty.
- Always be polite and courteous to all members of the public, avoiding the use of bad language even when provoked.
- Greet visitors in a friendly and courteous manner.
- Be aware of any 'vulnerable' individual who is on board the vehicle and give every assistance to reach the destination. In the event that this is not possible or the individual requires other assistance, contact the operator's office for advice.
- Be aware of and comply with the operator's policy on found property.
- Ensure that where an incident occurs requiring the attendance of police, they are promptly alerted through the operator's office so that the offender may be dealt with in an appropriate manner.
- Be available to police for the taking of statements etc following any incident which requires police investigation.
- Not refuse a passenger, even one unable to pay at that time, without reasonable cause to do so.
- Seek to develop a good rapport with all other members of the night-time economy including the emergency services.
- Co-operate fully with members of the police, local authority or other statutory agencies involved in the night-time economy.
- Discuss with the operator any failings in policies or procedures and suggest improvements.

10. Accident and Emergency Departments

10.1 Manager

- At the design stage or at the time of any refurbishment, consider the positive effect that the design and layout of the premises may have on reducing alcohol-related crime & disorder and assisting in the promotion of staff and customer safety. The police Architectural Liaison Officer will also offer free design advice and guidance.
- Maintain an Incident Register and ensure all staff use it promptly to record details of any incident of crime or disorder on the premises, including date and time, details or descriptions of persons involved, injuries or losses, exact location of the incident, staff involved, police involvement, outcome, etc. Failure to comply should be a disciplinary offence as it indirectly places all staff under higher risk in the future.
- Install a high quality CCTV system that is capable of producing clear recorded images in all lighting and weather conditions. The captured images must be of a quality sufficient for admission as evidence for the purposes of identification.
- Ensure that the CCTV system is properly maintained and operating at all times. Keep recordings for a period of 28 days and hand to police upon request.
- Train adequate numbers of staff to use the CCTV system and ensure that a member of staff is available to replay recordings and download material onto removable media following an incident.
- Identify 'higher risk' occasions when management of the department is at its most challenging, for example Friday/Saturday nights. Consider the deployment of additional staff and/or security officers at these identified periods of increased risk.
- Pay attention to the outside of the premises and the immediate area to ensure that

patients or their friends/relatives are not loitering or behaving in a manner likely to impact on other patients, neighbours or the public.

- Formulate and implement procedures for dealing with drunken, violent or abusive patients or visitors.
- Operate a policy of 'zero tolerance' in respect of clients who are abusive or threatening, and display notices informing customers of such a policy.
- Ensure that where a member of staff, patient or visitor is assaulted or an incident occurs requiring the attendance of the police, they are promptly alerted by telephone so that the offender may be dealt with in an appropriate manner. Where such action is taken the manager will also ensure that:
 - a) Any CCTV recording of the incident is promptly downloaded and saved to provide primary evidence for prosecution purposes.
 - b) Where possible staff are made available promptly for the making of a written statement.
- Ensure that, without breaching patient confidentiality, other recorded incidents are reported to the police in order that intelligence can be gathered to prevent a repeat or escalation of an incident.
- Ensure that patients are provided with assistance to arrange safe transport home following discharge. For example this could include a list of transport providers, e.g. taxi and private hire operators and bus request stops.

10.2 Staff

- Seek to identify those who have consumed a significant quantity of alcohol and are disruptive or who are exhibiting violent or abusive behaviour. The manager's attention

should be drawn to that individual in order that measures can be implemented to reduce the likelihood of disorder.

- Ensure that any incident of crime or disorder is entered in the incident register with appropriate details e.g. descriptions, names etc.
- Be aware of regular or ongoing problems through examination of the incident book.

10.3 Security Officer

- Always wear the hospital-provided uniform to facilitate easy identification of the role. This will usually include a high-visibility item of clothing during hours of darkness.
- During patrol of the grounds, pay attention to the outside of the A & E Department and the immediate area to ensure that patients or their friends/relatives are not loitering or behaving in a manner likely to impact on other patients, neighbours or the public.

