

# Joe Splain

## Personal Statement:

I am an experienced and highly motivated, venue operator, programmer and business development professional, consistently delivering results in operational, commercial and strategic management roles within the venues and events industries. I am detail focussed and am able to make impactful business decisions that drive sales and revenue through a combination of data analytics and a vast market knowledge. I have a demonstrable history of successfully diversifying the programming of venues, growing and retaining their client base, driving existing revenue streams and successfully exploring and introducing new business opportunities. I have been responsible for the management of teams and individuals across a wide selection of disciplines ranging from programming, to marketing, to operations. I am committed to providing my staff with an environment and culture that is well structured, motivational and supportive, enabling them to fulfil their potential whilst achieving and surpassing the company's objectives.

## Work History & Key Achievements:

**Managing Director** August 2019 – present

Oval Space & The Pickle Factory [www.ovalspace.co.uk/](http://www.ovalspace.co.uk/) & BeSixth <https://www.besixth.com/>  
London

**Head of Programming** October 2018 - July 2019

Oval Space & The Pickle Factory [www.ovalspace.co.uk/](http://www.ovalspace.co.uk/) & BeSixth <https://www.besixth.com/>  
London

**Business Development Manager**, January 2016 – May 2018

Academy Music Group [www.academymusicgroup.com](http://www.academymusicgroup.com)  
London

- Planned and implemented strategies for growth in all revenue generating areas of the business, with specific focus live & club product levels, bars performance, ticket sales & associated rebates, as well as pitching for & securing sponsorship on select tours & events. **Instrumental in increasing company EBITDA by 11.3% in 2016 & 13.6% in 2017**
- Explored opportunities for developing new business & revenue streams, from introducing new promoters to the estate and diversifying venue's events programmes, to introducing a myriad of non music and private hire events, introducing food retail in select units and producing alternative concepts in merchandising. **Generated a 'new business' contribution of £182k in 2016 & £206k in 2017.**
- Line manager to the company's Group Bars Manager & Group Ticketing Manager with a 'dotted line' to all Academy Events (AMG's promotional division, AE) bookers.
- Developed strategies for AEs live bookers & club promoters & supported them in delivering these. **Produced an uplift of 73% to AEs contribution in 2016 & a further increase of 33.2% in 2017.**
- Senior national promoter for Academy Events, specialising in hip hop, RnB, reggae, urban, electronic music (clubs programming), sports, comedy & spoken word. **Generated a contribution of £251k in 2016 & £302k in 2017 and produced concepts for several branded tours, securing £160k worth of sponsorship in 2017.**
- Explored means of maximising the efficiency & profitability of the bars operations across the estate, introducing incentives for Bars Managers to surpass set Yield & Profit Per Customer (PPC) targets. **In 2017, 15 out of 21 venues achieved their yield targets & there was an uplift in PPC across the estate equating to an additional £823k.**

- Assisted in developing AMGs content marketing & social media strategy to drive sales through Ticketmaster & regularly offered creative support to Ticketmaster marketing department on campaigns. **Increased ticket rebates in 2016 by 14.9% and by 48.73% in 2017.**

**General Manager O2 Academy & O2 ABC Glasgow**, January 2008 – December 2015

Academy Music Group [www.academymusicgroup.com](http://www.academymusicgroup.com)

Glasgow

- *ABC & Academy generated increases in EBITDA of 30.8% & 17.9% respectively over this 8 year period*
- *Glasgow Academy & ABC both achieved groups highest H&S internal audit scores of 94% and 96% respectively 2010 - 2015*
- *Bar revenue increased by 11.5% at ABC & by 29.1% at Academy from 2010-2015, driven by an uplift in average SPHs year on year across both venues, with an increase of 11.5% at ABC & 19.9% at Academy over this 6 year period. Likewise, we saw an uplift to the overall GP for both venues, with ABC generating an increase of 2% & Academy an increase of 1.2%.*
- *Over the period 2011-2015, ticket revenue for ABC increased by 31.1% and 32.4% in Academy as we introduced a greater volume of successful Academy Events bookings to both venues. Ticket rebates increased by 75.8% at ABC & by 45.6% at Academy following increased activity & investment across the venue's social media platforms producing a steady uplift year on year in the % of sales through the venue's ticket agent (Ticketweb) vs those through the external promoter chosen agent(s).*

**Programmer / Marketing & Ticketing Executive**, September 2018 – July 2019

Farmfest [www.farmfestival.co.uk/](http://www.farmfestival.co.uk/) (London / Somerset)

**Events Manager (Festivals & large scale events) – Colours**, July 2006 – January 2008

Colours <http://www.colours.co.uk/> (Glasgow & Edinburgh)

**Music Programme & Operations Manager – The Arches**, June 2005 – January 2008

Arches Theatre Ltd [https://en.wikipedia.org/wiki/The\\_Arches\\_\(Glasgow\)](https://en.wikipedia.org/wiki/The_Arches_(Glasgow)) (Glasgow)

**Music Programmer – Band on the Wall**, January 2003 - May 2005

Inner City Music Ltd <https://bandonthewall.org/> (Manchester)

### **Industry qualifications:**

IOSH Managing Safely Course

First Aid at Work 3 Day Course

### **Education:**

BA (Dbl Hons) 2:1, English & Philosophy, September 1999 - June 2002.

University of Manchester



## **Archie McIntosh**

### **Venue Employment History**

#### *Andrew Marler Music 1994*

Fulltime employment various roles including,

Shepherds Bush Empire:

- Assistant Project Manager
- Venue Duty Manager

#### *Break for the Border PLC 1995*

Fulltime employment various roles including,

Shepherds Bush Empire:

- Venue Manager
- Relief Bar Manager
- Relief Stage Manager
- Venue Production Manager for 'Red Nose Day'

Brixton Academy:

- Recruited to help oversee the earn out of Simon Parks
- Was involved in all aspects of operations
- Responsible for the 500k refurbishment of front façade in conjunction with English Heritage

Borderline:

- Relief Manager approx 6 months

Break for the Border Tex Mex:

- Responsible for refurbishment of both London restaurants (Argyle st and Charing cross rd.)

### McKenzie Group 1998

Responsible for delivering the layout, design and operation for the below buildings.

Birmingham Academy 2000, (Dale End) total spend 750k

Bristol Academy 2001, total spend 1.2m.

Glasgow Academy 2003 total spend 2.3m inc building freehold.

Liverpool Academy 2003 total spend 1.4m.

Islington Academy 2003 total spend 700k.

### Academy Music Group 2004

Newcastle Academy 2005, total spend 1.8m.

Oxford Academy 2007, left post before completion.

### MAMA Group 2007

Refurbishment Kentish Town Forum, total spend 900k.

Refurbish Heaven London 2008, total spend 600K.

Various refurbishments of existing estate.

### Additions to Existing Venue Estate.

Edinburgh Picture House 2008, total spend 1.1m.

Birmingham Institute 2009, total spend 1.9m.

Garage London, 2009 total spend 900k

Manchester Ritz 2012, total spend 1.2m.

Manchester G-A-Y 2012, total spend 500k.

Liverpool Arts Club 2014, total spend 1.3m



- **MBA CANDIDATE**
- **BA (HONS)**
- **FDENG**
- **IOSH**

# ADAM GREAVES SMITH

## BIO

Experienced operations professional, with extensive event, project, logistics, people, hospitality, and multi-disciplinary management experience, built across a demonstrated history of working in the elite sports, live music and live event industries. Highly skilled in Operations Management, Event Management, and fast-paced Logistics Management. A strong operations professional and MBA candidate with a BA(Hons) in Event Management.

## SKILLS

- **IOSH Managing Safely**
- **Extensive operations experience, across multiple disciplines**
- **Extensive Site and Touring logistics experience**
- **Extensive Event Production and Management experience**
- **Extensive Project Management history**
- **Vast skills in people management, across**

## EXPERIENCE

**General Manager – UK Accommodation Group Ltd** (January 2022 – Present) - *Reporting level: Ownership*

**Group Head of Events – UK Accommodation Group Ltd** (November 2021 – Jan 2022) - *Reporting level: Ownership*

**General Manager – Liverpool Football Club** (November 2018 – September 2021) - *Reporting level: CEO and Board*

Operational management, across a multi-disciplinary team (ranging from senior medical, operations, logistics, facilities and maintenance, within an elite performance environment. Fast-paced, wide-ranging and non-consistent role within one of the biggest and most recognisable international brands.

**Board Trustee – The Lacrosse Foundation** (August 2021 – Present) - *Reporting level: Board*

Trustee, strategy and continuation of a multi-million-pound sporting charity. Main focus on fundraising, commercial and promotional development/social media and online storytelling.

**Director – The Breeze Co (Limited)** (February 2019 – Present) - *Reporting level: Ownership*

Quick turnaround property services (portfolio management, maintenance and property management), duties ranging from the lead on business development, financial management and operational management of the organisation.

**Pre-Season Operations and Legends Executive – Liverpool Football Club** (January 2018 – November 2018) - *Reporting level: HOD*

Management and coordination of tour/friendly operations and major projects, within a high-impact, fast-paced and elite professional sports environment, alongside management and coordination of former players



**multi-disciplinary roles**

- **Extensive Audio and Visual experience**
- **Highly skilled in office software, including Excel**
- **Extensive Tender Writing Experience and formal training**
- **Personal Licence Holder (EDI Level 2, QCF)**

## EDUCATION

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**Liverpool John Moore's University, MBA Candidate**  
(Sep 2020 – 2022)

**Staffordshire University – Bachelor of Arts (with Hons), Event Management (2010 – 2013)**

**Staffordshire University – FdEng, Audio Engineering (CMT) (2010 – 2013)**

**Merchant Taylors' Independent School For Boys, Liverpool (1995-2008)**

and the operational elements of multiple moving factors, including commercial partners, internal departments and talent management.

**Project Manager– Field and Lawn (Ltd)** (January 2015 – January 2018) - *Reporting level: Director*

Project Management with extensive sales and account management responsibilities for the North of England (Birmingham to Carlisle, East to West), reporting directly to Director level. Field and Lawn are a market leader of event structure hire, major festive lighting and city dressing installations and overlay and site design services. The role was varied and extensive, with complete ownership of the branch tender writing and proactive sales, as well as the project management and event management of some of the largest live-event sites and City Centre festive displays across the UK.

**Site and Touring Operations Manager – Self-Employed** (January 2011 – March 2018) - *Reporting level: N/A Subcontractor*

Freelance and sub-contracted single/multi-site, tour, venue and event management across some of the largest live-events, tours and roadshows in Europe/internationally. Worked across multi-disciplinary teams, and well versed in international, national and virtual travel logistics, operations and management.

**Deputy General Manager - The Park Hotel** (June 2014 – January 2015) - *Reporting level: General Manager*

Day-to-day event operations of a busy hotel, reporting directly to the General Manager. Strong emphasis on staff training and business development, as well as complete ownership of the Conference, Banqueting and Events department, as well as all Food and Beverage services

**Assistant Event Operations Manager – Qhotels** (September 2013 – June 2014) – *Reporting level: HOD*

Liaising with the departmental managers to ensure that all conferences and events run smoothly and efficiently, whilst maintaining customer and guest satisfaction at all times. As well as staff development, the role had an emphasis on supervising and directing large teams, as well as up-selling and procuring business.



