

Additional evidence Supplied by Lounge Afrique

14/08/2026

LOUNGE AFRIQUE

COMMITMENT TO SAFETY, RESPONSIBILITY
& CONTINUOUS IMPROVEMENT



Supporting a safe, inclusive and enjoyable
environment for our customers, staff
and community.

INFORMATION PACK FOR LICENSING COMMITTEE

AUGUST 2026

LOUNGE AFRIQUE

SAFETY, SAFEGUARDING & COMPLIANCE IMPROVEMENTS

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Appointment of a designated Safeguarding Lead with responsibility for overseeing safeguarding procedures and staff awareness.

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Additional staff training covering:

- Enhanced Safeguarding Policies
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- Enhanced Safeguarding Procedures
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- Drugs awareness and safer nightlife

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Introduction of regular management audits and compliance checks to monitor standards and identify areas requiring action.

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Introduction and review of operational procedures designed to improve safety, accountability and licensing compliance.

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Welcome Letter from the Premises Licence Holder

Lounge Afrique

Safety, Compliance & Continuous Improvement Portfolio

Dear Chair and Members of the Licensing Sub-Committee,

Thank you for taking the time to consider this portfolio.

My name is Percy Quarcoo, and I am the Premises Licence Holder for Lounge Afrique.

Firstly, I would like to express my sincere concern for the young person involved in the incident that has led to these proceedings. Any allegation involving the safety of a young person is deeply distressing, and my thoughts remain with everyone affected. I fully support the ongoing investigation and remain committed to assisting Cleveland Police and the Licensing Authority in every way possible.

The events surrounding this review have given me cause to reflect deeply on my responsibilities as a Premises Licence Holder. Holding a premises licence is a privilege, and I understand that with that privilege comes a duty to promote the licensing objectives and to provide a safe environment for everyone who visits our venue.

Since the interim review, I have not waited for the outcome of these proceedings before taking action. Together with my management team, I have carried out a thorough review of how Lounge Afrique operates and have begun implementing significant improvements.

These include:

Appointing a completely new SIA-licensed security team.

New DPS Appointment – Premises License Holder to become DPS.

Ordering electronic ID scanning technology to strengthen age verification.

Appointing a dedicated Safeguarding Lead.

Introducing enhanced safeguarding procedures.

Strengthening Challenge 25 and age verification practices.

Delivering additional staff training in safeguarding, responsible alcohol retailing, spiking awareness and customer welfare.

Introducing new management audits, compliance checks and operational procedures.

These measures represent our commitment to ensuring that customer safety is at the centre of everything we do.

This portfolio has been prepared not simply for the purposes of this review, but as the foundation for the future operation of Lounge Afrique. It sets out the standards we expect of ourselves, the procedures we will follow, and the systems we have put in place to ensure that we continually promote the licensing objectives.

I fully appreciate that trust must be earned through actions rather than words. My commitment is that Lounge Afrique will continue to review, improve and strengthen its procedures, working openly and constructively with Middlesbrough Council, Cleveland Police and all responsible authorities.

I respectfully ask the Committee to consider not only the events that have led us here, but also the genuine, practical and lasting improvements that have already been implemented and those we are committed to maintaining in the future.

Thank you for taking the time to read this portfolio and for considering our commitment to operating Lounge Afrique as a safe, responsible and professionally managed venue.
Yours faithfully,

Percy Quarcoo
Premises Licence Holder
Lounge Afrique

Immediate Actions Taken Since the Interim Review

Our Commitment to Immediate Improvement

Following the interim review hearing, Lounge Afrique made the decision to begin implementing significant improvements immediately. We recognised the seriousness of the concerns raised and did not wait for the outcome of the full review before taking action.

Our objective has been to strengthen our management systems, improve safeguarding, enhance security and ensure the promotion of all four Licensing Objectives in every aspect of our operation.

The following measures have already been implemented or are currently being finalised:

Immediate Improvements

☒ New Security Team Appointed.

A completely new SIA licensed security provider has been appointed to strengthen entry control, customer safety and incident management.

☒ New DPS Appointment with deputy personal licence holder (Also safeguard Lead)

Premises licence Holder to hold the position of DPS and appointment of the safeguard lead who also holds a personal licence holder as deputy. Personal license Application submitted to local licence authority (Cheshire East Council). DPS application to be submitted immediately.

☒ Electronic ID Scanners and UV lights Ordered.

Electronic ID scanning technology has been purchased and will be introduced to strengthen age verification procedures and support Challenge 25.

☒ Dedicated Safeguarding Lead Appointed.

A senior member of management has been appointed as the venue's Safeguarding Lead with responsibility for safeguarding, staff training and liaison with responsible authorities.

☒ Enhanced Challenge 25

Challenge 25 procedures have been reviewed and strengthened, with additional staff training and improved management oversight.

☒ Enhanced Staff Training

Additional training has been introduced covering:

Safeguarding

Challenge 25

Responsible Alcohol Retailing

Refusal of Alcohol Sales

Spiking Awareness

Drugs Awareness

Ask for Angela

Customer Welfare

☒ New Management Compliance Procedures

Daily compliance checks, weekly management audits and regular policy reviews have been introduced to ensure standards are maintained.

☒ Safeguarding Procedures Strengthened

Comprehensive safeguarding policies have been introduced to improve the protection of children, vulnerable adults and all customers attending the venue.

☒ CCTV & Incident Management Reviewed

Procedures have been strengthened to ensure incidents are properly recorded, reviewed and, where appropriate, supported with preserved CCTV evidence.

Our Commitment Going Forward

These improvements represent the beginning of a programme of continuous improvement.

Lounge Afrique is committed to regularly reviewing its procedures, investing in staff development, maintaining strong working relationships with Cleveland Police and Middlesbrough Council, and ensuring that public safety remains at the centre of every decision made by the business.

Committee Note

The measures outlined within this portfolio are not proposed future actions. They represent improvements that have already been implemented or are actively being introduced to ensure Lounge Afrique operates as a safe, responsible and professionally managed licensed premises.

Our Commitment to the Four Licensing Objectives

Promoting the Licensing Objectives

The Licensing Act 2003 places a responsibility on every Premises Licence Holder to actively promote the four licensing objectives.

Lounge Afrique fully recognises these responsibilities. Following the interim review, we have reviewed every aspect of our operation to ensure that each licensing objective is embedded into our day-to-day management, staff training and customer service.

Our commitment is not simply to comply with the law, but to create a culture of responsibility, accountability and continuous improvement throughout the business.

1. Prevention of Crime and Disorder

Lounge Afrique is committed to preventing crime and disorder through proactive management, effective security and close partnership working.

We will achieve this by:

- ✓ Employing a professional SIA-licensed security team.
- ✓ Operating electronic ID scanning technology.
- ✓ Maintaining comprehensive CCTV coverage throughout the premises.
- ✓ Operating a zero-tolerance approach to violence, aggression, drugs and criminal behaviour.
- ✓ Maintaining accurate Incident Logs and Refusal Registers.
- ✓ Supporting Cleveland Police through the prompt preservation of CCTV and evidence.
- ✓ Reviewing every serious incident to identify learning and improve procedures.

2. Public Safety

The safety and wellbeing of our customers and staff is our highest priority.

To promote public safety we will:

- ✓ Operate enhanced safeguarding procedures.
- ✓ Appoint a dedicated Safeguarding Lead.
- ✓ Carry out daily management compliance checks.
- ✓ Conduct regular venue risk assessments.

- ✓ Provide comprehensive staff training.
- ✓ Support customers through Ask for Angela.
- ✓ Respond immediately to any welfare concerns.
- ✓ Ensure all incidents are reviewed by management.

3. Prevention of Public Nuisance

Lounge Afrique recognises its responsibility to the local community and neighbouring businesses.

We will:

- ✓ Supervise customer entry and dispersal.
- ✓ Manage queues responsibly.
- ✓ Ensure security staff monitor the area outside the premises.
- ✓ Encourage customers to leave quietly and respectfully.
- ✓ Respond promptly to complaints.
- ✓ Work positively with local partners to minimise nuisance.

4. Protection of Children from Harm

The protection of children and young people is fundamental to our operation.

We are committed to:

- ✓ Operating Challenge 25 at all times.
- ✓ Requiring valid photographic identification.
- ✓ Using electronic ID scanning.
- ✓ Providing regular age verification training.
- ✓ Refusing entry where identification cannot be provided.
- ✓ Recording all refusals.
- ✓ Supporting Cleveland Police in safeguarding children and young people.
- ✓ Continually reviewing our procedures to strengthen the protection of children from harm.

Continuous Improvement

We recognise that promoting the licensing objectives is not a one-off exercise. It requires constant vigilance, strong leadership and regular review.

For this reason, Lounge Afrique has introduced a programme of continuous improvement, including:

Daily management compliance checks.

Weekly compliance audits.

Monthly management review meetings.

Ongoing staff refresher training.

Annual policy reviews.

Regular engagement with responsible authorities where appropriate.

Our Commitment

Every decision made by Lounge Afrique will be guided by one simple principle:

"If a decision does not promote the licensing objectives or improve customer safety, it is not the right decision for our business."

This principle will underpin our management decisions, staff training, event planning and daily operation.

LOUNGE AFRIQUE

Door Staff Instructions & Operating Manual

Applies to: All Door Supervisors and Security Personnel

Venue: Lounge Afrique, Middlesbrough

Version: August 2026

Document Owner: Lounge Afrique Management

1. PURPOSE

The purpose of this manual is to provide clear instructions to all security personnel working at Lounge Afrique.

Every member of security must understand that their role is not simply to control entry or respond to disorder. Security personnel have an important responsibility for:

- Customer safety and welfare.
- Safeguarding.
- Preventing crime and disorder.
- Protecting children from harm.
- Supporting responsible alcohol retailing.
- Maintaining safe capacity.
- Preventing weapons and prohibited items entering the premises.
- Identifying vulnerable customers.
- Responding appropriately to incidents.
- Working constructively with management, police, licensing officers and emergency services.

Customer safety must always take priority.

2. BEFORE STARTING DUTY

Every Door Supervisor must:

- Arrive at the agreed time.
- Hold the appropriate current SIA licence.
- Display their SIA licence as legally required unless an exemption applies.

- Sign the Door Staff Register.
- Record their SIA licence number.
- Receive their allocated position.
- Collect/test radio equipment where issued.
- Attend the pre-opening briefing.
- Understand expected attendance and event type.
- Be informed of any known risks or previous incidents.
- Know who the Duty Manager is.
- Know who the Safeguarding Lead is.
- Understand emergency and evacuation arrangements.
- Know the location of emergency exits.
- Understand the venue's Challenge 25 policy.
- Understand the ID scanning procedure.
- Understand Ask for Angela.
- Understand the venue's spiking response procedure.

Any concern identified before opening must immediately be reported to the Head Door Supervisor and Duty Manager.

3. SECURITY CHAIN OF COMMAND

Security personnel must work within a clear command structure.

Duty Manager: _____

Head Door Supervisor: _____

Safeguarding Lead: _____

Instructions issued by the Head Door Supervisor and venue management must be followed provided they are lawful and safe.

Serious concerns must be escalated immediately.

4. PROFESSIONAL CONDUCT

Door staff represent Lounge Afrique while working at the premises.

All security personnel must:

- Remain professional.
- Be polite but firm.
- Treat customers fairly and respectfully.
- Avoid unnecessary confrontation.
- Never deliberately provoke customers.
- Never threaten customers.
- Never discriminate.
- Never use unnecessary force.
- Never consume alcohol or illegal drugs while working.
- Remain alert throughout the shift.
- Avoid unnecessary mobile-phone use.
- Maintain confidentiality regarding safeguarding incidents and customers.
- Report concerns honestly and accurately.

Security personnel must never attempt to hide, minimise or alter details of an incident.

5. ENTRY CONTROL

The main entrance must remain properly controlled whenever customers are being admitted.

Door staff must assess:

- Age/identification.
- Intoxication.
- Behaviour.
- Aggression.
- Possession of prohibited items.
- Any other reasonable safety concern.

Management and security reserve the right to refuse entry where lawful and appropriate.

Refusals should be professional and non-confrontational.

6. CHALLENGE 25

Lounge Afrique operates **Challenge 25**.

Any customer who appears under 25 must be required to provide acceptable proof of age before admission or an age-restricted sale.

No acceptable ID = No Entry.

Door staff must never admit someone because:

- They claim they have been inside previously.
- A friend says they are over 18.
- Another member of staff claims to know them.
- They show a photograph of an ID document on their phone.
- They say they have forgotten their ID.
- They are celebrating a birthday.
- They have already purchased a ticket.
- They have travelled a long distance.
- They become upset or argumentative.

Safety and licensing requirements take priority over customer inconvenience.

7. ELECTRONIC ID SCANNING

Where the venue's ID scanner is in operation, door staff must follow the approved scanning procedure.

Security personnel must:

1. Examine the physical ID.
2. Compare the photograph with the person presenting it.
3. Check date of birth.
4. Examine the ID for obvious alteration/tampering.
5. Follow the electronic scanning procedure.
6. Investigate scanner warnings appropriately.
7. Refuse entry where satisfactory proof of age cannot be established.

The scanner must **support human judgement, not replace it.**

Any suspected fake, altered, borrowed or misused identification must be handled according to the venue's approved ID procedure and recorded.

8. PREVENTING UNDERAGE ENTRY

Protecting children from harm is a licensing objective and a priority for Lounge Afrique.

Door staff must remain alert to:

- Borrowed identification.
- Shared identification.
- Altered identification.
- Pass-back attempts.
- Tailgating.
- Entry through smoking areas.
- Entry through fire/emergency exits.
- Customers opening doors for friends.
- Persons attempting to bypass security.

If a person suspected of being under 18 is discovered inside the premises:

DO NOT IGNORE THE SITUATION.

Immediately:

1. Inform the Head Door Supervisor.
 2. Inform the Duty Manager/Safeguarding Lead.
 3. Establish the person's identity and age appropriately.
 4. Consider their immediate safeguarding and welfare.
 5. Follow management's safeguarding procedure.
 6. Record the incident fully.
 7. Preserve relevant CCTV where necessary.
-

9. SEARCHING

Searches must only be undertaken in accordance with the venue's approved search policy and security company's procedures.

Customers must be treated respectfully.

Security personnel must remain alert for:

- Weapons.
- Illegal drugs.
- Other prohibited substances.
- Items that could reasonably present a safety risk.

A customer refusing a search that is a lawful condition of entry may be refused admission.

Significant finds must immediately be reported to the Head Door Supervisor and Duty Manager and dealt with under the approved procedure.

10. CUSTOMER CAPACITY

Door staff must assist management in ensuring the premises does not exceed its permitted/safe capacity.

The agreed counting system must be used consistently.

Entry and exit figures must not be guessed.

When instructed that capacity has been reached:

STOP ADMISSION.

Admission must not recommence until authorised by the responsible manager/security lead and it is safe and lawful to do so.

11. INTERNAL PATROLS

Security responsibilities continue after customers have entered.

Where deployed internally, staff should monitor:

- Dance floor.
- Bar areas.
- Toilets/toilet approaches.

