

ETIQUETTE SUPPORTING DOCUMENTS INDEX

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Management for Sobar

MANAGEMENT STRUCTURE

WAYNE TRACEY

DOB : (OVER 20 YEARS INDUSTRY SERVICE)

DPS

KEIRA GANNON

DOB : (SERVICE 7 YEARS)

GENERAL MANAGER

MILLIE HAYWARD

DOB : (SERVICE 6 YEARS)

FLOOR MANAGER AND HEAD HOST

DUNCAN SMITH

DOB : (SERVICE 4 YEARS)

ASSISTANT MANAGER AND BAR MANAGER

SECURITY PROVIDED BY PRP

PATRICK PLUMMER

PO BOX 618

WOLVERHAMPTON

WV1 1ZR

FULL PREMISES OPERATIONAL PLAN

PREMISES NAME

SOBAR

ADDRESS

Sobar
Arcadian Centre
Unit (B104-B111) (B203-B204)
Birmingham
B5 4TD

OPERATING COMPANY

Pleasure Midlands Limited

ADDRESS

As above

LICENSEE

WAYNE TRACEY

DOORSTAFF PROVISION

PRP SECURITY

INDEPENDENT RISK ASSESSORS
& OPERATING CONSULTANTS

C.N.A. RISK MANAGEMENT LTD

SIGNED ON BEHALF OPERATOR

.....

NAME/POSITION

.....

DATED

.....

General Description of Premises and Usage:

SOBAR operate as a Club located in the entertainment district at the Arcadian Centre, the area is surrounded by similar venues operating as bar and nightclubs, this venues have no direct association with Sobar [but we acknowledge that what happens in these venue's and the surrounding areas has an impact on Sobar and actions it will need to put in place and action.

Entrance is gained to the venue via access from Arcadian centre through the premises enclosed garden area. The bar/club area is accessed through a set of double doors into a foyer area with a bar facing out area of venue which comprises two rooms. Room two is accessed at the back of the venue (room 1) via the toilet corridor and via some stairs. There are currently a total of 2 bars on the premises across two rooms. Each room has DJ facilities. The premises have an authorised capacity of 500 TBC persons (estimated split capacity over the two rooms would be Room 1: 290 Room 2: 210 TBC)

Capacity will be controlled by counter clocking system, room 2 is mainly a seated area and will be easily identified when full, standing room is limited head host/and manager will be responsible to monitor this, two SIA trained member of security will monitor flow and control capacity 1 at the top into room 2 and one at the bottom of the stairwell from room 1 to 2. Security and management will be in contact via radios at all time.

Room 2 will be opened when booths have been fully booked in the downstairs area and it becomes full, room 2 will be opened, it will be used only when Room 1 is open and already full for our 3 regular trading nights. Room 2 will be used for separate private events for eg: Lloyds Banking Group Christmas party and Selfridges Party, we have also hosted for Mercedes Benz Birmingham, these private parties will only take place if we feel the customer profile is correct for Sobar and our business, and that they can socialise within the ethos and values of Sobar.

The music policy for room 1 will be a "Strictly Old School" this has already been launched on Sobar Saturdays and has thus far been successful. This genre it is hoped will encourage an older crowd which we're hoping to appeal to.

In Room 2 we're hoping to create a more laid back "chill out" area, as seating is the main aspect upstairs we feel this will be the best fit for this area, also it will appeal to customers which downstairs may be too hectic or noisy we're hoping to create a relaxed and friendly environment.

Bottle service will be available for booked booths, our head host will be fully licenced and will be fully aware of the licencing objectives and will be actively working to monitor bottle service, this will include a 4 bottle maximum to a table of 10, implementation of our "challenge 25" policy when necessary, intoxication levels to be monitored by hosts and hostesses. All servers will receive on the job training regarding drunkenness and the policies that Sobar have in place, intervention from management and security when needed. Head host and Bar manager to work closely when monitoring table service.