## SUMMARY REVIEW OF OVAL SPACE PREMISES LICENCE

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### WITNESS STATEMENT OF DEAN JAMES

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I, **DEAN JAMES** of [REDACTED] follows:

#### **Background**

1. I am the Chairman of Oval Space Holdings Limited (OHSL). Oval Space is a live experiential businesses in the grassroots music and youth space in London. We create and curate events, operate our own venue space, facilitate opportunity for talent to connect with an audience of hundreds of thousands per annum, and support the Let's Create goal of lifelong expression and creativity.
2. After an early career as a lawyer, I went to business school to do an MBA and subsequently worked for Inchcape Plc, the international car distributor for seven years. I came into the live music business as COO and then CEO of Mean Fiddler Holdings Plc in 2000. Mean Fiddler operated festivals such as Glastonbury, Reading and Leeds and venues such as the Astoria, Jazz Café and Forum. I always had a strong management team responsible for these venues. Through that management team, we always maintained very strong relationships with all of the statutory authorities. Even though we had some impactful events during this period, and some premises were more difficult to manage, we did not have a review or lose any of our premises licences.
3. After 5 years there I co-founded MAMA Plc. which became HMV MAMA after being bought by HMV in 2010. I left that business in 2014. Our management team co-founded, created and curated internationally acclaimed festivals including The Great Escape (a leading UK grassroots music festival), Wilderness (an arts festival with more than 20,000 attendants), and Lovebox (a multi-day event for more than 100,000 attendants in Tower Hamlets). We also owned and operated famous venues such as Hammersmith Apollo, Heaven and Jazz Café. All of the above companies were publicly listed on the London Stock Exchange.
4. I first invested in Oval Space in 2015 as an investor and non-executive director, my main business at that time was in Australia. After three years in a hands off role I was asked to become more involved at the end of 2018 when the founder of the business moved to Lisbon. We enjoyed a successful year in 2019 increasing profits to record levels with a stable management team. We became known for the breadth of our programming, from Jazz by Candlelight, Nicer Tuesdays, orchestra events, film screenings, live music events and corporate/brand hires such as the launch of FIFA, the computer football game. All of these events were held during standard hours pre midnight. We also had an electronic music

club night programme which ran to late hours at 5am. Throughout this time we welcomed over 1 million visitors to Oval Space and didn't have one reported incident.

5. Before the outbreak of the Covid-19 epidemic and the subsequent lockdown, our programming catered to a wide geographic audience, but we also served our local community by contributing to Let's Create and supporting local areas to thrive through a collaborative approach to culture.
6. Our data shows that 83% of our audience consists of 18–30-year-olds with 41% from BAME backgrounds and 16% identifying as LGBTQ+. We foster cultural collaboration around the venue: a hub where fresh content is created, and new ideas realised. Examples include 'Girls Talk' by Sian Anderson of BBC 1Xtra, with speakers discussing gender-roles and stereotypes in the music industry, and Koby Adom, the director of the BBC's Noughts and Crosses, advising young black British film makers following in his footsteps. In addition to our own team, we employ 50 freelancers including tech teams, set designers and builders, event managers, photographers and web designers.
7. We have also established ambassador roles for 18-24 year olds to gain experience in the industry, have employed nearly 10,000 people over the past 6 years paying them more than £1m in wages and training in skill sets such as: venue and events management, creative and design, campaign strategy, online communications, giving them valuable real life paid experience not available elsewhere, and providing a gateway into full time employment with many now working with us or with one of our partners.
8. Our ethos is to engage with and create new audiences, especially from underrepresented minority groups. We work with these communities to create authentic and engaging content and to offer full time employment in our organisation. Many of our contract staff are from these groups in the local area and work with us because our programme resonates with them.
9. We continually seek to broaden our audiences across all venue and events by reviewing our event calendar for diversity and inclusivity, ensuring our programming directly appeals to BAME & LGBTQ+ audiences, utilising data sets and social media targeting to engage with these audiences, and offering a mix of pricing across all shows including discounts for NHS workers, students and those on Jobseeker's Allowances, Carer's Allowance, Universal Credit or benefits while holding honest and open conversations with our suppliers and partners on issues of racism, equality and diversity.
10. The impact of the Covid pandemic had a devastating effect on our business. Our income was reduced to zero overnight and our outgoings, even with the furlough scheme amounted to circa £400k pa. More importantly we lost many of our most important staff who, whilst they could have taken advantage of the furlough scheme, chose to re-train in other careers given the length of time the live entertainment industry was locked down compared with other industries. This particularly applied to security staff and we lost our Head of Security who previously had been well respected by the police. When we first came out of Covid we operated with a skeleton staff on extremely tight budgets given the financial hardship that our business had suffered.

11. In September 2021 we were lucky enough to receive a grant from the CRF which allowed us to re-hire staff to operate the venue and a greater capacity. The area we found most difficult to recruit for was security staff and general management/dps. We put in place a management team consisting of Ross Mellin as DPS with support from Archie McIntosh (bio attached) and a security firm called Full Force. In January Archie McIntosh was re-assigned to a long term project for a venue we have recently opened in Manchester. The team of Mr. Mellin and Full Force appeared to be working well with no incidents since we re-opened. That situation and team remained in place until late June when Mr. Mellin left the business. He was replaced by Salma Belgada under the supervision of Joe Splain (cv attached) whilst a recruitment process was undertaken to find a new director of Operations and permanent DPS. On September 7<sup>th</sup> we recruited Adam Greaves Smith (cv attached) as Head of Operations with additional licencing support from Archie McIntosh, who is now free of his duties in Manchester.
12. On the same day that I recruited Mr. Greaves-Smith I was informed of the incident under review by Joe Splain. I immediately engaged Paddy Whur to handle the case for us and attended the expedited review meeting on September 8. Since the expedited review meeting, I have reviewed the CCTV footage and instructed our staff to provide every assistance to the police to help them solve this crime, from CCTV footage to statements from our management and security teams. I formed the view that our security team had let us down badly and I have replaced Full Force as our security firm and appointed London Protection Services, a firm I worked successfully with at HMV MAMA. I have removed Joe Splain from operations at the venue and appointed Archie McIntosh to supervise licencing at the venue. Michael Kill, head of the NTIA has joined our advisory Board to help us with security matters. Mr. Greaves Smith begins work on October 10.
13. We have, via Mr Whur, proposed to the police that we operate the venue to standard hours and give up the late night licences that seem to cause these issues. That would allow us to complete a hard re-set of the venue by operating corporate events, our talks and pre midnight entertainment. The full details of the offer that we have made to the Police are in the letter dated 22<sup>nd</sup> September 2022. The police have repeated said over a long period of time that they have no issues with our pre midnight entertainment programme.
14. Operating in the above way would allow me to keep the business afloat and keep the majority of my staff in work. If we are unable to do that it would lead to the closure of the venue with the loss of circa 50 jobs. I and my fellow investors and Board directors, want to restore Oval Space to the venue it was pre Covid, known for its diversity, breadth of programming and general all round good nature. One of the signs at Oval Space implores customers to “leave their baggage at the door and smile at strangers”. Post Covid we have moved away from that and that is a mistake. Operating the venue at standard hours, with a new security firm and management team would allow us to protect jobs and re-set the venue back to what it was in 2019.

#### STATEMENT OF TRUTH

I believe that the facts stated in this Witness Statement are true. I understand that proceedings for contempt of court may be brought against anyone who makes, or causes to be made, a false statement in a document verified by a statement of truth without an honest belief in its truth.

Signature .....

Name: Dean James

Date:

# Independent Licensing Visit

MARK HALTON - MJH LICENSING CONSULTANTS LTD

THE PICKLE FACTORY 14 THE OVAL, CAMBRIDGE HEATH, LONDON E2 9DT

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## **Introduction.**

I have been asked to conduct an unannounced impartial licensing compliance visit on the venue The Pickle Factory 14 The Oval Cambridge Heath London E2 9DT.

I am aware that the venue currently operates under a premises licence that currently may operate Monday to Wednesday from 12pm to midnight (alcohol sales and regulated entertainment till 11pm) Thursday from 12pm to 4am (alcohol sales and recorded music till 3.30am, live music till 2am) Friday from 12pm to 6am (alcohol sales to 5am, live and recorded music till 6am) Saturday from 8am to 6am (alcohol sales to 5am, live and recorded music till 6am) Sunday from 8am to 2am (alcohol sales and recorded music to 2am).

I am further aware that the venue across from this The Oval Space 29/32 The Oval Cambridge Heath E2 9DT has been subject to a licensing review of its premises licence. The expedited review was instigated by police. I previously conducted an audit of The Oval in March of this year. I am aware that the venues are both operated by the same operator.

I conducted the licensing visit from midnight to 7am on the following date –

Friday 23<sup>rd</sup> September 2022 following into the morning of Saturday 24<sup>th</sup> September 2022.

## **Professional Experience and Qualifications – Mark Halton**

I have retired from the Metropolitan Police Service, completing 30 year's exemplary service.

During my service I was involved with a variety of licensed premises under both the Licensing Act 1964 and from 2005 under the Licensing Act 2003. I worked within Westminster for a significant period of my time with the police, which has some of the highest footfall in England and the most licensed premises of any local authority area.

I also worked in the London Borough of Richmond which is much more residential in nature. I have also been involved with planning for significant sporting events from a police licensing and crime reduction perspective.

I was also seconded to the Home Office to advise on licensing matters and as head of the licensing that contained the most licensed premises. I was and continue to be involved in training for the police, local authorities, and operators in relation to licensing legislation, best practice, and crime reduction matters.

My experience includes field-based work and therefore I believe that I am well qualified to conduct the observations which I undertook and make comments and draw reliable conclusions.

My brief resume is set out below:

- 1985-1987 Westminster Response team police officer
- 1987-1997 Central Clubs & Vice Unit CO14 posting within as follows
- 1987-88 Street Offences Squad dealing with street prostitution, brothels, massage parlors, illegal gaming/casino and both licensed and unlicensed venues for the sale of alcohol.
- 1988-90 Obscene Publications Unit.
- 1990- 93 Field Intelligence officer Westminster CO14 Clubs & Vice. Covert policing, surveillance.

A drugs test purchaser and financial investigator used primarily in the night club economy specialising in nightclub/late night economy specialising in nightclubs and bars.

- 1993-97 Westminster Clubs & Vice Licensing Unit.

Supervising and dealing with licensing prosecutions, administration, and applications. This included dealing with applications to revoke Justices Licences or whether to oppose the grant or variation of such licences or the renewal of Public Entertainment Licences.

- 1997-01 Westminster Borough Licensing Co-Coordinator.

Supervising all licensing teams within the Borough, modifying police processes and policies particularly in respect of taking enforcement action, including prosecutions.

- 2002-06 Westminster Police Licensing Team.

Set up the unit and supervised, wrote the Metropolitan Police crime prevention and effective management document (still contained and unchanged within the City of Westminster Statement of Licensing Policy). Assisted with devising and implementing the Cumulative Impact policy. This included preparing for and overseeing the implementation of the Licensing Act 2003, dealing with the transition period, and developing the response to applications for new licences or variation applications and whether to object to them on the basis that they may undermine the licensing objectives or whether suitable conditions or the basis of the operation would not be likely to undermine those objectives.

- 2007-10 Camden Borough Police Response Team.
- 2010-12 Police Licensing Advisor Home Office.

Secondment. Ran and supervised the \*Home Office Intensive Support Visit program (ISV) supplying training on legislation, powers and practical implementation to police forces and local authorities nationally in relation to licensing matters, pre-dominantly under the Licensing Act 2003. Completed submissions for response to Prime Ministerial Questions (PMQs), advice to various ministers including the Home Secretary on numerous occasions. Wrote the then Home Office guidance on expedited reviews and section 19 closure notices. Sat on the boards of Best Bar None, Pub Watch and Purple Flag (which included developing and promoting best practice in licensed venues). During this time, I assisted in the licensing of the Olympics 2012 - this included not only licensing within the Olympic Park and other Olympic Venues but in surrounding areas and how to mitigate and reduce impacts.

- 2013-15 Richmond Borough Police Licensing Team.

I was in charge of the day to day running of the team which involved consideration of applications received, dealing with enforcement issues, and consulting with the local authority. Supervised and organised the police licensing approach for the Rugby World Cup 2015, not only in relation to licensing applications made in connection with it but promoting best practice and overseeing the operation of licensed premises during this sporting event.

During my time with the police, I achieved the rank of acting Inspector but had a wide experience during my time of not only operational matters but devising strategies, policies, and training as well as managing teams. I was often involved in multi-agency approaches to reducing the impact of licensed premises through the most appropriate means.

Since retirement I have conducted risk reduction and crime scene preservation training for well-known national chains. Conducted investigations into incidents arising at licensed venues and provided expert witness testimony. I have further been commissioned to implement operational procedures at licensed premises within London and nationally and impact studies for applications.