- Seek to identify those who have consumed a significant quantity of alcohol and are disruptive or who are exhibiting violent or abusive behaviour. The manager's attention should be drawn to that individual so that measures can be implemented to reduce the likelihood of disorder.
- Ensure that any incident of crime or disorder is entered in the incident register with appropriate details e.g. descriptions, names etc.
- Be aware of regular or ongoing problems through examination of the incident book.
- Ensure that toilet checks are carried out at frequent intervals to deter assaults and illegal drug activity taking place off-camera and to offer assistance to individuals where it is required.
- Ensure that any faults with the CCTV system are promptly reported to the manager.



11. Local Authority CCTV Control Room

11.1 Manager

- Ensure that all persons acting as CCTV operators are properly licensed with the SIA.
- Ensure that a manual of guidance for the operation of CCTV is produced, maintained and made readily available to all operators.
- Ensure that all operators have received full training including the principles and limitations of CCTV surveillance, tape management and relevant legislation.
- Ensure that use of the monitoring system is restricted to the intended purpose of the system i.e. the prevention and detection of crime and disorder.

- Ensure that all operators are fully conversant with the operation of the equipment.
- Regularly review the location and condition of CCTV cameras to ensure that existing locations are relevant, potential sites of crime and disorder are considered for coverage and that the actual cameras are fit for use.
- Consider the deployment of additional staff at identified periods of increased risk, such as Friday and Saturday evenings or major events.

11.2 Operators

- Be licensed with the SIA.
- Be aware of the guidelines in the manual of guidance and responsibilities, particularly in relation to legal obligations.
- Be conversant with the operation of the equipment.
- Report all suspicious activity/incidents to the police control room by telephone.
- Ensure that suspicious activity/incidents are recorded in 'real time'.
- Record details of date, time and camera number in relation to incidents which are reported to police in case of investigation and prosecution of offenders.
- Ensure that recordings of any incidents are correctly handled and protected to avoid any compromise or loss of evidence.
- Monitor radio-link and in normal circumstances act as control for the scheme.
- Monitor relevant police radio talkgroups and ensure that any incidents within the perimeter of the relevant CCTV scheme are recorded.
- Ensure that correct radio procedure is maintained by radio users and that any incidents of inappropriate language or procedure are brought to the attention of the CCTV Manager in order that steps can be taken to prevent further breaches.

12. Street Pastors (where available)

- Wear a distinctive blue jacket and hat bearing the title 'STREET PASTOR' when on duty.
- Remain smartly dressed and professional at all times when on duty.
- Work 22.00hrs to 04.00hrs on duty evenings in a group of four Pastors and on other evenings by agreement. Start patrolling around 2230hrs.
- Ensure that they are familiar with the operation and use of radio-link and that any faults are promptly reported.
- Be in possession of at least two radio-link radios in the group by which they can directly contact, or be contacted by licensed premises, local authority CCTV operators and police Operation Hornet patrols.
- On occasion split into two pairs but each pair will remain in close proximity to the other.
- Always be polite and courteous to all members of the public avoiding bad language even when provoked.
- Be available to assist with any 'vulnerable' individual or other person who:
 - a) Is separated from a group of friends.
 - b) Is intoxicated.
 - c) Is ill.
 - d) Needs assistance to arrange transport home.
 - e) Requires an escort to premises nearby.
 - f) Wishes to talk, or requires a listening and sympathetic ear.
- Assist door supervisors with injured or intoxicated people.
- Provide a calming and reassuring presence where there is conflict and distress.
- Ensure that where a colleague or other person is assaulted in the view of a Street

Pastor or an incident occurs requiring the attendance of police that they are promptly alerted by radio-link or telephone so that the offender may be dealt with in an appropriate manner.

- Seek to build relationships with the emergency services, licensees, door staff,

taxi ranks and late night eating establishments.

- Co-operate fully with members of the police, local authority and other statutory agencies involved in the night-time economy, so far as it does not conflict with pastoral care.

