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Forest Heath
District Council

**TO: MEMBERS OF THE LICENSING ACT
2003 SUB-COMMITTEE**

Our reference HMH
Your reference N/A
Contact Helen Hardinge
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Email helen.hardinge@westsuffolk.gov.uk

27 July 2015

Dear Councillor

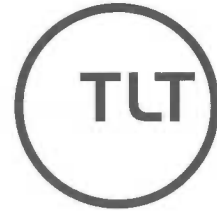
**FOREST HEATH LICENSING ACT 2003 SUB-COMMITTEE - WEDNESDAY 29
JULY 2015**

I am now able to enclose, for consideration at next Wednesday 29 July 2015 meeting of the Forest Heath Licensing Act 2003 Sub-Committee, the following additional papers that have been received from Greene King, since the agenda was printed.

Yours sincerely

Helen Hardinge
Committee Administrator & FHDC Scrutiny Support

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www.TLTsolicitors.com

Our ref 303L/PW03/84741/1227
Your ref

Forest Heath District Council
District Offices
College Heath Road
MILDENHALL
IP28 7EY
For the attention of: Licensing Section

Direct tel +44 (0)333 006 0692 Date 22 July 2015
Direct fax +44 (0)333 006 1492 Email piers.warne@TLTsolicitors.com

Dear Sirs

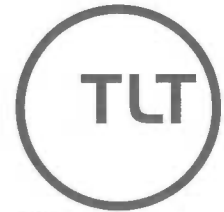
**Licensing Act 2003: Review of premises licence
Maids Head 9 Kingsway Mildenhall IP28 7HN**

I act for Greene King, the premises licence holder. Please find enclosed the following documents in relation to the review hearing:

- D. Butterworth report dated 30 June 2015
- Letter from Regency Security dated 16 June 2015
- Various policies relating to the operation of the premises
- Proposed schedule of conditions to be added to the premises licence

We can confirm that the following witnesses will be attending the hearing:

- Mr. Darrell Butterworth, author of the report referred to above
- Mr. Dale Sharp, Norfolk Area Manager for Regency Security Services
- Mr. Gareth Webb and Mr. Phil Arnold from Greene King
- Ms. Louise Malone, DPS at the Maids Head



I confirm that we will send copies of this letter and the documents referred to above to the applicants for review and those parties who have written in support of the police review.

Kindly acknowledge receipt of this letter and enclosures.

Yours sincerely

Piers Warne
Associate
for TLT LLP

WITNESS STATEMENT

(CJ Act 1967. s. 9, MC Act 1980, s.s.5A (3a) and 5B MC Rules 1981, r70)

Statement of: Darrell John Butterworth

Age if under 18: Over 18

Occupation: Licensing and Security
Compliance Manager

(if over 18 insert "over 18")

This statement (consisting of 7 page(s) each signed by me) is true to the best of my knowledge and belief and I make it knowing that, if it is tendered in evidence, I shall be liable to prosecution if I have wilfully stated in it anything which I know to be false or do not believe to be true.

Dated the 30th June 2015

Signature: D J Butterworth

1. This report is made in relation to the Maids Head 9 Kingsway Mildenhall IP28 7HN

Qualifications and Experience

2. I am an independent licensing consultant and a former Police Inspector, having completed 30 years' service with the Greater Manchester Police in a variety of uniform and non-uniformed roles.
3. The longest period of attachment to a department was between 1998 and 2006 when I performed the role of Force Licensing Inspector. This role involved the supervision of 12 divisional licensing officers, tasking and management of a covert licensing unit comprising a sergeant and six constables, developing force policy and enforcement in relation to all licensed units and employment and briefing of a licensing solicitor to act on behalf of the force in more complex licensing hearings.
4. During the period as the Force Licensing Inspector I was responsible for the good conduct and compliance of premises operating under a variety of licences including outlets involved in selling alcohol but also those that provided gambling, betting and bingo facilities. I have represented Greater Manchester Police at Magistrates Court hearings, Crown Court Appeals, The High Court and Council Licensing Committee hearings to oppose unsuitable applications and to take enforcement action against those premises whose standards had fallen below an acceptable level. I was responsible for the Force's response to support the Government led Alcohol Misuse Enforcement Campaigns (AMEC) which was highly acclaimed for reducing alcohol related crime and disorder.
5. Throughout my period in the central licensing role Assistant Chief Constable Robert Taylor, also from the Greater Manchester Police, was the Association of Chief Police Officers (ACPO) lead spokesman on Alcohol and Licensing matters. As a result of this connection I became secretariat to the ACPO National Licensing officers group and National Licensing Forum (NLF). The latter group was made up of trade organisations including the British Beer and Pub Association, Retail Trade Consortium, Business in