All Hosts will take bottles to table, and serve thus monitoring amounts of alcohol served and consumed, no bottles to leave the booth areas, this will be enforced by security and hosts. All drinking vessels will be plastic, thus reducing glass around this area, all hosts will clear any glass vessels as soon as they become empty.

Promoters used for events over our potential 3 nights will be mainly in-house promoters who are well aware of our ethos and how the management see the venue in the market and who they want to appeal to, all promoters will understand the importance of responsible promotion and keeping promotion in-line with the venues' ideals and values. They will all be made aware of the licensing objectives and how important it is to promote the venue with these in mind.

(No promotion of violence, paraphernalia of drug-taking, irresponsible drinking, sexual violence or any illegal activities)

When dealing with external promoters these events will be fully risk assessed and will we only work with promoters who have a good reputation and have had no previous issues with their events.

Profiles of all our promoters, contact details and addresses will be stated in our individual night risk assessments.

The premises is only open for business currently Friday and Saturday nights. The premises are not currently used for any specific promotions/events. Friday and Saturday nights attract a more varied patron. The premises operate a strict over 18 and search policy. In the future we could like to add a weekly student night on a Wednesday or a Thursday (TBC).

In our future with our hopes of opening a student night mid-week, this will be run in conjunction with Birmingham and Aston University Sobar will be used exactly the same way, Room 1 and if needed Room 2. Room 2 will be mainly used when table bookings downstairs have reached capacity.

The premises offer a good standard of accommodation for its patrons. Whilst there is some seating within the venue, the majority of the accommodation is for patrons to stand. There is some seating in both rooms with suitable fixtures and fittings the premises are well-served by fire exits.

The Club has operated under its current trading name for very many years. The current operating company took commercial control of the venue this year, the management team and new owners have many years' experience in running licensed venues mainly Snobs Nightclub in Birmingham. In March 2019, there has been incidents at the associated venue Etiquette the venue which had given the police some concern as to how the premises were being operated. A review of the Clubs operating procedures was conducted resulting in a full Operational Plan.

The venues under new management will be run as one venue under one name, with the same owners, security, management team and a shared ethos and approach to running a licensed venue

The Operating Company and Licensee fully understand their responsibility to promote the four Licensing Objectives via its Operational Plan i.e.:

**Prevent Crime and Disorder,
Public Safety,
Protection of Children from Harm,
Prevention of Public Nuisance.**

They are keen to ensure they fully comply with all requirements upon them to support those objectives. In February the new management, have appointed a wholly independent company, C.N.A. Risk Management to act as consultants to the operating policy at the venue. C.N.A. have supported the preparation of this Operational Plan, advising on improvements to current operating policy.

The Plan reflects the identified risks consequent to the nature of the premises, the type of entertainment provided together with the nature of patrons attracted to the premises.

Door staff provision is via a company wholly separate from the operating company. Only SIA registered staff (in appropriate numbers) are used. Records maintained at the premises in relation to door staff provision are excellent. An incident register is maintained.

