Draft “Good Operator” Guidance

City of Westminster

This “Good Operator” guidance has been developed by Westminster City Council to support applicants and operators in promoting the licensing objectives through effective, responsible, and proactive management of premises.



What is this guide?

This guide brings together practical advice, examples of good practice, and useful resources to help applicants and licence holders run safe, responsible and well-managed licensed premises in Westminster.

It is designed to support the promotion of the four licensing objectives and to help operators identify, prevent and manage the risks that can arise from licensable activities.

This guide complements:

- The Licensing Act 2003
- Section 182 Guidance issued by the UK Home Office
- Home Office premises guidance
- Westminster City Council Statement of Licensing Policy

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Introduction

The Licensing Act 2003 establishes a framework for the regulation of the sale of alcohol, the provision of regulated entertainment, and late-night refreshment. In carrying out licensing functions under the Act, all applicants, licence holders, responsible authorities, and the licensing authority must have regard to the promotion of the four statutory licensing objectives:

- The prevention of crime and disorder
- Public safety
- The prevention of public nuisance
- The protection of children from harm

Westminster is home to one of the most diverse and internationally recognised hospitality, entertainment, and cultural destinations in the world. The city welcomes millions of residents, workers, and visitors each year and operates within a complex environment.

The guidance is intended to support:

- Applicants preparing new premises licence applications or variations;
- Premises licence holders and designated premises supervisors;
- Managers, operators and
- Anyone responsible for the day-to-day operation of licensed premises.

The measures included in this guide are intended to support good management and help operators identify, assess and mitigate risks associated with licensed activities.

Not every measure in this guide will be appropriate to every premises. Operators should consider the nature, size, location, operating style and risk profile of their business and adopt measures that are proportionate to the risks identified.

Well-managed licensed premises play an important role in Westminster's communities. Good operators understand the value of early and ongoing engagement with residents, local businesses, community leaders, responsible authorities and public sector partners.

Constructive engagement with stakeholders such as the Metropolitan Police Service, public health partners, residents, local community groups and council services can help identify local priorities, address concerns early, build trust, and support premises that positively contribute to Westminster's daytime, evening and night-time economy.

Applications within the Cumulative Impact Zone



Westminster has a number of designated Special Consideration Zones (SCZ) and currently has one Cumulative Impact Zone (CIZ). These are areas where evidence shows that the concentration of licensed premises is having a cumulative impact on one or more of the licensing objectives.

New and variation applications within a CIZ are assessed against the relevant policies in the Statement of Licensing Policy. Depending on the type of application and premises proposed, applicants may need to demonstrate why their proposal should be treated as an exception to the policy in order for it to be granted.

While every application is assessed on its individual merits, applicants should be aware that the council is unlikely to consider the following factors exceptional on their own:

- The premises will be well managed.
- The operator has a good reputation or extensive experience.
- The premises will comply with licence conditions.
- The increase in capacity is small.
- There are few or no residential properties nearby.
- Customers will simply transfer from existing venues in the area rather than increasing overall activity.

Applicants may wish to consider whether their proposal includes measures that genuinely reduce the number of people using the premises at peak times or reduce the impact of the operation on the surrounding area. **Examples may include:**

- Significant reductions in capacity compared with the existing operation.
- Earlier terminal hours, particularly where activities cease before the period when cumulative impact is known to increase.
- A predominantly seated operation with fixed seating.

- Waiter or waitress service replacing vertical drinking.
- Restrictions on off sales.
- Enhanced dispersal arrangements and customer management measures.
- Relocating an existing operation to premises that are likely to have a lower impact on the licensing objectives.

The council is likely to give greater weight to proposals that demonstrate meaningful reductions in actual operating capacity, particularly during late-night trading hours.

Reducing Vertical Drinking

The council recognises that measures to reduce opportunities for vertical drinking can help address some of the issues associated with cumulative impact.

Applicants should note that these measures alone are unlikely to justify an exception to policy but may form part of a wider package of measures.

Relocation of Existing Operations

In some circumstances, an application involving the relocation of an existing operation may be capable of demonstrating an exception where the new premises are likely to have a lower impact on the licensing objectives.

Existing Premises and Capacity Reductions

Where applicants propose introducing a capacity limit for the first time, or reducing an existing capacity, they should explain how this will result in a genuine reduction in the number of customers attending the premises during peak periods.

Examples may include:

- Fixed seating layouts.
- Minimum seating requirements.
- Waiter or waitress service.
- Restrictions on customers consuming alcohol while standing.

Applicants should clearly explain:

- Why the new location will reduce cumulative impact.
- How the existing operation will cease.
- What legal mechanisms are in place to prevent both premises operating simultaneously.

Shadow Licences

Property owners sometimes apply for a "shadow licence" to protect the future licensing value of a premises.

A shadow licence does not automatically permit operation of the premises. If the operational licence ceases to have effect and the shadow licence holder later seeks to activate or vary the licence, they will still need to demonstrate compliance with the relevant policies in force at that time and, where applicable, explain why the proposal should be considered an exception to cumulative impact policy. In addition, the Council provides a list of model conditions for shadow licenses, it is advised that applicants include these as part of their application.

Replacing Lapsed Licences

Where a licence has lapsed due to the death or insolvency of a licence holder and the necessary interim authority procedures have not been completed, the council may consider a replacement licence application as a potential exception in certain circumstance.

Prevention of Crime and Disorder



Licensed premises can present a range of risks including violence, theft, anti-social behaviour, drug misuse, harassment, criminal damage, drink spiking and other forms of disorder. The level of risk will vary depending on the type of premises, operating hours, location, customer profile and activities taking place. A “Good operator” takes a proactive approach to identifying and managing these risks through regular risk assessments, staff training, effective supervision and partnership working.

The table below sets out examples of common risks and practical measures operators may wish to consider.

Risk	Good practice measures
Management, staffing and training	• **Carry out regular risk assessments** and review them following significant incidents, complaints, special events or changes in operation. Keep an incident log recording issues such as refusals, ejections, theft, violence, safeguarding concerns, drug seizures and medical incidents. Ensure staffing levels, management presence and security arrangements are suitable for the premises capacity, operating hours and risk profile. • **Provide staff with induction and regular refresher training** on conflict management, recognising drunkenness or intoxication, safeguarding, vulnerability, emergency response and incident reporting. Depending on the risk profile of the premises, operators may also wish to consider personal safety training through **the Suzy Lamplugh Trust**, **crime scene preservation training, or other specialist training where appropriate.**
Violence, anti-social behaviour, hate crimes and customer safety	• **Prevention and early intervention:** Promote a zero-tolerance approach to violence, anti-social behaviour, discrimination and hate crime. Have clear procedures for refusing entry, refusing service, managing ejections, separating parties involved in conflict and contacting emergency services where needed. • **Incident management and victim support:** Maintain an up-to-date incident log recording matters such as refusals, ejections, assaults, safeguarding concerns, hate incidents and medical interventions. Where incidents occur, staff should know how to preserve evidence, secure relevant CCTV footage, support victims

