

Following the meeting on Thursday 25th June 2015 we write to confirm the actions taken with the amended operating plan, that has already been put in place to reduce the risk of an incident of a similar nature taking place again within our establishment. Please be assured the Company is reviewing all options available and in the interim as mentioned above implemented the following with immediate effect:

Action taken:

1. The security Provider has been put under notice that weekly reviews are in place and if they do not meet the criteria set the contract with them will be deemed nullified, covered under the clause 'breach of health and safety'.
- All security staff to be retrained in the job role and specialist search training provided concentrating on concealed weapons and use of search equipment.
- Employment of a female member of security nightly.
- Security provider to adopt unannounced site audit visits weekly and document findings to ensure all security and security measures have been complied with in line with the Licence Conditions and Company policies and procedures.
- A dedicated Security Manager employed to ensure all security and security measures are adhered to.

(Our view is that one security company is much the same as another and a new company may actually take it backwards and personnel may be inferior, we will update on this weekly in line with action point 1).

2. Two security staff members relieved of their positions.
3. A review of the current Security Providers audit and training procedures has taken place to ensure that all security staff members training and conditions of employment are refreshed, acknowledged and understood.
4. A review of the current DPS and management team undertaken and nightly security briefs with auditable back up paperwork put in place which iterates the Licence Conditions and revised Club Policies and Procedures, effectively this treats each event on a bespoke basis and not treated generically. Failure to adhere to this policy will be considered as Gross Misconduct leading to dismissal from their employment.
5. Review of equipment specifically the knife arches, we are looking to up grade to a more modern higher specification version.
6. Adopted a 100% search policy for all customers as a condition to entering the premises, including the use of an erected metal detecting knife arch and hand held metal detecting wands.
7. Reviewed the existing Licence Conditions, namely any covering 'search policy', and agree voluntarily to the below;

Apply via Minor Variation to add the following condition to the existing Premises Licence if the wording is agreeable:

"All customers must as a condition of entry consent to a search by an SIA registered member of security. This search will include the need to walk through an erected metal detecting knife arch. Any customer who refuses to consent to a search will as a consequence be refused entry into the premises".

Regards,

Adrian Swain

Gatecrasher
182 Broad Street
Birmingham
West Midlands
England
B15 1DA

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Gratecrasher Internal Audit & Action Plan

Brief

The brief for this assignment is to assess the current working arrangements to ensure compliance with the licensing objectives and Gatecrashers premises licence conditions, the scope also included a review of the internal management arrangements and proposals to implement a robust management structure to control contract security personnel and promote the licensing objectives.


Recommendations for corrective actions with timescales are included in this report to address the stipulations made by the Licensing committee.

This assessment was undertaken by Joseph Henry Hislop from CSAW Solution an independent company, appointed by Gatecrashers senior management.

Audit Date: 20th August 2015

Auditor: Joseph Henry Hislop

Interviewees: Simone Raine Owner and Adrian Swain DPS



1. AUDIT SCOPE

	Criterion	Required Standard
1	Strategy	Culture change by setting clear strategic direction to deliver value to all stakeholders, ensure compliance and enhance customer safety and satisfaction
2	Processes	Review and re-align management functions to enable closer monitoring and overseeing of contract security personal performance, compliance with Gatecrashers premises licence conditions and effective promotion of the licensing objectives
3	People	Appraise and monitor on an on-going basis the SIA Approved Contractor, to verify that they develop and implement plans to ensure staff assigned have not and do not work for the previous security contractor, are suitably trained, developed, cared for and their performance are appraised at regular interval in line with regulatory requirements and Gatecrashers licence conditions and performance expectations Review Gatecrashers management team and ensure they are fully briefed about their responsibilities, the functions of the contract security personnel and the expected standards to comply with the licensing conditions and licensing objectives
4	Results	Strive for continual improvement by undertaking regular reviews of performance against set targets. Communicate findings and take appropriate steps to implement improvements.

1. Strategy

Gatecrashers Senior Management Team have made a firm commitment to enhance its operational effectiveness by undertaking a robust root and branch review of current management practices and arrangements, and to act swiftly to implement the finding of the review.

Audit Findings	Recommendations	Action Time Line	Compliance Checks	Current % Rating Red/Amber/Green
What is important to the business and what is expected of employees are defined and communicated to staff both verbally and in writing. However, the management team could be more effective by re-defining the management teams roles to include responsibilities to assist in managing the security functions by implementing a revised management deployment plan	1. Identify critical success and risk factors, prepare a risk map and put in place measures to monitor and review issues/progress on a regular basis	Tuesday 25/8/2015	Audit and reviews will be undertaken by an independent consultant to ensure full compliance and provide support as required	<div> <div></div> <div></div> <div></div> </div>
	2. Re-define the management team functions and approach to business to ensure that it is consistent with promoting the licensing objectives and Gatecrashers licence conditions.	Tuesday 25/8/2015		

2. Processes

Review and re-align management functions to enable closer monitoring of contract security personal performance, and compliance with Gatecrashers premises licence conditions and the licensing objectives.

Audit Findings	Recommendations	Action Time line	Compliance Checks	Current % Rating Red/Amber/Green
There is a detailed management structure in place but it could be tightened up to incorporate zonal responsibilities for the monitoring and oversight of contract security personnel and allocation of specific responsibilities to be more effective in promoting the licensing objectives and compliance with the premises licence conditions.	<ol style="list-style-type: none"> Undertake internal review of current management staff roles and responsibilities and re-aligned with proposed revised deployment plan Devise a new management deployment plan to effectively manage the venue and ensure, promote the licensing objectives and compliance with Gatecrashers licence conditions 	<p>Thursday 20/8/2015</p> <p>Tuesday 25/8/2015</p>	Internal audit and reviews will be undertaken by an independent consultant to ensure full compliance and provide support as required	<div> <div></div> <div></div> <div></div> </div>
<p>The review found that the organisation have in place all the relevant policies and procedures, such as:-</p> <ul style="list-style-type: none"> Accident and incident management Security Manual Search policy Security deployment plan Drugs policy Vetting policy Door security search procedures 	<ol style="list-style-type: none"> Induction training should include a detailed briefing relating to what the licensing conditions are and how the company promotes the licensing objectives. Staff should be aware of these and what part they play in achieving the goals and targets. This is also applicable to external contracted security personnel. 	On-going		