1. DOOR STAFF

| OBJECTIVES | ACTION | COMMENT |
|------------|--------|---------|
| | | |

| | | |
|--|--|---|
| <ul style="list-style-type: none"> Number of door staff | <ul style="list-style-type: none"> Ensure numbers of door staff are sufficient at all times, relative to number of patrons on or expected to be on, the premises. | <ul style="list-style-type: none"> Door staff numbers are based on capacity figures for the premises. |
| <ul style="list-style-type: none"> All door staff to be SIA registered and to wear their SIA badges when on duty at venue | <ul style="list-style-type: none"> The club retains a folder and database including full identification of each member of door staff utilised at premises | <ul style="list-style-type: none"> The club has a strict policy whereby the door staff company is only permitted to supply door staff individually and personally approved by the Club |
| <ul style="list-style-type: none"> All door staff to book on and off duty at premises | <ul style="list-style-type: none"> Booking on and off sheet already in use. The sheet is retained at the premises and shows the SIA number of each individual member of door staff | <ul style="list-style-type: none"> Operations manual to be used which includes register and pre-operational checklist. |
| <ul style="list-style-type: none"> Door staff will be properly dressed and clearly identifiable at all times both inside and outside the premises | <ul style="list-style-type: none"> Door staff are smartly dressed and wear high visibility jackets both outside and inside premises | <ul style="list-style-type: none"> Maintaining a level of professionalism at all times will be a mandatory requirement for our security team. |
| <ul style="list-style-type: none"> Prevent individuals entering premises who are drunk, disorderly or both | <ul style="list-style-type: none"> Premises have a very strict policy in relation to drunkenness. | <ul style="list-style-type: none"> As a result of ejections, staff will be trained to identify vulnerable individuals around the surrounding areas and take relevant action |
| <ul style="list-style-type: none"> Exclude entry to those suspected of carrying illegal drugs or weapons | <ul style="list-style-type: none"> The venue operates a strict search policy where all patrons are searched prior to entry. The potential possession of weapons by patrons at the venue is not a known issue. In consequence, currently, metal detectors are not used as part of the search process | <ul style="list-style-type: none"> The potential requirement for a metal detector forming part of search policy will be kept under review |
| <ul style="list-style-type: none"> Ensure individuals or groups previously excluded from venue are not permitted to re enter | <ul style="list-style-type: none"> Already undertaken. Head doorman, whilst not directly employed by venue, is almost always same individual | <ul style="list-style-type: none"> Maintaining a "Ban" folder containing images and details of people of interest or who have previously caused issues at the venue |

1. Continued

| OBJECTIVES | ACTION | COMMENT |
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|---|--|---|
| <ul style="list-style-type: none"> • Monitor any queue of potential patrons waiting to enter premises to ensure no nuisance is caused and to permit early identification of individuals or groups who will not be permitted access at door | <ul style="list-style-type: none"> • Any queue is directed to the entrance from the right hand side, avoiding the presence of a queue outside the adjacent walkway, thus helping to maintain a well-run a clear area around the venue. | <ul style="list-style-type: none"> • A clear view and neutral area around the entrance to the venue is very important to help maintain order and reduce conflict. |
| <ul style="list-style-type: none"> • Door staff to monitor conduct of patrons within premises. | <ul style="list-style-type: none"> • <i>This activity is to be improved.</i> Door staff inside the club will be given responsibility for specific areas within the club to identify and deal with any untoward behaviour, including drunkenness. • The club employing an experienced former bar manager whose specific responsibilities is to identify any hotspots within the public areas of the club, overseeing the activities of patrons within club, particularly ensuring that empty drinking vessels are quickly removed | <ul style="list-style-type: none"> • In addition to security and management ALL staff will receive "Drunk awareness" Training in full. • A refusal log will be active behind every bar. |
| <ul style="list-style-type: none"> • Door staff to ensure orderly departure from premises of patrons who become drunk, disorderly or both | <ul style="list-style-type: none"> • A stricter ejection policy is to be utilised whereby those being ejected will normally be removed as safely and efficiently as possible thus reducing any further issues. Management acknowledge this is a responsibility of ALL staff | <ul style="list-style-type: none"> • Regular training will be offered to all staff to help them with identifying issues and taking the relevant actions to resolve it. |
| <ul style="list-style-type: none"> • Door staff to apprehend offenders suspected of criminal activity within premises | <ul style="list-style-type: none"> • Police will be immediately advised when such detentions take place | <ul style="list-style-type: none"> • Record keeping to become a top priority for management and security (Incident reports) |
| <ul style="list-style-type: none"> • Door staff to accurately monitor number of persons entering and leaving venue to ensure numbers of patrons within venue is known | <ul style="list-style-type: none"> • Already undertaken | <ul style="list-style-type: none"> • Clicker counter system to be used at all times. |
| <ul style="list-style-type: none"> • Door staff to monitor conduct of patrons leaving the club and their activity in vicinity of Premises. | <ul style="list-style-type: none"> • Already undertaken | <ul style="list-style-type: none"> • Also working closely with the Police and Southside wardens |