Night Safety | Westminster City Council	sensitively, provide a place of safety where appropriate, and report matters to the police or relevant agencies where needed. • **Partnership working and recognised standards:** Operators may wish to share relevant information with police, council officers and local partners where patterns of offending emerge and participate in initiatives such as Safer Business Network or Pubwatch. Venues may also wish to consider achieving Best Bar None accreditation, which recognises good practice in venue management, staff welfare, customer safety and community engagement. • **Higher-risk venues:** Premises operating late at night, hosting large crowds or experiencing repeated incidents may wish to review security arrangements, search procedures, emergency planning, first aid provision, defibrillators, bleed kits and crime scene preservation arrangements where appropriate.
Drugs, weapons and serious incidents	• Have clear written procedures for identifying and responding to drug misuse, suspicious packages, weapons or serious violence. Depending on the risk level of the premises, consider search policies, bag checks, search wands, toilet checks or additional security measures. Staff should know how to safely retain seized items where appropriate, preserve a crime scene, secure CCTV footage and support emergency responders. • Operators may wish to provide first aid training, install defibrillators or bleed kits, and consider specialist training such as **Raising Awareness of Gangs and Exploitation (RAGE) or robbery awareness training** delivered through the Safer Business Network.
Security, CCTV and venue monitoring	• Identify higher-risk areas such as entrances, exits, toilets, smoking areas, cloakrooms, queuing areas and outside seating. Consider CCTV coverage in these locations and ensure systems are regularly checked daily, maintained and operated by trained staff. Footage should be stored securely for a minimum for 31 days and be available when requested by council officers. • Where door supervisors or security staff are used, ensure they hold valid Security Industry Authority licences (SIA), are briefed on venue procedures and are included in incident reviews and staff briefings.
Outside areas, queues and dispersal	• Manage queues, smoking areas, outdoor drinking areas and customer dispersal so they remain safe, orderly and minimise impact on neighbouring residents and businesses. Consider staff supervision, clear venue boundaries, signage, glassware controls and arrangements for safe onward travel. • Where appropriate, provide stewarded access to taxis or pre-booked private hire vehicles and encourage customers to leave quietly.

VAWG, Harassment, hate crime and inclusive spaces	• **Promote a zero-tolerance culture:** Clearly communicate that harassment, intimidation, discrimination, unwanted sexual attention and violence against women and girls will not be tolerated. Consider displaying venue policies, campaign materials or customer messaging in prominent locations, including Westminster's It's Her City Too campaign where appropriate. • **Train staff to recognise and respond:** Ensure front-line, supervisory and security staff can identify behaviours such as persistent unwanted attention, drink tampering, predatory behaviour, discriminatory language, stalking, isolation of vulnerable individuals or signs that someone may require assistance. Staff should know how to intervene safely, support victims sensitively, preserve evidence where appropriate and contact emergency services when needed. Consider women's safety, anti-sexual harassment, safeguarding, personal safety and bystander intervention training • **Provide practical support for vulnerable customers:** Operators may wish to participate in schemes such as *Ask for Angela* and ensure all staff understand how to respond appropriately when someone seeks help. Venues may also wish to provide access to a safe and private space where individuals can wait, charge a phone, contact friends or family, arrange safe onward travel, or seek emergency assistance where needed. • **Work with recognised safety initiatives:** Operators are encouraged to take part in Westminster City Council's Night Safety Programme which includes women's safety training, anti-sexual harassment and bystander training and join the Safe Haven scheme where appropriate. Venues may also wish to sign up to the Greater London Authority Women's Night Safety Charter and apply for Westminster's Night Safety accreditation (a self-assessment that recognises venues committed to increasing safety for women and vulnerable people).
Counter-terrorism and partnership working	• **Risk assessment and preparedness:** Consider terrorism-related risks as part of operational and event risk assessments, particularly where premises host large crowds, public entertainment, special events or late-night activities. Operators may wish to familiarise themselves with guidance for crowded places and consider how different types of attack may affect their premises, staff and customers. • **Staff awareness and reporting:** Operators may wish to complete ACT (Action Counters Terrorism) Awareness training through ProtectUK and incorporate ACT e-learning into wider staff training programmes. Front-line, supervisory and security staff should understand how to recognise suspicious behaviour, hostile reconnaissance, unusual filming, attempts to access restricted areas, unattended items or other activity that may indicate a security threat, and know how to record and report concerns promptly to the police or relevant authorities.

	• **Security briefings and emergency response:** Persons responsible for safety and security should be briefed on relevant threat information, event-specific risks and emergency procedures. Operators should regularly rehearse evacuation, invacuation, lockdown, communication and emergency first aid arrangements appropriate to the premises. • **Martyn's Law (Terrorism (Protection of Premises) Act 2025):** Operators should familiarise themselves with the requirements of Martyn's Law and consider whether their premises falls within the Standard Tier (capacity of 200–799 persons) or Enhanced Tier (capacity of 800 or more persons). Regardless of capacity, operators are encouraged to review their security arrangements, staff training, emergency procedures and event risk assessments, and to make use of the free guidance and training available through ProtectUK and ACT

Appendix A: Metropolitan Police Crime Prevention Self-Assessment Tool

The Metropolitan Police have developed the following questions to help operators review whether their crime prevention and management arrangements are appropriate for the nature of their premises.

Not all measures will be relevant to every premises. Operators are encouraged to consider which measures are proportionate to the size, location, operating style and risk profile of their business.

Health and Safety and Risk Assessment

☐ Do you have a written Health and Safety Policy?

☐ Do you have a written Risk Assessment?

☐ When was the risk assessment last reviewed?

☐ Is there a process for regularly reviewing and updating risk assessments?

☐ Are crime and disorder incidents recorded in detail and reviewed by management?

Incident Logs and Crime Hotspots

☐ Is an incident log maintained at the premises?

☐ Is the incident log available for inspection when requested?

☐ Have you identified crime hotspots within the premises?

☐ Are identified crime hotspots adequately monitored?

☐ Are crime hotspots covered by CCTV?

Staff Training and Awareness

☐ Are staff trained to recognise aggressive behaviour?

☐ Are staff trained to recognise suspicious behaviour?

☐ Are staff trained to recognise signs of intoxication?

☐ Do staff receive conflict management training?

☐ Are staff encouraged to challenge unattended property or suspicious items?

☐ During busy periods, are staff deployed to warn customers about leaving property unattended?

☐ Do door supervisors attend staff training sessions?

☐ Is there a record of all staff training?

☐ Do staff sign training attendance records?

☐ Is responsibility for staff training clearly allocated to a manager or supervisor?

☐ Have staff received crime scene preservation training?