3. People

The Senior Management Team have made a commitment to further improve operational effectiveness by undertaking a robust review of current practice and management arrangement to develop a culture of excellence

Audit Findings	Recommendations	Action Timeline	Compliance Checks	Current % Rating Red/Amber/Green
Individuals understand their individual roles and how it contributes to the organisation's overall goals/objectives. Developed through discussions with the employee and included in relevant employment documents and policies.	<ol style="list-style-type: none"> 1. Provide training for the management team and staff to implement best practice in relation to the management of contract security staff and the deployment plan. 2. Put in place measures to verify before deployment that security staff have not worked or currently working for the previous security contractor 	<p>Tuesday 25/8/2015</p> <p>Thursday 20/8/2015</p>	Internal audit and reviews will be undertaken by an independent consultant to ensure full compliance and provide support as required	<div> <div></div> <div></div> <div></div> </div>
Most members of the management team are personal licence holders. However, it is felt that it would be advantageous to put them through a refresher course at this stage to underpin the improvements and culture change that the management is aiming to achieve and meet the requirement imposed by the licensing committee	<ol style="list-style-type: none"> 3. Provide refresher training for all management personnel and supervisory staff on promoting the licensing objectives and the process that Gatecrashers have in place to ensure compliance with its premises licence conditions 	<p>Tuesday 25/8/2015</p>		

4. Results

Strive for continual improvement by undertaking regular reviews of performance against set targets. Communicate findings and take appropriate steps to implement improvements.

Audit Findings	Recommendations	Action Timeline	Compliance Checks	Current % Rating Red/Amber/Green
Management have agreed to put in place a performance review process to assess actual performance against service level agreements and compliance targets	a) Prepare a 12 month audit plan and schedule and appoint an independent person to review and test both the effectiveness of the security operations and compliance with the licensing conditions and objectives, examples of improvements in performance will need to be demonstrated and documented.	Friday 28/8/2015	Internal audit and reviews will be undertaken by an independent person to ensure full compliance and provide support as required. This will be documented used by management to review performance and compliance	<div> <div></div> <div></div> <div></div> </div>

Gratecrasher Review Action Plan Update

Auditor: Joseph Henry Hislop

1. AUDIT SCOPE

	Criterion	Required Standard
1	Strategy	Culture change by setting clear strategic direction to deliver value to all stakeholders, ensure compliance and enhance customer safety and satisfaction
2	Processes	Review and re-align management functions to enable closer monitoring and overseeing of contract security personal performance, compliance with Gatecrashers premises licence conditions and effective promotion of the licensing objective
3	People	Appraise and monitor on an on-going basis the SIA Approved Contractor, to verify that they develop and implement plans to ensure staff assigned have not and do not work for the previous security contractor, are suitably trained, developed, cared for and their performance are appraised at regular interval in line with regulatory requirements and Gatecrashers licence conditions and performance expectation Review Gatecrashers management team and ensure they are fully briefed about their responsibilities, the functions of the contract security personnel and the expected standards to comply with the licensing conditions and licensing objectives
4	Results	Strive for continual improvement by undertaking regular reviews of performance against set targets. Communicate findings and take appropriate steps to implement improvements.

1. Strategy

Gatecrashers Management made a firm commitment to enhance its operational effectiveness by undertaking a robust root and branch review of current management practices and arrangements,

Audit Findings	Recommendations	Time Line	Compliance Checks	Current % Rating Red/Amber/Green
Management team revised and a more robust management team put in place to ensure better command and control	1. Continue monitoring to ensure that it is consistent with licensing objectives and Gatecrashers licence conditions.	25/8/15	Audit and reviews will be undertaken by an independent consultant	<div></div> <div></div> <div></div>
		05/9/15		
		13/9/15		

2. Processes

Review and re-align management functions to enable closer monitoring of contract security personal performance,

Audit Findings	Recommendations	Action Time line	Compliance Checks	Current % Rating Red/Amber/Green
There is now a new management structure with specified responsibilities linked to promoting the licensing objectives and compliance with the premises licence conditions.	<ol style="list-style-type: none"> Undertake internal review of current management staff roles and responsibilities and re-aligned with proposed revised deployment plan Devise a new management deployment plan to effectively manage the venue and ensure, promote the licensing objectives and compliance with Gatecrashers licence conditions Refresher training should include a detailed briefing relating to what the licensing conditions are and how the company promotes the licensing objectives. Staff should be aware of these and what part they play in achieving the goals and targets. This is also applicable to external contracted security personnel. 	Thursday 20/8/2015	Internal audit and reviews will be undertaken by an independent consultant	<div><div></div><div></div><div></div></div>
All staff have attend refresher training covering licensing objectives, induction pack, H&S, Internal and front of house security and the clubs licensing conditions.		Tuesday 25/8/2015		
		4-5/9/2015		

3. People

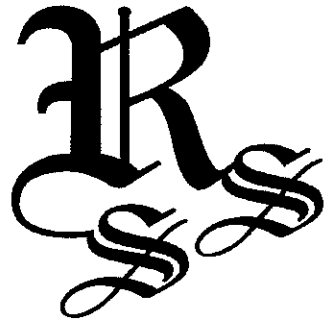
Improvement in operational effectiveness and to develop a culture of excellence

Audit Findings	Recommendations	Action Timeline	Compliance Checks	Current % Rating Red/Amber/Green
<p>Individuals understand their roles and how it contributes to the organisation's overall goals/objectives.</p> <p>A series of meetings, review of policies and refresher training undertaken since the review process started.</p>	1. Provide training for the management team and staff to implement best practice in relation to the management of contract security staff and the deployment plan.	25/8/2015	Internal audit and reviews will be undertaken by an independent	<div> <div></div> <div></div> <div></div> </div>
	2. Put in place measures to verify before deployment that security staff have not worked or currently working for the previous security contractor	20/8/2015		
	3. Provide refresher training for all management personnel and supervisory staff on promoting the licensing objectives and the process that Gatecrashers have in place to ensure compliance with its premises licence conditions	25/8/2015 05/9/2015		

4. Results

Strive for continual improvement by undertaking regular reviews of performance against set targets. Communicate findings and take appropriate steps to implement improvements.