13. Addaction

- Addaction is part of the Lincolnshire Drug and Alcohol Services in partnership with the Lincolnshire Partnership Foundation Trust and provides drugs/alcohol treatment via a self-referral system. Those requiring help with a drugs/alcohol problem do not have to be referred by a professional or agency.
- The aim of Addaction is to help people with drug/alcohol problems through treatment that is specific to their needs.
- Anyone requiring help can attend an Open Access clinic at their nearest resource centre and ask to speak to an Open Access Worker.
- Alternatively those seeking help or advice can contact the Open Access Clinic and speak to an Open Access Worker who will book an appointment and/or provide information and advice over the telephone. Contact can also be made by e-mail or fax.
- What do the Open Access Clinics offer:-
 - Free and confidential advice
 - An assigned key-worker
 - One-to-one sessions
 - An assessment of needs
 - Advice and information
 - Personal development
 - Drug/alcohol reduction advice
 - Harm reduction advice

Referral for higher level drug/alcohol intervention where appropriate

Auricular acupuncture treatment (to reduce cravings and consumption)

Referral to other suitable agencies

- Assistance is also given to those with drug/alcohol problems to address other related issues including housing and unemployment
- More information about local services and to carry out a free and confidential assessment of drinking levels visit www.lincs2alcohol.co.uk .
- Local Offices covering the South Lincolnshire area are listed below.

Addaction Grantham

71 High Street
Grantham
NG31 6NR

Telephone: **01476 512950**

Addaction Boston

70-74 Wide Bargate
Boston
PE21 6RY

Telephone: **01205 319920**

Addaction Lincoln

The New Avenue
26-30 Newlands
Lincoln
LN1 1XG

Telephone: **01522 301307**

14. Night-Time Safety Wardens (when available)

14.1 Manager

- Ensure that every Night-Time Safety Warden is registered with the SIA and in possession of a current badge. The manager should carry out an instant check on the SIA website register on the first occasion that a Night-Time Safety Warden works in the area to ensure that any badge being produced has not been subsequently revoked by the SIA. (www.the-sia.org.uk) and thereafter regular random checks should be undertaken.
- Check the photo on the badge against the employee to ensure they match.
- Refuse to allow any unbadged Night-Time Safety Warden to work in the area.
- In addition to basic SIA training will ensure that every Street Warden receives further training in:
 - a) Customer Service
 - b) Verbal Reasoning
 - c) Conflict Management
 - d) First Aid
 - e) Defibrillator Use
 - f) Note Book/Statement writing
- Will ensure that Night-Time Safety Wardens are smartly dressed and whilst on duty wear a high-visibility jacket marked 'SAFETY WARDEN'
- Will ensure that, where available, wardens are deployed in pairs. The usual shifts will be:
 - a) Thursday **21.00 – 03.00**
 - b) Friday: **21.00 – 03.00** or **22.00 – 04.00**
 - c) Saturday: **21.00 – 03.00** or **22.00 – 04.00**

These times may be altered where special events or other circumstances require this.
- Appoint a Senior Warden to take overall responsibility for the actions of all the Night-Time Safety Wardens.
- Maintain a register of Night-Time Safety Wardens and ensure that they sign in and sign out.
- Ensure the Senior Warden speaks to all Night-Time Safety Wardens on arrival for briefing to ensure that they are not under the influence of alcohol, drugs or exceptional stress that could lead to irrational actions. Night-Time Safety Wardens need to be level-headed at all times.
- Ensure that all Night-Time Safety Wardens are allocated town centre patrols and suitably briefed to enable them to work towards raising the quality of experience of town centres for businesses, residents and visitors by reducing the fear of crime, anti-social behaviour and violent crime.
- Ensure that Night-Time Safety Wardens are familiar with the operation and use of Radio-Link and know how to report any faults that occur.
- Ensure that each Night-Time Safety Warden is in possession of a Radio-Link radio and ear-piece when on duty. This Radio-Link permits instant communication with:
 - a) CCTV Room Operator – who will, at a specific request, monitor any incident using a street CCTV camera.
 - b) Police 'Operation Hornet' patrols – who will, at a specific request, attend the immediate vicinity of an incident so as to provide a swift response should the need arise.
 - c) Door supervisors in other nearby premises – who can provide mutual aid to detain offenders or restore calm prior to police arrival should this be necessary.
 - d) Street pastors and other available groups who may be able to offer a specialist service.