Staffing Levels

☐ Have minimum staffing levels been identified?

☐ Have maximum staffing levels been identified?

☐ Are staffing levels determined through risk assessment?

☐ Are staffing levels reviewed following incidents, events or operational changes?

Premises Design and Security

☐ How many public entry and exit points does the premises have?

☐ Are all entry points monitored?

☐ Are all entry points covered by CCTV?

☐ Have you considered whether a Police response alarm is appropriate?

☐ Have you considered whether staff should have access to panic alarms or panic buttons?

☐ Do staff use Body Worn Video (BWV) where appropriate?

☐ Is there a panic button in any cash office or cash handling area?

☐ Is capacity monitored and recorded?

☐ Are tills positioned so that staff can clearly observe customers and entrances?

☐ Is cash stored securely?

☐ Is there a cloakroom?

☐ Does the cloakroom provide secure storage for bags and personal belongings?

☐ Is the cloakroom facility clearly advertised to customers?

☐ Can toilets be supervised or monitored effectively?

☐ Are toilets checked regularly?

☐ Are cupboards and drawers within toilet areas kept locked?

☐ Are cisterns boxed in and secured where appropriate?

☐ Have you identified any flat surfaces or concealed areas that could facilitate drug use or concealment of weapons?

☐ Do toilet cubicles provide sufficient visibility to discourage criminal activity while maintaining privacy?

Managing the Local Environment

☐ Are measures in place to prevent glassware being taken outside the premises?

☐ Have alternative drinking vessels such as polycarbonate containers been considered where appropriate?

☐ Are noise levels managed to prevent nuisance?

☐ Have you sought pre-application advice from Westminster City Council's Environmental Health Team where appropriate?

☐ Are arrangements in place to prevent customers obstructing highways, footpaths or neighbouring premises?

☐ Are waste and recycling arrangements managed to prevent littering and nuisance?

☐ Does your CCTV system comply with relevant data protection requirements?

☐ Are staffing levels sufficient to supervise outside drinking areas?

☐ Are staff trained to recognise intoxication both inside and outside the premises?

☐ Have you established links with local residents, businesses or community groups?

☐ Do you participate in Pubwatch or similar local schemes?

☐ Is there a written dispersal policy?

☐ Are customers encouraged to leave quietly?

☐ Do staff or security remain on duty after closing where appropriate to assist dispersal?

Promotions, Vulnerability and Customer Welfare

☐ Have you considered the potential impact of drink promotions on crime and disorder?

☐ Have staff completed Welfare and Vulnerability Engagement (WAVE) training or equivalent?

☐ Do you operate the Ask for Angela scheme?

☐ Have you considered using Welfare Officers during busy periods or events?

☐ Do staff receive conflict management training?

☐ Have relevant staff received crime scene preservation training?

CCTV

☐ Is CCTV installed and operating in accordance with Westminster's CCTV guidance?

☐ Is CCTV capable of providing clear images suitable for evidential purposes?

☐ Is footage retained for the recommended period?

☐ Are authorised staff able to retrieve footage when requested?

☐ Are CCTV systems checked regularly and faults recorded?

Security

☐ Do all door supervisors hold a current SIA licence?

☐ Are the suitability and level of security provision reviewed regularly?

☐ Is the review documented as part of an ongoing risk assessment?

☐ Is responsibility for supervising security staff clearly assigned?

☐ Is there a written security policy covering:

- Entry procedures?
- Search procedures?
- Queue management?
- Ejections?
- Security deployment?

☐ Is the queue outside the venue supervised?

☐ Is the queue at the cloakroom supervised?

☐ Is a record kept of all security staff working each day?

☐ Are personal details and licence information retained for security staff?

☐ Is capacity actively monitored, recorded and managed?

☐ Do security staff receive regular conflict management training?

☐ Have you considered the use of Body Worn Video by security personnel?

Crime Prevention Measures

☐ Is crime prevention information displayed prominently within the premises?

☐ Is there a policy governing the display of crime prevention information?

☐ Is responsibility for this policy clearly assigned?

☐ Have you considered if an ID Scan system is appropriate

☐ What crime prevention initiatives operate within the premises?

☐ Are new staff briefed on local crime trends affecting the area?

☐ Are staff made aware of issues such as mobile phone theft, bag theft, drink spiking or other emerging crime patterns?

Outside Seating, Smoking Areas and Pavement Areas

☐ Does the premises permit outside drinking?

☐ Does the premises hold any required tables and chairs licence?

☐ Are outside areas actively supervised?

☐ Is customer capacity managed in outside areas?

☐ Is crime prevention information displayed in outside areas where appropriate?

☐ Have crime prevention measures been implemented in outside areas?

☐ Has the outside area been risk assessed in relation to pedestrians, cyclists and traffic?

☐ Are tables and chairs secured or removed when not in use?

☐ Does CCTV cover outside seating areas, smoking areas and entrances?

Drugs and Weapons

☐ Is there a written search policy?

☐ Are notices explaining the search policy prominently displayed?

☐ Do staff receive regular search training?

☐ Do security staff patrol inside the premises?

☐ Are staff trained to identify signs of drug use, dealing or weapon possession?

☐ Are toilets and poorly supervised areas monitored regularly?

☐ Are toilet attendants equipped with radios where appropriate?

☐ Are police informed of significant drug seizures?

☐ Are seizures documented, including date, time, location and staff member involved?

☐ Are self-sealing evidence bags or suitable evidence storage arrangements available?

☐ Are weapon storage containers available where appropriate?

☐ Are door supervisors trained in dealing with weapons and firearms incidents?

☐ Is there a written policy covering the retention of seized drugs, weapons or other prohibited items?

☐ Do staff know when police should be contacted?

☐ Are original notes retained where required?

☐ Have you considered whether search arches are appropriate?

☐ Have you considered whether handheld search wands are appropriate?

☐ Have you considered whether drug detection swabs are appropriate?

☐ Are all door supervisors appropriately licensed?

☐ Are promoted events subject to additional risk assessment?

☐ Where external promoters are used, are responsibilities and expectations clearly documented?

☐ Have arrangements been made to share event information with police where appropriate?

Appendix B: Westminster CCTV Good Practice Checklist

Westminster City Council and the Metropolitan Police strongly encourage licensed premises to ensure CCTV systems are appropriately designed, maintained and operated. Operators may wish to consider the following:

CCTV Coverage

☐ Does CCTV cover entrances, exits and other higher-risk areas such as bars, smoking areas, cloakrooms, toilets, queues and external seating areas?

☐ Do cameras at entrances provide clear frontal identification of customers entering the premises?

☐ Where security searches are undertaken, is the search area covered by CCTV?

CCTV Management

☐ Is the DVR/NVR recorder located in a secure, lockable room or cabinet?

☐ Are recordings retained for a minimum of 31 days?

☐ Do managers and authorised staff have individual password access?