Audit Findings	Recommendations	Action Timeline	Compliance Checks	Current % Rating Red/Amber/Green
An observation audit plan have been implemented to monitoring and review process to measure actual performance against compliance targets	a) Prepare a 12 month audit plan and schedule and appoint an independent person to review and test both the effectiveness of the security operations and compliance with the licensing conditions and objectives, examples of improvements in performance will need to be demonstrated and documented.	Friday 28/8/2015 Review undertaken 5/9/15 & 13/9/15	Internal audit and reviews will be undertaken by an independent person to ensure full compliance and provide support as required.	<div><div></div><div></div><div></div></div>



REGENCY SECURITY
SERVICES LTD
&
GATECRASHER
BIRMINGHAM

**Service Contract for the
Provision of Security Personnel**



REGENCY SECURITY SERVICES LIMITED

QUOTATION & SERVICE CONTRACT

Contract Number	RSS 1022	
Date quote issued (valid for 30 days)	20/08/2015	
Clients Name	Gatecrasher	
Location of venue(s)	Birmingham	
Name of person quote sent to	Simon Raine	
Head Door Supervisors rate per hour	£ per hour plus VAT	
Door Supervisors rate per hour	£ per hour plus VAT	
Rates for Christmas Eve, Christmas Day	£ p per hour plus VAT (Time/Half) Ds	
Boxing Day , New Years Eve & New Years Day	£ p per hour plus VAT (Time/Half) Hd	
(No enhanced rates for other Bank Holidays)		
Radio hire	£ per radio per week	
Any other costs	N/A	
Rates will be reviewed	The above rates will be reviewed in accordance with section 1 overleaf.	
Our payment terms are	Maximum of 14 Days from the date on the invoice	
Effective starting date/end date		24/8/15
Terms and conditions are acceptable	Print Name (Clients)	Clients Signature
Position in Company:	General Manager / Owner (Please circle)	Date:

You will receive a fully SIA approved (to British Standard 7960/7858) Door Supervisor, who will attend to all duties as specified by yourselves and documented within the Venue Instructions.

Weekly Requirements and Hours

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
tbc			Tbc	Tbc	tbc	
?	?	?	?	?	?	?

Hours can be changed to suit the Clients requirements.

Our Terms & Conditions shall apply to all work carried out. (For terms and conditions please see overleaf). By signing this agreement you agree to abide by these terms and conditions
Should you have any questions, please do not hesitate to contact our Head Office on:
01376 528888

We must have a signed Service Contract to proceed with any security cover. Therefore should you wish to proceed please sign and return this copy of the agreement to the address below.

Yours sincerely



REGENCY SECURITY SERVICES UK LIMITED
CUSTOMER FORM

VENUE DETAILS:

Name of Venue: Gatecrasher (Birmingham) Ltd

Venue Address: 182 Broad Street, Birmingham

Post Code: B15 1DA

Telephone Number: 0121 633 1520

Fax Number: _____

Email Address: simon@gatecrasher.co.uk and adrian.swain@gatecrasher.co.uk

Managers Name: Simon Raine and Adrian Swain

Mobile Number: _____

Emergency Contact Name & Number: _____

CLIENT DETAILS:

Are you part of a Brand or Holding company No

Name of Brand / Leisure Company/ Holding Company: _____

Head Office Address: 182 Broad Street, Birmingham

Post Code: B15 1DA

Head Office Contact/Accounts: Lesley Edmonds Accounts

Telephone Number: 0121 633 1520

Fax Number: _____

Email Address: accounts@gatecrasher.co.uk

Please confirm the legal entirety of the business: Ltd

If LTD please supply company registration number: 08166879

Please supply Company VAT number: 189 648 244

Standard Conditions for the Procurement of Security Services

Definitions

- 1.1 "Regency Security Services Ltd means Regency Security Services Ltd.
- 1.2 "Client" means the person, firm or company with whom or which Regency Security Services Ltd contracts.
- 1.3 "The Services" means the security services to be provided or procured by Regency Security Services Ltd to the Client in accordance with this Agreement.
- 1.4 "The operatives" means any security personnel procured Regency Security Services Ltd to provide the services.
- 1.5 "Agreement" means the agreement for the procurement of security services entered into by the parties including these Terms.
- 1.6 "Parties" means the client and Regency Security Services Ltd.

Obligations of Client

- 2.1 In consideration of the procurement and/or provision of the Services at the Locations the Client will pay the Charges.
- 2.2 Any Variations in the Services or Charges shall only be effective if in writing and signed by an authorised representative of Regency Security Services Ltd and the relevant Location manager on behalf of the Client.
- 2.3 All Charges are stated exclusive of Value Added Tax.
- 2.4 Regency Security Services Ltd will invoice the Client for any Charges payable following the end of each week in which the Services were provided and such invoice shall be payable within 7 days (following the date of the invoice. Any query regarding an invoice must be notified in writing to Regency Security Services Ltd within 7 days of the date of the invoice and if not the Client shall not be entitled to and shall waive all rights to challenge the said invoice.
- 2.5... Any Invoices which remain unpaid after 7 days from the date of the invoice (unless otherwise agreed by Regency Security Service Ltd in writing) are subjected to an additional 2.5% compound interest over the base lending rate of Barclays Bank in force from time to time on the balance due per week chargeable on a daily basis.
- 2.5... When a "TUE" transfer applies and a net pay system is in place for employees, the venue will be charged the grossed up figure depending on their tax code plus Employees National Insurance and holiday pay along with the agreed Management fee.
- 2.7... The Client warrants and represents to Regency Security Services Ltd that it will ensure all locations comply with the Health and Safety at Work act 1974 and will co-operate with and comply with all reasonable recommendations (including as to signage and/or warnings) of Regency Security Services Ltd and/or the Operatives and will provide Regency Security Services Ltd with such information and assistance in relation to the location(s) and any events as Regency Security Services Ltd may reasonably require.