Signature *D J Butterworth*

Sport and Leisure, Magistrates Association, Justices Clerks Society, Local Government Association, Home Office, and Department for Culture, Media and Sport. During the period above, these groups scrutinised and made recommendations for amendments to the proposed Green and White papers, which were subsequently presented to the House of Commons as the Licensing Act 2003.

6. In 2006 on leaving the Central Licensing Unit I received a Chief Officer's Commendation, recognising the contribution I had made to licensing enforcement across Greater Manchester, particularly in relation to my leadership and commitment shown in developing force policy and training in response to the Licensing Act 2003
7. Between 2006 and my retirement from the Greater Manchester Police in December 2010 I took up the role of Neighbourhood Inspector for the town of Heywood on the Rochdale division. I continued to work with the licensed trade in that area to improve safety in and around licensed premises and reduce crime and disorder. I was chairperson of the Heywood Pub Watch and closed a number of premises in the town that failed in their licensing objectives using my powers under the Licensing Act 2003 and subsequent amendments.
8. In recent years I have continued my professional development in regard to licensing knowledge by taking and passing the National Licensees Certificate and National Door Supervisors course. This enabled me both to successfully apply for a Personal Licence and to become approved by the Security Industry Authority (SIA) as a front line operative. In September 2011 I successfully applied to become a nominated tutor with the British Institute of Inn keeping enabling me to carry out training in the award for responsible alcohol retailing and the award for personal licence holders which are National Vocational Qualifications.
9. Since January 2011 I have worked in a consultancy role with licensed premises in Bedford, Birmingham, Blackpool, Brighton, Cardiff, Chester, Derby, Guildford, Harrogate, Lancaster, Leeds, London, Manchester, Newcastle, Nottingham, Sheffield, Stratford, Watford and York, producing strategies aimed at reducing crime and disorder in and around venues. I would estimate that since January 2011 I have visited in excess of 260 premises licensed under the Licensing Act 2003. In all of these cases I believe that I have been able to make a positive impact on the licensing objectives. I am experienced in the production of independent written reports and giving evidence before Licensing Sub-Committees and Magistrates' Courts. It is important to stress that in carrying out this work, I act independently, record what I see and express my own opinions. Due to concerns expressed by a number of Licensing Committees and Magistrates Courts that premises modify their behaviour in anticipation of a compliance visit I always endeavour to conduct my observations without the local management team being made aware of my impending visit. I am informed by those instructing that this was the case for this visit.

Scope of investigation

10. I have been requested by TLT LLP acting on behalf of the Premises Licence Holder to attend the vicinity of the Maids Head in order to conduct a compliance check on its management and its impact on the Licensing Objectives in preparation for a review application submitted by Suffolk Police. The following terms of reference for the investigation have been agreed with the owners of the venue and their legal advisors.
 - a) Attend the premises and make observations on its impact in the local area and in particular in relation to the Licensing Objectives.

Signature *D J Butterworth*

- b) Conduct a structured licensing compliance audit to identify whether the premises are promoting the Licensing Objectives and conditions of the Licence.
 - c) Compare these premises with others I have visited and my experiences as a Licensing Officer in Manchester and nationally as a licensing consultant.
 - e) Make any recommendations where I have been able to identify areas of good practice that will assist the Premises Licence Holders in providing a safe and viable business.
11. Prior to attending the premises and in order to address my observations to the matters of concern I have seen the Premises Licence (and the conditions attached thereto) and the Suffolk Police application for review dated the 4th June 2015
12. I have not visited these premises previously and therefore I am unable to comment on how they have previously been managed. Throughout my visit I refer to differing levels of drunkenness. These are taken from the BII visible signs of increased drunkenness. (1 initial cheerfulness; 2 increased talkativeness; 3 slurred speech; 4 aggressiveness; 5 over sentimentality).