- If conflict management fails, ensure that Night-Time Safety Wardens do not get involved in incidents unless absolutely necessary. Their responsibility is to report and give an independent view on any incident that they witness.
- Ensure that off-duty Night-Time Safety Wardens do not get involved in incidents.
- Discuss with the Community Safety Partnership any incident or crime where things have gone wrong despite following these Codes of Practice, or to suggest amendments, additions or further ideas as to how crime & disorder may be reduced in the area.

15. Lincolnshire Fire and Rescue

15.1 Enforcement

- Whilst Lincolnshire Fire and Rescue do not enforce licensing laws, it does enforce the provisions of The Regulatory Reform (Fire Safety) Order 2005 (RRO). We carry out a risk-based program of fire safety audits and inspections and visit licensed premises both during the day and at night to ensure that satisfactory standards of fire safety are being maintained.
- A failure to provide satisfactory fire precautions to ensure the safety of employees and other relevant persons who are in or near the licensed premises may be a breach of this legislation and may also result in your Licence being reviewed.

15.2 Risk Assessment

- The RRO requires employers and other responsible persons to make a 'suitable and sufficient' assessment of the risks from fire. Where 5 or more persons are employed or a licence is in force the responsible person must record the significant findings of the risk assessment.

15.3 General Guidance

- The following general guidance will be appropriate in many cases however it

cannot cover every situation. Guidance documents regarding fire precautions and how to comply with your legal duties under the Fire Safety Order are available to download, free of charge, from www.communities.gov.uk/fire/firesafety or for more detailed guidance please see your local Community Fire Protection officer at Lincolnshire Fire and Rescue.

15.4 Number of Persons Using the Premises

- As your escape routes need to be adequate for the people likely to use them you will need to consider how many people, including employees and the public, may be present at any one time. You will need to confirm that the number and width of escape routes and exits will be enough for the anticipated number of people using the premises. The maximum occupancy figure should be recorded as part of your risk assessment.

15.5 Means of Escape

- All exit doors should be maintained so as to be capable of being opened easily and immediately in the direction of exit from the inside when required without the use of a key.

- All exits, passages, landings and stairways should be kept free from obstruction at all times when the premises are used for licensed purposes. Any gaming machine should be positioned so as not to obstruct exit doors and routes; it should also be provided with its own three-pin plug and socket, installed so as to leave no trailing electrical wiring.
- Stair and floor coverings should be securely fixed so as not to present a trip hazard. Where tables and chairs are used in licensed rooms, they should be so disposed as to ensure a clear route of adequate width to each exit door from the rooms.
- A clear and unobstructed route leading from each fire exit to a place of safety outside the premises should be provided and maintained available for use at all material times.

15.6 Fire Alarm

- The responsible person should be familiar with the method of operating and testing the fire alarm system. The fire alarm system should be tested weekly for correct operation and audibility. The result of all tests should be recorded in a suitable logbook provided for the purpose.
- All staff should be made familiar with the method of giving warning of fire and with the escape routes available from each part of the premises to which they may resort or in which they may work.

15.7 Emergency Lighting

- The responsible person should be familiar with the method of operating and testing the emergency lighting system. The results of all tests should be recorded in a suitable logbook provided for the purpose.

15.8 Fire Fighting Equipment

- The fire extinguishers should be provided appropriate to the risk and the size of the premises. They must be properly maintained and serviced. Nominated staff should be trained to be fully conversant with the operation and use of the fire extinguishers provided and the action to be taken in case of fire.

15.9 Notices

- Exits and exit routes in the premises should be clearly marked with fire exit signs which should be easily visible so that occupants can readily see where the exits are and where to go in an emergency. Directional signs indicating routes leading to fire exits should be provided where necessary. All the signs should be clearly illuminated by natural or artificial lighting at all material times.
- "FIRE EXIT - KEEP CLEAR" notices should be provided in conspicuous block capital letters at approximately eye level on the external face of any door used solely for emergency escape and liable to be obstructed.

