

# National Pubwatch

## Newsletter



**Edition 12**  
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## Laurel's Social Responsibility Champions for 2004

Once again this the Laurel Pub company included a social responsibility category in its awards for the year, won by Bill & Georgie Peters of the Testewood Hotel Southampton and will join the other award winners on a holiday to South Africa. In addition, of the four finalists, Hugh & Sally Brooker of RSVP in Bath were Highly Recommended.

Bill & Georgie took over the Testewood at a time when it was struggling to deal with problems of drugs and violence in and around the pub. By setting some standards of behaviour and a no tolerance zone for drugs they have turned the premises very quickly into a violence free community pub that caters for all the activities of the local community in a friendly and safe environment. Bill having been a navy man found no difficulty in standing firm against the local hooligans who thought they could carry on as normal, nor did they think he would assist the police and give evidence against the drug pedlars. If this is not enough, having met them during the judging, your editor vouches for the fact that no body not even Bill would dare challenge Georgie, small though she maybe.

It would have been quite something at Christmas to have been a fly on the wall and watched Georgie dressed as a White Rabbit making sure the trouble makers stayed outside. Rumour has it that she is extremely accurate with her flick of a towel that would bring tears to the eyes of any potential troublemaker on the inside.

Thanks to their efforts a salutary message has been sent to those in the community that bring violence and trouble and by combining with other local pubs the problems are being driven away.

Meanwhile Hugh & Sally at RSVP must be cursing their luck at running up against such a strong pair as Bill & Georgie especially as last year they were very closely beaten to the finishing line as well.

Hugh has been a leading light in introducing a number of initiatives around door supervision in the centre of Bath and chairing the local Watch scheme. His most recent achievement has been to organise a system of Door Supervisor re-deployment at the end of the evening to monitor and control the queues for buses and taxis to speed the departure of late revellers from the city centre. This has reduced fights, noise and disorder at the main friction point and made life much safer and pleasant or those that provide the late transport infrastructure as well as residents in the city centre. He has even managed to get the Local Authority to consider further funding for the future on the basis of the success of the scheme.

Maybe this is the way for the future to ensure everybody ends up enjoying their night, reveller, residents as well as bus and taxi drivers.

As you all know The Laurel Pub Company and Its' Chief Executive, Ian Payne, have consistently supported Pubwatch activities and continue to sponsor the Morning Advertiser 'Social Responsibility Award for Pubwatches' which is one of the few industry award's that delivers prize money. The applications for the award will be asked for by the Morning Advertiser later this year around late September early October so if you intend to participate start preparing your case now."

**Are you the addressee shown the envelope in which this was delivered, if the answer is No! Please contact us so we can amend and update our records especially if you don't want to receive it.**

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### How to contact us

**By E-mail at :**  
[National.Pubwatch@btinternet.com](mailto:National.Pubwatch@btinternet.com)

**By Post at:**  
**17 Chace Avenue,**  
**Potters Bar**  
**Herts,**  
**EN6 5LX**

**By Phone:**  
**Malcolm Eidmans 01707 650095**  
**(Hon. Secretary)**  
**Bill Stone 01303 241906**  
**(Ops support)**

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# NATIONAL PUBWATCH LOOKS TOWARDS ITS FUTURE.

A recent meeting of the National Pubwatch Committee decided that the time has come to introduce the next generation of prospective members to the organisation.

National Pubwatch has achieved respectively more in the short five years since its foundation than probably any other organisation serving the Licensed trade. This has been due to the dedicated hard work of the founding committee which consists of Licensees, Magistrates, Police Officers, the Trade Press, Members of Parliament, House of Lords and other highly experienced and qualified people under the Chairmanship of veteran trade protection icon Raoul De Vaux CMBII. JP. OBE. The real hard work being "Delegated?" to secretary Malcom Eidmans a former senior police officer who was awarded the "Queen's Police Medal" The N.P.W. logo is now displayed in many of the "Soap" pubs from "Eastenders" to "Coronation Street" this will eventually help it to be recognised as a National symbol of a safe and secure drinking environment. Sky Television is to produce a N.P.W. training video. 2003 saw the first N.P.W. National conference which was addressed by Shadow Chancellor Oliver Letwin who like many other M.P.s is a strong supporter of the organisation.