I am a Home Office qualified Crime Reduction Officer, Crime Prevention Design Advisor and CCTV systems approved officer. An expert in crime reduction design measures and getting venues experiencing such problems back on track.

\*The Home Office Intensive Support Visit (ISV) programme.

I oversaw a team including solicitors, police officers, local authority officers and civil servants. I attended, supervised, and assisted in policing all these 3-day events at 53 different town and city centre locations from Hartlepool to Plymouth. The ISV consisted of training local police and local authorities on licensing legislation and powers, problem solving and partnership working. It further included visiting one night without local officers and a further night with local officers within the various nighttime economies. (Where problems are likely to be concentrated).

I believe this has given me a knowledgeable viewpoint and expertise on not just the police force area I came from but a view and expertise on town and city centres nationally.

Having spent a year and a half on the road investigating many nighttime economies I have a knowledge I believe not many expert witnesses possess

## Independent Compliance Visit

- **Full premises inspection record at Annex A.**
- I attended the venue at midnight on Friday 23<sup>rd</sup> September 2022 into the morning of Saturday 24<sup>th</sup> September 2022.
- There are four security. Three (2 males 1 female) were positioned within a corridor of metal barricades and foyer to the venue. The security have SIA badges clearly displayed. Security log checked and fully compliant. Badges checked fully compliant. One security member roving patrol dance floor, toilets, and fire exit.
- All persons entering are asked for ID. Passport or driving licence only.
- The most people I saw at any one time in the queue was 25.
- All persons are pat down searched and a metal detecting search wand is used again on all persons entering. Within foyer is a table were a further search of the customers including bags and handbags. Through the night every person I see enter goes through this process. I see no weapons or drugs seized.
- The queue is good natured throughout. The security also encompass patrols of the local area.

- This is a new security company and this is their first night (London Protection Services).
- I introduce myself to security ask to speak with the person in charge and explain why I am there. Salma Massioui BELGADA and Archie McINTOSH DPS & Manager are at the entrance.
- We walk into the entrance to the right is a search table and a further higher table upon this is an incident logbook/drug seizure and sign in sheet for security. If seizures or incidents are recorded, they are transferred at the end of the night to an electronic database. The security sign in sheet has names and SIA badge numbers.
- All security had SIA badges on display, these were correct and checked. The incident book had no incidents and one seizure recorded (pills). These were placed in serial numbered bag sealed and placed into drop box covered by CCTV. These are transferred to safe later in the night and police contacted via 101 later in the week.
- I ask both Miss BELGADA and Mr. McINTOSH if they are personal licence holders. They are. They produce their licences. Miss. BELGADA is the DPS. She has been with the company for 6 months and is experienced in running late night venues, she previously worked for a chain of national cocktail bars. Mr. McINTOSH has worked in the industry for over 20 years and has managed large club venues in the West End all over London and nationally.
- The managers office has been relocated closer to the dance floor of the venue on the ground floor since my last visit, nearer to the front entrance. CCTV system is set within.

- There is a briefing at 10.40pm (Instigated by Miss BELGADA the DPS) before the night starts. This is done every night and includes the DPS, promoter, staff, and security. It includes;
  1. How many tickets have been sold.
  2. Expectations of the night.
  3. Security practices and procedure for the night.
  4. Bar team operation.
  5. Reception and cloakroom.
  6. Safety Issues.
  
- Miss BELGADA has further put in place an End Of Night (EON) Incident and Information log system. This is completed at the end of every night and is circulated to owners and managers. It includes;
  1. Customer numbers.
  2. Incidents.
  3. Confiscations.
  4. Bar take.
  5. Promoter details. Issues.
  6. Behavior of crowd.
  7. Security incident log copied and electronically recorded every night.
  
- I ask to see the full premises licence. This is produced. I go through all the conditions on the licence with the DPS and manager. Fully compliant with all the conditions. (Apart from the easy fix of toilet lid!) See Inspection sheet below.
  
- I see the premises licence summary clearly and correctly displayed. I see the Daily Incident Report log, Security Time Sheet and log, Clickers in use, all legible and produced within minutes of request. Longer records on database within office.
  
- Within the office I see the written search policy, the weapons/drug policy, dispersal policy and drug safe (the key is held by managers only). I am shown the risk assessments for Events and training records for induction and Health & Safety.

- The capacity is 270. This did not exceed 265 on the night. Record kept of all persons entering and leaving, entry by tickets or cash all recorded by security with clickers. There is no re-entry if persons step outside the barriers. This record is relayed to managers every 30 minutes by security via radio.
- There is no glass at the venue. All plastic. Everything decanted including beer in cans.
- Challenge 25 is in place. Refusals registered. Signage behind bar, at the front of the bar and to the side of the bar.
- There are no drinks promotions at this venue. A beer cost £5.50, single spirit £6.50 and double £8.50.
- Considering this is the first night for the security, they are very competent. They are all smartly dressed, wearing high visibility jackets, polite, professional, and clearly displaying SIA badges. I will further mention that the positioning of security within the venue incorporating vetting and searching at foyer entry is very good as are the roving patrols, not only well managed by security head but also venue management. I can find no fault with security. All actions taken by security searches and patrols covered by the comprehensive CCTV coverage.
- I believe there could be more lighting at the front of the venue. It would assist with the ID checks and searching.
- Searches on all customers entering. Female security for female custom searches.
- Drugs that are seized are placed into sealed reference numbered drug bags and placed in secure box on the door then transferred to safe within office. Police are

contacted and pick them up. All seizures recorded. Messages left with local police on 101 for pick up.

- CCTV system viewed by myself. Comprehensive. Image can be downloaded immediately. Always member of staff on duty who can operate the system.
- Toilets have had flat surfaces removed within. The cubicle doors need to be top and bottomed (removed) to make easy access and improve visibility. Locks are flimsy and can be opened from outside. Toilet attendant present. Is employed by outside company. There are signage frames behind each ladies cubicle door containing 'Ask for Angela' signage (a Met. Police led objective protecting and assisting in the safety of female customers), zero tolerance drug signage should be displayed. It is not. I wiped toilet lid with drugs wipes all negative. Please remove toilet lid, not needed and is an actual condition on the premises licence. Only preventative as I saw no usage within venue.
- Local Authority enforcement officers drive slowly past in marked vehicle shortly after midnight. They do not stop and speak to venue. There are approx. 20 persons in queue. I am observing from central island in The Oval. There are no problems or issues.
- Through the night I see security, staff and managers cleaning the front of the venue. Most of the rubbish does not come from inside the venue as any drinks including water are not allowed to be taken out by customers.
- At 1.50am I see a female and male leave the venue together. The female is unsteady on her feet. Head of security sees this and calls to them. They stop. Miss BELGADA (DPS) speaks with them and supplies them both water when she and the security are happy that they are in fact a couple, the customers are allowed to leave. This shows how the security and staff take the safety of particularly females leaving the venue seriously.

- At 4.30am the bar is closed. At this time persons start to leave in dribs and drabs, mostly into pre ordered Ubers. At 4.45am the barriers are opened to assist in exit of customers. At 4.50am the music is turned off after the noise is reduced slowly. There are approx. 100 persons still in the venue. They are led out buy security easily, but most are leaving of their own accord. Some pick up coats and bags, they are dealt with by attendant rapidly. At 5.00am the venue is closed, and the customers have left the building. Most walk away from the venue there is little congregating. Security moves any that remain (maximum 10 persons). I have never seen a less intoxicated and appreciative set of customers in all my time of working in licensing. Incredibly well behaved and polite.
- Exodus of customers. The best-behaved crowd I have ever seen. I observe no crime, anti-social behavior, or rowdiness. Security quickly clears the front of venue ensuring everyone is leaving safely. The exit of customers was extremely well managed by security.
- At 05.30hrs. I conclude my visit.
- The atmosphere was relaxed, and I felt comfortable. I saw no evidence of drunkenness and crime and disorder throughout the visit. The management both operationally and strategically was very good.

## **Conclusion.**

The Pickle Factory management are aware of the licensing objectives and their responsibilities. I believe the management are reactive to the concerns of police, local authority, residents, and the surrounding community.

Throughout my audit I note the following key points.

- The numbers of security personnel are more than adequate 4 to 270. The usual numbers of 1 security to 100 customers is bettered by the venue.
- There was no evidence of drunkenness, violent crime, or anti-social behavior on my night's visit.
- There was no evidence of drug dealing or misuse in the immediate external area or venue.
- Management is strong, knowledge was excellent, systems in place excellent.
- Dispersal was impressive. Security and management are proactive in speaking with customers in requesting to keep moving and reduce noise. Vehicles moved on by security. Signage is prominent in the street re keeping noise levels to a minimum.

I strongly believe this venue will not cause any licensing objective problems. If as will sometimes occasionally happen a serious incident was to arise, I would have faith that the staff I spoke with on my visit would react and deal with it professionally and correctly.

This was a well-run venue on my nights visit, with a well-behaved clientele. I felt extremely comfortable and safe throughout.

It is a small venue with a 270 capacity. It comprises of one room with a dancefloor and DJ booth area and a small bar. There is also a storage room that is currently used for storage of equipment and as a cloakroom. It is not used for licensable activity. Again, well run, again felt very comfortable, the security is good as is the management.

Well run venue, good security, good management, and staff. With the best set of customers age range from 20 to 50yrs I have seen.

All matters relevant in the report on which my expert evidence is given has been included in this report. I believe the facts I state in this report are honest and true and that the opinions I have expressed are correct to the best of my judgement. The fee for this report is not conditional on the outcome of any future case, application or finding. My compliance visit was unannounced.

## Annex A.

# DETAILS OF VISIT TO LICENSED PREMISES

Premises	The Pickle Factory			
Address	14 The Oval Cambridge Heath LONDON E2 9DT.			
Telephone No	[REDACTED]			
Email				
Day	Date	Time Commenced	Time Concluded	Log No
FRIDAY	23/09/22	midnight	0700hrs	Pickle Factory/1

ATTENDING	
1. Mark HALTON (MJH LICENSING CONSULTANTS)	Yes/No
2.	
3.	
4.	
5.	
6.	
7.	
8.	

<b>REPRESENTATIVES OF OTHER AGENCIES</b>	
<b>Name</b>	<b>From</b>
1. N/A	
2.	
3.	
4.	

<b>MANAGEMENT (Record DOB &amp; Contact details)</b>	
<b>Name of Designated Premises Supervisor</b>	Salma Massioui BELGADA
<b>Personal Licence No &amp; Issuing authority</b>	12749 Royal Greenwich
<b>DPS present Yes/No. If no state reason why.</b>	Yes
<b>Name of person in charge</b>	Salma Belgada/Archie McIntosh
<b>Area Manager's contact details</b>	As above
<b>Owning company's details</b>	Oval Venues Ltd.



4	R. DAWKINS				
5					
Name of Head Door Person		Mr. Richard DAWKINS			
Name of Door Company		London Protection Services			
Door staff log checked?		Yes			
Comments		Security Register. Log of security details kept by myself. All badges checked by myself. All correct. Incident log also checked, all correct and up to date.			
Do you operate a search policy?		Yes			
Details		All customers are searched. ID check on all customers, all custom subject to security wand search. On entry to foyer area prior to entry of steps to main space, pat down search and bags searched. Female security for female search. Pat downs, bag searches and security wands.			
What happens to any <b>weapons</b> or <b>drugs</b> you may seize during searches?		Seized, recorded in drug seizure book, placed in safe and police called for pick up. All bags have serial number and seal. Witnessed by myself.			
Are weapons or <b>drugs</b> handed over to the police?					
1	Police contacted via 101. Still await collection after requests.				
2					
3					

4	
What happens to any <b>drugs</b> you may seize during searches?	Placed into holding box at door secure. Transferred to main safe placed into log and into main safe. Search seizure and secure box all covered by CCTV.