Saturday 27th June 2015

13. My visit to the Mildenhall area took place on Saturday 27th June 2015. My observations in the vicinity commenced at 2140 hrs and concluded at 0230. I recorded my observations onto a voice recording device or into a notes document which I later transferred onto a record of observations log for the purpose of this report (Exh ref DJB 1 refers).
14. I noted that the premises was a large two storey venue with the licensed area on the ground floor and living accommodation on the first floor. Immediately to the front of the premises was the main A1101 road and to the rear of the premises was a large car park, beer garden and children's play area. I then looked around the area for the nearest residential accommodation that may have been effected by the activities at the Maids Head. These were located directly opposite and to the East and West of the premises. I looked for any signs of Local authority controlled CCTV cameras that may have had a line of sight to the premises. These are often an indication that an area suffers from high rates of Crime and Disorder. No cameras were located that appeared to have a line of sight to the premises.
15. At 2145 I entered the premises through the front entrance past a male and female door supervisor. Both were clearly displaying their SIA licences in arm bands on their sleeves. On entering the premises I found the main bar area was to the left and a pool and seated area was to the right. Behind the bar was two males and a female member of bar staff and a third male was seen regularly collecting glasses around the premises. I noted a number of notices were displayed both behind the bar on a notice board to the right of the front entrance. These included: a copy of the Premises Licence summary; wine available in 125ml measures; no smoking; drinks to be served in plastic glasses after midnight; Challenge 25 poster; weights and measures notice; pub watch banning warning. To the rear of the main bar area a live 4 piece band was playing rock music. The age profile of the 30 customers present was from 20 years old – 65 years old and the majority appeared to be local and acquainted with each other. The majority of customers appeared to be BII 0-1
16. At 2220 the band stopped for a break and music was played via a music channel on a TV in the corner of the room. At 2230 the number of customers had increased to

approx. 70. At 2250 I visited the male toilets which I found were very clean and well kept. There was no evidence of drug misuse in the toilet area.

17. At 2255 the band returned to the rear of the room and recommenced the music. The number of customers remained at approx. 70. I noted that one customer appeared to be partially sighted and walked with the aid of a white stick.
18. At midnight the band finished and were replaced by a DJ playing recorded music. I noticed that the DJ was one of the bar staff who had been working behind the bar earlier in the evening.
19. At 0015 the numbers remained constant (70) and there was not a noticeable increase of entrants to the premises that may have indicated that people migrated to the premises to take advantage of the extended hours. I revisited the toilet area which remained clean and there was no evidence of drug misuse. The majority of customers exhibited behaviour consistent with being BII 0-2.
20. At 0040 I disclosed my presence to the male who had been collecting glasses throughout the evening and asked for Louise Malone the DPS. I was directed to a female who had been at the end of the bar throughout the evening but who was now talking with customers in the external smoking area. I then went through my Licensed Premises compliance checks with Louise (exh ref DJB 2 refers).
21. A bell was sounded to indicate last orders. I completed my internal inspection and exited the premises in order to conduct external observations. I stood outside the nearest residents properties opposite and next to the smoking area. Although peoples voices could be heard at these locations the sounds were totally drowned out by the sound of passing vehicles on the road outside. I therefore did not consider that this noise was loud enough to be a public nuisance.
22. At 0150 2 males, one in a red cap and red T shirt, get out of a taxi that pulled up outside the front door of the Maids Head. The males were refused entry by the door staff and walked off towards the town centre. The male in the red cap then went down an alleyway and urinated behind the bushes to the Maids Head beer garden. Neither male had been inside the premises but I could understand how a casual observer may have believed they were customers of the premises.
23. At 0154 3 males exited the premises past the two door supervisors. As they walked away towards the town centre two of the males produce plastic glasses from under their jackets and continue drinking as they walked away. I saw one of the staff from behind the bar taking noise reading from around the premises.
24. The two door supervisors were joined at the front of the premises by three members of staff in high visibility jackets who acted as street marshals. At 0206 a signed Suffolk Police vehicle drove along the A1101 past the premises without stopping. A male in a white T shirt exited the premises. The male appeared to be unsteady on his feet as he walked towards the town centre (BII 3).
25. Between 0210 and 0220 the final 28 customers exited the premises. The majority left on foot with a small number waiting for taxis. They appeared to exhibit signs of being BII 0-2. The door staff left and the 3 people in high visibility jackets returned inside and the front door was closed. No further activity was noted and my observations ceased.