## Volunteers sought to join National Committee

Co founder and National Operations Support Executive Bill Stone speaking for the Committee said " We are looking for voluntary applicants to

join our committee who share the aims and objectives of National Pubwatch which is to achieve a safe social drinking environment nationally. The qualities required are dedication with skills to compliment and progress the organisation perhaps injecting creative ideas to develop and finance it. The trade has and indeed still is changing tremendously especially with the constant threat from terrorism, violence, drugs and other alcohol related crime. Pubwatch will continue to increase the importance of its role as the proposed new Licensing legislation progresses. The National Pubwatch Support pack is to be included in the official guidance that will be issued with the Licensing Act when it is promulgated. Applicants to be considered for acceptance to the National Committee should ideally have a responsible and proactive Licensed trade background or Police service with knowledge of alcohol related crime and disorder etc. Persons with experience of Town Centre Management and similar problems may have some skills which could be added to the committee's portfolio."

**Are you interested! if so please contact Bill Stone on 01303 241906 Email: [bill.stone@ukonline.co.uk](mailto:bill.stone@ukonline.co.uk)**

## Operation Krake - from Mike Sais (District Licensing Officer Mid Devon)

Operation KRAKE was born out of the need of adopting a problem solving approach with Pubwatch members to address the increase of violent crime in and around Licensed premises in Mid Devon. The KRAKE Partnership is a community based crime prevention scheme that brings together all Licensed premises in Mid Devon to combat crime and the fear of crime. The visits also strengthen the bond between Police and Licensees to give each other confidence and support and provides a Forum for the discussion and solution of problems relating to violence and drugs on and around Licensed premises.

Operation KRAKE Visits in Partnership with Tiverton Pubwatch to Licensed premises in Mid Devon have been ongoing since June 2002. These visits were analysed each month to find out if its impact on violent crime in and around Licensed premises would be successful and that figures would decrease. This in fact was the case and the area was expanded to cover all Mid Devon. In January 2003 after discussions and feedback from Mid Devon Pubwatch it was decided that KRAKE Partnership visits were the way forward to combat Alcohol Related crime and the fear of crime in and around Licensed premises. Statistics started being recorded in January 2003. Now I have all the statistics on the impact of Partnership Working with Mid Devon Pubwatch on violent and drug related crime.

Neighbourhood Beat Managers and Response Officers regularly visit all Licensed premises within permitted hours so that any concerns the Licensee or the general public may have can be addressed and dealt with. Each Officer is required by the Operations Inspector, Nevin HUNTER, to submit to the District Licensing Officer a minimum of 10 reports per month. These reports are then studied by the Licensing Unit and any appropriate information whether it be intelligence lead or how well the pub is managed is recorded. Any concerns raised on the reports are then discussed at Monthly Meetings with the Mid Devon Pubwatch members and a debate takes place on how we can Work Together in Partnership to solve any problems or concerns that we may have as a Police Force or that the members may have as Licensees.

I am pleased to report that as a direct result of Operation KRAKE Partnership visits there has been a 50% reduction in violence occurring on or around Licensed premises. These were the latest stats given by our Researcher for 2002/2003. This in turn means that Licensees and their customers can feel safer in their environment, Licensees have reported that more customers are visiting their premises and their takings are rising. Since January 2003 1,982 visits have been made to Licensed premises in Mid Devon which equals approximately 165 visits per month.