### RADIO LINK

In House Radio?	Yes
Number of radios?	8
Who is in possession of the radios?	All security, management, bar, reception, and cloak room.
Comments	Seen in operation, simple to use, effective in communicating. Excellent system. Very clear

### STATUTORY NOTICES

Customs and Excise spirit measure?	Yes
Price list?	Yes
AWP permit S34?	N/A
AWP position?	N/A
Where tobacco is sold, is there a sign at point of sale?	N/A
Other	

### LICENCES TO BE PRODUCED/DISPLAYED

PREMISES LICENCE or CERTIFIED COPY (includes plan)	Yes
--	-----

PREMISES LICENCE SUMMARY DISPLAYED	Yes
------------------------------------	-----

STAFF	
How many bar staff?	2. More than adequate no long wait or congregating at the bar seen.
Comments	More than adequate
How many glass collectors?	All plastic, no glass. Staff cleaning through venue all night.
Do staff wear uniform or ID badges?	No.
Give details:	Security SIA badges Black shirt and trousers, all wear High Vis jackets.

TOILETS			
Toilets	Male	Female	Unisex
Checked	Yes Security/Manager	Yes Security/Manager	N/A
Toilet Attendants	Yes	Yes	

GLASSES & BOTTLES	
Are signs clearly displayed re removal of alcohol from premises?	No
Customers seen leaving premises with bottles/glasses?	No

Give details	Unable to. No glass. Drinks taken from custom if attempt to remove. I see no person attempting this.	
Are tables or other surfaces littered with empty bottles/glasses?	No	
Is the dance floor clear of glass?	Not Applicable No glass.	
Do you use safety glass? / Polycarbs?	Yes. Everything plastic. All decanted into plastic.	
Details	Plastic always used.	
Do you have secure bottle bins inside the venue?	Yes, but for plastic and decanted cans.	
Details	Behind bar and then taken to bottle bin outside which is securely locked. N/A on night of observation as no glass.	
Do you have secure bottle bins outside the venue?	Yes	
Details	Front of venue.	
Comments		

## DRINKS

Any drinks promotions or happy hours?	No	
Details	N/A	

## DRUGS

Any indication that drugs are smoked/used on or within boundary of Licensed area of the premises?		No
Details	Drug wipe of flat surface area in toilets proves negative.	
Any anti-drugs poster displayed?		No
Details	There are frames for signage in female toilets. Use them.	
Do you have a drug safe?		Yes

### CLIENTELE

Are there any age policies in operation?		Yes. Over 18.
How are these enforced?	Challenge 25 in operation. ID checks on door (Driving licence or passport only).	
Describe clientele in general (age, dress, crowded, atmosphere, drunkenness)		
Comments	Well behaved, mixed age range atmosphere, very comfortable, no drunkenness.	

### CLOAKROOMS

Is there a cloakroom?		Yes
How much per item?		£2
Comments	Encourage use–Anti theft.	

### FIRE EXITS

Fire exits checked		Yes
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Any locked / blocked		No
Comment	2 Fire exits both clear.	
<b>GENERAL SAFETY</b>		
Is one member of staff present now trained in First Aid?		Yes
Details	4 (DPS Salma is being placed on course also)	
What First Aid facilities do you have at your venue?	Kit within office, behind bar, 2 in cloakroom checked weekly. All main areas 4 in total.	
Are any crime prevention posters displayed?		No
Details		
Do you have any of the following?		
Staff Lockers		No
Roving Security		Yes
Customer Lockers		No

<b>CCTV</b>		
Do you have a C.C.T.V. system?		Yes
Does it record images?		Yes
Does it have audio recording facilities?		No
How many cameras do you have?		12
Details	Licensed area fully covered. The image is clear. Request for image complied with, within 5 minutes.	
Is your CCTV system digital?		Yes
*FULLY COMPLIANT WITH CONDITION*		

## GENERAL INFORMATION

A good compliance visit. Everything in place everything recorded, strong management (Salma and Archie) and staff. New Security were good. I would have confidence that they would deal with any incident in the correct manner. No offences and no breaches committed. There are no problems observed. Just a couple of quick fixes. Although I did not witness drug misuse in the toilets, more can be done on the prevention front. Place signage behind cubicle doors, you already have the empty frames. I would also remove the toilet lids (not seats!), they serve no purpose and can be used for drug taking. The cubicle doors could be top and bottomed. More lighting at front of venue to assist in ID checks and searching. Customers are very well behaved and polite, particularly at the end of the night. My audit is an accurate and true reflection of my visit.

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### Arrangements made for DPS/Further action

NO

Time & Date		
Name	Position	Tel No
1.		
2.		

## **Images**

1. The Pickle Factory Queue. ID check and search.
2. Metal detecting search wand.
3. Signage re.drugs at entry.
4. Empty queue area 1.35am .
5. Signage re.customers leaving quietly.
6. Free water available at the door and throughout venue.
7. Challenge 25 signage.

1.



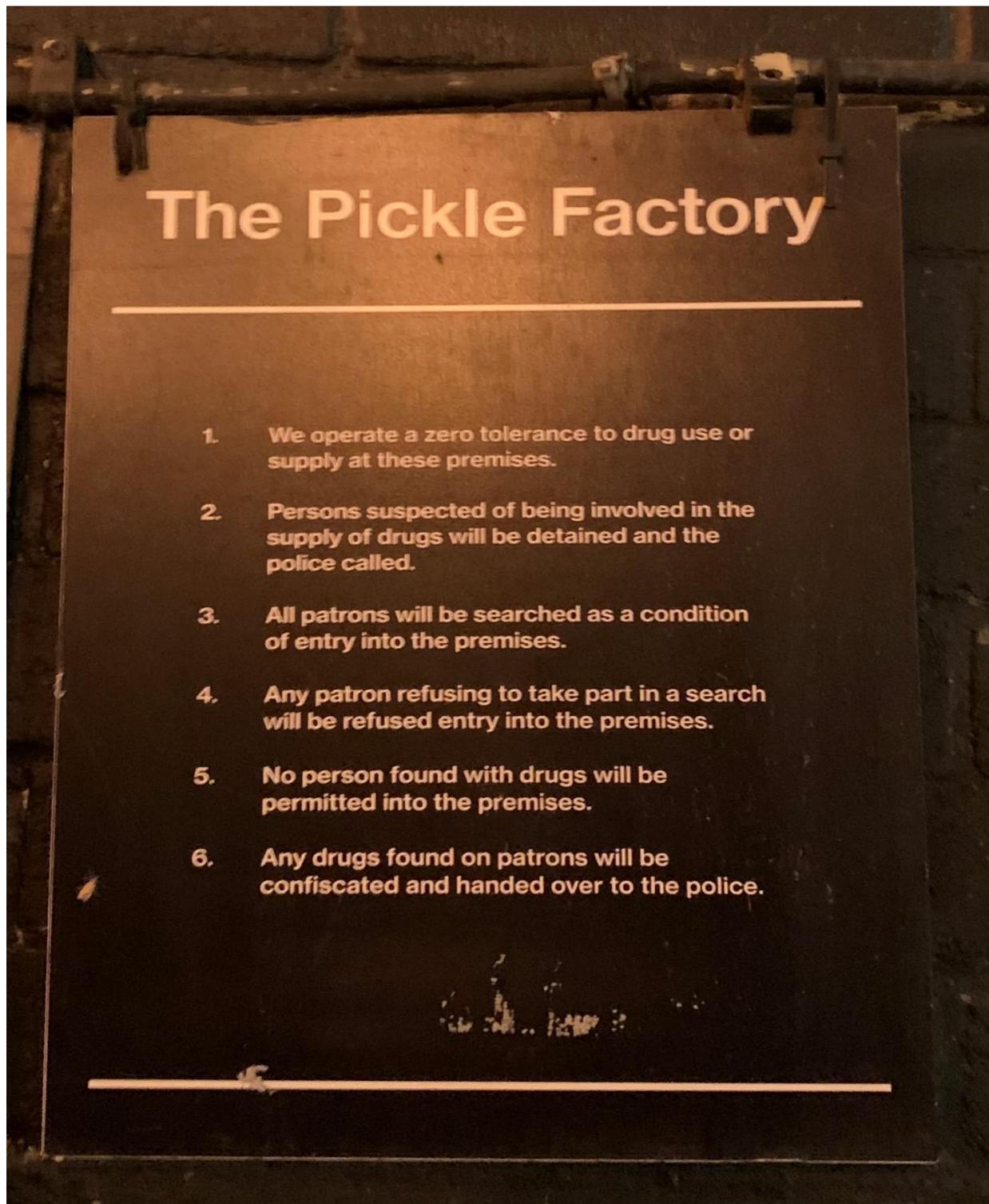
INDEPENDENT LICENSING COMPLIANCE VISIT: THE PICKLE FACTORY 14 THE OVAL CAMBRIDGE HEATH LONDON E2 9DT.

2.



INDEPENDENT LICENSING COMPLIANCE VISIT: THE PICKLE FACTORY 14 THE OVAL CAMBRIDGE HEATH LONDON E2 9DT.

3.



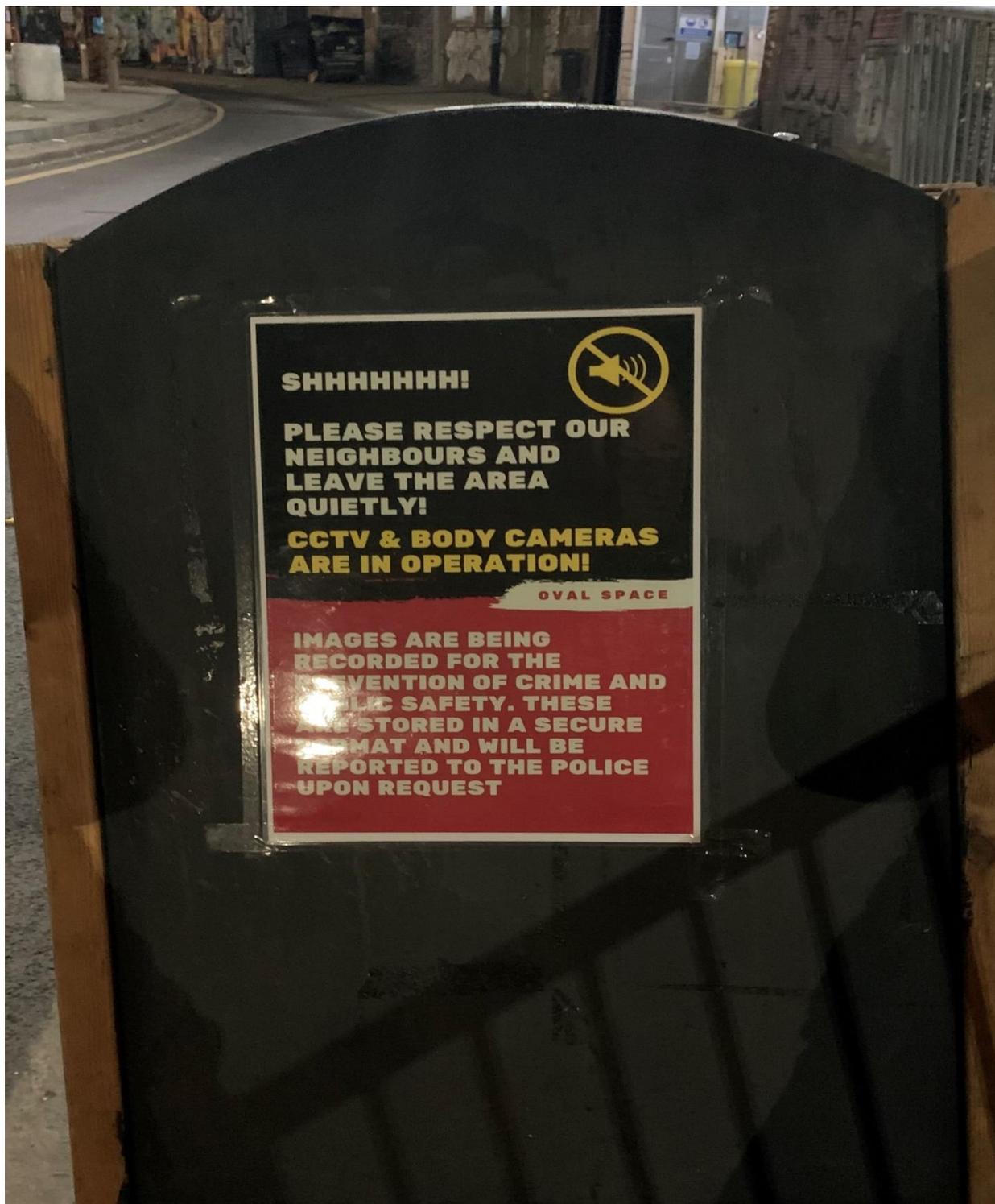
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4.