Signature *D J Butterworth*

Crime and Disorder

26. There were no incidents observed during this period of observations that came anywhere near breaching this particular licensing objective. The premises are implementing many areas of good practice to ensure this is maintained. These include: door supervisors; CCTV; refusals book; noise monitoring and recording; staff acting as street marshals during dispersal.

Public Nuisance, Public Safety and protection of Children

27. No incidents were observed during this period of observations that I would consider breached these Licensing Objectives.

Police review evidence

Door staff

28. I have noted the evidence produced by Suffolk Police in respect of their application. I am also aware from the DPS that she took over the premises as recently as the 3rd March 2015 and that the security team, inherited from the previous tenant, was replaced on the 17th May 2015. From my review of the incidents it appears that a large proportion occurred on evenings when door staff were employed and it could be suggested that they were unable or unwilling to resolve any situations without support from the Police. The DPS was not satisfied with the resilience of the previous door team and took steps to install a new company. I have experienced this in other parts of the country where the outgoing door team acts in a way that sabotages the good operation of the premises in order to either try and retain employment (by suggesting things would be worse without them) or because they have lost interest in doing the job properly.
29. In addition to the 2 door staff working on the evening of my observations 5 other staff, including the DPS were present. This ratio of staff to customers is well above the industry standard (door staff 1:100).

Drugs incidents

30. Of the incidents relied upon by Suffolk Police as part of their review application two relate to the premises telephoning to report persons on the premises taking illegal substances. Different forces across the country have different policies regarding suspected drug misuse based on whether it is for personal use or larger quantities. However in my experience I have never previously known a report of drugs use to be used as a criticism of a licence holder. To do so would encourage under-reporting and a loss of intelligence for the police of drugs trends.

Incidents reported by the premises

31. It is clear from the Police review evidence that problems have been raised with the occupiers of these premises prior to Ms Malone taking over as the DPS. In my experience the change of management at a venue, particularly where problems have historically occurred, can cause a jump in incidents as the incoming licensee attempts to enforce their own standards and policies. This can lead to a rise in reported incidents of and Crime/ Disorder. For instance, persons previously barred from the premises may attempt to regain entry. It is during these early months that new licensees need the support of a partnership working approach which is the corner stone of the Licensing Act.
32. I have also experienced review hearing where the police have sought to criticise licensees for not reporting incidents, inferring that they have tried to hide what is

going on by under reporting and not recording incidents. This leaves the licence holder in an unenviable position of deciding whether to report an incident to the Police or not. Having seen the records maintained at the Maids Head in respect of incident recording and refusals I can state that incidents have been recorded more often than under the previous tenants regime, suggesting a real will to work with the responsible authorities and take issues of crime and disorder seriously.

33. I have noted concerns expressed within the Police representations that the current DPS has shown no inclination to heed advice given at previous meetings. I would disagree, given she has taken steps to change the door security company, engage staff to act as street marshal's and monitor and record noise levels around the premises on a regular basis.

Resident's representations

34. During my observations I did not witness anything that would lead me to consider there is potential for previous incidents that they raise to continue to occur with the current management and operation. Although the visit took place over one evening of operation I did note a number of older people inside the premises, including a partially sighted male. In my experience older customers and customers with disabilities do not normally attend premises that are known for being problematic in terms of crime, disorder or noise.