- Stairways and corridors.
- Smoking areas.
- Emergency exits.
- Areas with reduced visibility.
- Customer behaviour.
- Potential conflict.
- Vulnerable customers.
- Suspicious behaviour.

Concerns should be communicated through the security radio system.

12. SAFEGUARDING

Every Door Supervisor has a safeguarding responsibility.

Be particularly alert to a person who:

- Appears extremely intoxicated.
- Appears confused or disorientated.
- Is unconscious or semi-conscious.
- Is distressed.
- Is separated from friends.
- Appears frightened of another person.
- Is being followed or harassed.
- Appears unable to consent or make safe decisions.
- Reports sexual harassment or assault.
- Reports drink spiking.
- Appears to be under 18.

Do not simply eject a vulnerable person and leave them outside.

Protect first. Escalate second. Record afterwards.

Contact the Safeguarding Lead/Duty Manager immediately.

Call emergency services where circumstances require urgent police or medical intervention.

13. ASK FOR ANGELA

Lounge Afrique supports **Ask for Angela**.

If someone asks for Angela or uses the venue's agreed safeguarding phrase:

1. Take the request seriously.
2. Do not draw unnecessary attention to the situation.
3. Move the person to an appropriate safe location where possible.
4. Notify the Safeguarding Lead/Duty Manager.
5. Establish what assistance they require.
6. Do not alert a suspected perpetrator unnecessarily.
7. Arrange police, medical, taxi or other appropriate assistance where required.
8. Record significant incidents.

Never dismiss the request as a joke.

14. SUSPECTED DRINK SPIKING

Treat every report seriously.

If drink spiking is suspected:

1. Ensure the affected person is safe.
2. Notify the Safeguarding Lead and Duty Manager.
3. Obtain medical assistance where appropriate.
4. Do not leave the person alone.
5. Do not simply eject them.
6. Do not allow an obviously vulnerable person to leave with someone who may pose a risk.
7. Preserve relevant evidence where practicable.
8. Identify and preserve relevant CCTV.
9. Contact police where appropriate.

10. Record the incident fully.

Do not accuse or confront a suspected perpetrator without considering safety, evidence and appropriate police involvement.

15. CONFLICT & DE-ESCALATION

Prevention is preferable to physical intervention.

Door staff should:

- Remain calm.
- Use clear instructions.
- Avoid shouting where unnecessary.
- Maintain appropriate distance.
- Avoid provocative language.
- Separate conflicting parties where safe.
- Request assistance early.
- Inform the Head Door Supervisor.
- Consider removing the source of conflict before it escalates.

Never allow ego, insults or provocation to influence your response.

16. EJECTIONS

Ejection must be necessary, proportionate and conducted as safely as circumstances permit.

Possible reasons include:

- Violence.
- Threatening behaviour.
- Serious disorder.
- Excessive intoxication.
- Harassment.
- Drug-related activity.
- Significant breach of venue rules.

- Risk to other customers.

Where reasonably possible:

1. Inform another security member.
2. Inform the Head Door Supervisor.
3. Use verbal communication first.
4. Request voluntary departure.
5. Use only lawful, necessary and proportionate physical intervention.
6. Monitor the person's welfare.
7. Record significant incidents.

Any use of force must be capable of being justified.

17. MEDICAL EMERGENCIES

Where someone requires urgent medical assistance:

Call 999 where appropriate.

Security should:

- Notify management.
- Make the area safe.
- Request trained first-aid assistance.
- Provide emergency services with clear access.
- Avoid unnecessary crowding.
- Preserve CCTV where relevant.
- Record the incident.

Never assume someone is "just drunk" when symptoms could indicate illness, injury, spiking or another medical emergency.

18. WEAPONS

Any suspected weapon must be treated seriously.

Security personnel should:

1. Prioritise immediate safety.
2. Inform the Head Door Supervisor and management.
3. Request police assistance where appropriate.
4. Avoid unnecessarily escalating the situation.
5. Follow emergency procedures.
6. Preserve CCTV.
7. Complete an incident report.

Personal safety and public safety take priority.

19. DRUGS

Suspected drug activity must be dealt with in accordance with Lounge Afrique's drugs policy and the security company's lawful procedures.

Security staff should:

- Report suspected dealing.
- Record significant incidents.
- Follow approved procedures for suspected substances.
- Notify management.
- Contact police where required/appropriate.

Never place yourself or others at unnecessary risk.

20. FIRE & EVACUATION

Security personnel must know:

- Fire exit locations.
- Evacuation routes.
- Assembly arrangements.
- Their allocated emergency role.

During an evacuation:

- Follow the emergency plan.

- Assist customers calmly.
- Keep escape routes clear.
- Do not allow customers to re-enter until authorised.
- Assist emergency services as required.

Fire exits must never be obstructed or improperly secured.

21. SERIOUS INCIDENTS

Examples include:

- Serious assault.
- Sexual assault allegation.
- Weapon incident.
- Significant safeguarding incident.
- Suspected drink spiking.
- Serious medical emergency.
- Major disorder.
- Incident involving a child.
- Police attendance.

Security must:

1. Protect life and prevent further harm.
2. Contact emergency services where necessary.
3. Notify management immediately.
4. Protect the scene where appropriate.
5. Identify witnesses where practicable.
6. Preserve CCTV.
7. Preserve relevant evidence appropriately.
8. Make accurate contemporaneous notes.
9. Complete an incident report.

Do not discuss serious incidents publicly or post information/images on social media.

22. CCTV PRESERVATION

Where a significant incident occurs, the Duty Manager must be informed immediately so relevant CCTV can be identified and preserved.

Security should accurately record:

- Approximate time.
- Exact location.
- Persons involved.
- Direction of travel.
- Description of incident.
- Relevant cameras where known.

Do not wait until footage may have been overwritten.

23. POLICE & AUTHORISED OFFICERS

Door staff must cooperate professionally with:

- Police.
- Fire and Rescue Service.
- Ambulance Service.
- Licensing officers.
- Other authorised officers acting within their powers.

Immediately inform the Duty Manager/Head Door Supervisor when such officers attend, where appropriate.

Never obstruct an authorised officer carrying out lawful duties.

24. INCIDENT RECORDING

Important events must be documented accurately.

Records should include, where applicable:

- Date.
- Time.

- Location.
- Staff involved.
- Description of persons involved.
- What happened.
- Action taken.
- Reason for action.
- Police/ambulance involvement.
- Injuries.
- Witnesses.
- CCTV reference.
- Use of force.
- Safeguarding action.
- Outcome.

Records must be factual.

Do not exaggerate, speculate or deliberately omit relevant information.

25. CLOSING & CUSTOMER DISPERSAL

At closing time security should:

- Maintain adequate deployment.
- Encourage gradual, orderly departure.
- Monitor vulnerable customers.
- Prevent unnecessary confrontation.
- Monitor external congregation.
- Keep emergency routes clear.
- Assist management with safe dispersal.
- Remain vigilant until duties have formally concluded.

Security responsibility does not end simply because the music stops.

26. GOLDEN RULES FOR LOUNGE AFRIQUE SECURITY

NO ID — NO ENTRY.

CHALLENGE 25 — EVERY TIME IT IS REQUIRED.

NEVER IGNORE A SAFEGUARDING CONCERN.

NEVER SIMPLY PUT A VULNERABLE PERSON OUTSIDE.

DE-ESCALATE WHEREVER POSSIBLE.

CALL FOR ASSISTANCE EARLY.

PRESERVE CCTV FOLLOWING SERIOUS INCIDENTS.

RECORD IMPORTANT INCIDENTS.

NEVER COVER UP A MISTAKE OR INCIDENT.

CUSTOMER SAFETY COMES FIRST.

27. END-OF-SHIFT PROCEDURE

Before leaving duty:

- Significant incidents recorded.
- Ejections recorded.
- Refusals recorded as required.
- Safeguarding concerns recorded/escalated.
- Use-of-force incidents documented.
- CCTV preservation requirements communicated.
- Equipment/radio returned.
- Outstanding concerns handed over to management.
- Door Staff Register completed.
- Sign-out time recorded.

28. STAFF DECLARATION

I confirm that I have received, read and understood the **Lounge Afrique Door Staff Instructions & Operating Manual.**

I understand my responsibilities regarding:

- Age verification and Challenge 25.
- Protection of children.
- Safeguarding.
- Customer welfare.
- Conflict management.
- Searches.
- Ejections.
- Drink spiking.
- Ask for Angela.
- Emergency procedures.
- Incident reporting.
- CCTV preservation.

I understand that I must follow Lounge Afrique's approved policies and procedures, the conditions of the Premises Licence relevant to my duties, my employer's procedures and applicable law.

I understand that if I am uncertain about an incident or procedure, I must seek guidance from the Head Door Supervisor or Duty Manager.

Door Supervisor Name: _____

SIA Licence Number: _____

Security Company: _____

Signature: _____

Date: _____

Management/Trainer Signature: _____

Date: _____



EAGLE SECURITY

N.E. LTD

EAGLE SECURITY N.E. LTD

180a Linthorpe Road
Middlesbrough
TS1 3RB

Email: Eagle.n.e.23@gmail.com

Phone: 07359 105468 | 07479 885478

SERVICES AGREEMENT

This Services Agreement is made between Eagle Security NE Ltd, the Service Provider, and the client named below, and sets out the terms and conditions under which the security services will be provided.

1. AGREEMENT DETAILS

1.1 Agreement Date	7/8/2026
1.2 Start Date of Service	
1.3 Client Name	OB1
1.4 Venue / Location	Affrique Lounge
1.5 Contract Length	Continual - review yearly
1.6 Payment per Hour per Staff (£)	20 per Doorstaff hourly
1.7 Payment Type	Cash or Bank Transfer

2. SCOPE OF SERVICES

Eagle Security NE Ltd will provide the necessary licensed security services as agreed with the Client. The services will be delivered by fully licensed, trained, and uniformed security personnel in accordance with all applicable laws and regulations.

3. PAYMENT TERMS

- All payments shall be made in full every Wednesday of each week by 5:00 PM latest.
- Payments are to be made via cash or bank transfer unless otherwise agreed in writing.
- Invoice/confirmation will be provided weekly for the previous week's services.



BANK DETAILS

Account Name: Eagles Security NE Ltd
Account Number: 90445444
Sort Code: 20-83-73
Bank: Lloyds Bank

4. CANCELLATION & TERMINATION

Either party may terminate this Agreement by giving at least 30 days written notice to the other party.

Eagle Security NE Ltd reserves the right to terminate this Agreement immediately and without notice in the event of:

- Breach of this Agreement by the Client.
- Non-payment or late payment.
- Any conduct by the Client/venue that brings the security staff, company or services into disrepute or risk.

5. GENERAL

- This Agreement constitutes the entire understanding between the parties and supersedes all prior discussions or agreements.
- Any changes to this Agreement must be made in writing and signed by both parties.
- This Agreement shall be governed by and construed in accordance with the laws of England and Wales.

MANAGING DIRECTORS



Faisal Din
07359 105468



Shoalb Salehi
07479 885478



Eagle.n.e.23@gmail.com

NOTES

FOR OFFICE USE ONLY

Contract Ref: _____

Assigned Supervisor: _____

Date Issued: _____

EAGLE SECURITY NE LTD

Director Signature

Name: FAISAL SHAHID

Date: 7/8/26

CLIENT

Authorised Signature

Name: PARY QANAROO

Date:

7/08/26

Certificate of Employers' Liability Insurance (a)

(Where required by regulation 5 of the Employers' Liability (Compulsory Insurance) Regulations 1998 (the Regulations), one or more copies of this certificate must be displayed at each place of business at which the policyholder employs persons covered by the policy)

POLICY NUMBER	CHDB5632071XB
1. NAME OF POLICYHOLDER:	Eagle security NE LTD
2. DATE OF COMMENCEMENT OF INSURANCE POLICY:	30/06/2026
3. DATE OF EXPIRY OF INSURANCE POLICY:	29/06/2027

We hereby certify that subject to paragraph 2 -

1. The Policy to which this certificate relates satisfies the requirements of the relevant law applicable in Great Britain, Northern Ireland, the Isle of Man, the Island of Guernsey, the Island of Jersey and the Island of Alderney; **(b)** and
2. the minimum amount of cover provided by this policy is no less than £5 million **(c)**

Signed on behalf of **HDI Global UK Limited and Great Lakes Insurance UK Limited**
(Authorised Insurer)



Group CEO, Simply Business

Notes

(a) Where the employer is a company to which regulation 3(2) of the Regulations applies, the certificate shall state in a prominent place, either that the policy covers the holding company and all its subsidiaries, or that the policy covers the holding company and all its subsidiaries except any specifically excluded by name, or that the policy covers the holding company and only the named subsidiaries.

(b) Specify applicable law as provided for in regulation 4(6) of the Regulations.

(c) See regulation 3(1) of the Regulations and delete whichever of paragraphs 2(a) or 2(b) does not apply. Where 2(b) is applicable, specify the amount of cover provided by the relevant policy.

LOUNGE AFRIQUE

Security Company Pre-Commencement Risk Assessment & Deployment Plan

Purpose: To be completed by the appointed security provider following a physical inspection of Lounge Afrique and **before commencement of security/door supervision duties.**

Premises: Lounge Afrique, Middlesbrough

Assessment Date: _____

Security Company: _____

Assessor Name: _____

Position: _____

SIA Licence No. (where applicable): _____

Lounge Afrique Management Representative: _____

1. PURPOSE OF ASSESSMENT

This assessment is designed to ensure that the security arrangements implemented at Lounge Afrique are:

- Specific to the premises.
- Appropriate to the size, layout and operation of the venue.
- Sufficient to protect customers, staff and members of the public.
- Designed to prevent crime and disorder.
- Designed to protect children from harm.
- Supportive of public safety.
- Compatible with the conditions of the Premises Licence.
- Capable of responding effectively to safeguarding and welfare concerns.

The security provider must undertake its **own professional assessment** of the premises and must not rely solely upon assessments previously undertaken by Lounge Afrique management.

2. RISK RATING

Each identified risk should be rated:

LOW – Existing controls adequately manage the risk.

MEDIUM – Additional controls or monitoring may be required.

HIGH – Immediate additional control measures are required.

CRITICAL – Activity should not proceed until adequate controls have been implemented.

3. PREMISES & PHYSICAL SECURITY

Security company to inspect:

- Main customer entrance
- Customer exit routes
- Emergency/fire exits
- Smoking/outdoor areas
- Dance floor
- Bar areas
- Toilets and toilet access areas
- Stairways
- Corridors
- Restricted/staff-only areas
- CCTV coverage
- Potential CCTV blind spots
- External lighting
- Queueing areas
- Areas where customers may congregate
- Emergency service access
- Potential unauthorised entry points

Risks identified:

Additional measures recommended:

Risk Rating: LOW / MEDIUM / HIGH / CRITICAL

4. SECURITY STAFFING & DEPLOYMENT

The security provider must determine an appropriate level of security staffing based upon the venue, expected attendance, event type and identified risks.