INDEPENDENT LICENSING COMPLIANCE VISIT: THE PICKLE FACTORY 14 THE OVAL CAMBRIDGE HEATH LONDON E2 9DT.

5.



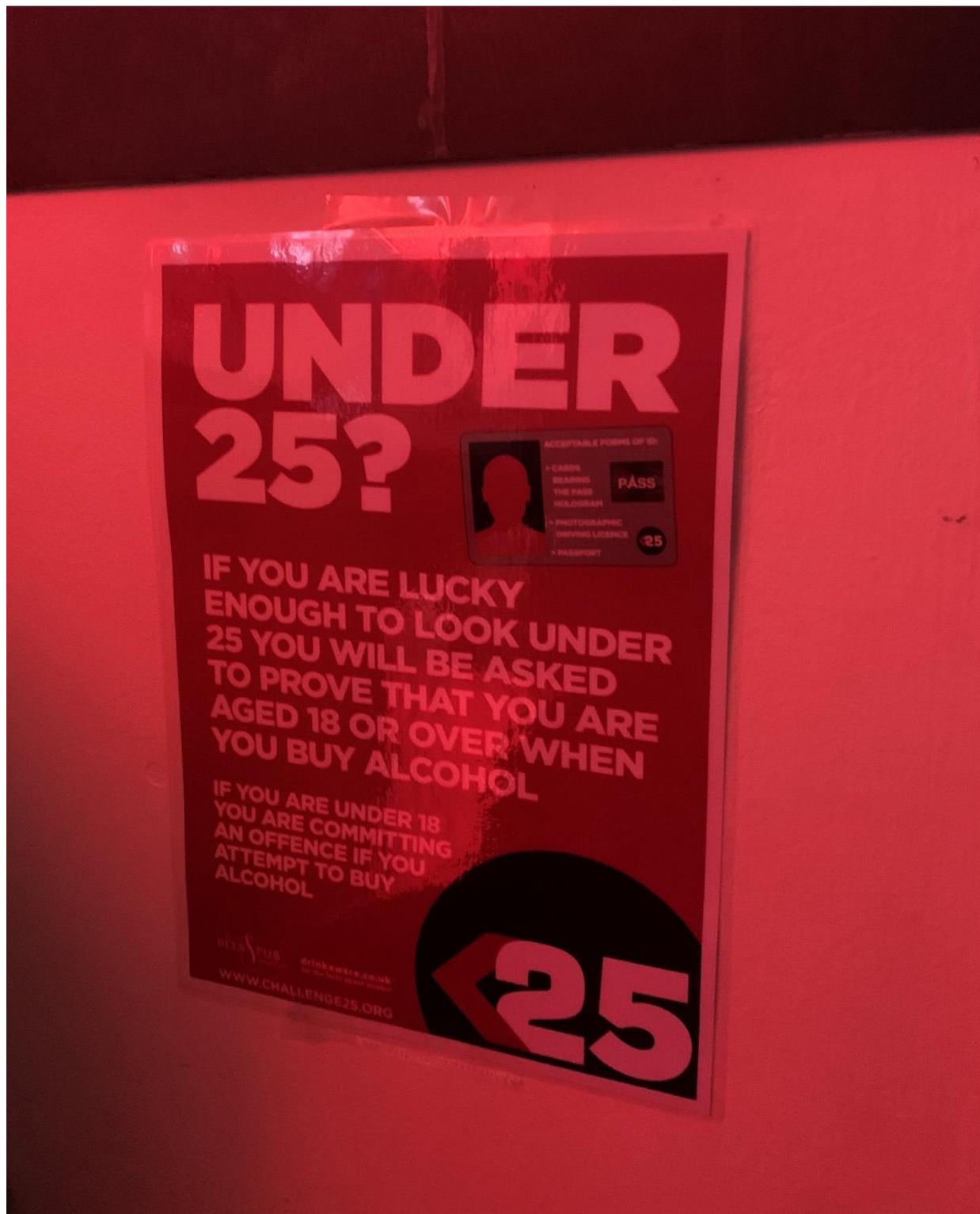
INDEPENDENT LICENSING COMPLIANCE VISIT: THE PICKLE FACTORY 14 THE OVAL CAMBRIDGE HEATH LONDON E2 9DT.

6.



INDEPENDENT LICENSING COMPLIANCE VISIT: THE PICKLE FACTORY 14 THE OVAL CAMBRIDGE HEATH LONDON E2 9DT.

7.



INDEPENDENT LICENSING COMPLIANCE VISIT: THE PICKLE FACTORY 14 THE OVAL CAMBRIDGE HEATH LONDON E2 9DT.

LICENSING CONSULTANTS

[REDACTED]rvations and investigations'

# Independent Licensing Visit

[REDACTED]

[REDACTED]

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## **Introduction.**

I have been asked to conduct an unannounced impartial licensing compliance visit on the events venue Oval Space 29-32 The Oval Cambridge Heath London E2 9DT.

I am aware that the venue currently operates under a premises licence that currently may operate until 06.00hrs on forty-four occasions throughout the year. I am further aware that the venue has been subject to a licensing review of its premises licence. The review was instigated by police and resulted in a reduction of hour to 04.00hrs and the addition of numerous conditions to its licence.

I conducted the compliance visit from 23.00hrs to 04.00hrs and 05.00hrs until 07.00hrs on the following date –

Friday 4th March 2022 following into Saturday 5<sup>th</sup> March 2022.

## **Personal – Mark Halton.**

I have retired from the Metropolitan Police Service, completing 30 year's exemplary service.

1985 – 1987: Westminster Response team police officer

1987 – 1997: Central Clubs & Vice Unit CO14 posting within as follows:

- 1987 – 1988: Street Offences Squad dealing with street prostitution, brothels, massage parlors, illegal gaming/casino and both licensed and unlicensed venues for the sale of alcohol
- 1988 – 1990: Obscene Publications Unit
- 1990 – 1993: Field Intelligence officer CO14 Clubs & Vice. Covert policing, surveillance; drugs test purchaser and financial investigator used primarily in the night club economy specialising in nightclubs and bars
- 1993 – 1997: Clubs & Vice Licensing Unit. Supervising and dealing with licensing prosecutions, administration, and applications

1997 – 2001: Westminster Borough Licensing Co-Coordinator. Supervising all licensing teams within the Borough, modifying police processes, particularly prosecutions.

2002 – 2006: Westminster Police Licensing Team. Set up the unit and supervised, wrote the crime reduction management document, and assisted with the Westminster Statement of Licensing Policy.

2007 – 2010: Camden Borough Police Response Team.

2010 – 2012: Police Licensing Advisor Home Office. Secondment

- Ran and supervised the Home Office Intensive Support Visit program (ISV) supplying training on legislation, powers and practical implementation to police forces and local authorities nationally. Completed submissions for response to Prime Ministerial Questions (PMQs), advice to various ministers including the Home Secretary. Wrote the then Home Office guidance on expedited reviews and section 19 closure notices. Sat on the boards of Best Bar None, Pub Watch and Purple Flag. During this time assisted in the licensing of the Olympics 2012.

2013 – 2015: Richmond Borough Police Licensing Team. Supervised and organised the police licensing for the Rugby World Cup 2015.

Since retirement I have completed over eighty licensing visits, both overt and covert. Assisting with and ensuring compliance. I have further supplied witness testimony as an expert at both the Courts and Local Authority licensing hearings. I can do so because of my previous policing experience and my work post service. I consider myself to be an expert within this field.

A Home Office qualified Crime Reduction Officer, Crime Prevention Design Advisor and CCTV system approved officer. An expert in crime reduction measures and getting venues experiencing problems back on track.

## Independent Compliance Visit

- **Full premises inspection record at Annex A.**
- I attended the venue at 23.00hrs.
- There are four security positioned within a corridor of metal barricades leading to a foyer to the venue. Three are at the front of the corridor (two males one female) and one positioned six feet behind. The security have SIA badges clearly displayed.
- All persons entering are asked for ID. On speaking with DPS Ross MELLIN later in the evening the ID asked for is passport or driving licence only.
- Customers are allowed through in small groups of four or less at any one time.
- All persons at front of barricade are pat down searched and a metal detecting search wand is used again on all persons entering. After customers walk through this, they then are led into holding area prior to entering foyer. Within foyer is a table with four security members (two male, two female) these conduct a further search of the customers including emptying of bags and handbags. Through the night every person I see enter goes through this process. During the two and a half hours combined I am witnessing this. I see no weapons or drugs seized. I do see alcohol seized by persons attempting to bring it in. This is placed in bin; the customers are asked if it can be thrown away or would they like to take it away and not return. The custom I witnessed allowed the alcohol to be thrown away.

- Between 23.00 and 23.30 there are customers leaving from a live music event at the venue. The customers awaiting entry are held back until the music event customers leave. This means a thirty minute longer wait than usual for customers waiting to enter. The exit and the entry and re-entry of customers is impressive. The queue remains good natured throughout and is kept up to date at regular intervals by managers and security. What is good to see is security not just policing queue from the front but walking along its length to ensure they remain on footpath, keep them informed and ensure there is no congestion with parked cars. The security also encompass patrols of the local area (The Oval, Emma Street, Hackney Road). They dealt with vehicle causing obstruction outside the post office professionally and effectively. Commendable as shows to me they are aware of any perceived problems and put in place operationally steps to remove.
- There is a new security company (Full Force).
- I observe a group of three females attempting to gain entry. They have no ID as proof of age and are not allowed entry. All dealt with politely and professionally.
- I introduce myself to security ask to speak with the person in charge and explain why I am there; I notice that security at the door have body cams on their person that are recording all their interactions and searches. Security radio for Ross. A male walks over from the island at the centre of the Oval and Introduces himself as Mr. Ross MELLIN the manager.
- We walk into the foyer to the right of the search table is a further higher table upon this is an incident logbook and sign in sheet for security. If seizures or incidents are recorded, they are transferred at the end of the night to an electronic database. The security sign in sheet has names only and no SIA badge numbers. I ask about this and I am informed that all the numbers of those working tonight are kept within a register in the cash office. I check this later in the night and confirm it is true.

- I do ask that the SIA numbers are recorded at the door with the names for ease of access by authorities if requesting. A simple fix. I must also state that security all had SIA badges on display, these were correct and checked. The incident book had no incidents or seizures recorded as there had not been any. I asked that if this was the case, they should mark up the day with an entry and show No incidents No seizures. As if left blank it could be construed that no recording of actual incidents is taking place.
- I ask Mr. MELLIN if he is a personal licence holder. He is. I further request him to produce it, which he does. Mr. MELLIN is the DPS. Mr. MELLIN is very experienced in running late night venues and has run such for the last eight years. In conversation he states that he believes there is now more in the way of support for him, as he looked at the management structure and is making the following changes and implementations Mr. Chris HOWE is to be employed as Duty Manager a personal licence holder, first aid trained, and SIA registered. Miss Salma BELGADA Assistant Manager currently employed as manager at a licensed venue in Mayfair, experienced and a personal licence holder. A Bar Manager, role currently not filled although likely to be the current temporary manager. Mr. MELLIN feels this will definitely give a structured support improving the venue and how it is run. There is further to these changes a weekly operations meeting.
- Training – Further staff are being trained in the use of CCTV system and how to download images. Has expressed interest in risk reduction and crime scene preservation training in case of serious assault and police and LAS being called. I am willing to provide.
- I ask to see the full premises licence. This is produced. I then go through all the conditions contained within. Knowledge exceedingly good. Fully compliant with all mandatory, volunteered, and proposed conditions added at the review hearing. All covered within the text of this report. Extremely Impressive.