2. DOOR SIGNAGE

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| OBJECTIVE | ACTION | COMMENT |
|---|---|---------|
| <ul style="list-style-type: none"> Patrons to be aware of venue dress code | <ul style="list-style-type: none"> Signage reflects dress policy | |
| <ul style="list-style-type: none"> Customers to be aware that CCTV monitoring is in situ | <ul style="list-style-type: none"> Signage is in place | |

3. COMMUNICATION EQUIPMENT

| OBJECTIVES | ACTION | COMMENT |
|---|---|---|
| <ul style="list-style-type: none"> A full radio System will be in use at the venue; this includes security, management, bar team and floor team in full communication. | <ul style="list-style-type: none"> Training provided for all staff on how to use and work with the radios in the most effective way. | <ul style="list-style-type: none"> Continued review of system and its effectiveness. |

4. CLOSED CIRCUIT TV EQUIPMENT

| OBJECTIVE | ACTION | COMMENT |
|---|--|--|
| <ul style="list-style-type: none"> CCTV cameras to be placed both internally and externally to ensure they act as a proper aid to deter and detect criminal activity or disorder | <ul style="list-style-type: none"> Numerous cameras (32) are installed and positioned within the premises. Cameras at entrance ensure that recognisable images are retained of all persons entering club and that the conduct of persons outside club can be observed and | <ul style="list-style-type: none"> Training to be given to management on security on how best to use the CCTV systems to prevent crime; record incidents and maintain good order in a licenced venue. |

| | | |
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| | <p>recorded,</p> <ul style="list-style-type: none"> • Whilst the club is open to patrons, the CCTV system is constantly monitored by club operators within premises | |
| <ul style="list-style-type: none"> • CCTV equipment to be regularly maintained | <ul style="list-style-type: none"> • Already undertaken | |
| <ul style="list-style-type: none"> • CCTV footage to be downloadable for any recording to downloadable and passed to police or other appropriate parties (upon request or otherwise) | <ul style="list-style-type: none"> • Already undertaken via digital downloads or email upon request. | |

5. DRINKING POLICY

| OBJECTIVE | ACTION | COMMENT |
|--|--|---------|
| <ul style="list-style-type: none"> • No encouragement of excessive drinking by irresponsible sales of cheap or promotional drinks | <ul style="list-style-type: none"> • Venue policy is to always supply competitively priced drinks. Similarly, those prices (other than where they take account of price rises via budget or supplier) remain constant. The venue rarely if ever has specific drink promotions | |
| <ul style="list-style-type: none"> • Ensure reasonably priced soft drinks and water are readily available | <ul style="list-style-type: none"> • Drinking water available at all bar areas and in the toilets. | |

| | | |
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| <ul style="list-style-type: none"> • Drink containers | <ul style="list-style-type: none"> • Venue operates a policy where all dispensed drinks, including draft beer, shots, wine and spirits are supplied in plastic or polycarbonate containers. HOWEVER, many of venue patrons prefer to receive their bottled alcohol within the bottles. The present supplier has difficulty in providing such bottles as plastic rather than glass at competitive price. The venue recognises the preference for bottles used by patrons to be plastic to minimise risk of injury | <ul style="list-style-type: none"> • Subject of IMMEDIATE review and liaison with supplier. In short term, improved monitoring by door staff and "spotter", together with more rapid clearance of empty bottles will minimise injury risks |
| <ul style="list-style-type: none"> • All staff, not just door staff to be aware of under-age drinking Legislation. | <ul style="list-style-type: none"> • Venue policy is not to admit under 18s, proof of age is required when necessary by Passport, Driving Licence or formal photographic ID e.g. student union card | <ul style="list-style-type: none"> • Running an active "Challenge 25" programme in the venue • Refusal log to be kept on all bars. |
| <ul style="list-style-type: none"> • All staff to ensure that patrons who appear to be drunk should not be served | <ul style="list-style-type: none"> • Already venue policy BUT provision of "spotter" should improve situation (e.g. where seated patrons are supplied with liquor without themselves visiting bar | |