Summary

35. At no time during my time in Mildenhall did I observe any conduct from the managers and customers that demonstrated that the operation of the premises was not being conducted in accordance with the Licensing Objectives. The premises had a community atmosphere with the majority of customers appearing to be well known to each other and the staff and lived in the local community.
36. One male was observed leaving the premises at 0207 who was displaying signs of being BII 3. However this is common with the majority of customers who visit licensed premises around the country. At the Maids Head, the majority of customers on the night appeared less intoxicated than many customers of other venues that I have visited.
37. In my experience it is not unusual for premises to experience a rise in Crime and Disorder when a new lessee takes over. This is as a result of the managers and customers getting used to a new set of policies and standards set by the incoming management/ staff. It is during this bedding-in period that it is important that the staff can rely on the partnership support of the statutory authorities in ensuring that they fulfil their obligations under the Licensing Act. The premises appears to be well managed by responsible operators. I did not observe any activities that I would consider came close to breaching any of the Licensing Objectives.

Recommendations

- i) It is a requirement of the Licensing Act that the Premises Licence Holder gives written authority to the DPS to be responsible for holding the copy of the Premises Licence. This authority was not available on my inspection and should be created and kept
- ii) There was no anti-drug signage displayed. From the Police incident logs regarding calls re drugs these should be obtained and displayed particularly in the toilet and beer garden areas. There was no record of pre-opening checks being conducted. In

the event of a civil claim against the premises in relation to noncompliance a written record of when and what had been checked would assist in negating the claim.

- iii) There was no record of pre-opening checks being conducted. In the event of a civil claim against the premises in relation to noncompliance a written record of when and what had been checked would assist in negating the claim.
- iv) The fire extinguishers at the premises require servicing.
- v) No fire risk assessment was produced during my compliance check. This should be obtained, kept for inspection and updated every 12 months.
- vi) Customers were observed in the outside smoking area in possession of drinks after 2300 (condition 2 of Annex 2). This is in breach of the premises licence and should be prevented. Signage informing customers of this condition should be displayed at the smoking door exit.
- vii) A daily log of CCTV compliance checks was not produced during my inspection.

These

should be created and maintained.

- Viii) 2 males were observed leaving the premises having secreted their drinking glasses inside their jackets. Staff need to be more vigilant regarding this behaviour.

Conclusion

38. Any licensed venue in the country may at one time or another have a customer who on occasion acts inappropriately or lets out a stray shout. It is how a premises deal with such incidents that is important. Having visited the premises and spoken with the DPS I am satisfied that they are actively seeking to work with the local Police and community to promote the Licensing Objectives. By implementing my very minor recommendations above, which I am sure they will/ can only further improve this.

EXPERT'S DECLARATION

39. I understand that my duty in writing reports and giving evidence is to assist the Committee and this duty overrides any duty to the party by whom I am engaged or paid. I confirm that I have complied with and will continue to comply with that duty.

Signed DJ Butterworth

Dated 30th June 2015

Appendix Exh ref DJB 1 Observations Log
Exh ref DJB 2 Visit to premises compliance checklist

Signature *D J Butterworth*



REGENCY

SECURITY GROUP LTD

SECURITY AT IT'S BEST

Regency Security Group Ltd
Regency House, Freeport Office Village,
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16th June 2015

REF: MAIDS HEAD - MILDENHALL

Dear Sir/Madam

Regency Security Services UK Ltd commenced the provision of security personnel to Greene King on 15/05/15. Holding the very highest industry accreditations such as being an ACS (SIA Approved Contractor) and ISO compliant company, vetting all our staff to British Standard level, BS7858, as well as being a company currently expanding its Police CSAS accreditation nationally – it was viewed that this would be an extremely pro-active change.

We received a full brief including previous issues and problems that the venue had experienced prior to our first shifts and liaised with the venue Management to construct an action plan, moving forward.

I personally have worked as part of the security team at this site on a number of occasions, both to support the team and Management as well as to see how things are for myself.

One of the bigger issues that we concentrated on was to help pacify dispersal enabling this to be much quieter and effective, which also included managing the gathering's that usually occur outside the front of the venue at the end of the night. This in particular is an area where there is now a large improvement and we will sustain a continued effort to keep it this way.