- I see the premises licence summary clearly and correctly displayed. I see the Daily Incident Report log, Security Time Sheet and log, Clickers in use, all legible and produced within minutes of request. Longer records on database within cash office.
- Within the cash office I see the written search policy, the weapons/drug policy, dispersal policy and drug safe (the key is held by managers only). I further am shown the risk assessments for Events and training records for induction and Health & Safety.
- The capacity is 972. This did not exceed 750 on the night. Record kept of all persons entering and leaving, entry by tickets or cash all recorded by security with clickers. There is no re-entry. This record is relayed to managers every 30 minutes by security via radio. The venue has also created its own WhatsApp group for access to operational records. Mr. MERRIN can also access the CCTV system via his mobile phone.
- Mr. MERRIN states he would like to join any clubwatch or pubwatch that there is in place.
- There is no glass at the venue. All plastic. Everything decanted including champagne and wine.
- Challenge 25 is in place. Refusals now registered electronically at bar. Signage behind bar.
- There are no drinks promotions at this venue.

- At 23.00hrs There are sixteen members of security including four female members of security I personally observe. There are three further security employed at The Pickle Bar across the road (owned by the same company) and two further street wardens to assist with vehicular traffic and parking. Throughout this visit, I will comment that I am impressed with the security. They are all smartly dressed, wearing high visibility jackets, polite, professional, and clearly displaying SIA badges. I will further mention that the positioning of security within the venue incorporating vetting and searching at foyer entry to the open space itself is very good. Static points within are maintained by those tasked as are roving patrols, not only well managed by security head but also venue management. Security members at doors wear bodycams. I can find no fault with security. Very good.
- Searches on all customers entering. Female security for female custom searches.
- Drugs that are seized are placed into sealed reference numbered drug bags and placed in safe within office. Police are contacted and pick them up. All seizures recorded. There have been two recently the 23/02/22 & 01/03/22.
- CCTV system viewed by myself. Comprehensive. Image can be downloaded immediately by Mr. MERRIN. Further staff to be trained.
- Letter of delegated authority on display in cash office when DPS is absent.

- Toilets have had flat surfaces removed within. The cubicle doors have been top and bottomed (removed) to make easy access and improve visibility. Locks are flimsy and can be opened from outside. Toilet attendant present. Is employed by the venue and not outside company. Very good as improves control. There are empty signage frames behind each cubicle door, please use them for anti-drug signage. I wiped toilet lid with drugs wipes all negative. Please remove toilet lid, not needed. Only preventative as I saw no usage within venue.
- Police visit at 00.40hrs. Management spoke with them. On return Mr. MERRIN stated they were happy with everything and no problems. I agree with their observation.
- At 01.15hrs. Security and Mr. MERRIN cleaning up the refuse from street. Impressive.
- Post 04.45hrs, customers begin to leave the venue, once persons have reached the outside of the venue some stop and congregate to chat, wait for taxis or friends. This creates a potential problem as I have witnessed previously if security do not engage with these persons. Security moves the crowd along and away from the area. Excellent work particularly by head of security engaging.
- At 05.30hrs the street and persons leaving is a lot clearer. Security have conversed with patrons leaving and moving on those that stop. I count twelve security on the street, excellent. I also witness management picking refuse from the street and placing it into bins as they had done through the night. Above and beyond commendable.

- Exodus of customers. Well behaved crowd. I observe no crime, anti-social behavior, or rowdiness. Security quickly clears the front of venue ensuring everyone is leaving safely. I see twelve members of security and venue management keeping the footpath and road clear of customers leaving. The exit of customers was extremely well handled by security.
  
- At 07.00hrs. I conclude my visit.
  
- The atmosphere was relaxed, and I felt comfortable. I saw no evidence of drunkenness and crime and disorder throughout the visit. The management both operationally and strategically was very good.

## **Conclusion.**

The Oval Space is from my visit a venue very much aware of its licensing objective responsibilities. I believe the owners and management are reactive to the concerns of police, local authority, residents, and the surrounding community.

Throughout my audit I note the following key points.

- The numbers of security personnel are far more than other venues of a similar size and or nature. 16 to 972 is in my opinion more than adequate. The usual numbers of 1 security to 100 customers will be far exceeded even when the venue operates at full capacity.
- There was no evidence of drunkenness, violent crime, or anti-social behavior on my night's visit.
- There was no evidence of drug dealing or misuse in the immediate external area or venue. I saw two males smoking cannabis in Emily Street away from the venue.
- Management is strong, knowledge was excellent, systems in place excellent.
- Dispersal was impressive. The barriers funnel persons leaving away from the venue towards Hackney Road, security and management are proactive in speaking with customers in requesting to keep moving and reduce noise. Vehicles moved on by security.

I strongly believe this venue with its improved management and security will not cause any licensing objective problems. If as will sometimes occasionally happen a serious incident was to arise, I would have faith that the staff I spoke with on my visit would react and deal with it professionally and correctly.

During my time supervising the Westminster Police licensing Unit. I supervised at its peak over 3,500 premises. I do not believe I would have launched a review of this premises. Having looked at the review launched by police and evidence tendered, the offences alleged are difficult to tie to the venue at all or in one case no crime. My compliance visit has shown a venue that is professionally managed with exemplary systems in place. Sadly, offences happen at the best run premises, and it should be a question of how a venue deals with such offences and what they have in place to reduce the risk of offences arising. This is a well-run venue. I saw excellent management, excellent security, excellent systems in place, great communication and respect for the police and its neighboring community. They have and are willing to work with everyone involved.

This was a well-run venue on my night's visit, with a well-behaved clientele. I felt extremely comfortable and safe throughout.

During the course of my observation, I had occasion to enter a venue owned by the same company. This venue was called The Pickle Factory 13-14 The Oval E2 9DU and is directly across from the Oval Space. It is smaller with a 280 capacity. It comprises of one room with a dancefloor and small bar contained within there is also a storage room that is currently used for storage of equipment and as a cloakroom. It is not used for licensable activity. Again, well run, again felt very comfortable, the security is good as is the management.

All matters relevant in the report on which my expert evidence is given has been included in this report. I believe the facts I state in this report are honest and true and that the opinions I have expressed are correct to the best of my judgement. The fee for this report is not conditional on the outcome of any future case, application or finding. My compliance visit was unannounced.

## Annex A.

## DETAILS OF VISIT TO LICENSED PREMISES

Premises	Oval Space			
Address	29-32 The Oval Cambridge Heath LONDON E2 9DT.			
Telephone No	0207 183 4422			
Email				
Day	Date	Time Commenced	Time Concluded	Log No
FRIDAY	04/03/22	2300hrs	0700hrs	Oval space/1

ATTENDING	
1. Mark HALTON (MJH LICENSING CONSULTANTS)	Yes/No
2.	
3.	
4.	
5.	
6.	
7.	
8.	

<b>REPRESENTATIVES OF OTHER AGENCIES</b>	
<b>Name</b>	<b>From</b>
1. N/A	
2.	
3.	
4.	

<b>MANAGEMENT (Record DOB &amp; Contact details)</b>	
<b>Name of Designated Premises Supervisor</b>	Mr. Ross MELLIN
<b>Personal Licence No &amp; Issuing authority</b>	20/03097/LIPERS Lambeth
<b>DPS present Yes/No. If no state reason why.</b>	Yes
<b>Name of person in charge</b>	Mr. Ross MELLIN
<b>Area Manager's contact details</b>	As above
<b>Owning company's details</b>	Oval Venues Ltd.

SALE OF ALCOHOL & REGULATED ENTERTAINMENT	
SALE OF ALCOHOL: –	Yes
LIVE MUSIC: –	Yes
RECORDED MUSIC: –	Yes
Actual capacity?	972 Now Running at 542 at 01.50hrs
Number of customers present?	01.50hrs 542 Customer numbers do not exceed 750 through the night.
How was this calculated (clickers, tickets, guessed?)	Tickets and clickers. Managers informed of numbers by security every 30 mins.
Comments	Customer entry/exit sheet completed. Timed in, Timed out. Managers updated every 30 mins by security.

SECURITY		Yes			
Number of door staff at time of visit		16 at 11.30pm			
FULL NAME		D.O.B.	BADGE NO	EXP DATE	COMMENTS
1					
2	<p><b>*NB. All Further 16 Door Supervisor details have been recorded separately by myself. All have been checked and all are compliant. The details and record of the security personnel are kept by myself and can be produced to and for inspection by the relevant statutory authorities upon request*</b></p>				

3					
4					
5					
Name of Head Door Person		Mr. Emanuel OKOTIE			
Name of Door Company		Full Force Security			
Door staff log checked?		Yes			
Comments		Security Register. Log of security details kept by myself. All badges checked by myself. All correct. Incident log also checked, all correct and up to date.			
Do you operate a search policy?		Yes			
Details		All customers are searched. After ID check at front of queue, all custom subject to security wand search. On entry to foyer area prior to entry of steps to main space, pockets emptied, pat down search and bags searched. Female security for female search. Pat downs, pockets emptied, bag searches and security wands.			
What happens to any <b>weapons</b> or <b>drugs</b> you may seize during searches?		Seized, recorded in drug seizure book, placed in safe and police called for pick up. All bags have serial number and seal.			
Are weapons or <b>drugs</b> handed over to the police?					Yes
1	Police have recently collected on the following dates 23/02/22 and 01/03/22. Signed for by police refs and shoulder no's taken. Police stated happy with system.				

2	
3	
4	
What happens to any <b>drugs</b> you may seize during searches?	As Above.

### RADIO LINK

In House Radio?	Yes
Number of radios?	30
Who is in possession of the radios?	16 security, management, bar staff, reception, and cloak room.
Comments	Seen in operation, simple to use, effective in communicating. Excellent system.

### STATUTORY NOTICES

Customs and Excise spirit measure?	Yes
Price list?	Yes
AWP permit S34?	N/A
AWP position?	N/A
Where tobacco is sold, is there a sign at point of sale?	N/A
Other	

### LICENCES TO BE PRODUCED/DISPLAYED

PREMISES LICENCE or CERTIFIED COPY (includes plan)	Yes
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LONDON E2 9DT.

PREMISES LICENCE SUMMARY DISPLAYED	Yes
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STAFF	
How many bar staff?	12. More than adequate no long wait or congregating at the bar.
Comments	More than adequate
How many glass collectors?	All plastic, no glass. 2 staff cleaning through venue all night.
Do staff wear uniform or ID badges?	No. Venue is looking into staff uniform at the moment. All bar staff wear black clothing at moment
Give details:	Security SIA badges Black shirt and trousers, all wear High Vis jackets.

TOILETS			
Toilets	Male	Female	Unisex
Checked	Yes	Yes	Yes
Toilet Attendants	Yes	Yes	In foyer SIA security on the door

GLASSES & BOTTLES	
Are signs clearly displayed re removal of alcohol from premises?	No
Customers seen leaving premises with bottles/glasses?	No
Give details	Unable to. No glass. Drinks taken from custom if attempt to remove. I see no person attempting this.

Are tables or other surfaces littered with empty bottles/glasses?		No
Is the dance floor clear of glass?		Not Applicable No glass.
Do you use safety glass? / Polycarbs?		Yes. Everything plastic. Even champagne decentered into plastic.
Details	Used on risk assessment basis.	
Do you have secure bottle bins inside the venue?		Yes
Details	Behind bar and then taken to bottle bin outside which is securely locked. N/A on night of observation as no glass.	
Do you have secure bottle bins outside the venue?		Yes
Details	Front of venue padlocked secure.	
Comments		

## DRINKS

Any drinks promotions or happy hours?		No
Details	N/A	

## DRUGS

Any indication that drugs are smoked/used on or within boundary of Licensed area of the premises?		No
Details	Drug wipe of flat surface area in toilets proves negative.	