KRAKE Partnership has been recognised for its achievements in reducing crime and creating safer communities by the Home Office and has been COMMENDED in the recent Marks & Spencer British Community Safety Awards. It has been recommended as Good Practice in its Problem Solving approach to Alcohol and Drug related violence and will be adopted by other Districts including Exmouth and North Devon.

We truly believe that Police Officers should be SEEN AND HEARD in Mid Devon and will continue with our visits and all the other schemes and initiatives that are in place to combat Alcohol Related crime and the fear of crime in and around Licensed premises.

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## A problem looms on the Horizon

As you will all be aware the Security Industry Authority has assumed responsibility for the licensing of all door supervisors and is currently involved in a rolling programme of licensing that will soon reach the whole country. The roll out started in Hampshire and there are some salutary lessons for all licensees arising from that.

The completion date was last month and it was found that a large number of current door staff did not take up either training or the new licence due to many reasons including cost and training time. Consequently there is a severe shortfall in suitably qualified staff. If your premises have late hours that have a condition on their Public Entertainment Licence requiring you to use door supervisors the shortfall means a market economy is booming in door supervision and the cost of employing such people will soar to considerable new heights. More importantly if you either cannot afford the price or find suitably qualified staff then you will have to revert to normal hours until you can. The consequence of trying to operate with unqualified staff will be prosecution, heavy fines and most likely loss of the licence.

**So what can you do?** The best course is to start now by discussing with your current staff or provider what they intend to do when the roll out reaches your area. Consider encouraging them to take on the training and obtain a licence, you might even negotiate some financial assistance with the cost in return for a more favourable hourly rate. It might even be a case of providing them with access to training and seeking out sources of possible financial support from other agencies for them. Whatever you do you need to start now not wait until the roll out hits your area.

**Can you afford to lose your late hours trading? I think not so act now, in time to make sure you have the qualified staff you will need.**

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### GET LICENSED WITH THE SUPPORT OF GIS

Grosvenor International Services (GIS) [www.gis.org.uk](http://www.gis.org.uk) is well known to many Pub Watch Groups, Licensees and Door Supervisors for their provision of "Specialist Search Dogs" services and operational support to in excess of 500 licensed premises and entertainment centres throughout the UK. GIS is now also working closely with local councils, the Police and Licensee's in response to the growth in demand for the new SIA Door Supervisor Training following the introduction of the new Licensing Regulations.



GIS is approved by "The British Institute of Inn keeping (BII)", to run the following qualifications:- the National Certificate for Door Supervisors, the National Certificate for Entertainment Licensees, and the Licensee's National Drugs Certificate. Courses are now available from the GIS Training Centre in Oxfordshire or at regional venues in the Midlands and South of England.

GIS are proud to announce the launch of their new website to assist Door Supervisors and Licensees in ensuring they meet the new Security Industry Authority (SIA) regulations. [www.getlicensed.co.uk](http://www.getlicensed.co.uk) provides a user friendly way to establish what, when and how Door Supervisors can meet the new requirements for a licence to work in the industry. In some areas financial assistance is available.

It will soon be illegal to work as a Door Supervisor anywhere in England and Wales without an SIA licence otherwise they will be committing a criminal offence, which carries serious penalties.

**Further enquiries to Patricia Grant-Wilson at Office 0700 535 3235 Mobile 0788 754 7989 e-mail [pgw@gis.org.uk](mailto:pgw@gis.org.uk)**

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## Wristbands work, cutting underage drinking

A Derbyshire Police initiative aimed at combating the problems of under-age drinking in pubs and clubs has proved such a success it's being rolled out in two other towns.

The under-21 wrist band scheme was piloted in a number of licensed premises in Ripley town-centre before Christmas in conjunction with Ripley Pub Watch. During the time the scheme ran 190 young people were refused entry to venues and associated crime in the area dropped by 50%. It operates whereby any person who looks under-21 is challenged by door staff to prove their age. Those that provide official ID, such as a passport, driving licence or Prove It card, are then issued with a wristband to prove they are over-18. The bands can then be shown that night at participating venues, saving customer's embarrassment and allowing them quicker entry.