- 2.8 The Client agrees to forward to Regency Security Services Ltd at least seven days before commencement of the services a copy of the Health and Safety policies in force at each Location and as soon as reasonably practical and in any later than 24 hours after reported incident, accident or injury (preferably by facsimile) copies of any entries relating to such incident, accident or injury made by another person including the Operatives in any incident book provided.
- 2.9 Regency Security Services Ltd shall be entitled at any time to make any recommendations (whether based upon statutory or health and safety grounds or otherwise) to vary the extent or nature of the Services either on a temporary or permanent basis. Within 24 hours of receipt of such recommendation the Client may either accept such variation or Regency Security Services Ltd may on statutory or health and safety grounds (at its sole discretion) terminate the Agreement (subject to clause 5.2) with immediate effect.
- 2.10 If the Services are varied further to clauses 2.9 above then Regency Security Services Ltd will adjust the charges accordingly, in the event that such adjusted Charges cannot be agreed within a reasonable period of time and in any event within 7 days of any variation in the Services then Regency Security Services Ltd shall be entitled to refuse to procure or provide the Services as varied or on statutory or health and safety grounds (at its sole discretion) to terminate the Agreement (subject to clause 5.2) with immediate effect.
- 3.0 In order to assist Regency Security Services Ltd to maintain the standards in relation to the Services and to avoid potential third party claims the Client agrees to notify and to instruct the location manager(s) to notify to Regency Security Services Ltd forthwith any incident where any Operative, carrying out the Services, displays or has displayed unnecessarily aggressive behaviour (whether physical or verbal) towards any customer, employee, or visitor to a location.

Uniforms and Equipment

- 3.1 Where the Client has specific requirements as to the Operatives' uniforms or style of clothing and/or equipment the Client agrees to pay additional expenses incurred and/or pay any resulting increase in the Charges.

Regency Security Services Ltd Indemnity

- 4.0 Regency Security Services Ltd shall indemnify the Client against all actions, costs and expenses awarded against or reasonably and properly incurred by the client as a result of any act or omission of Regency Security Services Ltd, its employees or the Operatives in supplying the Services provided that Regency Security Services Ltd shall not be liable to the Client for any indirect, special or consequential loss (including loss of profit or goodwill) which arises out of or in connection with the provision of the Services (except in the case of death or personal injury caused by the negligence of Regency Security Services Ltd or the Operatives), any act, omission, or negligence on the part of the client, its servants or agents, or any failure on the part of the Client, its servants or agents to comply with Regency Security Services Ltd recommendations made pursuant to the Terms.

Termination

- 5.1 Either Party may terminate the Agreement on giving not less than 3 months notice in writing to the other party or immediately on giving written notice to the other party if the other party commits a material breach of the Agreement which is capable of remedy but fails to rectify the breach within 14 days following receipt of a notice from other party specifying the breach and requiring it to be remedied.
- 5.2 Termination of the Agreement will be without prejudice to the right of the parties accruing prior to termination and all provisions which expressly or impliedly are intended to survive termination of this Agreement will continue to apply following such termination.
- 5.3 If the Client was to sell the venue in whole or in part and the new operator does not wish to retain the services of Regency Security Services Ltd a minimum of 1 months notice is to be given.

Non-solicitation and confidentiality

- 6.1 During the period of the agreement and for a period of 6 months after termination neither party shall solicit or entice away from the other (without the others written consent) any parties employee, former employee who's service with Regency Security has not yet ceased for a period of twelve months or any Operative whether or not such person would commit breach of contract by reason of such action.
- 6.2 In recognition and consideration of Regency Security Services Ltd legitimate business interests, in the event that the Client engages or employs whether directly or indirectly any Regency Security Services Ltd employee or any Operative who carried out any part of the services at any time during twelve months immediately prior to the date of such engagement or the commencement of such employment an introduction fee of £2,000 per employee ("the fee") will be payable by the Client to Regency Security Services Ltd.
- 6.3 The Fee will also be payable by the client introduces the Operative to any third party who subsequently engages or employs him as above. The Fee will also be payable in the event that the Operative becomes incorporated under the Companies Acts and the Client engages, employs or introduces such incorporated body as above.
- 6.4 Each of the parties hereto undertakes to the other to keep confidential all information (written or oral) concerning the business and affairs of the other that it shall have obtained or received as a result of the discussion heading up to or the entering into of the agreement save that which is trivial or obvious, is already in its possession other than a result of a breach of this clause or is in the public domain other than a result of a breach of this clause provision.
- 6.5 Each of the parties undertakes to the other to take all such steps as shall from time to time be necessary to ensure compliance with the provisions of this clause 6 by its employees, agents and sub contractors.

General

- 7.1 The Client acknowledges that it has not relied on any oral or written representations by Regency Security Services Ltd, its employees, officers or agents entering into the Agreement, other than as contracted within the Agreement but nothing shall restrict any remedies the Client might have in relation to any claim for fraudulent misrepresentation.
- 7.2 These Terms and the Agreement are governed by English law and the parties agree to submit to the jurisdiction of the English courts.

GATECRASHER BIRMINGHAM

OBSERVATION REPORT

UNDERTAKEN ON SATURDAY 5TH SEPTEMBER
2015

VENUE:

GATECRASHERS
BROAD STREET, BIRMINGHAM



AUDIT UNDERTAKEN BY JOSEPH H HISLOP FROM
CSAW SOLUTION
2 SHORT STREET, WALSALL, WS2 9EB

OBSERVATION REPORT

GATECRASHER BIRMINGHAM

PURPOSE OF REPORT

The purpose of this report is to present the findings from the independent observation undertaken on 5th September 2015 at Gatecrasher Birmingham to assess its operational management and security deployment arrangements.

OBSERVATION OBJECTIVES

To review the club activities in 'live time' from 11.30 to 2am to assess:

1. To assess compliance with the premises licensing conditions and licensing objectives
2. To assess the effectiveness of the new operational management and security structure to ensure customer safety.

APPROACH TO THE PREMISES MANAGEMENT AND SECURITY ARRANGEMENTS

On approach I noticed that there is a designated access point with barrier control on the outside of the premises. This did not impede the free movement of the public going about their normal business, yet at the same time provided effective access control to the club.

3 x management staff were positioned at the front of house and each had specific functions as well as generic management responsibilities.

The security team which included 2 x female members was uniformed and appeared to be in exercising effective control at the front of house.

There are four layers of access control before customers gain entry into the club, these are as follows:

1. **Queuing area** – ID checks conducted at this point and a Picker to filter out those that do not meet the entry requirements – thus minimizing flashpoints and enabling orderly management of the queue and reduction in potential disorder or conflict.
2. **Airport Style Scanner** positioned on the exterior of the premises just beyond the queuing area and before entry into the building. All customers have to walk through the scanner which was staffed by two uniformed security personnel dedicated to the searching function.