Any anti-drugs poster displayed?		No
Details	There are frames for signage behind doors in cubicle. Use them. Currently empty.	
Do you have a drug safe?		Yes

### CLIENTELE

Are there any age policies in operation?		Yes. Over 18.
How are these enforced?	Challenge 25 in operation. ID checks on door (Driving licence or passport only).	
Describe clientele in general (age, dress, crowded, atmosphere, drunkenness)		
Comments	Well behaved, mixed age range atmosphere, very comfortable, no drunkenness	

### CLOAKROOMS

Is there a cloakroom?		Yes
How much per item?		£2
Comments	Encourage use-Anti theft.	

### FIRE EXITS

Fire exits checked		Yes
Any locked / blocked		No
Comment		

GENERAL SAFETY	
Is one member of staff present now trained in First Aid?	Yes
Details	Three
What First Aid facilities do you have at your venue?	Kit within cash office, checked weekly. All main areas 12 in total.
Are any crime prevention posters displayed?	No
Details	
Do you have any of the following?	
Staff Lockers	Yes
Roving Security	Yes
Customer Lockers	No

CCTV	
Do you have a C.C.T.V. system?	Yes
Does it record images?	Yes
Does it have audio recording facilities?	No
How many cameras do you have?	36
Details	Licensed area fully covered. The image is clear. Request for image complied with, within 2 minutes.
Is your CCTV system digital?	Yes
*FULLY COMPLIANT WITH CONDITION*	

## GENERAL INFORMATION

A Particularly good compliance visit. One of the best I have done on this type of venue unannounced. Everything in place everything recorded, by what appears strong new management (Special mention to new manager Ross MELLIN, extremely competent and great previous experience) and staff. Security was exceptionally good. I would have confidence that they would deal with any incident in the correct manner. No offences and no breaches committed. There would be no negative impact on the licensing objectives in my opinion if this management team and security were in situ. Just a couple of quick fixes. Although I did not witness drug misuse in the toilets, more can be done on the prevention front. Place signage behind cubicle doors, you already have the empty frames. I would also remove the toilet lids (not seats!), they serve no purpose and can be used for drug taking. SIA badge numbers next to names on security sign in sheet in foyer. Easier than having to travel up to cash office. My audit is an accurate and true reflection of my visit.

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### Arrangements made for DPS/Further action

NO

Time & Date		
Name	Position	Tel No
1.		
2.		

## **Images**

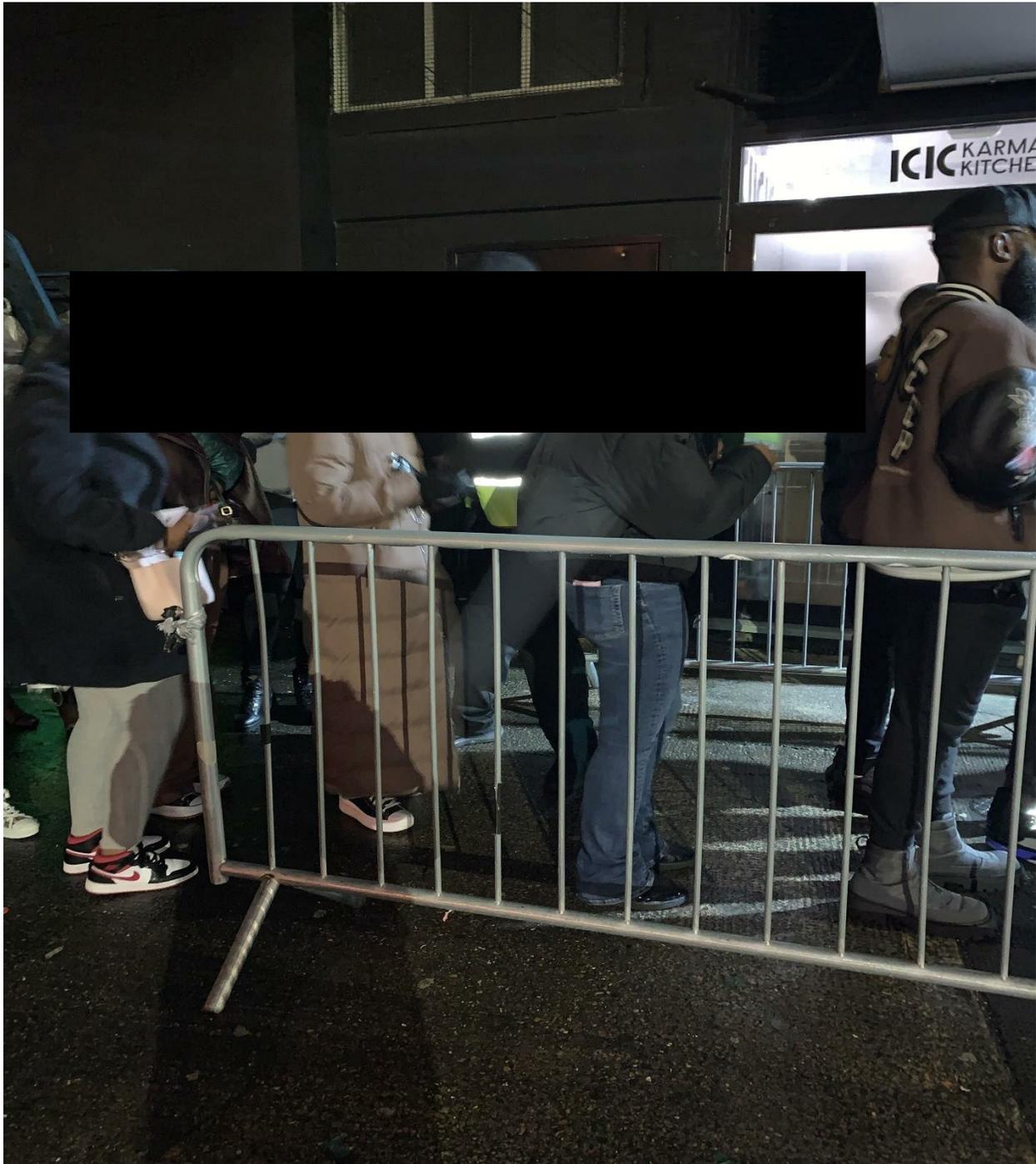
1. Oval Space Queue. Kept to footway safely by security.
2. ID check area by security.
3. Metal detecting search wand.
4. Signage at entry/foyer.
5. Full search table with security.
6. Ticket check and cloakroom.
7. Challenge 25 signage.
8. Plastic glasses.
9. Security dispersing and speaking with custom in street.
10. Road outside venue, cleared of custom 5.11am.

1.



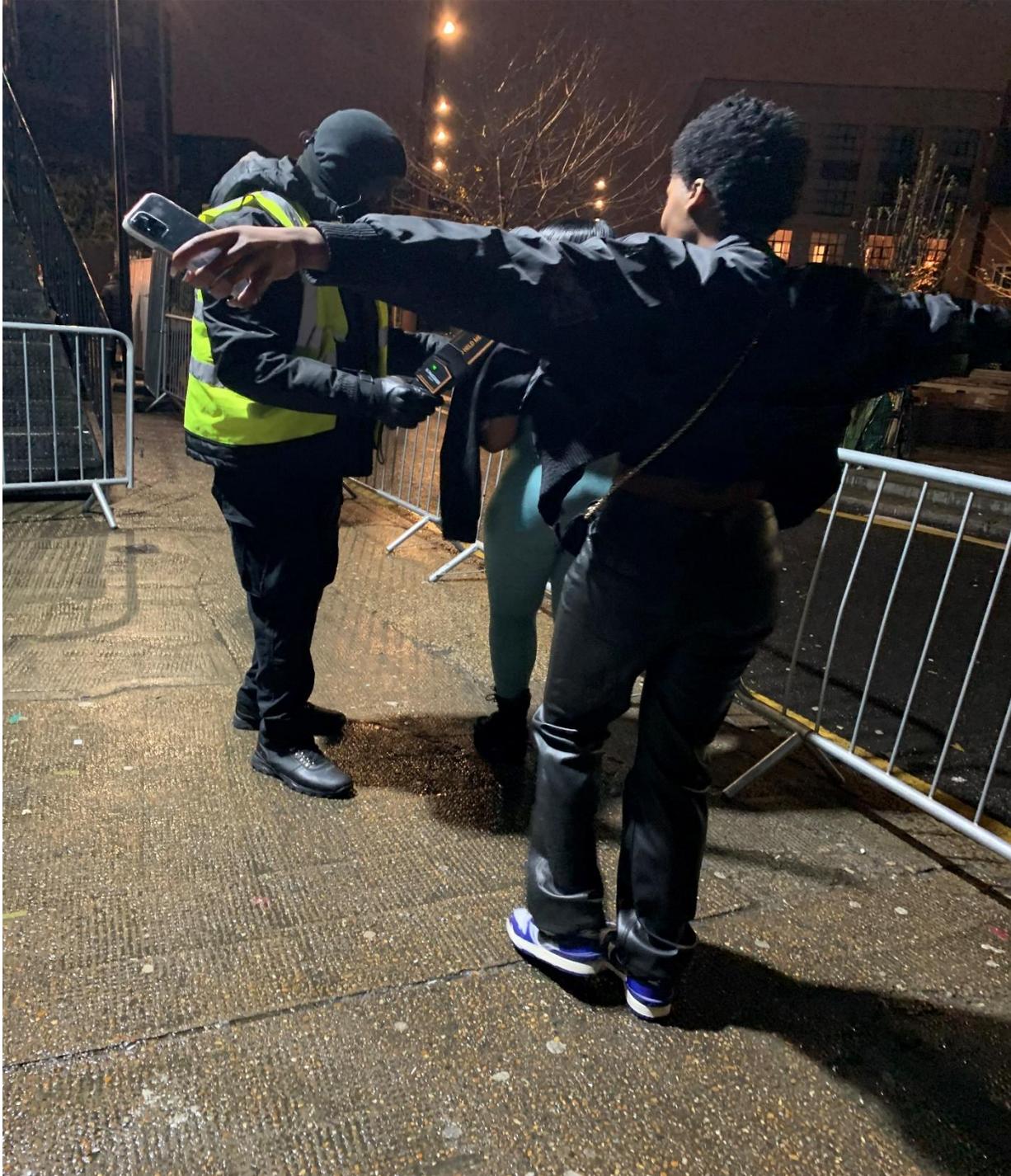
INDEPENDENT LICENSING COMPLIANCE VISIT: OVAL SPACE 29-32 THE OVAL CAMBRIDGE HEATH LONDON E2 9DT.

2.



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3.