DRUGS POLICY

| OBJECTIVE | ACTION | COMMENT |
|--|--|--|
| <ul style="list-style-type: none"> • Comply with FI OCU Drugs Policy re confiscation of drugs at premises | <ul style="list-style-type: none"> • All drug seizures will be logged in our operational book and the drugs will be stored with management until collected by police or taken to station. • The venue has a zero tolerance towards drugs. None dealing quantities of drugs found during searches are confiscated, the patron not being permitted to enter premises or being ejected if already within the premises. The police will be called any person detained for dealing or being in possession of dealing quantity | <ul style="list-style-type: none"> • All staff will be trained in "Drug awareness" all training will be recorded. |

| | | |
|---|---|--|
| <ul style="list-style-type: none"> Identifying and dealing with the rise in "Party Drugs" mainly in reference to hippy crack Nitrous Oxide and Alkyl Nitrates. | <ul style="list-style-type: none"> These drugs will be dealt with in exactly the same way (zero tolerance) as all other drugs, they will be confiscated, logged and stored in safe until safe collection or delivery to the Police. All cases of dealing/selling these substances will be reported to the Police, any details obtained about the offender will be logged including identification and photographic evidence when possible. (CCTV) The offender will be put on the Sober banned list, all security and management will be made aware of any offender's details so that they are unable to re-enter the premises again. All staff will be given Drug awareness training and this will include signs to look for and also identifying drug paraphernalia, and associated behaviours. All customers will be searched including handbags to stop drugs entering the premises. | |
| <p>2) Toilets to be regularly checked for drug taking</p> | <ul style="list-style-type: none"> In addition to monitoring by door staff, valets are employed in main toilets | <ul style="list-style-type: none"> Measures to be taken in design to reduce drug taking activities. |

INCIDENT HANDLING AT PREMISES

| OBJECTIVE | ACTION | COMMENT |
|---|---|--|
| 1) Incident Register to be maintained | <ul style="list-style-type: none"> • Register is in use and properly maintained. • Management and Security to record all incidents in a daily operational diary. | |
| 2) Weekly liaison with police to cross-reference venue-related incidents. | <ul style="list-style-type: none"> • Maintaining good relationships with the police, Southside wardens and attending Pub Watch regularly. | <ul style="list-style-type: none"> • Ensuring that a cross organizational communication is started and well maintained, and always working towards good positive working relationships. |
| 3) Maintain good communication between all staff in how and when an incident will need recording etc. | <ul style="list-style-type: none"> • Offer training on how recording systems work including, crime scene maintenance, CCTV capture. • Recording and capturing relevant and important information. | |

SIGNATORIES

1) OPERATORS REPRESENTATIVE

Sign Name
Date Role

2) DESIGNATED PREMISES SUPERVISOR

Sign Name
Date Role

3) REPRESENTATIVE OF DOOR AGENCY COMPANY

Sign Name
Date Role

4) REPRESENTATIVE OF C.N.A. RISK MANAGEMENT

Sign Name
Date Role

Security Dot Plan:

All security will be SIA trained, wearing High-Viz with SIA badge on display with a radio for communication.

Security numbers provided are when both room 1 and 2 are open.

Security 1&2:

Front entrance post, responsible for age ID, searching potential patrons for drugs, alcohol or weapons.

Identifying vulnerable persons and taking the relevant action, also identifying people who are too intoxicated and not allowing them entry.

Security 3:

Booth monitoring and dance floor monitoring.

Ensuring no bottles leave the booth area, monitoring behaviour and dealing with any issues arising in these areas.

Security 4:

Capacity checking from room 1 to 2, also keeping stairs clear and monitoring fire exits.

Security 5:

Capacity Checker for room 2, also monitoring booth area at the tops of the stairs in conjunction with hosts.

Security 6:

Booth monitoring and dance floor monitoring for room 2.