3. **Cashier** - having gone pass the 2 checks points outside customers are then guided to one of the three cashier stations in the entry foyer to pay the appropriate entry fee. Customers are given a receipt on payment of the entry fee. This receipt must be retained.
4. **Ticket Checker** -They then have to go through a final check point. This point is controlled by a turnstile barrier staff by a ticket checker before they are finally given entry into the club.

APPROACH OBSERVATIONS AND FINDINGS

1. Security Staff

The front of house security team appeared well trained, consistent uniform, badge displayed and assertive. The formation of security personnel included female members of staff, one uniformed and one operating as a picker. They communicate well with customers and in a non-aggressive style when dealing with arriving and leaving customers.

2. Access and Egress Control Measures

ID checks and search procedures proved to be very effective in ensuring that potential disturbance at the front is minimise both to the public and patrons and the barrier separation system in place did not impede the free movement of the general public.

The thorough search system in place and backed up by the scanner should prevent any possibility of weapons being taken into the premises by bypassing the security arrangements.

The cashier area is also well policed by 2 security personnel supported by floating Gatecrasher supervisory staff and the Head Door man.

The club provides separate arriving and leaving points for customers, thus reducing congestion and providing better management and safety to customers on entry and exit.

3. Roles and Responsibilities

Both the management team and security team knew and were clear about their roles and allocated functions. Notably, the DPS and his deputy were both actively engaged in the direct management and supervision at the front of house.

4. Management & Control

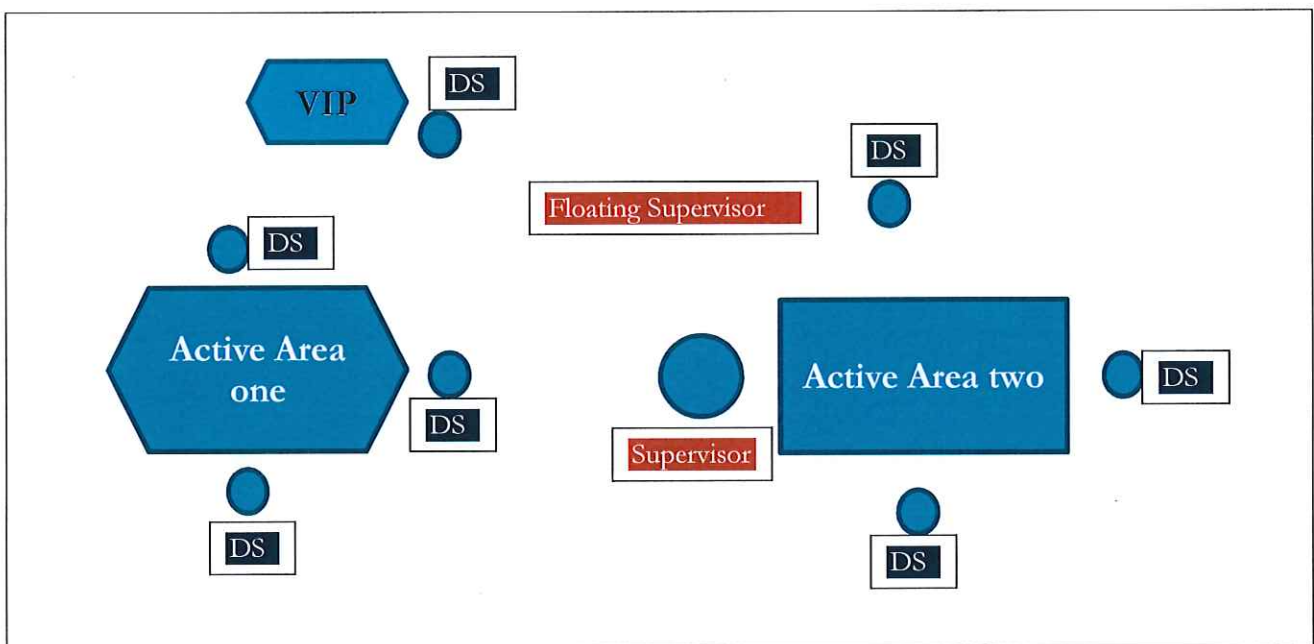
The management arrangements particularly at the 'front of house' exceeded those outlined in the licensing conditions and appeared to be very effective in dealing with customer flow and safety.

It was observed that a total of 5 key personnel were on duty at the front of house, this included two senior managers the DPS and his Deputy to ensure that security

arrangements, customer safety and disorder were managed and controlled. The management and team had good communication via an effective radio system.

INTERNAL AREAS - MANAGEMENT AND SECURITY ARRANGEMENTS

On the night music and dancing activities were taking place in two separate locations. I have referred to them as **active area one** and **active area two** in this report. The below diagram depicts the positioning of the security team working inside these activity areas.



Active Internal Area One

VIP area and dance floor with seating arrangements and a two bar plus the VIP area. Within this area, the club provided dedicated security staff, placed strategically to gain the best vantage point for observation of patrons and to provide mutual support and rapid communication with each other. (See diagram)

Active Area Internal Two

This area was the most vibrant part of the club even so, due to the presence of the security staff and their locations within their designated area customer would notice them. The atmosphere was not intimidating and it felt safe. Again they could see each other and should the need arise easily provide mutual support for each other.

INTERNAL OBSERVATIONS AND FINDINGS

1. The internal security

The teams deployed were adequate to deal with any potential crime and disorder issues, and to ensure customer safety and enjoyment. This I can confirm because I felt safe and comfortable during my time on the premises.

2. Gatecrashers internal management

The DPS and his management had command and control over the internal activities taking place via the use of the security teams and gatecrasher management structure, which ran on a matrix basis using modes of communication such as, walk-through, verbal 1:1's, radio and team communication.

LIST OF TOP AREAS OF CONCERN

In my view the current measures that have been put in place has more that met the review stipulation place on Gatecrashers by the Licensing Committee.

RECOMMENDATIONS

Implement and audit plan to undertake assessments at regular intervals to ensure consistency and improvements in operational performance

Undertake regular cross team briefings sessions to update and discuss immerging issues, trends and policy updates.

Continue to maintain the command and control methodology, standards and strategic placement of management and security personnel put in place recently

Source suitable event management and leadership training course for the management team to upskill themselves

CONCLUSION

In conclusion my findings found that Gatecrasher venue:

1. Is compliant with the premises licensing conditions and licensing objectives
2. Has put in place an effectiveness operational management and security structure to ensure customer safety.