The initiative is now being run in Ilkeston and Long Eaton ten premises in each area are taking part in the scheme, with the official launch having taken place on Friday February 20th 2004. PC Mick Baker, 'A' Division's licensing enforcement officer, said: "We're very pleased with the results of the pilot scheme in Ripley. Over the four weeks it ran it proved a great success with associated crime in the area being halved. It's a very simple and cost effective project. It just shows what can be achieved when everyone works together. We're hoping it'll prove just as effective in Ilkeston and Long Eaton as it was in Ripley. There's already been a lot of interest from other areas of the force about running similar schemes, we even had enquires from as far away as the Channel Islands."

For more information contact PC Mick Baker or Peter Harris in the Licensing Office on 01773 571750

# Everyone is a winner

## A message in the widget at the bottom of a glass

In our January edition we reported the use of a drink drive message engraved in the widget in the bottom of a glass in various parts of Northamptonshire. The providers of those messages have contacted us to point out that there are advantages for all in the use of such glasses. Phil Haughton who was responsible for producing the glasses points out that the glass with its message has advantages for all, in fact apart from getting the message across to the public at the time the decision has to be made. A decision that might possibly save the drinkers life or that of another. These glasses have another advantage – the widget itself creates a surface at the bottom of the glass which holds the minute air bubbles and keeps lager type beers alive with bubbles rising and keeping a head on the pint for up to an hour.

( We know there is a froth key on some pumps which floats a 'head' on top of the lager – this does not necessarily keep the lager alive and tasteful).

### So everyone is a winner.

The customer (hopefully) heeds the last minute warning. The Publican serves a better looking pint of lager with life and a head. The Police and Pubwatch reduce the drink drive figures. The paramedics have less unnecessary accidents to deal with and Phil sells glasses.

Whilst Northamptonshire Police initiated the original message organised by Inspector Geoff Gascoigne and Tam Dunne of Daventry, in addition Cambridge, Huntingdon, Northern Constabulary and others have taken up this method of getting the message across. This particular glass was organised for the Christmas Drink Drive effort but the message can be altered as required to focus on behaviour and violence issues. Examples of others currently in use are 'Behave or be barred' and 'zero tolerance drugs' the latter is done in crescent form with the zero across the middle.

In addition the company can also put monograms on the wall of the glass so that sponsors can identify with the "widget messages" and use the glass as an advertising vehicle – a glass's "average 'life'" in a pub is 10-18 weeks or longer. An estate agent or other business could have every pub in a small town covered for a very reasonable cost providing a cost efficient way of advertising to the sponsor and cheaper glassware for the retailer.

**Any 'Pubwatch' or like organisation throughout the country who would be interested in further information should contact Phil Haughton at :-  
Iconic Ltd  
5 Trafalgar Road Industrial Estate  
Kettering  
Northants  
NN16 0BD**

**Tel: 01536 525203**

**Fax: 01536 525204**



**National Pubwatch opens its new and updated website, to view it visit the new address :- [www.nationalpubwatch.org.uk](http://www.nationalpubwatch.org.uk)**

# Drink safe: spike the spikers

You can't see it, smell it or taste it but its effects can leave your senses paralysed: drink spiking is a concern to all. How many times have you accepted a drink from someone you barely knew? How often have you shared a drink with somebody? Have you ever left your drink while you had a dance or a chat or just nipped to the loo? Even once may be one time too many.

In 2003, according to the Roofie Foundation, which campaigns against drug assisted rape, there were 450 reported drug assisted rapes in the Midlands, which is a worrying rise of 144 from 2001. The idea that Rohypnol is the drug most frequently used is not supported as the investigation of such allegations often fails to reveal what spiking if any occurred. The Association of Chief Police Officers have indicated that as a result of testing 1012 victims by the forensic science service, no benzos, GHB or Ketamine have been found. Whilst it may not be the most acceptable reason often the mix of alcoholic beverages may well be the cause as alcohol also has no smell or significant taste when consumed in mixed drinks.