☐ Is there always a member of staff on duty who can operate the CCTV system and provide footage when requested by police or authorised officers?

☐ Has responsibility for managing CCTV and handling information requests been assigned to a named manager or data controller?

Maintenance and Operation

☐ Is the CCTV system checked daily?

☐ Are faults recorded in the incident log?

☐ Are faults reported immediately and repaired as soon as practicable?

☐ Is the system time and date checked regularly, including following seasonal clock changes?

☐ Is image quality sufficient to identify individuals?

☐ Is adequate lighting provided, or do cameras have effective infrared capability where lighting levels are low?

Information Governance

☐ Have you considered whether registration with the Information Commissioner's Office (ICO) is required?

☐ Is CCTV operated in accordance with relevant data protection requirements?

☐ Are signs clearly displayed informing customers and staff that CCTV is in operation?

Public Safety

This section provides guidance on good practice to help promote public safety at licensed premises. It is also designed to help licence holders, managers and staff create safe environments for customers, contractors and employees once a licence has been granted.

Licensed premises can present a range of public safety risks, particularly where alcohol is sold, regulated entertainment is provided, large numbers of people gather, or late-night activities take place. Risks may include overcrowding, slips and trips, medical emergencies, fire, equipment failure, poor ventilation, unsafe customer movement or delayed emergency response.

The table below sets out examples of common risks and practical measures operators may wish to consider.



Soho at night

Risk	Good practice measures
General safety of customers and staff	• **Take a risk-based approach**: Carry out a premises-specific health and safety risk assessment that identifies hazards to customers, staff, performers, contractors and visitors. Risks may include slips, trips and falls, aggressive behaviour, manual handling, hazardous substances, excessive noise, hot surfaces, pressurised equipment, fire, crowd movement or equipment failure. • **Review and communicate**: Risk assessments should be reviewed regularly, and following incidents, refurbishment works, special events, changes in layout or changes in the style of operation. Staff should understand relevant findings, control measures and their responsibilities. Relevant documentation should be kept at the premises and made available for inspection where required. • **Design for safety:** Where new premises are developed, or existing premises are refurbished, operators should consider how the layout, lighting, sightlines, access routes, furniture placement, queuing arrangements and supervision points support safe movement and effective management.

First aid, welfare and medical emergencies	• **Be prepared to respond:** Keep first aid kits fully stocked, accessible and regularly checked. Consider having appropriately trained first aid staff on duty whenever the premises licence is in use, particularly during busier or higher-risk periods. • **Provide welfare facilities where appropriate:** Depending on the size, layout and nature of the venue, operators may wish to provide access to welfare spaces, quiet rooms, defibrillators, bleed control kits, drinking water or other facilities to support customers and staff during medical incidents. • **Train staff to recognise vulnerability:** Staff should know how to respond to injuries, intoxication, allergic reactions, drug-related illness, suspected drink spiking, panic attacks, dehydration or other medical emergencies while waiting for emergency services.
Capacity management and overcrowding	• **Know and monitor safe capacity:** Operators should understand the safe occupancy of the premises and, where appropriate, individual rooms, floors, terraces or external areas. Capacity should take account of floor space, escape routes, toilet provision, queuing arrangements and customer comfort. • **Prevent overcrowding**: Have clear procedures for monitoring customer numbers during busy periods, promoted events or special occasions. This may include clickers, ticketing systems, electronic counting systems, booking systems, head counts or ID scanning systems where appropriate. • **Monitor higher-risk areas:** Pay particular attention to entrances, exits, stairways, dance floors, bars, cloakrooms, toilets, smoking areas and other locations where localised overcrowding, congestion or unsafe customer movement may occur. Operators may wish to run below maximum capacity where appropriate to support comfort and safe movement
Glassware, spillages and housekeeping	• **Maintain safe customer areas:** Have clear procedures for the regular collection of glassware, bottles and other drinking vessels to prevent accumulation and reduce the risk of injury. Glassware should not obstruct customer movement, exits or external areas. • **Respond quickly to hazards:** Spillages, broken glass, damaged flooring, loose cables or other hazards should be addressed promptly and safely. Bottle bins should be secure, regularly emptied and positioned away from public areas. • **Manage comfort and ventilation:** Temperature, ventilation and humidity should be managed appropriately, particularly in crowded spaces or venues offering dancing, live music or other physically demanding activities.

Emergency procedures, fire safety and equipment	• **Adopt a duty of care approach:** Licensed premises, particularly those operating in the evening and nighttime economy, may encounter customers who are intoxicated, disoriented, separated from friends, affected by drugs, or otherwise vulnerable. Operators may wish to adopt a clear welfare or duty of care policy setting out how staff will identify, support and monitor vulnerable customers from arrival through to safe departure. • **Recognise and respond early:** Staff should be trained to identify signs of excessive intoxication, drug use, drink spiking, exploitation, distress, confusion or medical deterioration, and know when to seek medical assistance or contact emergency services. • **Provide safe support:** Vulnerable customers should not be left unattended, placed at further risk, or removed from the premises without appropriate support were doing so may compromise their safety. Where appropriate, staff may wish to help reunite customers with friends, provide a place of safety, access to drinking water, phone charging or support with onward travel.
Customer safety when leaving the premises	• **Plan for safe dispersal:** Consider how customers can leave the premises safely, particularly late at night or where customers may be intoxicated or vulnerable. This may include supervised dispersal, staff presence at exits, clear venue boundaries and arrangements for safe onward travel. • **Provide travel information:** Operators may wish to display information about public transport, taxi ranks, licensed private hire services or other safe travel options, and where appropriate provide stewarded access to transport. • **Use a gradual wind-down where appropriate:** Some venues may wish to introduce a short wind-down period towards the end of trading, such as reducing music levels, increasing lighting, offering water or food, or encouraging a gradual and orderly dispersal.

Prevention of Public Nuisance

Licensed premises can generate noise, disturbance and other impacts both inside and outside the premises. This may include music, customer noise, queues, outdoor drinking, smoking areas, deliveries, waste collections, plant and machinery, vehicle movements and customers arriving or leaving late at night.

The table below sets out examples of common risks and practical measures operators may wish to consider.



Risk	Good practice measures
Noise management and risk assessment	• **Take a proactive and risk-based approach:** Consider all potential sources of noise and nuisance associated with the premises, including music, entertainment, customer conversations, queues, smoking areas, deliveries, waste collections, plant, machinery and vehicle movements. Carry out a premises-specific noise and nuisance risk assessment and review it regularly, particularly where operating hours extend into the evening or night, complaints have been received, or operational changes are proposed. • **Seek specialist advice where appropriate:** Where music, outdoor use, structural alterations, late-night activity or nearby residential accommodation create higher risk, operators may wish to seek specialist acoustic or noise advice before applying or making significant changes to the operation. • **Design out nuisance at an early stage:** When developing, refurbishing or altering premises, consider how layout, building design, sound insulation, access arrangements, ventilation systems and customer flow can help prevent nuisance before issues arise.