OBSERVATION REPORT (2) GATECRASHER BIRMINGHAM

UNDERTAKEN ON SUNDAY 13TH SEPTEMBER 2015

OBSERVATION PURPOSE

Undertake unannounced independent observation in 'live time' at Gatecrashers. The observation for this report was conducted between 12.05am to 2am on Sunday 13th September 2015 with the following remit:

1. Monitor the operational effectiveness of the security teams
2. Monitor front-of-house and review operational management structure and arrangements
3. Review and report non-compliance with the premises licensing conditions and licensing objectives
4. Review CCTV system integrity, security manual and search procedures
5. Take pictures to support findings

OUTSIDE OBSERVATION AND FINDINGS

A high visibility security and management presence was evident on approach to the venue. The queue was long but the atmosphere was peaceful and queuing customers were comfortable and orderly.

A strong management team was observed at the Front of House, namely the DPS, front of house manager and two female supervisory management staff. The security contractors regional and area managers were also on site.

A barrier system was in place to manage the queue, it's positioning did not interfere with the free movement of the general public. The front of house security team included 1 x female and they were effectively discharging their front of house duties and enforcement of the 100% search and ID entry requirements.

Access control measures were stringent, to gain entry into the club all customers had to through the following procedure:

1. **Queuing area** – 100% ID checks conducted at this point and a picker present filtering out customers who do not meet the entry requirements.
2. **Walk-through & Handheld Scanner** positioned outside situated just outside the entrance to the venue. All customers have to walk through the scanner, which is staffed by two dedicated searchers with handheld scanners, used to do back searches after customer have gone through the walk-through scanner.

3. **Cashier** - customers are then guided to one of three cashier stations and identification is scanned via the electronic system, a receipt is given in return and on payment of the entry fee.
4. **Ticket Checker** - This point is controlled by a turnstile barrier manned by a member of staff who checks tickets before allowing access to the interior of the venue. A no ticket no entry policy is in place to act as another measure to ensure approved identification has been provided to the venue

UNDERSTANDING OF ROLES AND RESPONSIBILITIES

1. Pre-event Planning and management process

2pm senior management meets to discuss event focusing on risks, staffing requirements and deployment plan.

5pm CCTV system checks and handover to event management staff

10.15pm briefing for all internal staff including front of house staff- bar staff have separate briefing following main brief.

10.15pm Security briefing takes place covering type of event, risk factors and issues to be aware of, such as other events taking place in the locality.

2. Roles and Responsibilities

Both the management team and security team were clear about their roles and responsibilities. I saw a comprehensive security briefing document, prepared by the DPS for the event, outlining the deployment plan and allocated duties for the security and management team.

INTERNAL OBSERVATIONS AND FINDINGS

The command and control interface between Gatecrashers internal management and the internal security supervisor was good. The teams deployed were adequate to deal with any potential crime and disorder issues and maintain customer safety. Gatecrasher internal manager is the first point of contact to deal with flashpoints and issues that may arise in liaison with the security supervisor

The DPS maintained control via the use of the security teams and gatecrasher management structure, which ran on a matrix basis using modes of communication such as, walk-through, verbal 1:1's, radio and team communication.

CONCLUSION

Compliance/Non-Compliance

- No non-compliance issues were observed in relation to the premises licensing conditions and or the licensing objectives

- A strong internal management team was present and in control at all times during the observation.
- Management team were interviewed and we're aware of their individual and collective team responsibilities



12th September 2015

Medical cover

Gatecrasher Birmingham

To whom it may concern,

Gatecrasher night club Birmingham has contracted UK Life Medics to provide Health Care Professional Council Paramedics to provide medical cover every Thursday, Friday, Saturday and Monday nights starting from 28th August 2015.

UK Life Medics have been providing medical staff to various night clubs in the West Midlands area for over six years and our cover varies from E.M.T.'s (Emergency Medical Technicians), I.H.C.D. Technicians (Institute of Health Care Development), H.C.P.C. Paramedics and Specialist H.C.P.C. Paramedics.

You also asked for a clear definition of the above skill sets:

Paramedic/Specialist Paramedic

Able to perform Advanced Life Support with Intravenous drug use as well as advanced airway management control using Intubation. Specialist Paramedics can also suture on site.

I.H.C.D. Technician

Able to perform Advanced Life Support and intermediate airway control. Able to administer some Intramuscular drug administration.

E.M.T.

Able to perform Advanced Life Support and intermediate airway control.



12th September 2015

UKLM were further tasked with assessing the clubs needs in regards to regular medical cover and have concluded the following points:

- The medical room at Gatecrasher Birmingham is more than sufficient for medic use.
- E.M.T.'s and I.H.C.D. Technicians are sufficient to insure safe medical cover within the club as long as they are registered to a reputable company with correct insurance and training. Also as per local government guidelines Red 1 and Red 2 999 calls, (life threatening emergencies) a Paramedic will be only 8 minutes away if needed.
- The level of cover should be determined by a risk assessment to the event if it is above the usual club night, ie boxing.
- Management at Gatecrasher Birmingham will undertake a Basic Life Support course with additional exsanguination training before the 26th September 2015 run by UK Life Medics to further expanding the medical cover at the site, with refresher courses every six months. This will also include access to a UKLM exsanguination kit.
- Greater communication between door staff and medical staff will ensure safety for both club users and staff at the site.
- Overhaul of current Patient Report Forms (PRF's), to ensure clear documentation of any injured parties is correctly reported.

UKLM is happy that if all changes in club protocol and Medical staff mentioned above are adhered to Gatecrasher Birmingham will have one of the safest club venues in the country.