We have made 'tweaks' to the 'barring policy' for trouble-makers and problem customers. This is strictly enforced by everyone from the land-lady, bar-staff to the security team. Implementing things like this can sometimes take some time to get around everyone that it is applicable to, however it always ends up presenting a much more relaxed and ambient venue enabling the patrons to feel safe and enjoy a peaceful night out. It also takes a short period of 'implementation arguing' whilst people get used to the new strict regime but again, even this had started to come to fruition and was/is really making a difference.

The bar staff were all given refresher training to highlight in particular the recognition of those that have started to become intoxicated and to ensure they feel comfortable liaising with the security team where they feel necessary. Customers are given 'alcohol free breaks' if it is felt that whilst they may not be troublesome they are in fact on their way to becoming intoxicated. If these customers are caught drinking whilst on one of these cut-off breaks then they will be asked to leave the venue for the remainder of the evening. This is about being fair to those who are not intoxicated whilst at the same time making them aware of responsible drinking policies that are in place in the venue. It has been met with positivity and has created less flash-points and

DOOR SUPERVISION | CLOSE PROTECTION | SECURITY GUARDING | KEY HOLDING | EVENT SECURITY

Company Reg No.
11554000

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Regency Security Services (UK) Ltd holds SIA approved contractor status for the provision of Door Supervision, Security Guarding and Key Holding services.



arguments which is once again, the aim of our operatives on site.

On a more personal level, I have over fifteen years of experience within the security industry and from what I have witnessed since we first started talking about taking on the contract at The Maids Head and the Management truly are working very hard to rectify any past issues. It is our intention to work together with Police and local Licensing authority all the way along the process to establish a good open channel of communication, as is our policy across the country.

I have found the General Manager, Louise and son Alex very accommodating of the changes that we have wanted to implement and I feel sure that if this continued relationship is given time that we can all look forward to a fresher and safer environment for all.

If you have any questions that I may not have touched on in this letter then please do not hesitate to contact me and I will be more than happy to assist in any way I can.

Kind regards

Dale Sharpe

Dale Sharpe
Area Manager (Norfolk) – Regency Security Services (UK) Ltd.

The Maids Head Dispersal policy

For the attention of all staff working at closing time

Conditions 3 and 8 relate to this policy and require that we manage the outside area so as not to cause nuisance and also display notices reminding customers to leave quietly.

Sunday – Thursday, where no door staff are on duty, dispersal is to be aided by staff members making sure all patrons leave quietly and respectfully. If it is a busy night, staff will be expected to manage dispersal by standing outside and ensuring customers disperse quickly and quietly.

Any patrons who require a taxi will be called one, firstly via our sponsor firm: S & T taxis and then others if taxis are not available. Taxi companies who are not regularly used are to be reminded not to sound horns or wait outside residential properties for customers.

Preference is for taxis to text either the pub or the customer direct when they are on route.

On Friday & Saturday nights bar staff will join the DPS to help with dispersal of patrons. We will be working with the door staff to make sure patrons leave respectfully and quietly.

Staff must wear a fluorescent vest in order to stand out as staff and not a patron. The same taxi guidelines as above will apply.

When all patrons have left, the outside area and road will be checked for any rubbish left from patrons within 100yds of the building.

Maids Head Door Staff Policy

This policy applies to all door staff and premises manager on nights when door staff are working

A minimum of 2 door staff will be employed on Friday and Saturday nights at the premises from 9pm until all customers have left the premises and dispersed. On arrival, door staff will sign in using the proper register.

Door staff on arrival will conduct a patrol around all areas of the premises and take a head-count of people in the premises.

A check will then be with DPS/manager for any new communications relating to nuisance and/or customers who have been barred.

In the early evening when quieter door staff will remain at the front door to greet customers. Regular walk rounds on at least 15 minute intervals will be carried out.

Door staff must check I.D for anyone that looks under 25 and any I.D must be photo proofed with hologram i.e. Driving licence, provisional licence, Passport, proof of age PASS card.

Door staff will do random searches on the front door on at least 1 in every 20 patrons for drugs. Anything found will be dealt with in accordance with the drug policy.

Door staff must wear radio's to communicate with each other when in different area's of the premises.