15.10 Safety Precautions

- Filling materials for use in furnishings should be restricted to COMBUSTION MODIFIED FOAM or other materials having at least the same standard of fire performance. Any worn or damaged seat covers exposing the foam interior should be repaired and maintained in good condition.
- All curtains, fabric foliage and drapes should be effectively fire retardant.

16. Police

- Ensure that a dedicated Operation Hornet patrol covers Grantham and Spalding town centres on a Friday and Saturday night and Stamford town centre on a Thursday, Friday and Saturday night.
- The Operation Hornet Officers will carry a radio-link radio and respond to reported incidents.
- Neighbourhood Response Officers will make frequent visits throughout the night to licensed premises making contact with staff.
- Officers will complete licensing checks at premises, including checking SIA badges, inside premises for underage drinkers and for the presence of the DPS on the premises.
- Officers will support decisions made by door staff if they refuse entry and remove that person if they persist causing problems.
- Officers will maintain a presence at the closing time of night clubs.
- Officers will actively use the Confiscation of Alcohol Act 1997 where young persons are found in possession of alcohol.
- Officers will support the Designated Public Place Orders (where they are in place), and will enforce these, removing alcohol and dealing with offenders as appropriate.
- Officers will actively use the S27 (Violent Crime Reduction Act 2006) Direction to Leave Notices to reduce alcohol related anti-social behaviour.
- Officers will use all forms of evidence gathering to support a prosecution, including statement recording, CCTV evidence (fixed and mobile video evidence together with body worn CCTV evidence if applicable) and any other forms of available evidence.
- Officers will, in all cases where an offender is prosecuted for an offence committed in licensed premises, ensure that statements taken support the application for an Exclusion Order on conviction.
- Drink Banning Orders (S1 Violent Crime Reduction Act 2006) will be actively sought on appropriate offenders to reduce repeat offending.
- Officers will ensure that CCTV recordings from premises and the Local Authority CCTV Control Room is promptly collected when it forms part of an investigation.

17. Councils

17.1 Lincolnshire County Council

- Will monitor and maintain street lighting to ensure the safety of all persons using town centre facilities during the hours of darkness.

17.2 Lincolnshire County Council - Trading Standards

- Will conduct test purchase operations, in partnership with Lincolnshire Police, and will take appropriate action if a sale is made to their underage volunteer.

17.3 District Councils

- Will maintain and empty all litter bins within town centres on a daily basis. They will conduct an ongoing review of potential sites where the provision of a static litter bin will alleviate a particular problem and will also consider and respond to all public requests for the provision of a litter bin.

- Will ensure a continuous presence of street cleaners in town centres during the period 6am – 6pm. This will ensure that the presence of litter and other rubbish is minimised for both the daytime and night-time economy. Whilst district councils expect all premises to maintain a standard of cleanliness in their own vicinity they recognise that in some areas assistance is needed and therefore for the period 6am – 8am daily resources will be concentrated in the town centres.
- Whenever a member of staff or customer is assaulted, or an incident involving the supply of illegal drugs or a disturbance occurs in a licensed premises and there is, for whatever reason, insufficient evidence to support a criminal prosecution of the offender, the District Council Anti-Social Behaviour Team will, on being informed by Pubwatch, commence the procedure for an Anti-Social Behaviour Order or injunction.

18. Community Safety Partnership

- Will maintain, update and reissue these Codes of Practice in line with government legislation and guidance.
- Will monitor statistics which show the level of alcohol-related crime and alcohol-related hospital admissions in South Lincolnshire and advise the DPS, manager and operator on the success of implementation of these Codes of Practice.
- At the request of a DPS or manager, will attend premises with drug testing equipment and give advice on an appropriate drugs policy.
- Where an issue arises regarding the interpretation of the Codes of Practice that cannot be resolved internally, the Community Safety Partnership will provide an independent interpretation of these codes upon request of the Premises Licence Holder or Designated Premises Supervisor.



South Lincolnshire Community Safety Partnership
c/o Grantham Police Station, Swingbridge Road, Grantham, NG31 7XT Tel: 01476 403305