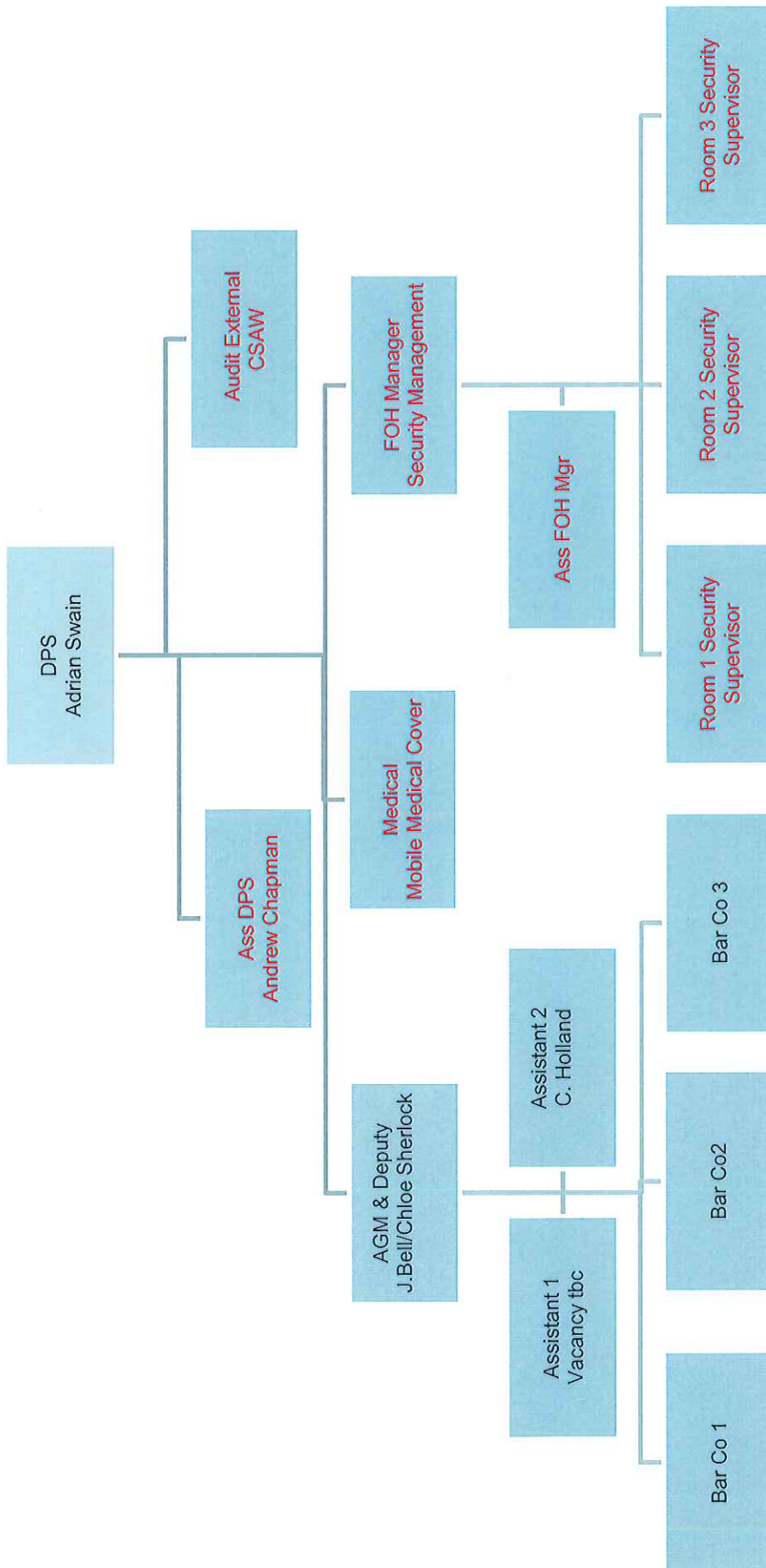
Thank you.

Jason Jeffries-Lloyd
CEO UK Life Medics
Specialist Paramedic PA 10913



Gatecrasher Birmingham

Reporting Lines & Roles and Responsibilities



Adrian Swain Operations Director and DPS

Joint Roles

- Office Management
- Staff Morale / Team Building
- Building Security
- General Club Standards
- Cleaning Standards
- Operational Standards
- Customer Complaints
- Fire Book

Direct Roles

- Management Team & Meetings
- Authority Liaison
- Licence Protection
- HR
- Training
- Incident analysis
- Management Meetings
- Forecasting admissions & Sales
- Budget control
- Gatecrasher paperwork weekly sign off
- Security Provider Liaison
- Staff Appraisals and training
- Maintenance Inspection
- Contrived Lets/Promoter activity/Private lets
- Key/Security controls
- Event Forms and management
- Flash Reports
- Building Security
- Duty Management

Adnrew Chapman – Assistant manager to DPS

Joint Roles

OPERATIONAL

- Operational Training
- Office Management
- E-Mails
- Staff Morale / Team Building
- Building Security
- General Club Standards
- Opening Up Procedures
- Closing Down Procedures
- Customer Complaints
- Landlord Liaison Support
- Event Forms and management
- Flash Reports
- Incident Mapping
- Incident Reduction Plans

Direct Roles

OPERATIONAL Support on trading sessions – Direct support for DPS on trading sessions

- Opening and Closing checklist compliance
- Box Office Reporting / Admission controls
- Rotas and management of box office staff
- Security Room management
- External Meeting management and diary
- Entertainment / Costs
- Security Issues/ support
- Police Liaison / support
- Staffing Levels / Forecasting
- Extra Session Risk Assessments
- Fire Book
- Fire & All risk Assessments
- Gatecrasher Weekly Paperwork
- Management Rota
- Equipment Maintenance
- Door staff Liaison and medic management
- Nightly Event Forms
- Nightly Flash Reports
- Management Holidays
- Health and Safety
- Lighting Inspection & stock orders
- Light and Technical staff rota

Janina Bell – Operations Internal Manager 1

Joint Roles

Direct Roles

OPERATIONAL

- Telephone Answering
- E-Mails
- Staff Morale / Team Building
- Guest List Enquires
- Store Room Standards
- General Club Standards
- Cleaning Standards

RETAIL

- Bar Standards
- Staff Training
- Bar Service
- Glass Wash Cleanliness
- Customer Complaints
- Opening Up Procedures
- Closing Down Procedures
- Night Time Staff Allocation
- Cashing Up Till

STAFF RECRUITMENT

- Interviews/Inductions
- Staff Rota's
- Staff Holiday Requests
- Clock Card Addition
- Staff Training Preparation
- Personnel Files/Personnel Audit

RETAIL

- Stock Controls
- Stock Movement
- Stock Takes
- Liquor Deliveries
- Liquor Ordering
- Stocking Policy
- Bar Displays
- Allowances
- Cellar man Liaison
- FPOS Transfers / FPOS Requests
- FPOS / Till Maintenance
- Sales Mix
- Liquor GP
- Selling Up
- Product Pricing
- Refund Reports
- Retail Audit Procedures
- Till Layouts
- Cellar Tidiness / Cleanliness
- Nightly Stock Requirements to Bars

STAFF

- Supervisor Meetings / Staff Issues
- Forecasted weekly/nightly staff costs
- Nightly Stock Requirements to Bars
- Staff Training
- Staff reviews / appraisals
- Overall staff recruitment & inductions.