Recommended Normal Deployment

Number of SIA Door Supervisors: _____

Recommended Busy/Event Deployment

Number of SIA Door Supervisors: _____

Recommended positions:

Main Entrance: _____

Internal Venue: _____

Dance Floor: _____

Smoking/External Area: _____

Other: _____

Security Lead / Head Door Supervisor

Name/Position: _____

The assessment should consider:

- Adequate security at entrance
- Ability to deal with an internal incident without leaving entrance unsecured
- Internal patrols
- Smoking area supervision
- Queue management
- Closing/dispersal requirements
- Security staff breaks
- Radio communications
- Management/security communication
- Increased deployment for higher-risk events
- Appropriate male/female security provision where searches are undertaken

Additional recommendations:

5. AGE VERIFICATION & PROTECTION OF CHILDREN

This is regarded as a **priority security risk at Lounge Afrique.**

Security provider to assess:

- Challenge 25 procedure
- Acceptable identification
- Electronic ID scanning procedure
- Detection of fake/altered identification
- Detection of borrowed/shared identification
- Pass-back prevention
- Handling scanner alerts
- Refusal of entry procedure
- Refusal recording
- Secondary ID checks
- Re-entry controls
- Smoking-area re-entry
- Prevention of tailgating/follow-through
- Prevention of unauthorised access through other doors
- Procedure if suspected under-18 person is located inside venue
- Immediate management notification
- Safeguarding escalation procedure

Security Company's Recommended Age Verification Procedure

Risk Rating: LOW / MEDIUM / HIGH / CRITICAL

6. SEARCH PROCEDURES

Security provider to assess requirements for:

- Person searches
- Bag searches
- Drugs
- Weapons
- Prohibited items
- Search refusal
- Recording seizures/finds
- Police notification
- Safe handling of suspected prohibited substances/items
- Searches during operating hours where justified
- Appropriate staff to undertake searches

Recommended search policy:

7. SAFEGUARDING & VULNERABLE CUSTOMERS

Security staff must understand that their responsibility extends beyond simply maintaining order.

Assessment must consider:

- Under-18 safeguarding
- Vulnerable adults
- Heavily intoxicated customers
- Customers separated from friends
- Sexual harassment concerns
- Sexual assault allegations
- Ask for Angela
- Customers appearing frightened or distressed
- Customers unable to safely travel home
- Suspected exploitation
- Domestic abuse concerns
- Safeguarding Lead escalation
- Police escalation
- Ambulance/medical escalation
- Preservation of CCTV/evidence

Safeguarding Lead

Name: _____

Contact/Radio Method: _____

8. DRINK SPIKING

Security staff must understand the venue's procedure for suspected drink spiking.

Assessment to cover:

- Recognition of possible symptoms
- Immediate customer welfare
- Moving customer to an appropriate safe area
- Ensuring vulnerable person is not left alone
- Alerting management/Safeguarding Lead

- Identifying potential suspect(s)
- Preservation of CCTV
- Preservation of relevant evidence where appropriate
- Police notification
- Medical assistance
- Incident documentation
- Safe arrangements for the affected person's departure

Additional measures recommended:

9. VIOLENCE, DISORDER & EJECTIONS

Assessment must consider:

- Early identification of conflict
- De-escalation
- Refusal of intoxicated persons
- Refusal of aggressive persons
- Safe ejection procedures
- Appropriate use of force
- Multiple-person disorder
- Suspected weapons
- Police escalation
- Medical assistance
- Post-incident reporting
- CCTV preservation
- Use-of-force reporting

Security staff should seek to **prevent and de-escalate incidents wherever reasonably possible.**

10. CAPACITY & CROWD MANAGEMENT

Assessment to cover:

- Maximum permitted capacity understood
- Reliable customer counting procedure
- Entry/exit counting

- Prevention of overcrowding
- Dance-floor monitoring
- Bar congestion
- Stairway/corridor congestion
- Emergency exits remaining clear
- Queue management
- Smoking area capacity
- Closing-time dispersal
- Preventing conflict outside premises

Recommended arrangements:

11. EMERGENCY PROCEDURES

Security staff must be briefed on their responsibilities during:

- Fire
- Evacuation
- Medical emergency
- Serious assault
- Suspected weapon
- Major disorder
- Suspicious package
- Bomb threat
- Terrorism/security incident
- Power failure
- Emergency service attendance
- Lockdown/invacuation where appropriate

Emergency Security Lead

Security Assembly/Deployment Procedure

12. PRE-OPENING SECURITY CHECK

A security representative should complete a pre-opening inspection before customers are admitted.

Confirm:

- Emergency exits checked
- Entrance secure
- Toilets checked
- Restricted areas checked
- External areas checked
- CCTV operational
- ID scanner operational
- Radios operational
- Security staff present
- SIA licences verified
- Staff positions allocated
- Management/security briefing completed
- Expected attendance discussed
- Event-specific risks discussed
- Safeguarding Lead identified
- Emergency procedures understood
- Any intelligence/known risks communicated

Head Door Supervisor Signature: _____

Manager Signature: _____

Time Completed: _____

13. RECORD KEEPING

Security provider must confirm arrangements for maintaining appropriate records including:

- Door Supervisor Register
- Full names of security personnel
- SIA licence numbers
- Start/finish times
- Incident log
- Refusal log
- Ejection records
- Search/seizure records
- Safeguarding incidents
- Suspected underage entry attempts
- ID scanner incidents
- Police attendance
- Ambulance/medical incidents
- Use-of-force reports
- Serious incident reports
- CCTV preservation requests

14. SECURITY STAFF COMPETENCY

Security provider confirms that personnel deployed to Lounge Afrique will:

- Hold the appropriate valid SIA licence
- Have received a venue-specific induction
- Understand Lounge Afrique's Premises Licence conditions relevant to their duties
- Understand Challenge 25
- Understand age verification procedures
- Understand safeguarding procedures
- Understand Ask for Angela
- Understand drink-spiking procedures
- Understand conflict-management expectations
- Understand emergency procedures
- Understand incident reporting requirements
- Understand escalation to venue management

15. DYNAMIC RISK ASSESSMENT

The security provider acknowledges that security requirements may change during an operating session.

The Head Door Supervisor should continually consider:

- Customer numbers
- Customer behaviour
- Intoxication levels
- Queue size
- External activity
- Emerging safeguarding concerns
- Disorder
- Police intelligence/information
- Event-specific risks
- Any significant change in circumstances

Where risk increases, the Head Door Supervisor must inform Lounge Afrique management and implement proportionate additional controls.

16. SECURITY COMPANY FINDINGS

Overall Risk Rating

LOW / MEDIUM / HIGH / CRITICAL

Principal Risks Identified

1.

2.

3.

4.

5.

Additional Actions Required Before Commencement

1.

2.

3.

4.

Actions Recommended After Commencement

17. SECURITY PROVIDER DECLARATION

I confirm that I have physically inspected Lounge Afrique and have undertaken this assessment based upon the premises, its layout, proposed operation and reasonably foreseeable security risks.

I confirm that the security provider will deploy appropriately licensed personnel and will work collaboratively with Lounge Afrique management to promote:

- The prevention of crime and disorder.
- Public safety.
- The prevention of public nuisance.
- The protection of children from harm.
- Customer safeguarding and welfare.

I understand that security arrangements must be reviewed where there is a significant incident, change in operating circumstances, change to the Premises Licence or other material change affecting risk.

Security Company: _____

Assessor: _____

Position: _____

Signature: _____

Date: _____

18. LOUNGE AFRIQUE MANAGEMENT ACKNOWLEDGEMENT

Lounge Afrique management confirms receipt and review of this security assessment.

Any actions identified as necessary before commencement will be addressed with the security provider and appropriately recorded.

Name: _____

Position: _____

Signature: _____

Date: _____

REVIEW RECORD

Review Date: _____

Reason for Review: _____

Changes Required: _____

Review Date: _____

Reason for Review: _____

Changes Required: _____

Review Date: _____

Reason for Review: _____

Changes Required: _____



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PERCY QUARCOO

has been awarded the

BIAB Level 2 Award for Personal Licence Holders

Award Date:

05 August 2026

Qualification No:

603/2468/5 C0012128

Emma Beal
Chief Executive
BIAB Qualifications Limited

**ELECTRONIC
TIMESTAMP**

ONLY VALID AS AN
ELECTRONIC
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**ADVANCED
CERTIFICATION**

Learner Number: AMS0000862280 | Certificate Number: 86333484-01-51PZ |

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BIAB
SmartVerify+

Application for a personal licence

Before completing this form, please read the guidance notes at the end of the form. If you are completing this form by hand, please write legibly in block capitals. In all cases ensure that your answers are inside the boxes and written or typed in black ink. Use additional sheets if necessary.

You may wish to keep a copy of the completed form for your records.

1. Your personal details			
TITLE Please tick			
☒ Mrs ☐ Miss ☐ Ms ☐ Other (please state)			
Surname		QUARCOO	
Forenames		PERCY	
PREVIOUS NAMES (if relevant) please enter details of any previous names or maiden names. Please continue on a separate sheet if necessary.			
TITLE Please tick			
Mr Mrs Miss Ms Other (please state)			
Surname			
Forenames			
Date of Birth			
Nationality			
I am 18 years old or over. Please tick			☒ Yes ☐ No
ADDRESS WHERE ORDINARILY RESIDENT (We will use this address to correspond with you unless you complete the separate correspondence box below).			
57 DEVISWAY			
Post town KNUTSFORD		Post code WA16 0GY	
TELEPHONE NUMBERS			
Daytime			
Evening			
Mobile		07728907181	
FAX NUMBER			

E-MAIL ADDRESS (if you would prefer us to correspond with you by e-mail)

percy.quarcoo@ymail.com

Where applicable (if demonstrating a right to work via the Home Office online right to work checking service), the 'share code' provided to the applicant by that service (please see note 2 for information)

Address for correspondence associated with this application (if different to the address above)**Post town****Post code****TELEPHONE NUMBERS**

Daytime

Evening

Mobile

E-MAIL ADDRESS (if you would prefer us to correspond with you by e-mail)**2. Your licensing qualifications**

Read Note 1

Please tick yes

Please indicate below which one of these statements applies to you:

1. I hold an accredited licensing qualification	Yes
2. I hold a certified qualification	
3. I hold an equivalent qualification	
4. I am a person of prescribed description	

If you have ticked either of statements 1, 2 or 3 please provide details of your qualification in the box below (name of qualification, date of issue, issuing body) and please enclose your qualification with your application.

If you have ticked statement 4, please provide evidence that you are a person of prescribed description.

BIIAB Level 2 Award for personal license holders
Date awarded – 5/08/2026
Issuing body - BIIAB

3. Previous or outstanding applications for a personal licence		
Note: You may only hold one personal licence at a time.		Please tick
Do you currently hold a personal licence?	Yes	<u>No</u>
Do you currently have any outstanding applications for a personal licence, with this or any other licensing authority?	Yes	<u>No</u>
Has any personal licence held by you been forfeited in the last 5 years?	Yes	<u>No</u>
Licensing Authority		
Licence number		
Date of issue		
Any further details		

4. CHECKLIST:		
I have	Please tick yes	
enclosed two photographs of myself, one of which is endorsed as a true likeness of me by a solicitor or notary, a person of standing in the community or any individual with a professional qualification	☒	✓
enclosed any licensing qualification I hold or proof that I am a person of prescribed description	☐	
enclosed a criminal conviction certificate or a criminal record certificate or the results of a subject access search of the police national computer by the National Identification Service	☐	
enclosed a completed disclosure of criminal convictions and declaration form (Schedule 2)	☒	✓
included a proof of my right to work in the United Kingdom or my share code issued by the Home Office online right to work checking service (see note 2)	☒	✓
made or enclosed payment of the fee for the application	☐	

5. Declaration

IT IS AN OFFENCE, UNDER SECTION 158 OF THE LICENSING ACT 2003, TO MAKE A FALSE STATEMENT IN OR IN CONNECTION WITH THIS APPLICATION. THOSE WHO MAKE A FALSE STATEMENT MAY BE LIABLE ON SUMMARY CONVICTION TO A FINE OF ANY AMOUNT.

I am entitled to work in the UK and am not subject to a condition preventing me from doing work relating to the carrying on of a licensable activity. I understand that my licence will become invalid if I cease to be entitled to live and work in the UK. It is an offence under section 24B of the Immigration Act 1971 to work illegally.

The information contained in this form is correct to the best of my knowledge and belief.

SIGNATURE	Percy Quarcoo	DATE	05.08.2026
------------------	---------------	-------------	------------

NOTES

Information on the Licensing Act 2003 is available on legislation.gov.uk or from your local licensing authority.

1. Licensing qualifications

Licensing qualifications are dealt with in section 120(8) and (9) of the Licensing Act 2003.

2. Right to work/immigration status

A personal licence may not be issued to an individual or an individual in a partnership which is not a limited liability partnership who is resident in the UK who:

- does not have the right to live and work in the UK; or
- is subject to a condition preventing him or her from doing work relating to the carrying on of a licensable activity.

Any personal licence issued in respect of an application made on or after 6 April 2017 will become invalid if the holder ceases to be entitled to work in the UK.

Applicants must demonstrate that they have the right to work in the UK and are not subject to a condition preventing them from doing work relating to the carrying on of a licensable activity.

They do this in one of two ways:

- 1) by providing with this application copies or scanned copies of the documents which an applicant has provided, to demonstrate their entitlement to work in the UK (which do not need to be certified) as per information published on gov.uk and in guidance.
- 2) by providing their 'share code' to enable the licensing authority to carry out a check using the Home Office online right to work checking service (see below).

Home Office online right to work checking service.

As an alternative to providing a copy of original documents, applicants may demonstrate their right to work by allowing the licensing authority to carry out a check with the Home Office online right to work checking service.

To demonstrate their right to work via the Home Office online right to work checking service, applicants should include in this application their share code, provided to them upon accessing the service at <https://www.gov.uk/prove-right-to-work> which, along with the applicant's date of birth, will allow the licensing authority to carry out the check.

In order to establish the applicant's right to work, the check will need to indicate that the applicant is allowed to work in the United Kingdom and is not subject to a condition preventing them from doing work relating to the carrying on of a licensable activity.

An online check will not be possible in all circumstances because not all applicants will have an immigration status that can be shared digitally. The Home Office online right to work checking service sets out what information and/or documentation applicants will need in order to access the service. Applicants who are unable to obtain a share code from the service should submit copies of documents as set out above.

Your right to work will be checked as part of your licensing application and this could involve us checking your immigration status with the Home Office. We may otherwise share information with the Home Office. Your licence application will not be determined until you have complied with this guidance.

VAT breakdown

Rate	Taxable amount	VAT amount
20.0%	£15.10	£3.02
Total	£15.10	£3.02

*eBay has not applied VAT on the item as eBay is not the seller of this item

**eBay has collected VAT on the buyer fee and postage portions of this invoice only.

***Fees for services provided by eBay

VAT collected by eBay in line with UK legislation

vodafone... 22:22

57%



order.ebay.co.uk/



Time placed 4 Aug 2026 at 10:33 PM
Order number 23-14965-81240
Total £418.12 (1 item)
Sold by lobsterboy

Delivery info



Paid
4 Aug



**Tracking
available**
12 Aug



Delivered

Item details



IDetect ID Scanner: Quantum
Edge V3 Handheld Scanner,...