After 11pm door staff will patrol the garden area to make sure that customers are smoking only in the designated area (condition 2 of the premises licence) and no noise nuisance is observed.

As part of any walk-around, the toilets will be checked to ensure that there is no drug use. Female toilets will be checked by female staff/ doorstaff only.

Door staff will be observant throughout in order to prevent intoxication and drug use. Any patron suspected of having drugs will be searched, if found to have drugs or weapons they will be detained and the police called.

At 01.00am door staff will stop letting patrons into the premises and send anyone away that arrives after that time.

At the close of business door staff will help aid dispersal of patrons outside the premises. Staff will support the door team in making sure patrons leave respectfully and quietly until all patrons have made their way home.

Any incidents during the course of the night are to be recorded in the incident log.

The Maids Head

Policy for prevention of drugs at premises

For all staff and door staff

Drugs will not be tolerated on the premises (Condition 13 of the premises licence)

Any patron showing signs of drug use will be asked to agree to a search by Door staff

On days where there are no door staff available, the staff member suspecting a customer of having or using drugs will report it to the manager.

The manager will request that the customer turn out their pockets and any bag.

Any refusal to either agree to a search by door staff or to turning out pockets and/or bags by staff will result in the customer being asked to leave.

To prevent drugs on the premises as well as staff being vigilant the toilet areas are regularly checked and Vaseline put on all surfaces that would be useful for people looking to take drugs.

Posters are up in the premises and checked that they are there at opening and regularly throughout the day/night informing customers that the premises operates a zero drug policy.

The Maids Head

Dealing with Intoxicated customers policy

For all staff and door staff when on duty

Condition 13 of the premises licence states that drunkenness is not to be tolerated. It is also illegal to serve alcohol to a person who is drunk.

Staff shall be observant when serving patrons any alcoholic beverages for the signs of intoxication. These are:

- Slurred speech
- Glazed eyes
- Lack of concentration
- Unsteady on feet

If someone seems to be intoxicated then they must be refused any more alcohol. They will be offered a soft drink or water. If they refuse, they are to be reminded that it is illegal for staff to serve someone who is intoxicated. If they show any signs of getting angry, they are to be asked politely to leave. All refusals must be recorded in the refusals register (condition 19)

Those that accept a soft drink, or who stay on the premises, if they are found to be drinking again either obtaining drinks from friends or taking drinks that have been left unattended, they will be asked to leave the premises for the remainder of the night.

Any violent or abusive behaviour must be notified to the manager and consideration given to barring the customer as set out in the violence and abusive behaviour policy. Any incident must be recorded in the incident log (condition 25).

Door staff are to be vigilant and notify staff of anyone they suspect to be intoxicated to ensure they are not served alcohol.

Maids Head Music policy

This policy applies when either live bands or DJs are playing at the premises.

When live music/entertainment is playing, all doors and windows will be closed from the start time until the music has ended.

Management will carry out inspections during the entertainment to ensure that the sound of music will not cause a disturbance to residents. Checks are to be written down in the due diligence log when any noise disturbance or nuisance has occurred or any action has been taken to prevent disturbance.

At Midnight any bass frequencies on music equipment will be turned down and at 01.45am all music to be turned off.

Any complaints about noise nuisance must be noted in a complaints log and any action taken also noted.

The Maids Head

Policy on dealing with aggressive customers and incidents of violence

To all staff members

Conditions 13 and 25 of the premises licence require us to ensure no abusive behaviour is tolerated and that an incident book is kept.

If a patron becomes unhappy and aggressive we must stay calm in the situation.

If Door staff are on the premises make sure they are made aware, if they come to deal with the customer then walk away, do not antagonise them. Note down the incident in the incident log.

If door staff are not on duty and someone is being aggressive or violent you must try and stay calm, stay behind the bar, try and see what you can do to calm the situation down. If the person does not calm down then ask them to leave the premises immediately. If they fail to leave then call the police.

All aggressive or violent incidents must be logged in the incident book with as much detail as possible and the DPS contacted and told of situation.

Any patron using violence will be barred and the appropriate barring letter will be sent out.