Chloe Sherlock – Operational Internal manager 2

Joint Roles

OPERATIONAL

- Telephone Answering
- E-Mails
- Staff Morale / Team Building
- Guest List Enquires
- Store Room Standards
- General Club Standards
- Cleaning Standards
- Opening Up Procedures
- Closing Down Procedures

RETAIL

- Bar Standards
- Bar Service
- Glass Wash Cleanliness
- Customer Complaints
- Opening Up Procedures
- Closing Down Procedures
- Night Time Staff Allocation
- Cashing Up Tillis

Direct Roles

RETAIL

- Stock Controls
- Stock Movement
- Stock Takes
- Liquor Deliveries
- Liquor Ordering
- Stocking Policy
- Allowances
- Cellar man Liaison
- FPOS Transfers / FPOS Requests
- FPOS / Till Maintenance
- Bar Displays
- Retail Audit Procedures
- Cellar Tidiness / Cleanliness
- Supervisor Meetings / Staff Issues
- Nightly Stock Requirements to Bars
- Tip Jar Checks

STAFF RECRUITMENT

- Clock Card Addition
- Staff Training Preparation
- Personnel Files/Personnel Audit
- Staff Appraisals

OPERATIONS

- Nightly & weekly H & S sheets
- Toilet attendants – operationally
- Glass collectors – operationally
- Box office – operationally
- Cloakroom – operationally
- Purchase Orders
- Till Checks / Crashes- Box office/cloakroom
- Staff Cash Declaration Sheets

Courtney Holland – Assistant 1/2

Joint Roles

Direct Roles

OPERATIONAL

- Telephone Answering
- Office Management
- E-Mails
- Staff Morale / Team Building
- Guest List Enquires
- Building Security
- Store Room Standards
- General Club Standards
- Cleaning Standards
- Glass Wash Cleanliness
- Operational Standards
- Customer Complaints
- Opening Up Procedures
- Closing Down Procedures
- Night Time Staff Allocation
- Cashing Up Tillis

STAFF RECRUITMENT

- Interviews
- Inductions
- Staff Rota's
- Staff Holiday Requests
- Staff Levels
- Clock Card Addition
- Staff Training Preparation
- H / S Training
- Personnel Files
- Personnel Audit
- Staff Appraisals
- Staff Meetings

OPERATIONAL

- Till Checks / Crashes- Box office/cloakroom
- Staff Cash Declaration Sheets
- Cloakroom Claims
- Lost Property
- Box office till layouts- epos requests
- Nightly & weekly H & S sheets
- Toilet attendants – operationally
- Glass collectors – operationally
- Box office – operationally
- Bars staff operationally
- Cloakroom – operationally

STAFF PERSONNEL

- Staff Appraisals
- Staff Fire Sheets
- Staff levels & rota – FOH staff

Lesley Edmonds - UAC

Joint Roles

Direct Roles

OPERATIONAL

- Telephone Answering
- Office Management
- E-Mails
- Guest List Enquires
- Building Security
- Customer Complaints

FINANCIAL CONTROL

- Banking
- Cashing Up
- Floats
- Gatecrasher Paperwork
- Entertainers Paperwork
- Cash variance Analysis
- Change Orders
- Gatecrasher Audit Procedures
- Trading Report
- Weekly admission breakdown
- Petty Cash Control
- Pre Paid Ticket Sales
- Cash Control – Safe management
- Monthly P & L

STAFF PERSONNEL

- Temporary NI Numbers
- Staff File Checks
- Payroll Input

Chynna Leon - Sales Manager

Joint Roles

OPERATIONAL

- Office Management
- Telephone Answering
- Customer Complaints
- Deliveries
- Prepaid ticket sales
- E-mails

Direct Roles

PROMOTIONS

- Guest List management
- Weekly policy e-flyer
- Promotional evaluation sheet
- Print Design / Conception
- Print Buying – raising PO's
- Website administration
- Visitor management & liaison
- Corporate / other events -marketing & execution
- Event management
- Weekly Promotions meeting
- Handbook file
- 13 week entertainment plan
- Flyer Distribution & rotas
- Exit flyering & rotas
- Shop drops & rota
- Outdoor poster distribution
- SMS campaigns
- Quarterly marketing plans
- Contrive business
- Press/magazines
- Radio campaigns
- Student marketing
- Membership & recruitment
- Internal posters & flyers

Bar Co-ordinators x 4

Joint Roles

Direct Roles

RETAIL

- Staff Morale / Team Building
- Store Room Standards
- Cleaning Standards
- Operational Standards
- Customer Complaints
- Opening Up Procedures
- Closing Down Procedures
- Night Time Staff Allocation

RETAIL

- Bar Standards
- Service Standards
- Club Standards
- Bar Requirements (Change, Stock, Fruit, Accessories)
- Glass wash Standards
- Equipment Audit
- Equipment Maintenance
- Staff Uniforms
- Floor Standards
- End of Night Standards
- Bar Hygiene Paperwork
- H & S Paperwork
- Retail Audit Procedures
- Cellar Tidiness / Cleanliness
- Supervisor Meetings / Staff Issues
- Nightly Stock Requirements to Bars

CELLAR SUPERVISOR

- Cellar Tidy/ Cleanliness
- Liquor Storage / Security
- Liquor Deliveries
- Par levels stock
- Stock rotation
- Bar Stock Up
- Fire Chains
- Rubbish Removal
- Club Set Up
- Club Standards
- Operational Standards
- Bin book
- Security keys
- Fridge maintenance

LIGHT TECHNICIAN

- All Light rigs
- Internal Feature Lighting
- Internal House Lighting
- Emergency Light Check- weekly
- Noise at Work sound check- Monthly
- Plasma / projector screens
- LED Displays
- Pyros / Smoke Effects
- Network Solutions
- Electrical Appliances
- Plug Sockets
- Equipment Hire
- Equipment Installation
- Weekly maintenance checklist items
- Asset register
- Risk assessments via management.