£412.25

Incl. £12.25 for
Buyer Protection

Leave Feedback

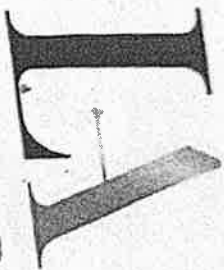
More actions



Tracking details

Number

VU431096225GB



LOUNGE AFRIQUE
EAT • DRINK • DANCE

CERTIFICATE OF APPOINTMENT
LEAD SAFEGUARDING PERSON

This is to certify that

Fred Koenyi

has been formally appointed as the
LEAD SAFEGUARDING PERSON
FOR LOUNGE AFRIQUE

As Lead Safeguarding Person, Fred Koenyi has responsibility for supporting and overseeing
safeguarding procedures within the premises, including the welfare and safety of customers and staff,
responding appropriately to safeguarding concerns, ensuring incidents are reported and recorded
correctly, and promoting a strong safeguarding culture throughout Lounge Afrique.

This appointment forms part of Lounge Afrique's ongoing commitment to maintaining
a safe, responsible and well-managed licensed premises and supporting the promotion of the licensing objectives.

Lead Safeguarding Person Signature: *[Signature]*
Date: 07/08/2026



Date of Appointment: 07/08/2026
Appointed by: *Percy Oureco*
Position: PREMISES LICENCE HOLDER
Signature: *[Signature]*



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FRED TETTEH KOENYI

has been awarded the

BIAB Level 2 Award for Personal Licence Holders

Award Date:

11 August 2026

Qualification No:

603/2468/5 C0012128

Emma Beal
Chief Executive
BIAB Qualifications Limited

**ELECTRONIC
SIGNATURE**

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SmartVerify+

Learner Number: AMS0000862824 | Certificate Number: 68360231-01-G4TY



Qualification Transcript

This is to certify that

FRED TETTEH KOENYI

BIIAB Level 2 Award for Personal Licence Holders

has been awarded the following unit credits:

URN	Award Unit Title	Level	Credit	Grade	Award Date
A/616/5204	Legal and Social Responsibilities of a Personal Licence Holder	2	1	Pass	10/08/2026



Emma Beal
Chief Executive
BIIAB Qualifications Limited



LOUNGE AFRIQUE

STAFF TRAINING MODULE

RESPONSIBLE ALCOHOL RETAILING

Training Module: LA-ALC-001

Applies to: Bar Staff, Managers, Supervisors and Door Supervisors

Duration: 90 Minutes

Refresher Training: Every 3 Months

Training Required Before: First Shift

Training Aim

To ensure every member of staff understands their legal and professional responsibilities when selling or supervising the sale of alcohol and can confidently make safe, lawful decisions.

Learning Outcomes

By the end of this training you will be able to:

- ✓ Explain the four licensing objectives.
 - ✓ Understand your responsibilities when selling alcohol.
 - ✓ Operate Challenge 25 correctly.
 - ✓ Recognise signs of intoxication.
 - ✓ Refuse alcohol professionally.
 - ✓ Identify proxy sales.
 - ✓ Protect vulnerable customers.
 - ✓ Record refusals and incidents correctly.
-

The Four Licensing Objectives

Every decision you make should support:

1. Prevention of Crime & Disorder

Prevent violence, drugs, disorder and anti-social behaviour.

2. Public Safety

Protect customers and colleagues from harm.

3. Prevention of Public Nuisance

Help reduce noise, disturbance and nuisance to neighbours.

4. Protection of Children from Harm

Prevent underage drinking and safeguard young people.

Your Responsibilities

Every employee has a responsibility to:

- Follow this training.
- Follow Lounge Afrique policies.
- Protect the premises licence.
- Challenge where appropriate.
- Ask for help if unsure.
- Report concerns immediately.

Never assume someone else has already checked.

Challenge 25

If someone appears under 25 years old:

Ask for valid identification.

Accept only:

- ✓ Passport
- ✓ UK Photocard Driving Licence
- ✓ PASS Accredited Card

Do NOT accept:

- X Photographs
- X Screenshots
- X Expired ID
- X Altered ID
- X Another person's ID

If in doubt, refuse the sale and inform the Duty Manager.

Proxy Sales

A proxy sale is when an adult attempts to buy alcohol for someone under 18.

Warning signs include:

- Young people waiting outside.
- One person ordering for another who appears underage.
- Customers asking what they should buy for someone waiting outside.

If you suspect a proxy sale:

- Refuse the sale.
 - Explain politely that you cannot complete the transaction.
 - Inform the Duty Manager.
 - Record the refusal if required by venue policy.
-

Recognising Intoxication

Signs may include:

- Slurred speech.
- Unsteady walking.
- Difficulty focusing.
- Loud or aggressive behaviour.
- Repeating themselves.
- Falling asleep.
- Vomiting.

A customer does not need to display every sign to be considered intoxicated.

Refusing Alcohol

If someone is intoxicated:

Remain calm.

Be polite.

Use clear language.

Suggested wording:

"I'm sorry, but I can't serve you any more alcohol tonight because I believe you've had enough. I'd be happy to get you some water or a soft drink instead."

If the customer becomes confrontational:

- Do not argue.
 - Inform the Duty Manager.
 - Request support from door supervisors if necessary.
-

Protecting Vulnerable Customers

Be alert to customers who appear:

- Distressed.
- Isolated.
- Unwell.
- Unable to care for themselves.
- Subject to unwanted attention.

Offer assistance and inform the Duty Manager.

Drink Spiking Awareness

Warning signs include:

- Sudden confusion.
- Loss of coordination.
- Extreme drowsiness.
- Memory loss.
- Unexplained collapse.

If suspected:

- Treat it as a medical emergency.
 - Inform the Duty Manager immediately.
 - Call emergency services where appropriate.
 - Preserve the drink if safe to do so.
 - Preserve relevant CCTV footage.
 - Complete an incident report.
-

Incident Recording

The following should be recorded in line with venue policy:

- Refused alcohol sales.

- Underage purchase attempts.
- Suspected fake ID.
- Proxy sale attempts.
- Intoxicated customer refusals.
- Aggressive behaviour.
- Welfare concerns.

Records should be factual, accurate and completed before the end of the shift.

Working With Door Supervisors

Managers, bar staff and door supervisors should communicate effectively.

Door supervisors should be informed promptly if:

- A customer becomes aggressive.
 - A customer refuses to leave.
 - There is suspected drug activity.
 - A vulnerable customer requires assistance.
-

Customer Service

Even when refusing service:

Always:

- ✓ Stay calm.
- ✓ Remain polite.
- ✓ Explain briefly.
- ✓ Treat everyone with respect.

Never:

- ✗ Raise your voice.
 - ✗ Mock or embarrass the customer.
 - ✗ Continue arguing.
-

Practical Scenarios

Scenario 1

A customer who appears to be around 20 years old orders a pint of beer.

What should you do?

Scenario 2

A customer has already been served several alcoholic drinks. They return to the bar, are slurring their speech and struggling to stand steadily.

What action should you take?

Scenario 3

A group enters the venue. One member appears under 18 and waits near the entrance while an older friend attempts to buy several drinks.

How would you respond?

Scenario 4

A customer becomes angry after you refuse to serve them because they appear intoxicated.

What should you do?

Knowledge Assessment

Choose the correct answer.

1. Challenge 25 means asking for ID if someone appears under:

- A. 18
- B. 21
- C. 25 ✓

2. Which is NOT an acceptable form of ID?

- A. Passport
- B. UK Photocard Driving Licence
- C. Screenshot of a Driving Licence ✓

3. If you believe someone is intoxicated, should you serve them alcohol?

YES / NO ✓

4. What is a proxy sale?

5. Name three signs of intoxication.

1.

2.

3.

6. If you are unsure whether to serve alcohol, what should you do?

✓ Stop the sale and seek guidance from the Duty Manager.

Trainer Observation

The trainer should confirm that the employee can:

☐ Apply Challenge 25 correctly.

☐ Identify acceptable ID.

☐ Recognise signs of intoxication.

☐ Explain a proxy sale.

☐ Refuse alcohol professionally.

☐ Describe how to record a refusal or incident.

☐ Explain when to involve the Duty Manager or door supervisors.

Employee Declaration

I confirm that I have completed Lounge Afrique's Responsible Alcohol Retailing training and understand my legal and workplace responsibilities.

Employee Name: _____

Role: _____

Training Date: _____

Assessment Result: Pass / Further Training Required

Employee Signature: _____

Trainer Name: _____

Trainer Signature: _____

Next Refresher Due: _____

LOUNGE AFRIQUE ACADEMY

STAFF TRAINING MODULE

REFUSAL OF ALCOHOL SALES

Training Module: LA-ALC-002

Duration: 60 Minutes

Refresher Training: Every 3 Months

Applies To:

- Bar Staff
 - Supervisors
 - Managers
 - Door Supervisors (Awareness)
-

Training Aim

To ensure all staff understand when an alcohol sale must be refused, how to refuse a sale professionally, and how to record refusals in accordance with Lounge Afrique's procedures.

Learning Objectives

By the end of this training, you will be able to:

- ✓ Identify situations where alcohol must not be sold.
 - ✓ Refuse alcohol confidently and professionally.
 - ✓ Recognise intoxication.
 - ✓ Identify proxy sales.
 - ✓ Apply Challenge 25 correctly.
 - ✓ Request support when needed.
 - ✓ Complete refusal records accurately.
-

Why This Training Matters

Every member of staff has a legal responsibility to sell alcohol responsibly.

Making an unlawful sale can:

- Put customers at risk.
- Result in criminal offences.

- Lead to enforcement action against the premises.
- Damage Lounge Afrique's reputation.
- Put the premises licence at risk.

Management will always support staff who refuse a sale in good faith.

When Must You Refuse a Sale?

You must refuse a sale if:

- 1. The customer appears under 25 and cannot produce acceptable ID.**
- 2. The customer is under 18.**
- 3. You believe the customer is intoxicated.**
- 4. You suspect a proxy sale.**
- 5. The customer is behaving aggressively or threateningly.**
- 6. The customer attempts to use false or altered identification.**
- 7. You are instructed by the Duty Manager not to serve the customer.**
- 8. You believe completing the sale would be unlawful or unsafe.**

If you are unsure, stop the sale and ask the Duty Manager.

Recognising Intoxication

Possible signs include:

- Slurred speech.
- Difficulty standing.
- Staggering.
- Aggressive behaviour.
- Repeating themselves.
- Falling asleep.
- Vomiting.
- Poor coordination.

A customer does not need to display every sign.

Use your judgement and ask for support if unsure.

Refusing a Sale Professionally

Remain calm.

Remain polite.

Keep your explanation brief.

Suggested wording:

"I'm sorry, but I'm unable to serve you any more alcohol at the moment."

If asked why:

"Based on my assessment, I can't complete this sale. I'd be happy to offer you a soft drink or water instead."

Do not get into lengthy arguments.

If the Customer Becomes Aggressive

Do not argue.

Do not raise your voice.

Inform the Duty Manager immediately.

Request assistance from door supervisors if necessary.

Prioritise your own safety and the safety of others.

Challenge 25 Refusals

If valid ID cannot be produced:

Politely explain:

"We operate a Challenge 25 policy. Because I can't verify that you are over 18, I can't sell you alcohol today."

Remain polite and consistent.

Proxy Sales

Examples include:

- Buying drinks for someone waiting outside.
- Buying drinks for someone who has already been refused service.
- Adults purchasing alcohol on behalf of someone under 18.

If you suspect a proxy sale:

- Refuse the sale.
- Inform the Duty Manager.

- Record the refusal where required.
-

False Identification

Never accuse someone of committing an offence.

Instead say:

"I'm sorry, but I'm unable to accept this identification."

Refer the matter to the Duty Manager if necessary.

Working as a Team

Managers and door supervisors should support staff whenever:

- A refusal becomes confrontational.
- A customer refuses to leave.
- Violence appears likely.
- There are concerns about safety.

Never feel pressured into making a sale.

Recording Refusals

Complete the venue's refusal record in line with policy.

Include:

- Date.
- Time.
- Staff member.
- Reason for refusal.
- Brief description of the customer (where appropriate).
- Any action taken.

Records should be factual and objective.

Practical Scenarios

Scenario 1

A customer appears to be approximately 20 years old and cannot produce ID.

What should you do?

Scenario 2

A customer is slurring their speech and struggles to stand at the bar.

What action should you take?

Scenario 3

An adult attempts to purchase drinks for someone who has already been refused entry because they could not prove their age.

What should you do?

Scenario 4

A customer shouts that they will "never come back" unless you serve them another drink.

How should you respond?

Knowledge Assessment

1. If you believe a customer is intoxicated, should you continue serving alcohol?

YES / NO

2. Challenge 25 requires staff to ask for ID if someone appears under:

A. 18

B. 21

C. 25

3. Name three signs that someone may be intoxicated.

1.

2.

3.

4. What is a proxy sale?

5. If a customer becomes aggressive after a refusal, what should you do?

6. Should refusals be recorded in line with Lounge Afrique's procedures?

YES / NO

Trainer Observation Checklist

The employee demonstrated that they can:

- ☐ Apply Challenge 25 correctly.
- ☐ Recognise signs of intoxication.
- ☐ Identify proxy sales.
- ☐ Refuse alcohol calmly and professionally.
- ☐ Explain when to involve the Duty Manager.
- ☐ Complete a refusal record accurately.
- ☐ Maintain professional behaviour during challenging situations.

Employee Declaration

I confirm that I have completed Lounge Afrique's Refusal of Alcohol Sales training and understand my legal and workplace responsibilities.

Employee Name: _____

Role: _____

Training Date: _____

Assessment Result: Pass / Further Training Required

Employee Signature: _____

Trainer Name: _____

Trainer Signature: _____

Next Refresher Due: _____

LOUNGE AFRIQUE

Challenge 25 & Age Verification Training

Version: 1.0

Applies to: All Bar Staff, Supervisors, Managers and Door Supervisors

Purpose

Lounge Afrique is committed to preventing the sale of alcohol to anyone under the age of 18 and protecting children from harm.

Every member of staff has a legal responsibility to challenge anyone who appears to be under 25 years of age before selling alcohol or permitting entry to age-restricted events.

Failure to follow this policy could result in:

- Criminal prosecution.
 - Personal fines.
 - Disciplinary action.
 - A review of the premises licence.
 - Damage to the reputation of Lounge Afrique.
-

What is Challenge 25?

Challenge 25 means:

If a customer appears to be under the age of 25, you must ask them to prove they are 18 or over before they are sold alcohol or admitted to age-restricted events.

If you are unsure, always ask.

If you are still unsure after seeing the ID, refuse the sale or entry.

Acceptable Identification

Only accept original, valid identification.

Accepted forms include:

- ✓ UK Photocard Driving Licence
- ✓ Passport
- ✓ PASS-accredited Proof of Age Card

Do NOT accept:

- X Photographs of ID
 - X Screenshots
 - X Photocopies
 - X Expired ID
 - X Damaged or altered ID
 - X Someone else's ID
-

Checking Identification

When checking ID, ask yourself:

- Does the photograph match the person?
- Does the date of birth confirm they are over 18?
- Does the name appear genuine?
- Has the document been altered?
- Does the hologram or security feature look correct?
- Does the customer appear nervous or avoid questions?