Music, entertainment and internal noise breakout	• **Manage entertainment noise effectively:** Amplified and unamplified music, live entertainment, recorded music, customer participation, speeches and other internal activities should be managed so that noise does not cause unnecessary disturbance outside the premises. • **Control noise at source:** Keep doors and windows closed where appropriate, except for access and egress. Operators may wish to consider sound insulation, acoustic lobbies, self-closing doors, sound limiting devices, anti-vibration measures, speaker positioning and regular perimeter checks where entertainment forms part of the operation. • **Brief performers and event organisers:** DJs, performers, promoters and event organisers should understand venue noise controls, agreed sound levels and operational expectations before events take place.
Plant, machinery and building equipment	• **Maintain building systems:** Air conditioning, ventilation systems, extraction equipment, refrigeration units, generators, alarms and other plant should be properly maintained and operated so they do not create unnecessary noise, vibration or odour nuisance. • **Use mitigation where needed:** Where premises are close to residential, hotel or other noise-sensitive accommodation, operators may wish to consider acoustic screening, silencers, anti-vibration mounts, timing controls, odour filtration or remote alarm management arrangements where appropriate.
Outside areas, queues and smoking areas	• **Actively supervise external spaces:** Smoking areas, outside seating, roof terraces, pavement licensed areas and queuing areas should be actively managed so they remain safe, orderly and do not cause unnecessary disturbance or obstruction. • **Set clear boundaries and expectations:** Consider staff supervision during busy periods, clearly defined customer boundaries, signage asking customers to respect neighbours, and arrangements to prevent obstruction of the public highway, neighbouring entrances or access routes. • **Manage sensitive late-night activity:** Operators may wish to limit the number of customers permitted outside at any one time, restrict the movement of drinks or glassware, remove external furniture, or reduce use of outside areas during later evening or night-time hours where appropriate.
Customers arriving, leaving and dispersal	• **Plan for safe and quiet dispersal:** Have clear arrangements for customers arriving at, using and leaving the premises safely and quietly. This may include queue management, controlled re-entry, staff supervision, customer signage and directing customers towards suitable onward travel routes. • **Use gradual wind-down measures:** Operators may wish to reduce music levels, change music style, increase lighting, make announcements, stop service in phases or otherwise encourage a gradual and orderly dispersal at the end of trading.

	• **Support onward travel:** Where appropriate, operators may wish to manage taxi pick-ups, provide internal waiting areas, display public transport information, or steward customers towards licensed taxis or pre-booked private hire vehicles.
Deliveries, servicing, waste and collections	• **Plan to service activity responsibly:** Deliveries, servicing, bottle disposal, keg movements, refuse collections, recycling and contractor activity should be planned to minimise disturbance, looking to avoid evening, night-time or early morning hours. • **Reduce operational noise:** Staff, contractors and suppliers should understand permitted delivery and collection times, safe storage arrangements and how to minimise noise from bins, trolleys, bottles, barrels, loading activities and vehicle movements. Operators may wish to consider quieter handling measures such as rubber matting, soft-close storage or designated servicing areas where appropriate. • K**eep surrounding areas clean:** Operators should regularly monitor the area outside the premises and remove litter associated with the business, including cigarette ends, disposable vapes, bottles, food packaging, promotional material or other waste where appropriate. Information on waste collection time can be found here: https://transact.westminster.gov.uk/env/streetsearch.aspx
Neighbour relations and complaints management	• **Be a good neighbour:** Build positive relationships with nearby residents, businesses, hotels and local stakeholders, particularly where the premises operates in mixed-use or residential areas. • **Respond promptly to concerns:** Operators may wish to provide a named manager, duty manager or contact point for local concerns during trading hours. Complaints relating to noise, nuisance or disturbance should be recorded, investigated promptly and used to inform operational improvements. • **Work collaboratively:** Where recurring issues arise, operators are encouraged to work proactively with residents, responsible authorities and local partners to identify practical solutions and maintain good community relations.
Monitoring, review and continuous improvement	• **Monitor and record:** Regularly review complaints, incidents, noise monitoring checks, customer feedback and operational practices to identify trends and emerging risks. Operators may wish to maintain records of noise checks, complaints received and actions taken. • **Adapt where needed:** Where concerns arise, consider additional controls such as increased supervision, revised layouts, changes to entertainment arrangements, amended dispersal procedures, acoustic improvements or further specialist advice.

Protection of Children from Harm

Licensed premises can present a range of risks to children and young people, particularly where alcohol is sold, late-night activities take place, or entertainment is provided. These risks may include underage drinking, exposure to inappropriate entertainment, unsafe environments, or the risk of exploitation or abuse.

The table below sets out examples of risks that may arise and practical measures operators may wish to consider.



Risk	Good practice measures
Children accessing licensed premises	• **Operate a robust age verification policy:** Premises selling alcohol or other age-restricted products should operate a recognised age verification scheme such as Challenge 25. Staff should request valid identification from anyone who appears under the chosen age threshold. • **Accept recognised identification only:** Acceptable identification may include passports, photocard driving licences, military identification cards, or proof of age cards bearing the PASS hologram. • **Prevent proxy sales:** Staff should remain alert to adults or older youths attempting to purchase alcohol or age-restricted products on behalf of children or young people. • **Record refusals and interventions:** Refusals, attempted proxy sales, fake identification or other concerns should be recorded in a refusals or incident log and reviewed regularly by management. • **Train staff regularly:** Staff should receive regular training on underage sales, acceptable identification, fake ID awareness and escalation procedures.
Safeguarding, staff training and designated responsibility	• **Promote a safeguarding culture:** Operators should ensure staff understand that safeguarding is everyone's responsibility and that children and young people may present as vulnerable, distressed, neglected, intoxicated, injured, lost or at risk of harm.