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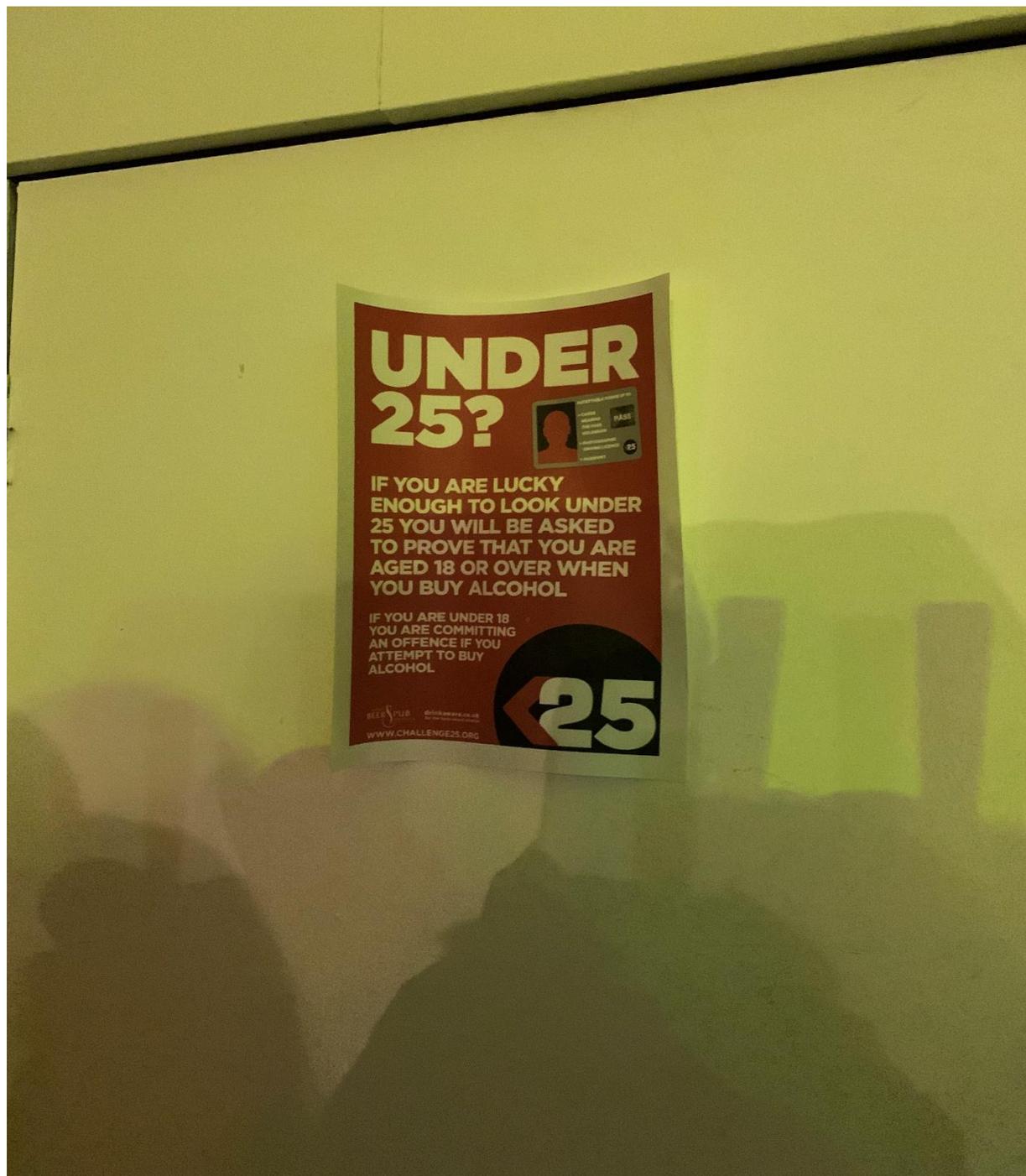
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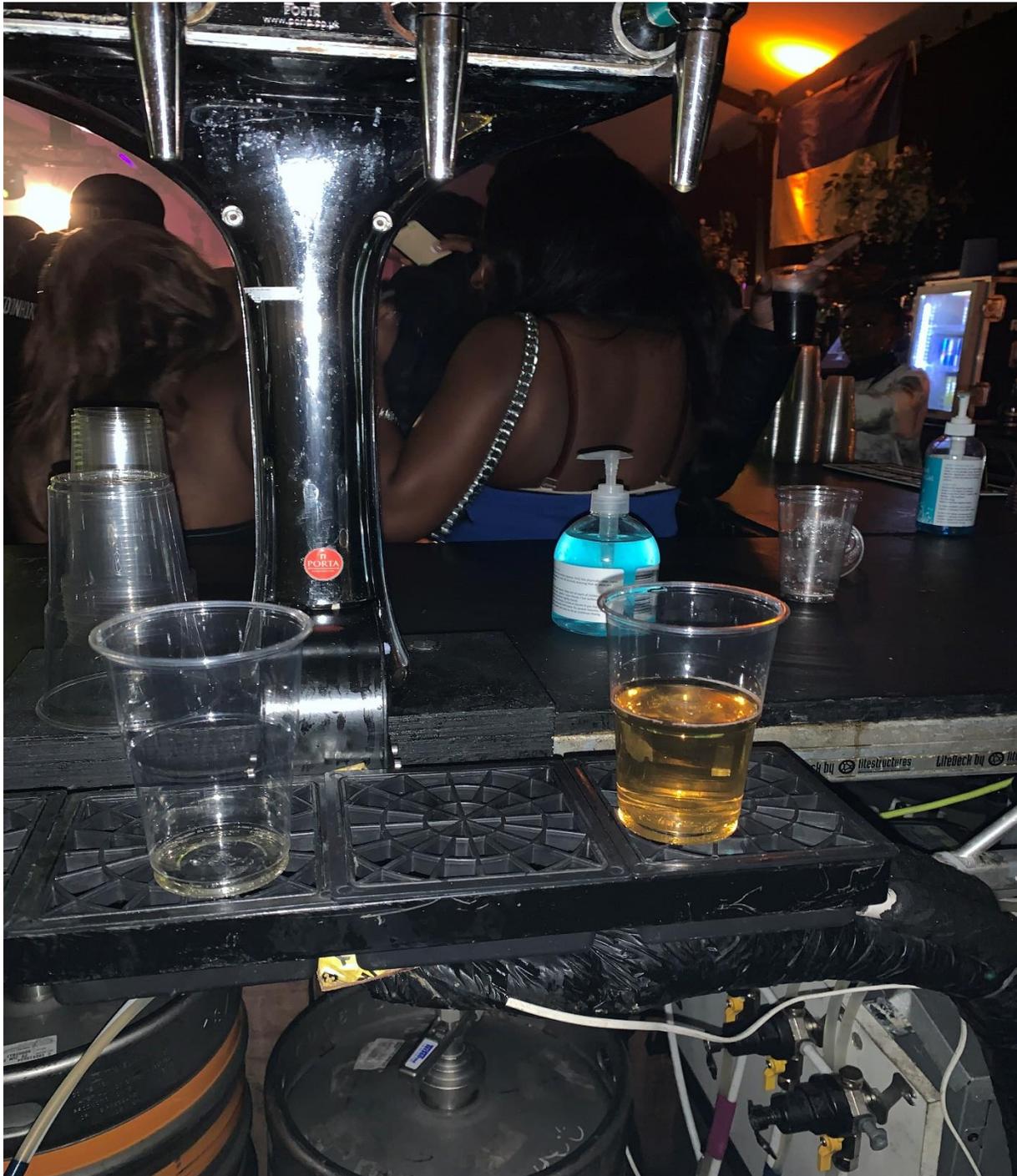
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8.



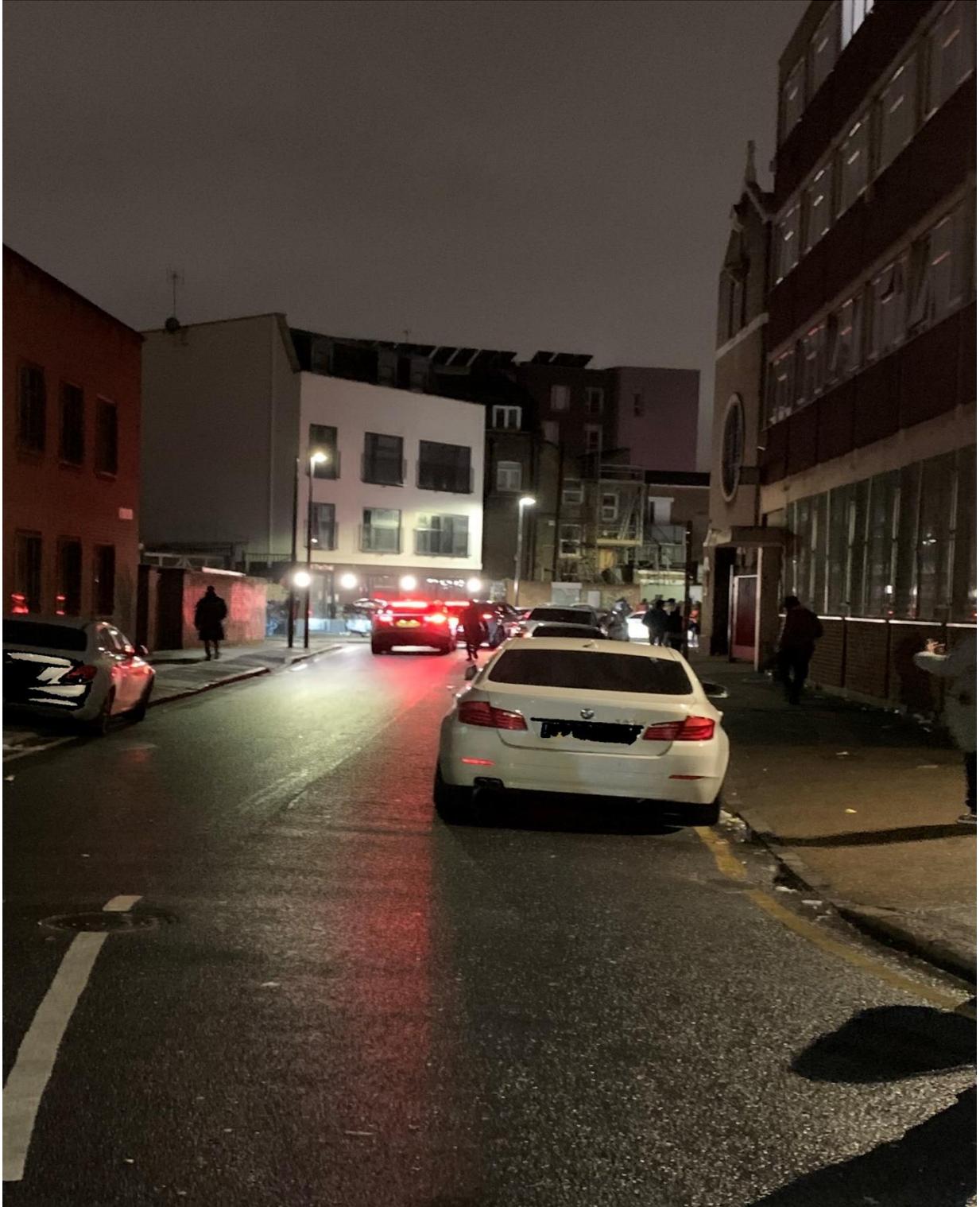
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9.



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**MJH LICENSING CONSULTANTS**

**'Specialists in risk reduction, training, compliance, observations and investigations'**

**Mark Halton | Licence Consultant | 07900 806 864**

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LONDON E2 9DT.



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Tel: 0113 234 3055

All correspondence should be sent to our Leeds office

Sent by email:



Our ref PW/BM/OVA001-3-3/6123

Your ref

22 September 2022

Dear Mark,

**Oval Space, 29-32 The Oval, London E2 PDT**

I've now had an opportunity to meet my clients and discuss the current position with them.

As you are aware, summary review timescales make getting information together quickly quite difficult - not helped by the bank holiday weekend.

However, having now discussed this with them, we would be keen to meet you if at all possible on Monday or Tuesday to discuss this position before the hearing.

Our position that we would put to you and to the Licensing Authority is as follows:-

1. That the premises licence is varied in such a way that it can only operate for standard hours, and the non-standard timings (extending the hours to 0400) be removed.
2. That Joe Splain will have no management control/capacity at the premises.
3. That the door company employed on the evening of the incident be removed from working for the company.
4. That all door staff who were working on the evening of the incident will not be employed by the new door company at any Oval venues premises.
5. That the new security team put in place, and security plan be agreed with you prior to the premises reopening.
6. That the programming and the content of the premises and booking policy (for corporate events and live/pre-recorded music) at the premises be supplied to you prior to the premises re-opening.
7. That the event calendar be agreed with you prior to re-opening.
8. That an independent experienced consultant will be instructed by Woods Whur Solicitors to make unannounced visits at the premises to conduct compliance audits. These audits will be conducted at least six times per year. The report prepared by the compliance auditor will be sent to Metropolitan Police and Local Authority Licensing enforcement officers.

Please find also a copy of Mark Halton's report when he attended unannounced to carry out a compliance audit previously at the premises.

We can confirm also that Archie Macintosh will be retained as the point of contact between the premises licence holder and the Metropolitan Police Service. Until recently, he has been employed on a new project in Manchester, and will be moved to carry out a supervisory role at the premises should they reopen.

Directors: Patrick M Whur · Andrew J Woods · Consultant: Colin Manchester

I appreciate that it is difficult to factor in a time to meet, but hope in all of the circumstances you could find a time on Monday or Tuesday to meet myself, Dean James, the Designated Premises Supervisor, and Archie Macintosh.

We look forward to hearing from you.

Yours sincerely

Patrick Whur  
Woods Whur