If you have any doubts, refuse the sale or entry.

Fake Identification

Signs of fake ID may include:

- Blurred printing.
- Missing holograms.
- Uneven laminate.
- Different fonts.
- Altered dates.
- Peeling corners.
- Damaged edges.
- Mismatched photograph.

Never accuse someone of committing an offence.

Instead say:

"I'm sorry, but I'm unable to accept this ID today."

Call a manager or door supervisor if needed.

Refusing Service

Remain calm and polite.

Suggested wording:

"I'm sorry, but because I cannot verify that you are over 18, I cannot sell you alcohol or permit entry today."

Do not argue.

Do not be pressured by friends.

Do not make exceptions.

Proxy Sales

A proxy sale is when an adult purchases alcohol for someone under 18.

Be alert for:

- Young people waiting outside.
- Customers repeatedly purchasing alcohol for others.
- Groups separating before approaching the bar.

If you suspect a proxy sale:

Refuse the sale.

Inform your manager.

Record the incident if required.

Intoxicated Customers

The law also prohibits serving alcohol to someone who is drunk.

If a customer is intoxicated:

- Refuse service politely.
 - Inform the manager.
 - Ask door staff to assist if necessary.
-

Recording Refusals

Every refusal should be recorded where required by venue policy.

Record:

- Date.
- Time.
- Reason.
- Staff member.
- Description of customer (where appropriate).

This demonstrates that Lounge Afrique actively enforces Challenge 25.

Door Staff Responsibilities

Door supervisors should:

- Operate Challenge 25 at the entrance.
 - Check valid ID where appropriate.
 - Use the venue's ID scanner if provided.
 - Refuse entry where age cannot be verified.
 - Support bar staff if a customer becomes confrontational.
-

Bar Staff Responsibilities

Bar staff should:

- Challenge anyone who appears under 25.
 - Never rely on another person's judgement.
 - Never assume someone has already been checked.
 - Refuse service if unsure.
 - Inform a supervisor if assistance is needed.
-

Test Purchasing

Licensing authorities and police may carry out test purchases using volunteers.

If you fail a test purchase:

- You may be personally prosecuted.
- The premises may face enforcement action.
- The premises licence may be reviewed.

Always follow Challenge 25.

Remember

If in doubt—

Challenge.

If still in doubt—

Refuse.

Management will always support staff who refuse a sale or entry in good faith.

Knowledge Check

1. What age is Challenge 25 designed to protect?

2. Name three acceptable forms of ID.

3. Can you accept a photograph of a passport?

YES / NO

4. What should you do if you are unsure whether an ID is genuine?

5. What is a proxy sale?

6. Should every refusal be recorded in line with venue policy?

YES / NO

7. What should you do if a customer becomes aggressive after a refusal?

Staff Declaration

I confirm that I have completed Lounge Afrique's Challenge 25 & Age Verification Training.

I understand my legal responsibilities and agree to follow the venue's policies at all times.

Employee Name: _____

Role: _____

Date of Training: _____

Employee Signature: _____

Trainer/Manager: _____

Trainer Signature: _____

Next Refresher Due: _____

LOUNGE AFRIQUE

STAFF TRAINING MODULE

ASK FOR ANGELA & CUSTOMER WELFARE

Training Module: LA-WEL-001

Duration: 45–60 Minutes

Refresher Training: Every 6 Months

Applies to:

- Bar Staff
 - Door Supervisors
 - Managers
 - Floor Staff
 - DJs (Awareness)
-

Learning Objectives

By the end of this training you will be able to:

- ✓ Explain what Ask for Angela is.
 - ✓ Recognise when a customer may need help.
 - ✓ Respond calmly and professionally.
 - ✓ Protect the customer's privacy.
 - ✓ Work effectively with managers and door supervisors.
 - ✓ Record incidents accurately.
-

Our Commitment

Lounge Afrique is committed to providing a safe environment where every customer feels respected and supported.

Everyone has the right to enjoy their evening free from harassment, intimidation or unwanted attention.

All staff share responsibility for customer welfare.

What is Ask for Angela?

Ask for Angela is a recognised safeguarding initiative that allows someone who feels unsafe, threatened or vulnerable to discreetly ask staff for help.

A customer may:

- Ask directly for "Angela".
- Ask to speak privately to a member of staff.
- Indicate they feel unsafe without using the phrase.
- Appear frightened or distressed.

Treat all requests seriously.

Recognising Customers Who May Need Help

Be alert to customers who appear:

- Upset or tearful.
- Frightened.
- Nervous or anxious.
- Intoxicated.
- Being followed.
- Pressured to leave with someone.
- Repeatedly saying "no".
- Isolated from friends.
- Unsure where their friends are.

Do not wait for someone to ask for Angela if you believe they may need assistance.

What To Do

If a customer asks for Angela or otherwise seeks help:

Step 1 – Stay Calm

Remain reassuring and professional.

Move the conversation somewhere quieter if appropriate.

Step 2 – Reassure the Customer

You could say:

"You're safe here. We'll help you."

Avoid making promises you cannot keep.

Step 3 – Inform the Duty Manager

Notify the Duty Manager discreetly.

Alert door supervisors if necessary.

Do not attract unnecessary attention.

Step 4 – Move to a Safe Area

If appropriate:

- Take the customer to a staff office, welfare room or another suitable area away from the person causing concern.
 - Stay with them if it is safe and practicable until further support is arranged.
-

Step 5 – Understand What Support They Want

Ask open, simple questions, such as:

- "Is someone making you feel uncomfortable?"
- "Would you like us to call a friend or family member?"
- "Would you like us to help arrange a taxi?"
- "Do you need medical assistance?"
- "Would you like us to contact the police?"

Respect the customer's wishes wherever possible unless there is an immediate risk of serious harm.

Step 6 – Arrange Safe Assistance

Depending on the circumstances, this may include:

- Helping them contact a trusted friend or family member.
 - Arranging a licensed taxi.
 - Escorting them safely to their transport.
 - Contacting emergency services if necessary.
-

Step 7 – Record the Incident

Complete the venue's incident report before the end of the shift.

Record:

- Date and time.

- Staff involved.
- Factual description of events.
- Actions taken.
- Whether police or ambulance services attended.

Do not include personal opinions or assumptions.

What Not To Do

Do NOT:

- X** Leave the customer alone if they are distressed and it is unsafe to do so.
 - X** Force them to leave with someone they do not wish to leave with.
 - X** Share details with other customers.
 - X** Make jokes or dismiss concerns.
 - X** Post anything on social media.
-

If Someone Else Is Causing Concern

If appropriate:

- Keep the individual under observation.
 - Inform the Duty Manager.
 - Ask door supervisors to monitor the situation.
 - Consider refusing entry or asking the person to leave if their behaviour poses a risk.
-

Drink Spiking Awareness

If drink spiking is suspected:

- Treat the situation as a medical emergency.
 - Inform the Duty Manager immediately.
 - Call an ambulance if needed.
 - Preserve the drink if it can be done safely.
 - Preserve CCTV footage.
 - Record the incident.
-

Working as a Team

Managers should:

- Coordinate the response.
 - Decide whether emergency services are required.
 - Ensure all actions are recorded.
 - Review the incident after the event to identify any lessons learned.
-

Practical Scenarios

Scenario 1

A customer quietly says:

"Can I speak to Angela?"

What should you do?

Scenario 2

A woman appears upset and tells the bartender she does not want to leave with the person she arrived with.

How would you respond?

Scenario 3

A customer believes their drink has been tampered with.

What are your immediate priorities?

Knowledge Check

1. What is the purpose of the Ask for Angela scheme?

2. Should every request be taken seriously?

YES / NO

3. Who should staff notify when someone asks for help?

4. Name three signs that a customer may be vulnerable.

5. Should incidents be recorded?

YES / NO

6. If a customer asks for Angela, should staff immediately call the police?

YES / NO

(Answer: Not necessarily. Staff should assess the situation, support the customer, involve the Duty Manager and contact emergency services where appropriate.)

Trainer Assessment

☐ Employee understood the policy.

☐ Employee participated in discussions.

☐ Employee completed the scenarios.

☐ Employee passed the knowledge check.

☐ Employee demonstrated appropriate responses.

Training Record

Employee Name: _____

Role: _____

Training Date: _____

Trainer: _____

Assessment Outcome: Pass / Further Training Required

Employee Signature: _____

Trainer Signature: _____

Next Refresher Due: _____

LOUNGE AFRIQUE ACADEMY

STAFF TRAINING MODULE

DRUGS AWARENESS & SAFER NIGHTLIFE

Training Module: LA-DA-001

Duration: 90 Minutes

Refresher Training: Every 6 Months

Applies To:

- Bar Staff
 - Door Supervisors
 - Managers
 - Floor Staff
-

Training Aim

To equip staff with the knowledge and confidence to recognise potential drug-related concerns, respond safely, protect customers and colleagues, and follow Lounge Afrique's procedures.

Learning Objectives

By the end of this training you will be able to:

- ✓ Understand Lounge Afrique's zero-tolerance approach to illegal drugs.
 - ✓ Recognise possible signs that someone may need medical help.
 - ✓ Identify suspicious behaviour that may indicate drug-related activity.
 - ✓ Respond safely and professionally.
 - ✓ Protect evidence where appropriate.
 - ✓ Record incidents accurately.
 - ✓ Know when to involve the Duty Manager, emergency services or the police.
-

Our Policy

Lounge Afrique has a **zero-tolerance approach** to the possession, use and supply of illegal drugs on the premises.

Our priorities are:

- Keeping customers and staff safe.

- Preventing crime and disorder.
 - Protecting vulnerable people.
 - Supporting lawful investigations.
 - Operating in line with our premises licence.
-

Staff Responsibilities

Every member of staff must:

- Stay alert to concerns.
- Report suspicious behaviour immediately.
- Follow venue procedures.
- Never ignore welfare concerns.
- Complete incident reports when required.
- Cooperate with management and emergency services.

Do not put yourself at unnecessary risk.

Recognising Possible Drug-Related Concerns

Possible indicators may include:

- Sudden collapse.
- Confusion or disorientation.
- Difficulty breathing.
- Unusual agitation or aggression.
- Loss of consciousness.
- Severe drowsiness.
- Hallucinations.
- Unexplained vomiting.
- Unsteady movement.

These signs can have many causes. Treat them as a welfare concern first and seek medical help where appropriate.

Suspicious Behaviour

Examples include:

- Frequent trips to toilets by groups.
- Secretive exchanges of small items.
- Attempts to conceal objects.
- Customers repeatedly moving between groups without obvious reason.
- Someone attempting to persuade others to take unknown substances.

Observe and report. Do not investigate alone.

If You Suspect Drug Use

1. Stay calm.
2. Inform the Duty Manager immediately.
3. Alert door supervisors if appropriate.
4. Continue to monitor the situation from a safe distance.
5. Record what you personally observed.

Do not make assumptions or accusations.

If Someone Appears Seriously Unwell

Treat this as a medical emergency.

Immediately:

- Inform the Duty Manager.
- Call an ambulance if required.
- Keep the person safe.
- Monitor their condition until help arrives.
- Preserve the area if relevant to the incident.

Customer welfare always comes first.

Preserving Evidence

If an incident may require police involvement:

- Do not disturb the area unnecessarily.
- Preserve relevant CCTV footage.
- Secure any items only if this can be done safely and in accordance with venue procedures.
- Record the location where items were found.

- Await police attendance where appropriate.

Only authorised staff should handle suspected substances in accordance with your venue procedures.

Drink Spiking

Be alert to reports of:

- Sudden confusion.
- Memory loss.
- Extreme drowsiness.
- Loss of coordination.
- Collapse.

If drink spiking is suspected:

- Treat it as a medical emergency.
 - Inform the Duty Manager immediately.
 - Call an ambulance if required.
 - Preserve the drink if it can be done safely.
 - Preserve CCTV footage.
 - Record the incident.
-

Customer Welfare

Some customers may become vulnerable because of alcohol, drugs or other circumstances.

Support may include:

- Moving them to a safe area.
 - Remaining with them where safe and practicable.
 - Contacting a trusted friend or family member (with their agreement where appropriate).
 - Arranging safe transport.
 - Calling emergency services if needed.
-

Working with Door Supervisors

Door supervisors should:

- Support the Duty Manager.

- Maintain safety.
 - Manage access to affected areas if required.
 - Assist emergency services.
 - Record their observations.
-

Incident Recording

If an incident occurs, complete the venue's incident report.

Record:

- Date and time.
- Where the incident happened.
- What you personally observed.
- Actions taken.
- Staff involved.
- Whether emergency services or police attended.

Keep records factual and objective.

Practical Scenarios

Scenario 1

A customer suddenly becomes confused and struggles to remain standing after returning from the toilets.

What should you do?

Scenario 2

You notice repeated secretive exchanges between two groups in a quiet area of the venue.

How should you respond?

Scenario 3

A customer tells you they believe their friend has taken an unknown substance and is becoming unresponsive.

What are your immediate priorities?

Scenario 4

You find a small bag containing an unknown substance on the floor.

What should you do?

Knowledge Assessment

1. What is Lounge Afrique's policy on illegal drugs?

2. Should customer welfare be your first priority if someone appears seriously unwell?

YES / NO

3. Name three signs that may indicate someone requires urgent medical attention.

- 1.
 - 2.
 - 3.
-

4. Should you accuse a customer of taking drugs based on suspicion alone?

YES / NO

5. If you find a suspected illegal substance, who should you notify first?

6. Should significant drug-related incidents be recorded?

YES / NO

Trainer Observation Checklist

The employee demonstrated that they can:

- ☐ Explain the venue's drugs policy.

- ☐ Recognise potential welfare concerns.
 - ☐ Describe how to report suspicious behaviour.
 - ☐ Explain the importance of preserving evidence appropriately.
 - ☐ Identify when emergency services should be contacted.
 - ☐ Complete an incident report accurately.
 - ☐ Work effectively with the Duty Manager and door supervisors.
-

Employee Declaration

I confirm that I have completed Lounge Afrique's Drugs Awareness & Safer Nightlife training and understand my responsibilities for maintaining a safe environment.

Employee Name: _____

Role: _____

Training Date: _____

Assessment Result: Pass / Further Training Required

Employee Signature: _____

Trainer Name: _____

Trainer Signature: _____

Next Refresher Due: _____

LOUNGE AFRIQUE

ENHANCED OPERATIONAL PROCEDURES

Venue: Lounge Afrique, Middlesbrough
Effective From: August 2026
Document Status: Enhanced Operating & Compliance Procedures
Review Frequency: Every 3 months and following any significant incident or licensing concern

1. PURPOSE

Lounge Afrique is committed to operating as a safe, responsible and well-managed licensed premises.

These Enhanced Operational Procedures have been introduced to strengthen the management of the venue, improve safeguarding, prevent underage access, support responsible alcohol retailing and ensure that staff and security personnel understand their responsibilities.

The procedures apply to all management, bar staff, security personnel, DJs, promoters and any other persons working at or on behalf of Lounge Afrique.

2. MANAGEMENT RESPONSIBILITY

A responsible manager will be identified for every trading session.