	• **Provide safeguarding awareness training:** Staff should receive regular safeguarding and child protection training, so they are alert to the possibility of abuse, neglect, exploitation or harm, and understand how to recognise potentially abusive situations or concerning behaviour. Training records should be maintained and refresher training provided where appropriate. • **Designate a safeguarding lead:** Operators may wish to nominate a designated premises supervisor or senior member of staff as a safeguarding lead responsible for maintaining training records, overseeing safeguarding procedures, recording concerns and acting as the contact point for police or safeguarding agencies. • **Ensure staff know escalation routes:** Staff should know who concerns should be reported to internally and understand that safeguarding concerns may still be reported directly to police or safeguarding agencies where necessary, including where concerns involve senior staff members. • **Make safeguarding guidance accessible:** Operators may wish to ensure staff can access safeguarding policies and relevant government guidance such as "What To Do If You're Worried A Child is Being Abused". • **Use Operation Makesafe materials:** Operators may wish to use Metropolitan Police **Operation Makesafe** posters and training materials to help staff recognise and respond to child sexual exploitation risks linked to licensed premises: https://www.met.police.uk/police-forces/metropolitan-police/areas/about-us/about-the-met/campaigns/operation-makesafe
Proxy sales	• Make staff aware that adults may attempt to buy alcohol for someone under 18. Display signage making it clear that proxy purchasing is an offence. Staff should feel confident refusing a sale if they suspect alcohol is being bought for a child or young person.
Safeguarding and child exploitation	• **Promote a safeguarding culture:** Operators should ensure staff understand that safeguarding is everyone's responsibility and that children and young people may present as vulnerable, distressed, neglected, intoxicated, injured, lost or at risk of harm. • **Recognise signs of concern:** Staff should be able to identify indicators such as unexplained injuries, distress, fearfulness, intoxication, inappropriate adult behaviour, controlling relationships, signs of neglect, sudden behavioural changes, unexplained money or possessions, or children appearing under the influence of alcohol or drugs.

	• **Understand wider safeguarding risks:** Licensed premises, particularly those operating in the evening and nighttime economy, may occasionally encounter risks linked to child sexual exploitation, criminal exploitation, county lines activity, missing children, grooming or adults supplying alcohol or drugs to young people. • **Provide safeguarding awareness training:** Safeguarding awareness should form part of staff induction, refresher training and management briefings, particularly for premises operating later at night or hosting larger events

Responding to safeguarding concerns	• **Know when to act immediately:** If a child or young person appears to be at immediate risk of harm, staff should contact emergency services on 999 without delay and inform the duty manager or responsible person. Situations may include violence, assault, sexual exploitation, serious intoxication, abandonment, immediate safeguarding risk, or where a child requires urgent medical attention.
	• **Know when and how to report non-emergency concerns:** Where concerns do not require an immediate emergency response, staff should record concerns, preserve relevant CCTV or other evidence where appropriate, and seek advice from police, safeguarding professionals or other relevant agencies where necessary concerns can be reported by:
	  ○ Calling the Metropolitan Police non-emergency number: 101
	  ○ Using the police textphone service for deaf or hard of hearing users: 18001 101
	  ○ Visiting a police station in person
	  ○ Contacting the NSPCC helpline: 0808 800 5000
	  ○ Reporting to NSPCC online: nspcc.org.uk/keeping-children-safe/reporting-abuse/report
	  ○ Contacting Crimestoppers anonymously: 0800 555 111 or crimestoppers-uk.org/give-information
	• **Know what information to provide:** When contacting Children's Services or the police, staff should provide their name, contact details, the child or young person's name and details if known, and relevant information about what has been seen, heard or suspected. Concerns should still be reported even where not all details are known.
	• **Preserve evidence where appropriate:** Where criminal activity, exploitation, assault, neglect or other safeguarding concerns are suspected, staff should know how to secure relevant CCTV footage, incident details or witness information without compromising investigations.

	• **Record and review incidents:** Safeguarding concerns, disclosures, refusals, welfare interventions, lost child incidents or suspected exploitation should be recorded in an incident log and reviewed by management to identify patterns, risks and learning opportunities.
Lost children, separated families and safe collection	• **Adopt a lost child procedure:** Operators may wish to have a written procedure for responding where a child becomes lost, separated from parents or carers, or appears vulnerable. • **Provide a place of safety:** Staff should know how to provide a safe, calm and supervised space while appropriate enquiries are made, or emergency services are contacted where necessary. • **Verify collection arrangements carefully:** Where a child is collected from the premises, staff should act carefully and proportionately to satisfy themselves that collection arrangements are safe and appropriate. • **Keep children supervised at all times:** Children awaiting collection or assistance should not be left unattended.
Age-restricted entertainment or activities	• **Protect children from harmful or inappropriate content:** Children should not be able to access age-restricted films, gaming machines, gambling facilities, adult entertainment, or other age-restricted activities. Appropriate signage, supervision and access controls should be in place.

Safeguarding Checklist	Tick
☐ Nominate a safeguarding representative	
☐ Keep refusal records	
☐ Maintain an incident logbook	
☐ Distribute and display literature and materials in staff areas	
☐ Undertake age verification checks	
☐ Only accept photo ID	
☐ Undertake patrols (walk the public areas of the premises and the perimeter)	
☐ Install CCTV monitoring and retain CCTV recordings	
☐ Include CSE in your Business Risk Assessment	
☐ Establish a whistle blowing policy	
☐ Share information and intelligence appropriately	
☐ Report suspicious activity to local Police	
☐ Invest in CSE staff training and keep up to date training records	
Hotels, Hostels or licensed premises with overnight accommodation only	
☐ Encourage staff to make eye contact and engage in conversation to inquire about the reason for guests' visit or stay	
☐ Require visitors to use the main entrance to the premises	
☐ Restrict unregistered persons in guest rooms between 11pm and 7am	

Sustainable Premises Operation

Licensed premises play an important role in supporting a cleaner, greener and healthier Westminster. Pubs, bars, restaurants, cafés, clubs and entertainment venues contribute significantly to the city's economy, culture and vibrancy, but can also generate a great deal carbon emissions, air pollution, waste and resource consumption through day-to-day operations.

Operators are encouraged to consider practical and proportionate measures that reduce environmental impact, improve efficiency, lower operating costs and support Westminster's wider environmental ambitions, including the Westminster Climate Emergency Action Plan and the Westminster Air Quality Action Plan.



Risk	Good practice measures
Energy efficiency, carbon reduction and building performance	• **Reduce energy use through day-to-day operations:** Review how lighting, heating, cooling, refrigeration, hot water, kitchen appliances and other systems are used throughout business opening hours. Staff should understand simple day-to-day actions such as switching off unused equipment, avoiding unnecessary heating or cooling, and reporting faults promptly. • **Upgrade equipment over time:** When appliances, boilers, lighting, refrigeration, ventilation or other equipment reach the end of their life, operators may wish to replace older systems with more efficient or lower-carbon alternatives such as LED lighting, smart controls, heat pumps, efficient electric systems or renewable electricity tariffs where practical. • **Improve building performance during refurbishments:** Where refurbishments or retrofit works are planned, consider opportunities to improve insulation, draught-proofing, glazing, building controls or other measures that reduce heat loss, improve comfort and lower long-term energy demand.
Air quality, kitchens and combustion sources	• **Reduce emissions from commercial kitchens:** Commercial cooking can generate smoke, grease, odours, nitrogen oxides (NOx) and fine particulate matter (PM2.5). Extraction, ventilation and filtration systems should be