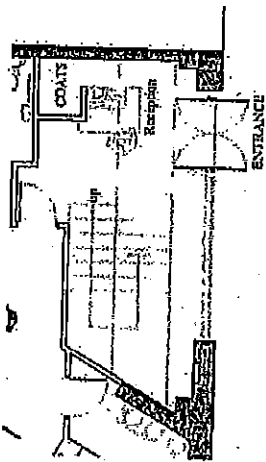
Ensuring no bottles leave the booth area, monitoring behaviour and dealing with any issues arising in these areas.

Security 7:

Monitoring entrance to external terraced area and the bottom part of the room.

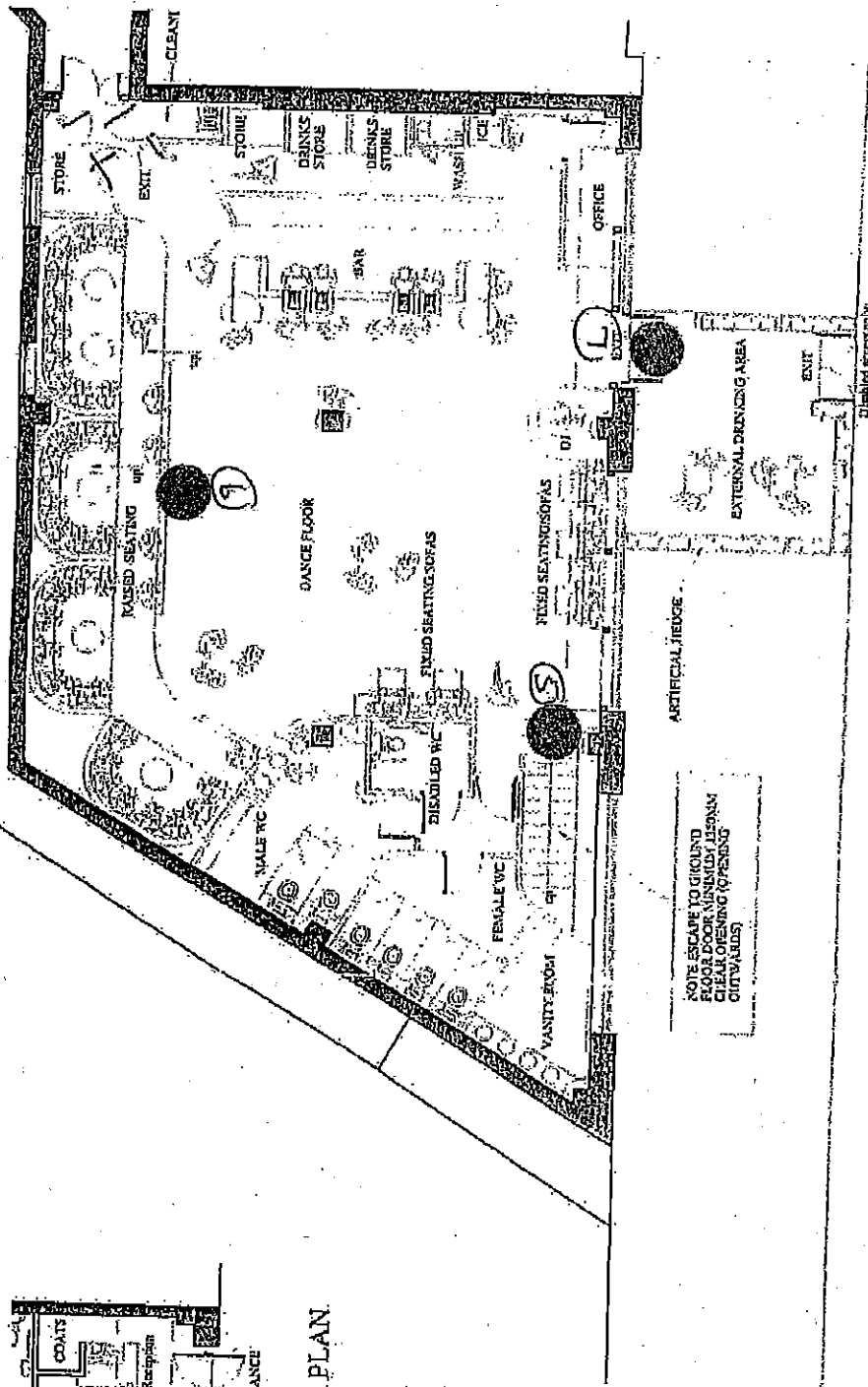
Security 8:

Floating security: will be used to do walk rounds of both floors and assist in any hot spots identified during the evening.