The Duty Manager will:

- Take overall responsibility for the safe operation of the premises.
- Ensure sufficient trained staff and SIA-licensed security personnel are on duty.
- Conduct a pre-opening compliance check.
- Confirm fire exits and escape routes are clear.
- Confirm CCTV is operational.
- Confirm the electronic ID scanning system is operational where required.
- Ensure incident, refusal and security records are completed.
- Monitor compliance throughout the trading period.
- Conduct or delegate regular checks of toilets, public areas and external areas.
- Escalate serious incidents appropriately.

- Conduct an end-of-night review.

The Duty Manager must be clearly identifiable to staff and security personnel.

3. SECURITY PROCEDURES

Lounge Afrique will use appropriately licensed SIA security personnel in accordance with the premises licence and the venue's risk assessment.

Before opening, the Duty Manager and Head Door Supervisor will hold a short briefing covering:

- Expected attendance.
- Events or promotions taking place.
- Age profile and anticipated risks.
- Challenge 25.
- ID verification.
- Search procedures.
- Safeguarding.
- Drugs and spiking.
- Vulnerable customers.
- Ejections and refusals.
- Emergency procedures.
- Any previous incidents or persons of concern.

Door supervisors must display their SIA badges while working where legally required.

Security personnel must act professionally and proportionately and record significant incidents.

4. ENTRY & AGE VERIFICATION

Lounge Afrique operates a strict **Challenge 25** policy.

Any person who appears to be under 25 must be asked to provide acceptable proof of age before admission or the purchase of alcohol.

Acceptable identification will normally include approved photographic identification such as:

- Passport.
- Photocard driving licence.
- PASS-approved proof-of-age card.
- Other identification accepted under the venue's licensing requirements and procedures.

No acceptable ID means **no entry/no alcohol sale** where age cannot otherwise be satisfactorily established.

Staff must never accept obviously altered, damaged, borrowed or suspicious identification.

5. ELECTRONIC ID SCANNING

Electronic ID scanning technology will be used in accordance with the venue's operating procedures and any applicable licence conditions.

Door staff will be trained in its correct use.

Where an ID:

- Cannot be verified;
- Appears fraudulent;
- Does not reasonably match the person presenting it; or
- Creates another safeguarding or licensing concern,

entry must be refused and the matter referred to the Head Door Supervisor or Duty Manager.

Any handling or retention of personal information obtained through ID scanning must comply with applicable data-protection requirements.

6. UNDER-18s & SAFEGUARDING

Lounge Afrique takes the protection of children and vulnerable persons seriously.

A designated **Safeguarding Lead** will oversee safeguarding arrangements.

All staff will receive safeguarding awareness training appropriate to their responsibilities.

Staff must remain alert to:

- Persons who may be underage.
- Adults attempting to purchase alcohol for younger persons.
- Young or vulnerable persons arriving with significantly older groups.
- Intoxicated or distressed customers.
- Sexual harassment or unwanted attention.
- Suspected exploitation.
- Persons who appear frightened, isolated or unable to safely leave.
- Any behaviour suggesting coercion or abuse.

Safeguarding concerns must be reported immediately to the Duty Manager or Safeguarding Lead.

Where there is an immediate threat to someone's safety, the emergency services must be contacted.

7. RESPONSIBLE ALCOHOL SALES

All relevant staff will receive training in responsible alcohol retailing.

Staff must refuse alcohol where:

- The customer is underage or unable to provide acceptable proof of age when challenged.
- The customer appears excessively intoxicated.
- A proxy purchase for an underage person is suspected.
- The sale would otherwise breach licensing requirements.

Staff will be supported by management when making legitimate refusals.

Significant refusals should be recorded in the venue's refusal records.

8. INTOXICATION & CUSTOMER WELFARE

Staff must monitor customers for signs of excessive intoxication.

Where necessary, staff should:

- Refuse further alcohol.
- Offer water.
- Alert management/security.
- Assist the person to locate friends.
- Help arrange safe transport where appropriate.
- Consider whether medical assistance is necessary.

A vulnerable or heavily intoxicated person should not simply be ejected into an unsafe situation without appropriate consideration of their welfare.

9. DRUGS POLICY

Lounge Afrique operates a zero-tolerance approach to illegal drugs.

Security and staff will remain vigilant for suspected:

- Drug possession.
- Drug supply.
- Drug use.
- Suspicious exchanges.
- Unusual activity within toilets or secluded areas.

Suspected drug-related incidents must be reported to the Duty Manager and recorded.

Any seizure, storage or disposal of suspected controlled substances must be handled in accordance with the venue's approved procedure and relevant legal/police guidance.

10. SPIKING PREVENTION & RESPONSE

Staff will receive awareness training regarding drink and needle spiking.

The venue will promote a culture in which customers can approach staff if they feel unsafe.

Where spiking is suspected:

1. Treat the report seriously.
2. Move the customer to an appropriate safe area.

3. Inform the Duty Manager/Safeguarding Lead immediately.
4. Ensure the person is not left alone where there is a welfare concern.
5. Identify trusted friends where appropriate.
6. Preserve relevant evidence where reasonably possible.
7. Secure relevant CCTV.
8. Contact emergency medical assistance or police when appropriate.
9. Record the incident fully.

Staff must never dismiss a customer's concerns simply because there is no immediately visible evidence of spiking.

11. ASK FOR ANGELA

Lounge Afrique supports **Ask for Angela**.

Staff will be trained to recognise the phrase and respond discreetly.

A person asking for Angela should be taken seriously and offered appropriate assistance, which may include:

- Moving them to a safe location.
 - Separating them from the person causing concern.
 - Contacting a friend or family member.
 - Arranging safe transport.
 - Involving security.
 - Contacting police where necessary.
-

12. SEARCH PROCEDURES

Where searches are carried out, they must be conducted professionally, respectfully and consistently in accordance with the venue's search policy.

Security personnel must be appropriately trained.

Refusal to comply with a lawful venue search requirement may result in refusal of entry.

Any prohibited items discovered must be dealt with according to venue policy and legal requirements.

13. CCTV

Management will ensure CCTV is checked before opening.

Any identified fault must be reported immediately and appropriate action taken.

Following a serious incident, relevant footage should be identified and protected from accidental deletion where technically possible.

Requests from police or other authorised bodies for CCTV must be handled appropriately and recorded.

Access to CCTV will be restricted to authorised personnel.

14. INCIDENT MANAGEMENT

All significant incidents must be reported to the Duty Manager.

Examples include:

- Violence or threats.
- Ejections.
- Suspected underage entry.
- Fake or suspicious identification.
- Drugs.
- Spiking allegations.
- Safeguarding concerns.
- Medical emergencies.
- Police attendance.
- Serious intoxication.
- Accidents.
- Significant customer complaints.

Incident records should include, where appropriate:

- Date and time.
- Location.
- Description of incident.

- Staff/security involved.
 - Action taken.
 - Whether CCTV is available.
 - Whether emergency services/police were contacted.
 - Management follow-up required.
-

15. CAPACITY & CROWD MANAGEMENT

Management and security must ensure that the permitted capacity of the venue is not exceeded.

Entry levels will be monitored.

Security should remain alert to overcrowding around:

- Entrances.
- Bars.
- Dance floors.
- Toilets.
- Stairways.
- Emergency exits.

Where overcrowding occurs, management must take appropriate action to reduce the risk.

16. TOILET & INTERNAL SECURITY CHECKS

Regular welfare and security checks will be conducted throughout trading.

Checks should consider:

- Drug activity.
- Vulnerable customers.
- Damage.
- Blocked routes.
- Suspicious behaviour.
- Cleanliness or hazards.

- Persons requiring assistance.

Checks should be appropriately documented where required by venue procedures.

17. FIRE & EMERGENCY SAFETY

Before opening, management will ensure:

- Fire exits are clear.
- Escape routes are unobstructed.
- Fire doors are appropriately maintained.
- Emergency lighting appears operational.
- Fire safety equipment is accessible.
- Staff understand emergency evacuation arrangements.

Staff must know how to raise the alarm and where customers should be directed in an emergency.

18. STAFF TRAINING

Relevant Lounge Afrique personnel will receive training covering:

- Challenge 25.
- Age verification.
- Responsible alcohol retailing.
- Alcohol refusals.
- Safeguarding.
- Ask for Angela.
- Drug awareness.
- Spiking awareness.
- Conflict resolution.
- Fire safety.
- Customer welfare.
- Incident reporting.

- Emergency procedures.

Training must be documented and staff should sign to confirm completion and understanding.

Refresher training will be undertaken periodically and following identified compliance issues.

19. PRE-OPENING MANAGEMENT CHECK

Before customers are admitted, the Duty Manager or nominated responsible person should confirm:

- | | | | | | | |
|--------------------------|------------------------------------|-----------------------|-----------|--------------|-------|-------------|
| ☐ | SIA | security | team | present | and | briefed |
| ☐ | SIA | credentials | | checked | as | appropriate |
| ☐ | | | CCTV | | | operational |
| ☐ | ID | scanning | equipment | operational | where | required |
| ☐ | | Challenge | 25 | procedures | in | place |
| ☐ | | | Staff | | | briefed |
| ☐ | | Safeguarding | | arrangements | | confirmed |
| ☐ | | Incident/refusal | recording | systems | | available |
| ☐ | | Fire | | exits | | clear |
| ☐ | | Emergency | | routes | | clear |
| ☐ | | Emergency | | lighting | | checked |
| ☐ | | Public | | areas | | checked |
| ☐ | | | Toilets | | | checked |
| ☐ | | First-aid | | arrangements | | available |
| ☐ | | Radios/communications | | equipment | | operational |
| ☐ | Any event-specific risks discussed | | | | | |
-

20. MANAGEMENT COMPLIANCE AUDITS

Management will conduct regular internal compliance audits.

These will review:

- Security performance.
- Challenge 25 compliance.
- ID verification.
- Refusal records.
- Incident records.

- CCTV.
- Safeguarding.
- Training records.
- Fire safety.
- Spiking procedures.
- Drugs procedures.
- Customer welfare.
- Licence conditions.
- Any complaints or concerns.

Where a weakness is identified, corrective action should be documented and followed through.

21. END-OF-NIGHT PROCEDURE

At the end of trading, management will review the night's operation.

This should include:

- Checking that customers leave safely.
- Managing dispersal appropriately.
- Reviewing significant incidents.
- Ensuring incident/refusal records have been completed.
- Identifying CCTV footage requiring preservation.
- Recording any safeguarding concerns.
- Recording security concerns.
- Identifying equipment faults.
- Identifying staff training or management actions required.

Serious matters must be escalated appropriately.

22. MANAGEMENT COMMITMENT

Lounge Afrique recognises that effective licensing compliance requires continuous management rather than simply written policies.

These enhanced procedures form part of our commitment to improving standards throughout the premises and ensuring that lessons are acted upon.

Management will continually review the effectiveness of the measures introduced and will cooperate appropriately with Cleveland Police, Middlesbrough Council Licensing and other responsible authorities.

Our objective is to operate Lounge Afrique as a safe, responsible and professionally managed venue where the licensing objectives, safeguarding and customer welfare remain central to our operation.

MANAGEMENT DECLARATION

I confirm that I have read and understood the Lounge Afrique Enhanced Operational Procedures and agree to ensure that these procedures are implemented and maintained.

Name: _____

Position: _____

Signature: _____

Date: _____

Next Review Date: _____

LOUNGE AFRIQUE

ENHANCED SAFEGUARDING & CUSTOMER WELFARE POLICY

Version: 1.0

Review Date: _____

Policy Owner: Designated Premises Supervisor (DPS)

1. Policy Statement

Lounge Afrique is committed to providing a safe, welcoming and inclusive environment for all customers, staff, performers, contractors and visitors.

Safeguarding is everyone's responsibility.

We are committed to preventing harm, identifying concerns at the earliest opportunity and taking appropriate action to protect children, young people and vulnerable adults.

All staff are expected to understand this policy and complete safeguarding training.

2. Objectives

This policy supports the four licensing objectives by:

- Protecting children from harm.
 - Promoting public safety.
 - Preventing crime and disorder.
 - Reducing risks to vulnerable people.
-

3. Scope

This policy applies to:

- Directors
- Managers
- Supervisors
- Bar Staff
- Door Supervisors
- DJs
- Promoters
- Contractors
- Agency Staff

- Volunteers
-

4. Who May Be Vulnerable?

A person may become vulnerable because of:

- Intoxication.
- Drug use.
- Drink spiking.
- Illness.
- Injury.
- Disability.
- Mental ill health.
- Learning disability.
- Language barriers.
- Being alone.
- Domestic abuse.
- Sexual harassment.
- Human trafficking or exploitation.

Vulnerability may be temporary or long term.

5. Children & Young People

Lounge Afrique operates a strict Challenge 25 policy.

Children will not be permitted to remain on the premises where this would breach licence conditions or event restrictions.

If staff believe a child or young person may be at risk:

- Inform the Duty Manager immediately.
 - Keep the individual safe.
 - Contact the police or appropriate safeguarding services where necessary.
 - Record all actions taken.
-

6. Challenge 25

Anyone who appears under the age of 25 must be asked to provide valid identification before purchasing alcohol or entering age-restricted events.

Accepted identification:

- Passport.
- UK photocard driving licence.
- PASS-accredited proof of age card.

If age cannot be verified:

- Refuse entry or service.
 - Remain polite and professional.
 - Record the refusal where required by venue policy.
-

7. Customer Welfare

All staff must remain alert to customers who appear:

- Distressed.
- Lost.
- Frightened.
- Intoxicated.
- Isolated.
- Injured.
- Unwell.
- Subject to unwanted attention.

Appropriate action may include:

- Moving the person to a safe area.
 - Contacting friends or family (with the person's consent where appropriate).
 - Arranging a licensed taxi.
 - Contacting emergency services.
 - Remaining with the individual until support arrives where safe and practicable.
-

8. Ask for Angela

Lounge Afrique supports the Ask for Angela scheme.

If a customer discreetly asks for "Angela" or otherwise indicates that they feel unsafe:

- Take the request seriously.
- Move them to a safe location away from the person causing concern.

- Inform the Duty Manager and door supervisors discreetly.
 - Assist with safe transport or contact the police if required.
 - Record the incident.
-

9. Drink Spiking

Staff should be alert to signs including:

- Sudden confusion.
- Loss of consciousness.
- Difficulty speaking.
- Loss of coordination.
- Vomiting.
- Extreme drowsiness.
- Memory loss.

If drink spiking is suspected:

- Treat it as a medical emergency.
 - Inform the Duty Manager immediately.
 - Call an ambulance if required.
 - Preserve the drink if it can be done safely.
 - Preserve relevant CCTV footage.
 - Support any police investigation.
 - Record the incident.
-

10. Sexual Harassment

Lounge Afrique has zero tolerance for sexual harassment.

This includes:

- Unwanted touching.
- Sexual comments.
- Persistent unwanted attention.
- Stalking.
- Intimidation.

Staff should intervene promptly where safe, support the person affected and involve management or police where appropriate.