In busy areas fine particulate matter (PM2.5) and (NOx) can affect local air quality resulting in long term health impacts for staff and neighbouring residents.	regularly cleaned, serviced and maintained so they operate effectively and minimise impacts on neighbouring properties and local air quality. • **Support cleaner kitchen technology:** Electrification of cooking and other systems plays a key role in reducing harmful emissions. Operators may wish to explore lower-emission alternatives such as induction hobs, electric ovens, all-electric kitchens or other efficient cooking technologies where practical. Staff should be trained and encouraged to use kitchen equipment efficiently and avoid unnecessary energy consumption. • **Minimise emissions from solid fuel:** Premises are strongly encouraged to avoid unnecessary use of wood-burning stoves, charcoal, open fires or other solid fuel appliances due to their impact on air quality. Where solid fuel forms part of the business model, operators should consider using cleaner certified fuels such as Kiln-dried or seasoned wood. It is also imperative that operators maintain flues and chimneys regularly, and review whether lower-emission alternatives could be used for parts of the operation
Outdoor heating and external energy use	• **Minimise unnecessary outdoor heating:** Outdoor heaters, particularly gas-powered heaters, can contribute significantly to carbon emissions and local air pollution. Operators are encouraged to minimise continuous or unnecessary use, particularly where heaters are left running in unoccupied spaces. Operators may wish to explore alternatives such as providing blankets, heated cushions, or energy-efficient radiant heating where appropriate. • **Balance comfort with environmental impact:** If outdoor heaters are used, operators should take care to ensure they are operated responsibly and do not not create unnecessary nuisance through fumes, odours, noise or excessive energy use.
Sustainable food, menus and supply chains	• **Consider the environmental impact of food and drink:** Food production is responsible for a quarter of all greenhouse gases produced each year. Operators should consider the type and where food is coming from. • **Support customer choice:** Premises should consider the benefits of offering plant-based or lower-carbon menu options to help mitigate the negative impact of food production on the environment. • **Review supply chains:** Operators where possible should try to provide food from a local producer, look to work with suppliers who demonstrate a history of sustainable practices, reduced packaging, responsible ethical sourcing or local distribution arrangements where practical.

Waste reduction, recycling and circular economy	• **Reduce waste at source:** Review purchasing, stock control, storage and portion management to minimise avoidable food waste, packaging waste and over-ordering. Buying only what is needed can reduce costs as well as environmental impact. • **Reduce single-use materials:** Operators are encouraged to put measures in place to reduce reliance on single-use plastics, disposable packaging, paper receipts or other short-life products where suitable alternatives are available. Alternative options such as digital menus, digital receipts, reusable containers and refillable products should be explored and can at times be more appropriate in some settings. • **Reuse and recycle responsibly:** Where possible, reuse equipment, furniture, containers and materials before replacing them. Ensure clearly labelled recycling facilities are available for staff and customers where appropriate • **Keep up to date with legal requirements:** Operators should ensure compliance upcoming with commercial waste separation and recycling requirements, including the 2025 simpler recycling reforms which requires businesses to ensure waste is separated in appropriate waste streams as part of the simpler recycling reforms. More advise can be provided by the Council's commercial waste team. https://cleanstreets.westminster.gov.uk/contact-us
Sustainable City Charter and Partnerships	• **Join recognised schemes:** Licensed premises are advised to sign up to the Westminster Sustainable City Charter (SSC), which supports local businesses to take practical action on energy use, waste reduction, sustainable procurement and low-carbon operations. Details on how to sign up to the SSC can be found here: https://www.westminster.gov.uk/sustainable-city-charter-application-form • **External Partners:** Westminster also partners with a number of organisations such as ReLondon, Repowering London and other networks who can provide support and guidance to operators.

Appendices C: Resources

Useful resources

Operators may find the following resources helpful:

Counter-terrorism

- **ProtectUK** – ACT Awareness e-learning, crowded places guidance, security planning and Martyn's Law updates
- **National Counter Terrorism Security Office (NaCTSO)** guidance

Women's safety and vulnerability

- **Ask for Angela** – Metropolitan Police Service campaign materials
- **Westminster Night Safety Programme** – training, accreditation and Safe Haven guidance
- **Night Stars Westminster**
- **Suzy Lamplugh Trust** personal safety resources
- **GLA Women's Night Safety Charter** – Greater London Authority

Crime prevention and business resilience

- **Safer Business Network** – RAGE training, robbery awareness, business crime support
- **Best Bar None** – national accreditation scheme for licensed venues
- **Pubwatch** and local business crime reduction partnerships

Sustainable Business Practises

- Sustainable City Charter application form

Recommended Policies and Procedures for Businesses (including templates):

- Drunkenness and Intoxication
- Mental Health
- Vulnerability Management
- Drugs
- Weapons
- Gambling
- Sexual Harassment
- Crime Scene Preservation: Free Resources - Standards of Best Practice - Crime Scene Preservation
- Crime Scene Prevention: Free Resources - Standards of Best Practice - Crime Prevention

Licensed Premises Applications – Action Counters Terrorism (ACT) Products

The table below is a guide only and designed to recognise that operators and licensed activities vary in size and nature and therefore any security planning requirement needs to be proportionate. Please note that this is a guide and access to ACT products is not in most cases restrictive.

Further information and directions regarding **ACT E-Learning** and the **ACT APP** can be found by visiting NaCTSO.GOV.uk.
For further information regarding the delivery of **ACT Strategic, ACT Operational**, and **ACT AWARENESS** products across Westminster, please contact Metropolitan Police Service.

Premises Type	Relevant ACT Products	Recommended Audience
Bars, Pubs, Clubs (including private members clubs and Sex Establishments) *(size and nature of operation and location is a factor, e.g. large nightclub vs small public house)*	ACT Strategic, ACT Operational, ACT Awareness, ACT E-Learning, ACT App / PSO Shield App	Designated Premises Supervisor (DPS), Premises Licence Holder, Managers, Head of Security, Facilities Management and any other managerial stakeholders responsible for public safety and security. **ACT E-Learning recommended for all permanent and contracted employees.**
Stadia (Music/Sporting)	ACT Strategic, ACT Operational, ACT Awareness, ACT E-Learning, ACT App / PSO Shield App	Designated Premises Supervisor, Premises Licence Holder, Managers, Head of Security, Facilities Management and any other managerial stakeholders responsible for public safety and security. **ACT E-Learning recommended for all permanent and contracted employees.**
Theatres	ACT Strategic, ACT Operational, ACT Awareness, ACT E-	General Managers, Operations Managers, Head of Security, Facilities Managers and any other managerial stakeholders responsible for public safety and security. **ACT E-Learning**

	Learning, ACT App / PSO Shield App	**recommended for all permanent and contracted employees.**
Events	ACT Operational, ACT Awareness, ACT E-Learning, ACT App / PSO Shield App	Designated Premises Supervisor, Premises Licence Holder, Head of Security/Steward, all stewards and security personnel. **ACT E-Learning recommended for all permanent and contracted employees.**
Cinemas	ACT Operational, ACT Awareness, ACT E-Learning, ACT App / PSO Shield App	Designated Premises Supervisor, Premises Licence Holder, Duty Managers, Head of Security, Facilities Management and any other managerial stakeholders responsible for public safety and security. **ACT E-Learning recommended for all permanent and contracted employees.**
Restaurants (Independent / Family Owned)	ACT E-Learning, ACT App	**Recommended for all permanent and contracted employees.**
Restaurants (Corporate Chains)	ACT Operational, ACT Awareness, ACT E-Learning, ACT App / PSO Shield App	**Recommended for all permanent and contracted employees.**
Cafés, Late Night Refreshment Premises and other small premises conducting a licensable activity	ACT E-Learning, ACT App	**Recommended for all permanent and contracted employees.**

ACT Products Explained

ACT Strategic

- Approximately 3 hours.
- For decision-makers and senior managers.
- Focuses on organisational preparedness, resilience and recovery following a terrorist incident.