If police presence is required, ensure that CCTV footage is available for viewing and potentially downloading.

Maid's Head, Mildenhall:

Proposed operating schedule

Following the application for review of the premises licence brought by Suffolk Constabulary and following the comments received in relation to the review from residents of Mildenhall, the premises licence holders propose that the current operating schedule is amended and updated with the following conditions:

Conditions to be added:

1. On the morning following Friday and Saturday nights, no customers are to be permitted entry or re-entry to the premises after 01:00am
2. A minimum of 2 door supervisors will be employed on Friday and Saturday night from 21:00hrs until the last customers have left the premises and dispersed from the immediate vicinity.
3. A management policy in relation to dealing with **intoxicated customers** ('the Policy') will be drawn up and implemented at the premises. The Policy will be re-visited on a regular basis to ensure that it conforms with best practice and takes into account advice given by Suffolk constabulary or Forest Heath DC licensing team. The Policy will be made available to all members of staff who will sign to say that they have read and understand the Policy.
4. A management policy in relation to **dispersal of customers** from the premises ('the Policy') will be drawn up and implemented at the premises. The Policy will be re-visited on a regular basis to ensure that it conforms with best practice and takes into account advice given by Suffolk constabulary or Forest Heath DC licensing team. The Policy will be made available to all members of staff and door staff working at the premises who will sign to say that they have read and understand the Policy.
5. A management policy in relation to **employment of doorstaff** ('the Policy') will be drawn up and implemented at the premises. The Policy will be re-visited on a regular basis to ensure that it conforms with best practice and takes into account advice given by Suffolk constabulary or Forest Heath DC licensing team. The Policy will be made available to all members of door staff working at the premises who will sign to say that they have read and understand the Policy.
6. A management policy in relation to **prevention of drug use** ('the Policy') will be drawn up and implemented at the premises. The Policy will be re-visited on a regular basis to ensure that it conforms with best practice and takes into account advice given by Suffolk constabulary or Forest Heath DC licensing team. The Policy will be made available to all members of staff and door staff working at the premises who will sign to say that they have read and understand the Policy.
7. A management policy in relation to **dealing with aggressive customers and incidents of violence** ('the Policy') will be drawn up and implemented at the premises. The Policy will be re-visited on a regular basis to ensure that it conforms with best practice and takes into account advice given by Suffolk constabulary or Forest Heath DC licensing team. The Policy will be made available to all members of staff and door staff working at the premises who will sign to say that they have read and understand the Policy.
8. The DPS will ensure that a local private hire taxi firm's details are prominently displayed at the exit points for the benefit of customers and assistance is given to any customers asking for taxi details.
9. All bar staff engaged in the sale of alcohol will be trained in responsible alcohol retailing to a minimum standard of BIIAB Level 1, or equivalent, within 3 months of commencing employment at the premises. Training records shall be kept on the premises and

produced to police or authorised council licensing officers upon request. For the avoidance of doubt, this training may be given in house in accordance with the relevant criteria. Training shall be reviewed on a 6 month basis to ensure staff remain up to date with the latest legislation.

10. The DPS shall ensure that all persons authorised to sell alcohol at the licensed premises have received instruction from the DPS on relevant licensing requirements and offences and have been authorised in writing from the DPS to sell alcohol under their authority.
11. The DPS shall operate a 'challenge 25 proof' of age scheme at the premises. The DPS and staff shall require photographic ID is produced by any person who appears to be under 25 years of age in the opinion of the person serving them. Acceptable forms of ID are: passport, photo ID driving licence, or other bona fide form of identity carrying a photographic image.
12. Suitable and sufficient lighting and CCTV to be placed in the outdoor smoking area. Lighting and CCTV in this area to be maintained and checked each day.
13. Any person found in possession of an identified weapon shall be excluded or ejected from the premises. The police shall be notified promptly and in any event within 36 hours.
14. A personal licence holder will be present at the premises on Thursday Friday and Saturday nights from 2100hrs until the premises closes to the public.

It is proposed that any conditions on the current premises licence that conflict of are updated by the above conditions is removed as part of the licensing officer's delegated powers in relation to production of premises licences.

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