11. Domestic Abuse

If a customer discloses domestic abuse or appears to be in immediate danger:

- Move them to a safe location if appropriate.
 - Listen without judgement.
 - Do not pressure them to disclose more than they wish.
 - Contact the police if there is an immediate risk to life or serious harm.
 - Record actions taken.
-

12. Missing Persons

If someone is reported missing:

- Inform the Duty Manager immediately.
 - Check toilets and other accessible areas where safe to do so.
 - Review CCTV where appropriate.
 - Contact the police without delay if there are safeguarding concerns.
-

13. Medical Emergencies

Managers should ensure that:

- First aid equipment is available.
 - Emergency services are contacted promptly when required.
 - An incident report is completed.
 - CCTV is preserved where relevant.
-

14. Drugs

Lounge Afrique has a zero-tolerance approach to illegal drugs.

Any suspected drug activity should be reported immediately to management.

Evidence should be handled safely and in accordance with legal requirements and police guidance.

15. Customer Ejections

When refusing entry or removing a customer:

- Use calm communication.
 - Avoid unnecessary confrontation.
 - Consider whether the individual is vulnerable due to intoxication, injury or other circumstances.
 - Where safe and appropriate, consider how they will leave the area and whether additional assistance is needed.
-

16. Staff Responsibilities

All staff must:

- Complete safeguarding training.
 - Complete Challenge 25 training.
 - Attend refresher training.
 - Report concerns immediately.
 - Maintain confidentiality.
 - Record safeguarding incidents accurately.
-

17. Management Responsibilities

Managers must:

- Promote a safeguarding culture.
 - Ensure staff receive training.
 - Review safeguarding incidents.
 - Liaise with responsible authorities where required.
 - Maintain safeguarding records securely.
 - Review this policy annually or following significant incidents.
-

18. Recording Concerns

Safeguarding records should include:

- Date and time.
- Person reporting.
- Description of the concern.
- Action taken.

- Agencies contacted (if any).
- Outcome (where known).

Records should be factual, objective and stored securely.

19. Partnership Working

Lounge Afrique will work positively with:

- Police.
 - Local Authority Licensing Officers.
 - Environmental Health.
 - Emergency Services.
 - Other responsible authorities where appropriate.
-

20. Continuous Improvement

Following any safeguarding incident, management will review:

- What happened.
- Whether procedures were followed.
- Lessons learned.
- Additional training required.
- Changes to policies or procedures.

Actions will be documented and monitored to completion.

Staff Declaration

I confirm that I have read and understood the Lounge Afrique Enhanced Safeguarding & Customer Welfare Policy and agree to follow it at all times.

Employee Name: _____

Role: _____

Signature: _____

Date: _____

Manager Signature: _____

LOUNGE AFRIQUE

LICENSING COMPLIANCE MANUAL

Version: 1.0

Effective Date: _____

Next Review Date: _____

Premises Licence Holder: _____

Designated Premises Supervisor (DPS): _____

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5. Staff Induction Procedure
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13. Weapons Policy
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15. Refusals Register Policy
16. Customer Welfare & Ask for Angela
17. Vulnerable Persons Policy
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-

1. Welcome & Compliance Statement

Lounge Afrique is committed to operating a safe, professional and legally compliant venue.

Every member of staff is responsible for protecting our premises licence by following this manual and promoting the four licensing objectives at all times.

2. The Four Licensing Objectives

Every decision made by staff must support:

- Prevention of Crime and Disorder
 - Public Safety
 - Prevention of Public Nuisance
 - Protection of Children from Harm
-

3. Management Responsibilities

Management will:

- Ensure all staff are trained before starting work.
- Maintain training records.
- Review incidents promptly.
- Conduct regular compliance audits.
- Cooperate with responsible authorities.
- Maintain all licensing documentation.

- Keep policies under review.
-

4. Staff Responsibilities

Every employee must:

- Read this manual.
 - Attend all required training.
 - Follow venue procedures.
 - Report concerns immediately.
 - Complete incident reports accurately.
 - Uphold the venue's reputation.
-

5. Staff Induction

Before their first shift, every employee must complete induction covering:

- Premises licence conditions.
- Challenge 25.
- Responsible alcohol retailing.
- Emergency procedures.
- Fire safety.
- Customer welfare.
- Incident reporting.
- CCTV procedures.
- Equality and diversity.
- Venue-specific policies.

Training must be signed by both the employee and manager.

6. Training Policy

Refresher training schedule:

- Challenge 25 – Every 3 months
- Responsible Alcohol Sales – Every 3 months
- Door Procedures – Every 3 months
- Drugs Awareness – Every 6 months

- Fire Safety – Every 6 months
- Ask for Angela – Every 6 months
- First Aid Awareness – Annually

All training must be recorded on the Training Matrix.

7. Challenge 25 & Age Verification Policy

If a customer appears under 25 years old:

- Request valid ID.
 - Accept only a passport, UK photocard driving licence or PASS-accredited card.
 - Refuse service or entry if age cannot be verified.
 - Record refusals where required by venue policy.
-

8. Responsible Alcohol Retailing Policy

Staff must never:

- Sell alcohol to anyone under 18.
 - Sell alcohol to an intoxicated person.
 - Permit proxy sales.
 - Ignore signs of drunkenness.
-

9. Intoxicated Customer Policy

Signs include:

- Slurred speech
- Loss of balance
- Aggression
- Confusion

Action:

- Refuse further alcohol.
 - Inform management.
 - Monitor customer welfare.
 - Request assistance from door staff if needed.
-

10. Door Supervisor Policy

Door supervisors must:

- Wear a valid SIA licence.
 - Operate Challenge 25.
 - Carry out searches in accordance with venue policy.
 - Maintain professional standards.
 - Record incidents.
 - Support customer welfare.
-

11. Search Policy

Searches may be carried out:

- As a condition of entry where permitted by venue policy.
- Respectfully and professionally.
- By a member of staff of the same gender where practical.
- With consent; refusal may result in refusal of entry.

Any prohibited items must be dealt with in accordance with venue procedures and the law.

12. Drugs Policy

Lounge Afrique operates a zero-tolerance approach to drugs.

Suspected drug activity must be reported immediately.

Any seized substances should be secured, documented and handled in accordance with police guidance.

13. Weapons Policy

Any suspected weapon:

- Do not place yourself or others at unnecessary risk.
 - Contact police where appropriate.
 - Preserve evidence.
 - Complete an incident report.
-

14. Incident Reporting

The following must be recorded:

- Refused entry
- Refused alcohol sales
- Violence
- Drug incidents
- Medical incidents
- Police attendance
- Ejections
- Complaints

Reports must be factual, accurate and completed before the end of the shift.

15. Refusals Register

The register should record:

- Date and time
 - Staff member
 - Reason for refusal
 - Brief description of the individual (where appropriate)
-

16. Customer Welfare & Ask for Angela

All staff must understand the Ask for Angela scheme.

Anyone requesting help should be assisted discreetly and moved to a safe area while appropriate support is arranged.

17. Vulnerable Persons Policy

Staff should be alert to customers who are:

- Intoxicated
- Distressed
- Alone
- At risk of exploitation

Provide assistance and involve management or emergency services where appropriate.

18. Violence Reduction & Conflict Management

Staff should:

- Stay calm.
 - Use verbal de-escalation.
 - Avoid confrontation where possible.
 - Request assistance early.
 - Use force only where lawful, necessary and proportionate.
-

19. CCTV Policy

The CCTV system should:

- Operate whenever the premises are open.
 - Be checked daily for faults.
 - Retain recordings in line with licence conditions and data protection requirements.
 - Be available to authorised officers in accordance with the law.
-

20. Daily Opening Checklist

- CCTV operational
 - Fire exits clear
 - Radios tested
 - Challenge 25 signage displayed
 - ID scanner tested (if used)
 - Incident and refusals registers available
 - Staff briefing completed
-

21. Daily Closing Checklist

- Incident logs completed
- Refusals recorded
- Premises checked
- Alcohol secured
- Cash reconciled

- CCTV functioning
 - All doors secured
-

22. Fire Safety & Emergency Procedures

All staff must know:

- Fire exits
 - Alarm points
 - Assembly location
 - Roles during evacuation
-

23. Evacuation Procedure

Managers coordinate evacuation.

Door staff direct customers safely to the assembly point.

Bar staff secure equipment only if safe to do so.

Emergency services must not be obstructed.

24. Lost Property Policy

Record:

- Item found
 - Date
 - Location
 - Staff member
 - Collection details
-

25. Complaints Procedure

All complaints should be:

- Taken seriously.
 - Recorded.
 - Investigated.
 - Responded to professionally.
-

26. Cleaning & Health & Safety

Maintain clean work areas, report hazards immediately, clean spillages promptly and store chemicals safely.

27. Staff Welfare

Staff are encouraged to report concerns, fatigue, wellbeing issues or unsafe working practices to management without delay.

28. Social Media Policy

Employees must not post confidential information, CCTV footage or incident details, or make comments that could damage the reputation of Lounge Afrique.

29. Daily Manager Briefing

Before each shift, managers should cover:

- Event details
- Staffing levels
- Challenge 25 reminder
- Banned individuals
- Welfare issues
- Search procedures
- Any police or licensing updates

Attendance should be signed by all staff.

30. Monthly Compliance Audit

The duty manager should confirm that:

- Training is current.
- Incident logs are complete.
- Refusals register is maintained.
- SIA licences have been checked.
- CCTV is operational.
- Fire safety checks are completed.
- Any licence conditions are being complied with.

31. Licensing Inspection Checklist

If an authorised officer visits:

- Be courteous and cooperative.
 - Notify the duty manager immediately.
 - Provide requested records promptly.
 - Record any advice given and actions required.
-

32. Staff Declaration

I confirm that I have read and understood this manual and agree to follow Lounge Afrique's policies and procedures.

Employee Name: _____

Role: _____

Signature: _____

Date: _____

Manager Signature: _____

33. Appendices

The following documents should be kept with this manual:

- Staff Training Matrix
- Individual Training Records
- Daily Briefing Sheets
- Incident Report Forms
- Refusals Register
- Accident Book
- Fire Log
- CCTV Fault Log
- Maintenance Log
- SIA Licence Register
- Cleaning Schedule
- Opening Checklist

- Closing Checklist
- Monthly Compliance Audit Form
- Contact List for Emergency Services and Key Holders

LOUNGE AFRIQUE

MONTHLY MANAGEMENT COMPLIANCE AUDIT

Premises: Lounge Afrique

Audit Month: _____

Audit Date: _____

Completed By: _____

Position: _____

Audit Rating

Rating	Meaning
☒ Compliant	Meets required standard
☐ Improvement Required	Minor improvement needed
☒ Non-Compliant	Immediate action required
N/A	Not applicable

SECTION 1 – LICENSING COMPLIANCE

Audit Item	Rating	Comments
Premises Licence Summary displayed	☐	
Licence conditions being complied with	☐	
DPS details current	☐	
Personal Licence Holders available where required	☐	
Staff understand licensing objectives	☐	
Challenge 25 operating correctly	☐	
Acceptable ID guidance available	☐	
Refusals Register completed correctly	☐	
Incident Register completed accurately	☐	

SECTION 2 – STAFF TRAINING

Audit Item	Rating	Comments
Induction completed for new staff	☐	
Responsible Alcohol Retailing training up to date	☐	
Challenge 25 training current	☐	
Drugs Awareness training current	☐	
Ask for Angela training current	☐	
Safeguarding training current	☐	
Fire Safety training current	☐	
Staff refresher training completed on schedule	☐	

SECTION 3 – DOOR SUPERVISION

Audit Item	Rating	Comments
Correct number of SIA staff on duty	☐	
SIA licences verified	☐	
Search procedures followed	☐	
ID scanner operational	☐	
Radios working correctly	☐	
Body-worn cameras available (if used)	☐	
Queue management effective	☐	
Entry refusals managed appropriately	☐	

SECTION 4 – BAR OPERATIONS

Audit Item	Rating	Comments
Challenge 25 consistently applied	☐	
Alcohol refusals managed correctly	☐	
Proxy sales prevented	☐	

- | | |
|-----------------------------------|--------------------------|
| Staff recognise intoxication | ☐ |
| Till procedures followed | ☐ |
| Cash handling procedures followed | ☐ |
| Bar clean and organised | ☐ |
| Stock securely stored | ☐ |
-

SECTION 5 – SAFEGUARDING & CUSTOMER WELFARE

- | Audit Item | Rating | Comments |
|--|--------------------------|----------|
| Ask for Angela procedures understood | ☐ | |
| Welfare area available (if applicable) | ☐ | |
| Staff recognise vulnerable customers | ☐ | |
| Drink spiking procedures understood | ☐ | |
| Welfare incidents recorded | ☐ | |
| Safeguarding policy available | ☐ | |
-

SECTION 6 – HEALTH & SAFETY

- | Audit Item | Rating | Comments |
|---------------------------------|--------------------------|----------|
| Fire exits unobstructed | ☐ | |
| Emergency lighting operational | ☐ | |
| Fire extinguishers accessible | ☐ | |
| First Aid kit stocked | ☐ | |
| Accident Book maintained | ☐ | |
| Spill hazards managed promptly | ☐ | |
| Toilets clean and safe | ☐ | |
| Venue clean and well maintained | ☐ | |
-

SECTION 7 – CCTV & SECURITY

Audit Item	Rating	Comments
CCTV recording correctly	☐	
Cameras cover key areas	☐	
Images clear and retrievable	☐	
CCTV signage displayed	☐	
Security equipment operational	☐	

SECTION 8 – RECORD KEEPING

Audit Item	Rating	Comments
Incident Register up to date	☐	
Refusals Register up to date	☐	
Accident Book completed	☐	
Welfare Log completed	☐	
Staff training records current	☐	
Maintenance Log completed	☐	
Cleaning records maintained	☐	

SECTION 9 – MANAGEMENT STANDARDS

Audit Item	Rating	Comments
Daily staff briefings completed	☐	
Opening checklist completed	☐	
Closing checklist completed	☐	
Duty Manager Log completed	☐	
Staff performance monitored	☐	
Customer complaints reviewed	☐	
Previous audit actions completed	☐	

INCIDENT REVIEW

Number of incidents this month: _____

Number of alcohol refusals: _____

Number of entry refusals: _____

Number of safeguarding concerns: _____

Police attendance? Yes / No

Licensing Officer visit? Yes / No

Environmental Health visit? Yes / No

Summary of significant incidents:

ACTION PLAN

Issue Identified Action Required Responsible Person Target Date Completed

☐☐☐☐☐

MANAGEMENT COMMENTS

Strengths identified:

Areas for improvement:

Training required:

OVERALL AUDIT RESULT

- ☐ Fully Compliant
- ☐ Compliant with Minor Improvements Required
- ☐ Improvement Plan Required
- ☐ Immediate Corrective Action Required
-

MANAGEMENT DECLARATION

I confirm that this audit has been completed accurately and that any actions identified will be monitored until completed.

Auditor Name: _____

Position: _____

Signature: _____

Date: _____

Reviewed by DPS/Director: _____

Signature: _____

Review Date: _____

Our Commitment to the Future

Dear Members of the Licensing Sub-Committee,

This portfolio demonstrates the work that Lounge Afrique has already undertaken to strengthen its operation.

We understand that trust cannot be rebuilt through words alone. It must be earned through consistent actions, responsible management and an ongoing commitment to public safety.

The measures contained within this portfolio are not temporary responses to these proceedings. They represent the standards by which Lounge Afrique intends to operate in the future.