Clearly there will be opportunist attempts to spike drinks for a variety of reasons and it is important that outlets do what is within their power to assure their clientele that such attempts are less likely in their premises. Absolutely anyone can be victim to having their drink spiked, it can happen in any place and at any time, and the only real way to protect yourself is to keep your drink with you at all times whether in a busy club or an intimate house party. Symptoms can include impaired memory and judgement,

drowsiness, loss of motor skills, dizziness, confusion, extreme intoxication despite limited alcohol intake and eventually loss of consciousness.

This growing concern has sparked a range of products hitting the market, aimed at reducing the risks of drink spiking and the damage that it can cause. Some devices are available as DIY pocket testing kits, which are marketed as indicating in 30 seconds whether a drink has been tampered with. The sachets reveal traces of benzodiazepines, GHB and ketamine, three drugs that are commonly used in the spiking of drinks. However, the kits do not test for other drugs such as Rohypnol and excess alcohol. The devices have been shown under forensic examination to be so inaccurate that they are of no value. In fact they are likely to cause more problems than they resolve. There are however drawbacks as ACPO point out including false positives given by these devices may result in an alleged offender being seriously assaulted, a test is only as good as the moment at which it is tested and it is unlikely that the test would be used at all in crowded conditions and would be seen as a social obstruction.

Consequently it may be more appropriate to encourage preventative measures such as not leaving drinks unattended, not accepting drinks from other people as well as close monitoring of customers for unusual behaviour. Another device that is now available is the 'alcotop'. Designed by parents, Nicci and Dean Welsh, they fit over the top of alcopop and beer bottles. At a pound each, they are also spill-proof, re-usable, and brightly coloured, thus drawing people's attention to them. The invention of the alcotop was prompted when the Welshs' 17-year-old son had his drink spiked with what was **thought** to be Rohypnol and was subsequently robbed, whilst on a night out. Although people commonly relate drink spiking to date rape, as this instance indicates it may also be associated with theft of the victim's possessions. In today's society it is a sad truth that it is necessary to be extra cautious when out at night no matter where you are and no matter whose company you are in. However even alcotops are not a guarantee that your drink cannot be tampered with, you still need to keep it in view.

Whatever the true situation clearly places of entertainment need to consider such issues when doing their risk assessments and deciding whether or not they need to provide advice, extra vigilance or some mechanical articles to deter such activity.

Information on "Alcotop's" is to be found at [www.alcotop.co.uk](http://www.alcotop.co.uk) or contact Brian Hawes on 07867 690275.



*Prevention is better than  
Detection*

drunk



# NOBODY LIKES A DRUNK

**NOBODY LIKES A DRUNK.** They cause trouble, annoy other customers (and your neighbours!) and before you know it, can lead to a pub getting a 'reputation'. Put simply, they're bad for business.

*sober*

## ***RAISE YOUR GLASS TO THE DON'T DO DRUNK CAMPAIGN!***

There's never been a better time for licensees to support The Portman Group's anti-drunkenness campaign, "If you do do drink, don't do drunk".

Resource Packs are available and filled with materials to promote the don't do drunk message in any licensed establishment.

Each pack contains:

- window stickers;
- set of A3 posters;
- postcards;
- order and evaluation forms plus reply paid envelope, plus
- advice for licensees on how to run this campaign.

No one likes a drunk – they're irritating and aggravating. So support the campaign and order your PACK now by emailing [mbradby@portmangroup.org.uk](mailto:mbradby@portmangroup.org.uk) or phone Matt on 020 7907 3707!

