Chapter 6: Queue management and venue capacity responsibilities relevant to a door supervisor

Responsibilities when controlling queues and crowd capacity regulations

It is important that all door supervisors have access to the most up to date guidance from the government to ensure they comply with current legislation. This may require individuals to regularly check relevant websites and receive alerts/ notifications directly from the SIA and the Health & Safety Executive. Current useful sources of information are (this list is not exhaustive):

www.hse.gov.uk/event-safety/crowd-management-assess.htm

www.gov.uk/government/organisations/security-industry-authority

https://www.gov.uk/government/publications/queue-management-and-sia-licensing

The role of the door supervisor at the point of entry, including refusals and ejections is discussed in module 5. Another vital part of venue management is managing queues to prevent conflict and exceeding the venue's capacity (maximum number of customers and staff). The venue capacity is stated on the Premise Licence.

You need to be aware of all venue access points, including accessibility access points such as for wheelchairs.

A consideration of queue management is now social distancing. Social distancing may be an ongoing requirement for infection control but also helps to prevent conflict from developing due to individuals not having sufficient personal space.

Personal protective equipment (PPE) has always been considered important whilst carrying out bag searches or search of a person due to the possibility of contact with bodily fluids or sharps. Since the emergence of COVID, PPE has become even more essential. Gloves should always be worn when contact is made with other people's possessions or body. Gloves should be changed or sanitised in between contact with each individual's possessions or body. Additional PPE should include face coverings, high visibility jackets, etc. PPE is discussed in module one.

Responsibilities of a door supervisor when managing queues include:

- **having a professional appearance and attitude**
- **ensuring that only appropriate people can enter**
- **ensuring that only the appropriate numbers of customers can enter**
- **ensuring safe entry for customers**

All door supervisors must have a professional appearance and attitude as per the information on page 102.



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Personal Appearance

A security operative should at all times:

- Wear clothing which is smart, presentable, easily identifies the individual as a security operative, and is in accordance with the employer's guidelines; and
- Wear his/her Security Industry Authority licence on the outside of their clothing whilst on duty, displaying the photograph side (except Close Protection Operatives).

Professional Attitude & Skills

A security operative should:

- Greet visitors to the premises in a friendly and courteous manner;
- Act fairly and not discriminate on the grounds of gender, sexual orientation, marital status, race, nationality, ethnicity, religion or beliefs, disability, or any other difference in individuals which is not relevant to the security operatives' responsibility;
- Carry out his/her duties in a professional and courteous manner with due regard and consideration to others;
- Behave with personal integrity and understanding;
- Use moderate language, which is not defamatory or abusive, when dealing with members of the public and colleagues;
- Be fit for work and remain alert at all times; and
- Develop knowledge of local services and amenities appropriately.

General Conduct

In carrying out his/her duty, a security operative should:

- Never solicit or accept any bribe or other consideration from any person;
- Not drink alcohol or be under the influence of alcohol or drugs;
- Not display preferential treatment towards individuals;
- Never abuse his/her position of authority;
- Never carry any item which is, or could be considered to be, threatening;
- Report all incidents to the management; and
- Cooperate fully with members of the police and partners, Local Authority, Security Industry Authority, and other statutory agencies with an interest in the premises or the way they are run.

Organisation/Company Values and Standards

A security operative should:

- Adhere to the employing organisation/company standards;
- Be perceptive of the employing organisation/company culture and values; and
- Contribute to the goals and objectives of the employing organisation/company.



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Entry control/Admissions policy

It is a key responsibility that all door supervisors know and understand the venue admissions policy and the maximum capacity for the venue.

The admissions policy is there to ensure that the premises complies with the licensing laws, as well as any venue-specific requirements detailed in the premises licence.

You need to be aware of the admissions policy for each venue that you work at and you must ensure that it is adhered to.

It will advise the door supervisors working at the entrance as to:

- what time customers can be allowed in from
- what time customers must be stopped from entering
- queue management to prevent exceeding the maximum capacity of the venue
- payment requirement
- what types of people should be refused entry
- any specific age restriction for entry
- what forms of ID are acceptable for proof of age
- the dress code
- any illegal or prohibited items
- the search policy
- what to do with any illegal or prohibited items found
- standards of behaviours required
- the maximum numbers of customers allowed on the premises at any time (you may be required to use counters/clickers to count people in and out of the venue).

In order to provide proper control of the queue at the point of entry, it is important to:

- monitor the queue at all times
- meet and greet potential customers in a courteous and professional manner
- build positive relationships with the customers to encourage them to return to the venue in the future
- maintain observations throughout the queue
- provide good customer service
- reduce the chances of conflict at the entrance
- safely control the entry of customers and ensure safety inside
- enforce the admissions policy on behalf of the DPS
- carry out search procedures where required
- monitor and assess the attitudes and behaviours of potential customers
- assess the sobriety of the customers
- deny access to unwelcome or unsuitable people

Door supervisors have a responsibility in relation to crowd capacity regulations, devices such as manual tally counters should be used to count customers in and out of the premises and entry should be halted once capacity has been reached.

Talking to customers and using effective communication techniques helps the door team to build good relations, manage customers' expectations and reduce incidents of conflict, therefore enhancing the reputation of the staff and the venue itself.

An effective admissions policy, if it is enforced fairly and equally, will go a long way towards ensuring that the customers can enjoy themselves and that door supervisors and other members of staff work in a safe environment.

Ejections and refusals

People that are ejected from or refused entry to a venue are often more vulnerable to specific crimes or attacks. It is important that as a door supervisor, you are aware of the factors that are often linked with vulnerable people, including:

- sobriety
- drug use
- age
- mental capacity
- attitude
- crimes and licensing offences

A safe environment ensures compliance with:

- Health and safety legislation
- Fire safety regulations
- The venue premises licence including not breaching the maximum capacity (number of customers and staff) of the venue.
- The four licensing objectives.
  - The prevention of crime and disorder
  - Public safety
  - The prevention of public nuisance
  - The protection of children from harm.

These regulations were covered in module 1 and earlier within this module.

As well as having effective entry control, the organisation will also have a clear dispersal procedure in place, these procedures must be enforced. The dispersal procedures will include and ensure:

- the safe exit of customers
- the prevention of disorder
- good customer service is demonstrated
- licensing objectives are complied with
- police or other outside agencies are assisted