We are committed to:

Promoting the licensing objectives in every aspect of our business.

Working openly and constructively with Cleveland Police and Middlesbrough Council.

Continually reviewing our procedures.

Investing in our staff, our security and our safeguarding arrangements.

Providing a venue where every customer can enjoy themselves in a safe and welcoming environment.

We recognise that holding a Premises Licence is both a privilege and a responsibility.

If given the opportunity to continue operating, we will work every day to justify the confidence placed in us.

Thank you for considering this portfolio and for the opportunity to demonstrate the significant improvements we have already made.

Yours faithfully,

Percy Quarcoo

Premises Licence Holder

Lounge Afrique

LOUNGE AFRIQUE

MANAGEMENT PROCEDURES MANUAL

Version: 1.0

Applies to: Directors, Designated Premises Supervisor (DPS), Duty Managers and Supervisors

1. Purpose

This manual sets out the management procedures for Lounge Afrique to ensure the premises operates safely, professionally and in compliance with the Licensing Act 2003, the premises licence and all relevant legislation.

Managers are responsible for ensuring that these procedures are followed at all times.

2. Management Responsibilities

The Duty Manager is responsible for:

- Ensuring compliance with the premises licence.
 - Promoting the four licensing objectives.
 - Supervising staff throughout the shift.
 - Managing customer safety.
 - Supporting door supervisors and bar staff.
 - Liaising with emergency services and responsible authorities where required.
 - Ensuring all records are completed accurately.
-

3. Pre-Opening Procedure

The Duty Manager must complete and record the following before opening:

Security

- ☐ CCTV operational and recording.
- ☐ Cameras checked for correct coverage.
- ☐ ID scanner tested (where used).
- ☐ Radios tested.
- ☐ Body-worn cameras issued (if applicable).
- ☐ Emergency lighting checked visually.

Safety

- ☐ Fire exits unlocked, unobstructed and clearly signed.
- ☐ Escape routes clear.
- ☐ First aid kit stocked.

- ☐ Spill kits available.
- ☐ Toilets clean and stocked.

Licensing

- ☐ Challenge 25 signage displayed.
- ☐ Incident and refusals registers available.
- ☐ Premises licence summary displayed.
- ☐ Staff rota confirmed.
- ☐ SIA licences checked for door supervisors on duty.

Venue

- ☐ Lighting operational.
- ☐ Music system tested.
- ☐ Till systems operational.
- ☐ Card machines working.
- ☐ Bars stocked.
- ☐ Glassware checked.

The opening checklist should be signed and retained.

4. Staff Briefing

Before every shift, hold a briefing covering:

- Event details.
- Expected attendance.
- Customer profile.
- Challenge 25 reminder.
- Licensing conditions.
- Search procedures.
- Banned individuals.
- Any intelligence from previous shifts.
- Staffing positions.
- Emergency procedures.
- Welfare responsibilities.
- Communication channels.

All staff should sign the briefing sheet.

5. Staff Deployment

Managers should ensure clear responsibilities:

Door Team

- Queue management.
- Entry control.
- Searches where required.
- ID verification.
- Capacity monitoring.
- External patrols.

Bar Team

- Alcohol sales.
- Challenge 25.
- Monitoring intoxication.
- Reporting concerns.
- Customer service.

Floor Staff

- Glass collection.
- Customer welfare.
- Hazard reporting.
- Monitoring behaviour.

6. Capacity Management

Managers must monitor customer numbers throughout the event.

Action should be taken if:

- The venue approaches its safe operating capacity.
- Fire exits become obstructed.
- Circulation areas become overcrowded.

If necessary, temporarily suspend admissions until numbers reduce.

7. Alcohol Management

Managers must monitor:

- Responsible alcohol sales.
- Underage challenges.
- Refused sales.
- Intoxication.
- Proxy purchasing.

Any concerns should be addressed immediately with the member of staff involved.

8. Incident Management

Managers must attend all significant incidents.

Priorities:

1. Preserve life.
 2. Protect staff and customers.
 3. Secure the scene if appropriate.
 4. Contact emergency services where necessary.
 5. Preserve CCTV.
 6. Record the incident.
 7. Debrief staff.
-

9. Police & Authority Visits

Managers should:

- Be polite and cooperative.
 - Verify the officer's identity where appropriate.
 - Escort officers around the premises.
 - Provide requested records promptly where required by law.
 - Make a note of advice or actions requested.
 - Inform the DPS or directors after the visit.
-

10. Customer Welfare

Managers should ensure:

- Ask for Angela procedures are understood.
 - Vulnerable customers receive appropriate assistance.
 - Welfare concerns are documented.
 - Safe transport is arranged where appropriate.
-

11. Closing Procedure

Before closing:

- ☐ Stop alcohol sales at the required time.
 - ☐ Announce closing politely.
 - ☐ Begin gradual lighting increase and reduce music in line with your operating policy.
 - ☐ Monitor customer behaviour.
 - ☐ Ensure an orderly dispersal.
-

12. Post-Closing Procedure

Managers must ensure:

- All customers have left safely.
 - Incident reports are completed.
 - Refusals register updated.
 - Cash reconciled.
 - Alcohol secured.
 - Doors and windows locked.
 - Alarm activated.
 - Building checked before leaving.
-

13. Daily Documentation

The following should be completed each trading day:

- Opening Checklist.
- Staff Briefing Record.
- Refusals Register (where applicable).
- Incident Log.
- Accident Book (if required).

- Maintenance Log (if applicable).
 - Closing Checklist.
-

14. Weekly Management Review

Once each week, management should review:

- Incident trends.
- Refusal records.
- Customer complaints.
- Staff performance.
- CCTV issues.
- Equipment faults.
- Training requirements.

Actions should be recorded and assigned with completion dates.

15. Monthly Compliance Audit

Each month, the DPS or a senior manager should confirm:

- ☐ Staff training is current.
- ☐ Door supervisors' SIA licences have been checked.
- ☐ Challenge 25 records are complete.
- ☐ Incident logs are up to date.
- ☐ CCTV is functioning correctly.
- ☐ Fire safety checks are completed.
- ☐ Risk assessments remain suitable.
- ☐ Premises licence conditions are being complied with.

Any corrective actions should be documented and monitored until completed.

16. Management Standards

Managers are expected to:

- Lead by example.
- Treat staff and customers fairly.

- Enforce policies consistently.
 - Deal with complaints professionally.
 - Maintain confidentiality.
 - Encourage staff to raise concerns.
 - Take immediate action where safety or compliance is at risk.
-

17. Continuous Improvement

Lounge Afrique is committed to continually reviewing and improving its procedures.

Following any significant incident, complaint, inspection or licensing review, management will assess whether procedures need updating, provide additional training where required and communicate any changes to all relevant staff.

Manager Acknowledgement

I confirm that I have read and understood the Lounge Afrique Management Procedures Manual and will carry out my responsibilities in accordance with this document.

Manager Name: _____

Role: _____

Signature: _____

Date: _____

Dear Mr Ferguson,

Re: Prohibition Notice No. 459 – 25 Corporation Road, Middlesbrough, TS1 1LP

Our Ref: A0102172

Thank you for your letter dated 23 July 2026 regarding the above Prohibition Notice.

We would like to confirm that, since the original notice was served in November 2024, the premises has remained compliant with the requirements and restrictions that were brought to our attention.

Fire safety is taken extremely seriously at Lounge Afrique, and we have continued to maintain and review our fire safety arrangements. These include our fire alarm system, emergency lighting, fire extinguishers, clearly marked emergency exits, staff fire safety training and general fire safety procedures.

We fully welcome an inspection by Cleveland Fire Brigade and will cooperate with your officers to demonstrate our continued compliance.

We would also appreciate confirmation of the current status of the notice and whether there are any outstanding matters that Cleveland Fire Brigade requires us to address.

We are committed to working openly and constructively with Cleveland Fire Brigade and all relevant authorities to ensure that Lounge Afrique continues to operate safely and responsibly.

Kind regards,

Lounge Afrique Bar & Restaurant
25 Corporation Road
Middlesbrough
TS1 1LP

Thank you for your letter dated 10 August 2026 regarding the premises licence review for Lounge Afrique, 25 Corporation Road, Middlesbrough.

We would like to assure Children's Services that we take the concerns raised extremely seriously. The safety and welfare of children and young people is of paramount importance, and we fully recognise our responsibility as a licensed premises to support the licensing objective of protecting children from harm.

We are deeply concerned that underage individuals were able to gain entry to the premises. We recognise that this should not have happened and, regardless of the circumstances surrounding their entry, we have used this review process to examine our procedures in detail and identify where stronger safeguards are required.

We also recognise that protecting young people cannot be achieved by venues working in isolation. We believe licensed premises, Cleveland Police, Children's Services, the Licensing Authority, security providers and other relevant agencies must work together to prevent children and vulnerable young people from gaining access to late-night licensed premises and being exposed to potential harm. During the review process, a number of additional concerns have been raised, including references to drink spiking and sexual assaults. These matters are extremely concerning to us. Prior to the current proceedings, Lounge Afrique management had not been made aware of some of the matters now being raised. Had such concerns been formally brought to our attention, we would have treated them with the seriousness they deserve and taken appropriate action. We are nevertheless taking this opportunity to strengthen our procedures in these areas regardless.

Since the incident and subsequent review, Lounge Afrique has undertaken a substantial review of its safeguarding and operating procedures. Measures being implemented include:

- Appointment of a completely new SIA-licensed security team.

- Introduction of electronic ID scanning technology to strengthen age verification and provide greater accountability at the point of entry.

- Strengthened Challenge 25 and age-verification procedures.

- Appointment of a dedicated Safeguarding Lead.

- Enhanced safeguarding policies and reporting procedures.

- Additional staff training covering safeguarding, responsible alcohol retailing, Challenge 25, drug awareness, drink spiking, Ask for Angela, conflict resolution and customer welfare.

- Stronger management compliance audits and monitoring.

- Improved incident recording, escalation and management oversight.

- Clearer procedures for identifying and assisting vulnerable customers.

We do not want the outcome of this process simply to be a collection of new policies. Our intention is to create a genuine change in the way the premises operates, with safeguarding embedded throughout our management, security and staff procedures.

We would very much welcome the opportunity to work constructively with Middlesbrough Children's Services and the other Responsible Authorities. If there are further measures, training or safeguarding practices that Children's Services believe would assist us in protecting children and vulnerable people, we would be grateful for your guidance and would be very willing to discuss these with you.

Lounge Afrique is committed to learning from what has happened and demonstrating that meaningful and lasting improvements are being made.

Thank you for giving us the opportunity to respond to your concerns. We would welcome a discussion with you prior to the full review hearing if this would be helpful.

Management Team

Thank you for your correspondence regarding the representation made by Public Health in support of the review application concerning Lounge Afrique.

We would firstly like to make clear how deeply concerned we are about the matters that have led to this review. The safeguarding and welfare of young people is extremely important to us, and we fully recognise the seriousness of the concerns that have been raised.

The circumstances surrounding the alleged incident and the issue of underage persons gaining access to late-night licensed premises are extremely concerning. We accept that, as a licensed venue, we have an important responsibility to ensure robust measures are in place to prevent children and young people from entering the premises.

However, we also believe this is an issue that requires **continued cooperation between licensed venues, Cleveland Police, Middlesbrough Council, Public Health, safeguarding services, security providers and other responsible authorities**. Preventing underage access to late-night venues is something we all need to work together to achieve.

Lounge Afrique is committed to playing its part. Since these concerns were brought to our attention, we have taken significant steps to strengthen our procedures, including enhanced Challenge 25 and age-verification procedures, electronic ID scanning technology, a new SIA-licensed security team, enhanced safeguarding procedures, additional staff training and the appointment of a dedicated Safeguarding Lead.

We are also concerned by some of the wider matters that have been raised during the review process, including references to **drink spiking and sexual assaults**.

Prior to this process, we were not aware of some of the incidents or concerns that have subsequently been referred to. Had such matters been brought to our attention previously, we would have wanted the opportunity to investigate them, review any relevant CCTV or records, cooperate with the appropriate authorities and take any necessary action.

We do not say this to minimise the seriousness of those concerns. On the contrary, the information that has now been brought to our attention has reinforced the importance of ensuring that there are clear and effective channels of communication between venues and the responsible authorities.

Going forward, we want Lounge Afrique to be a venue where concerns are identified, recorded, reported and acted upon appropriately. We are therefore strengthening our procedures around safeguarding, drink spiking awareness, sexual harassment and assault, customer welfare, incident reporting and management oversight.

We recognise that safeguarding is not simply about meeting licensing requirements. It is about creating an environment in which customers, particularly young and vulnerable people, are protected from harm.

We would therefore very much welcome the opportunity to work constructively with Public Health and the other responsible authorities. If there are additional measures, training, partnership initiatives or safeguarding practices that Public Health believes would assist us, we would be grateful for that guidance and would be very willing to discuss them.

Our intention throughout this process is not simply to respond to the review, but to learn from what has happened and demonstrate that meaningful and lasting improvements are being made at Lounge Afrique.

Thank you for taking the time to raise these concerns with us. We hope that through open communication and continued cooperation with all relevant authorities, we can work together to improve safety, strengthen safeguarding and prevent similar situations from occurring in the future.

Yours sincerely,

Lounge Afrique Management

25 Corporation Road

Middlesbrough

TS1 1LP

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Lounge Afrique Management
25 Corporation Road
Middlesbrough
TS1 1LP

Lounge Afrique was created with a very clear purpose. We wanted to establish a venue in Middlesbrough where the African community, the wider diaspora and people from all backgrounds could come together, feel welcome and enjoy music, culture and hospitality in an environment that felt like home.

We chose Middlesbrough because this is a community, we are proud to be part of. Over time, Lounge Afrique has grown into a venue that attracts people not only locally, but from different parts of the country. Some of our customers travel considerable distances, stay in local hotels and spend time in Middlesbrough specifically because they are visiting Lounge Afrique. We are incredibly proud of what the venue has become and of the community that has developed around it. However, none of that is more important than the safety and welfare of the people who enter our premises.

The recent events and the concerns subsequently brought to our attention have affected us deeply. In particular, we do not want anything we say about the success or future of Lounge Afrique to appear to minimise or dismiss the seriousness of the concerns relating to the young person involved. Her welfare, and the circumstances that have led to this review, must be treated with the seriousness they deserve.

We also recognise that being proud of our previous operation is not enough. Where weaknesses have been identified, we have a responsibility to address them. This process has caused us to examine our safeguarding, age-verification, security, staff training, management oversight and customer-welfare procedures much more closely. Our desire to reopen is therefore not simply about getting the doors of Lounge Afrique open again. It is about being given the opportunity to demonstrate that we have listened, learned and made meaningful changes.

Lounge Afrique is part of Middlesbrough. We want to continue contributing positively to the town, but we understand that with that privilege comes a significant responsibility. Our ambition going forward is for Lounge Afrique not simply to be known as a successful late-night venue, but as a venue where safeguarding, responsible management and customer welfare are at the heart of everything we do. We want the Licensing Committee and the responsible authorities to be able to have confidence in us. We know that confidence has to be earned through our actions, and we are committed to doing that.

Percy Quarcoo

Premises Licence Holder.