# DRUGS AND WEAPONS IN LICENSED PREMISES

by Jim Brightwell and Paul Wotton (Members of the National Pubwatch Committee)

It is a responsibility for licensees to be both aware of the probable presence of illegal drugs and weapons in their licensed premises, and to also take action in order to ensure that their licence, and thus their livelihood, is not compromised.

## Some signs and symptoms are:

- Behaviour of an individual;
- Activities of more than one individual;
- Residue and paraphernalia found, e.g. fat home-made cigarette ends, torn beer mats or other cardboard, burnt foil, grains of powder, etc;
- Drug-related language used or overheard;
- Frequent visitors to one part of the premises;
- Frequent movement by same person(s) through premises;
- Money/packages changing hands;
- Frequent use of mobile/pay phone;
- Distinctive smell of cannabis.

## Criminal offences include:

- Possession;
- Possession with intent to supply;
- Supply;
- Cultivation of cannabis;
- Allowing premises to be used (see more below);
- Obstruction.

***(NB: Please note that, whilst cannabis changed classification from Class B to Class C in January 2004, cannabis is still an illegal substance, with the above offences still applying. Smoking cannabis in a public place, such as licensed premises, is one of the new categories carrying a specific power of arrest.)***

## Allowing premises to be used

Under Section 8 of the Misuse of Drugs Act 1971, it is an offence if the occupier or person concerned in the management of any premises, knowingly permit or suffer any of the following activities to take place on those premises:

- Producing or attempting to produce a controlled drug;
- Supplying or attempting to supply a controlled drug;
- Preparing opium for smoking;
- Administering or using a controlled drug, which is unlawfully in any person's possession.

This last bullet point replaced 'smoking cannabis, cannabis resin or prepared opium'. Whilst this change has been enacted, the Home Office have suspended its implementation indefinitely, following wide consultation. Nevertheless, police have power under the Licensing Act 2003 to close licensed premises in the interests of public safety. Additionally, under the new Anti-Social Behaviour Act 2003, the police also have power to close premises used for the production, supply or use of Class A drugs and which are causing serious nuisance or disorder. This could relate to licensed premises, but is particularly intended for premises known as 'crack houses'.

## **There are three main scenarios:**

1. Brought in for personal use;
2. Brought in to supply to others inside premises;
3. Entering or seeking entry to premises having previously taken a drug.

## **Where substances, residue and paraphernalia are found, consider:**

- Safe handling – consider health and safety – the police may be able to provide sealable property bags and cardboard weapon tubes;
- Safe storage – consider using a locked drawer or cabinet;
- Safe disposal – consider having contact details of a specific police beat or licensing officer.

***Please note that disposal down a drain or flushing away could cause water pollution;***

- Keep written records of incidents.
- Have another member of staff witness your actions.



## **Additional thoughts:**

- Ensure a consistent approach;
- Ensure any item seized is not re-circulated;
- Deter supply/demand on your premises;
- Encourage and maintain the supply of intelligence through regular contact with a specific local police officer;
- Employ only registered door supervisors;
- Door supervisors should search all customers and staff for drugs and weapons;
- Have appropriate signage displayed, outlining search policy and non-acceptable behaviour;
- Have CCTV and make effective use of it. Retain the film for a specified period – generally 30 days.

## **Some suggested strategies:**

- Have a written policy;
- Join Hotel/Pub/Club Watch;
- Ensure frequent and irregular patrols are made;
- Liaise with a named local police contact;
- Train, monitor and supervise all staff;
- Consider having search 'wands' or arches to detect weapons;
- Consider seeking advice of the local police Crime Prevention Design Advisor on 'designing out drugs/crime';
- Encourage customers to use only licensed mini cab firms by displaying their telephone numbers.

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A licensee can possess an illegal drug, provided he/she took possession to prevent another committing an offence or for the purpose of delivering it into the custody of an authorised person. In these circumstances, it must still be destroyed or so delivered, without delay. Discussions and agreement on local procedures with police is advised

**Sources of help and support:**

- Local named police contact;
- Local Hotel/Pub/Club Watch;
- Local Community Safety Officer/Crime and Disorder Reduction Partnership;
- Local Drug Action Team;
- Crimestoppers 0800 555 111;
- National Drug Helpline (FRANK) 0800 77 66 00.