ACT Operational

- Approximately 3–4 hours.
- Interactive workshop for managers, security personnel and operational staff.
- Focuses on security culture, incident response and operational planning.

ACT Awareness

- Approximately 2 hours.
- Awareness session for staff.
- Covers the terrorist threat, suspicious behaviour and actions to take during an incident.

ACT E-Learning

- Approximately 1 hour.
- Online course suitable for all staff.
- Provides practical counter-terrorism awareness and protective security guidance.

Appendix D: Additional Resources, Partnerships and Accreditations

Westminster City Council encourages licence holders and applicants to make use of the wide range of training, partnership schemes, accreditation programmes and industry resources available to support the promotion of the licensing objectives.

Participation in these schemes does not remove the need to comply with licence conditions or legal requirements. However, they can help operators improve standards, access specialist advice and training, strengthen relationships with partners, and demonstrate a commitment to responsible venue management.

Safer Sounds Partnership

Safer Sounds is a specialist licensing and events partnership programme operated by the Safer Business Network and supported by the Greater London Authority and the Metropolitan Police Service.

The partnership brings together venue operators, promoters, artists, local authorities, police and industry partners to promote safer events, share good practice and improve standards across the night-time economy.

Benefits include:

- Training and professional development opportunities.
- Sharing of best practice and operational learning.
- Access to industry networks and partnership working.
- Support with venue and event safety.
- Improved collaboration between venues, police and local authorities.

Further information is available at:
www.safersounds.org.uk

Pubwatch

Pubwatch schemes bring together licensed premises, police and local authorities to improve safety and reduce crime and disorder within local areas.

Benefits include:

- Sharing information about crime and anti-social behaviour.
- Supporting collective action against persistent offenders.
- Improving communication between venues, police and council services.

- Promoting a safer and more welcoming night-time environment.

Further information is available at:
www.nationalpubwatch.org.uk

Clubwatch

Clubwatch schemes operate in a similar way to Pubwatch but focus specifically on nightclubs and late-night venues.

The schemes provide a forum for operators to share information, discuss emerging issues and work collaboratively with police and other partners to improve safety and reduce crime and disorder.

Operators of late-night venues are encouraged to engage with local Clubwatch schemes where available.

Purple Flag

Purple Flag is an internationally recognised accreditation programme for town and city centres that demonstrates excellence in the management of the evening and night-time economy.

The accreditation recognises areas that provide a vibrant, diverse, safe and well-managed experience for residents, workers and visitors.

Benefits include:

- Recognition of high standards in managing the evening and night-time economy.
- Access to best practice guidance and professional networks.
- Support for partnership working between businesses and public sector organisations.
- Opportunities to improve perceptions of safety and destination quality.

Leicester Square and Piccadilly Circus have achieved Purple Flag accreditation, recognising the collaborative efforts of businesses, local partners and public authorities in maintaining a safe and welcoming night-time environment.

For information about Westminster's Purple Flag area:
www.heartoflondonbid.london

For information about Purple Flag accreditation:
www.atcm.org/purple-flag

Safer Business Network

The Safer Business Network works with businesses, local authorities and police to reduce crime, improve community safety and strengthen partnership working.

Support available includes:

- Business crime reduction initiatives.
- Training and awareness programmes.
- Information sharing and intelligence.
- Robbery Awareness and Guidance for Employees (RAGE) training.
- Support for licensed premises and the night-time economy.

Further information is available at:
www.saferbusiness.org.uk

Best Bar None

Best Bar None is a national accreditation scheme supported by the Home Office and the licensed trade. The scheme aims to improve standards within the evening and night-time economy through responsible venue management, staff training, customer safety and partnership working.

Best Bar None recognises and rewards well-managed licensed premises that demonstrate a commitment to promoting the licensing objectives and creating safer environments for customers, staff and the wider community.

The scheme aims to:

- Reduce alcohol-related crime and disorder.
- Strengthen relationships between licensed premises, police, local authorities and partner organisations.
- Improve the knowledge and skills of licence holders, managers and staff.
- Promote high standards of venue management and customer welfare.
- Encourage continuous improvement and the sharing of good practice.
- Recognise and celebrate responsible operators.
- Support the development of safer and more attractive evening and night-time economies.

Westminster currently has a Best Bar None scheme operated by the Heart of London Business Alliance covering premises within Leicester Square and Piccadilly Circus.

Further information:

- Heart of London Business Alliance: www.heartoflondonbid.london
- Best Bar None UK: www.bbnuk.com

Women's Night Safety Charter

The Women's Night Safety Charter is an initiative led by the Mayor of London as part of London's commitment to tackling violence against women and girls and supporting the UN Women Safe Cities and Safe Public Spaces programme.

The Charter encourages organisations operating within the evening and night-time economy to take practical steps to improve safety for women and girls.

Businesses signing up to the Charter commit to:

- Appointing a champion within their organisation to promote women's safety.
- Demonstrating a visible commitment to women's safety through communications and awareness raising.
- Providing information to customers and staff on how to report harassment and access support.
- Encouraging reporting by victims and bystanders.
- Training staff to respond appropriately to reports of harassment and violence.
- Ensuring reports are taken seriously, recorded and acted upon.
- Considering how venues, workplaces and public spaces can be designed and managed to improve safety.

Participation in the Charter can complement other initiatives such as Ask for Angela, Westminster's Night Safety Programme, Safe Haven and Women's Safety Training.

Further information:

- Women's Night Safety Charter: www.london.gov.uk/what-we-do/arts-and-culture/24-hour-london/womens-night-safety-charter
- Women's Night Safety Charter Toolkit: www.london.gov.uk/sites/default/files/wnsc_toolkit_final.pdf

Further Advice

Applicants and licence holders are encouraged to engage with Westminster City Council, the Metropolitan Police Service, responsible authorities and local partnership groups when considering measures to promote the licensing objectives.

Early engagement can help identify potential issues, strengthen applications and support the effective management of licensed premises.