PROPOSED GROUND FLOOR PLAN

NOTE ESCAPE TO PROTECT
CORRIDOR LEADING TO
EXTERNAL ESCAPE STAIR



PROPOSED FIRST FLOOR PLAN

Vulnerable person policy 2019:

As a night time venue Sobar and its employees must be aware of the issue of vulnerable persons and the dangers associated with that.

Who maybe be classed and vulnerable:

- A person who has become too intoxicated.
- A person who has been left alone.
- A person who is being intimidated by others.
- A person who has become separated from friends or family.
- A person who is injured.
- A person with a disability.
- Someone being sexual harassed.

There are so many scenarios when someone could be classed as vulnerable, if a situation doesn't feel or seem ok to you, you should take action:

- Ask questions
- Question people's behaviour
- Makes others aware so they can monitor the situation
- Remove or separate the victim from the situation
- Try and get some information from the victim, ask if you can help them in anyway
- Help them questions someone's motives

Security and management should always work to create a safe environment, always make sure the safe zone is active and our welfare officer is available for someone to talk to.

Assist as much as reasonable possible, this may include calling a parent or a friend to come and collect the person and for more serious issues calling the Police or ambulance service.

Never but an incoherent or vulnerable adult into the street and out of the venue, use the safe zone area, provide water and talk to them about contacting a chaperone.

At Sobar we have introduced the Police led initiative of "Ask Angela" this campaign helps people to request help without making a huge fuss, this helps venue staff to intervene if someone is feeling uncomfortable.

Please make sure all staff are made aware of the campaign and are trained accordingly.

Remember, asking a simple question "Are you ok?" can make a huge difference to the outcome of a situation or to the rest of someone life! Don't turn a blind-eye, act!

From: Piers Warne <
Sent: 15 April 2019 17:10
To: Duncan Craig
Cc: Matthew Phipps
Subject: FW: Etiquette

Duncan,

My client would like to submit the following for the committee to take into account on Wednesday:

Statement of Jo Kinsella

Re: Etiquette Nightclub Premises Licence Review

1 My name is Jo Kinsella and I am the Centre Manager for the Arcadian Centre, which is owned and managed by L & C Commercial Limited ('L&C').

2 L&C are the freehold owners of the Etiquette Nightclub, Arcadian Centre.

3 I understand that a premises licence summary review application was brought by West Midlands Police under Section 53A of the Licensing Act. I also understand that the final review hearing is listed to be held on 17 April.

4 I am making this statement in support of Mr. Wayne Tracey as the operator of the premises.

4 L&C are landlords for a number of properties in the vicinity of Etiquette, including a number of bars, restaurants, nightclubs, as well as a large number of retail units. As such, it is essential to us that our premises promote the licensing objectives in order to ensure that all of our tenants are able to operate their various businesses effectively and profitably.

5 Since the first hearing, the Licensing Sub-Committee has been made aware that the Etiquette business has changed hands. Mr. Azarian, I believe, no longer has anything to do with the premises, which is now owned and operated by Mr Tracey, a well know operator in Birmingham. I understand that he has a track record of running a successful licensed premises in Birmingham. We see no reason why he cannot bring that expertise to bear here and operate this premises accordingly.

6 For the above reasons we would support the agreement reached between the police and premises licence holder and ask the Committee to take these views into account.

Jo Kinsella

Centre Manager

Management Suite, 70 Hurst Street, Birmingham, West Midlands, B5 4TD

Kindly acknowledge receipt.

Piers

Piers Warne
Associate
for TLT LLP

2BE. Visit our [website](#) for further information

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