**Jim Brightwell is a Detective Inspector in the Metropolitan Police Service, Paul Wotton is an independent consultant and trainer in drug education, awareness and prevention, Tel: 020 8360 0612, M: 07950709817 or paul.wotton@btclick.com**

## **A Reporter in search of Stories**

As the recently appointed news reporter at The Publican Newspaper and I am keen to hear more from licensees who are enjoying success with their Pubwatch. I understand how important Pubwatch is and want to keep the profile of the project on our agenda. It is vital that the trade can show its critics how well it can operate without the constant threat of police crack-downs or extra legislation. Pubwatch has had a huge impact in a number of towns and cities and continues to help reduce crime. I want to keep that message out there. Please feel free to call or email me with stories on your own experiences.

**Tom Sandham, News reporter, The Publican 0208 565 3054 e.mail:-toms@thepublican.com**

## **Controlling drug related activity within licensed premises. Some practical tips from Lee Hollins**

During my time involved with operational security within pubs, clubs and bars the use and supply of drugs was a cause for concern on many occasions. Whilst door supervisors are often frontline in the drive to stem the influx of controlled substances it is the licensee who has to take the lead in managing the problem. Unless there is a clear strategy in place bar staff will do one thing, door staff another and the manager something else and never the twain will meet.

I have come across several useful tactics and have listed them in no specific order:

- Toilet cubicles should be regularly patrolled in order to uncover drug related activity – but don't forget to monitor alcoves, stairwells, disabled toilets, function rooms, beer gardens and car parks.
- Toilets can be made to be less user friendly to drug users by removing the bottom 15cms of the doors; this way when two or more people are in a cubicle or if someone collapses it can be noticed and responded to. Flat surfaces can also be removed from toilet cubicles in order to frustrate those snorting drugs – Vaseline has also been used by many managers to spoil the same surface areas. A word of caution; I did come across one individual who sprayed a chemical substance across the toilet cistern only to irritate the skin of legitimate customers!! Remember any measure you introduce must be lawful.
- A search policy (as a condition of entry) can be used very successfully as a deterrent and to discover drugs. It can be used as an ongoing control measure or just used for a limited period of time (such as when a venue is taken over, in order to send out a message to the local users and dealers). A word on searching, it is only a valuable tactic if it is used properly. Too many door staff only perform a vague pat down which doesn't serve any useful purpose. I was on one course with door staff that covered searching and a guy that was asked to search the instructor failed to uncover 25 items!!! Including a knife and a gun!! If you introduce a search policy don't confine searches to men only, it could be construed as discrimination and believe it or not lots of women carry drugs!! (just make sure the search or confiscation procedure is done lawfully! –seek advice if you're not sure).
- Managers do occasionally have to be dismissed because they have become too close to the undesirable element, drawn in by the lure of bad boys (and girls!) ; you must keep a professional detachment and owners should keep a close eye on your managers, especially new ones. I came across one bar whose manager was admitting the undesirable element at Sunday lunchtime (they basically hadn't gone to bed from Saturday night) this in turn was displacing all the genuine customers. A quick reshuffle meant that there was a new manager in post with the task of displacing these individuals who by now had become regulars. His solution was to stop playing music and start showing classic movies. The now less than impressed motley crew of clubbers departed within 2 weeks for another venue!

**Managing this problem will sometimes involve challenging people, asking them to leave or even barring them. Nobody relishes this aspect of the job, and it can be easy to stick your head in the sand and hope it goes away; it won't! – in all likelihood it will get worse because you are seen as a soft touch. I can assure you the short term stress is more than worth it if you want a drug free and trouble free venue.**