

19 July 2022

To Whom It May Concern;

W HOTEL, LONDON

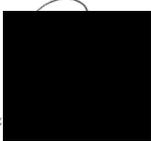
I'm writing with regard to the W Hotel, London on Wardour Street W1.

The hotel is a fully engaged member of [Heart of London](#) (the Business Improvement District for London's West End) and we have had an excellent working relationship with them, from the management through to the concierge and security staff. Having worked with the hotel since it opened, I can honestly say that they make a positive contribution to our area and that it is a professionally run business.

They have been very supportive and proactive in a range of activities over the years, have hosted events and have attended many of the meetings we have held. We engage and meet with them regularly, at all levels of their team both locally and from head office.

If you have any questions in relation to W Hotel, London, please do not hesitate to contact me.

Kind regards,



Head of Company Management
Heart of London Business Alliance
rico.pieri@heartoflondonbid.co.uk

Licensing Action Plan – April 2022

Failings	Action	By When	Completed
Suspect not detained	Training carried out with the team by the security provider and Hotel Security team.	10/04/2022	Yes
No crime scene implemented	Training of the entire team to ensure that this is carried out when an incident occurs where injuries are sustained, and a potential crime has been committed.	10/04/2022	Yes
SIA door staff not wearing their SIA badges	This was put in place immediately after the meeting with Licensing.	10/04/2022	Yes
Loss of control by SIA door staff during incident/not robust enough	Training of team carried out and security provider to ensure that they select officers that have the necessary experience and are used to working in this type of environment.	10/04/2022	Yes
No early intervention by SIA	Security team trained on stepping in immediately when flash points occur to stop any escalation.	10/04/2022	Yes
Suspect allowed the opportunity to pick up the ice bucket	Training for the bar team and security team to ensure any objects that can be thrown or used as a weapon are removed from the area immediately when an incident could potentially occur.	10/04/2022	Yes
Further action			
Due diligence	Sales team to be briefed on exactly what to look out for when carrying out due diligence on prospective bookings. I.E. Music type, Crowd, Social Media etc.	10/04/22	Yes
All Sorts Booking	No further bookings will be accepted from the organizers All Sorts.	10/04/22	Yes

From: Deweltz, Adam: WCC <adeweltz@westminster.gov.uk>

Sent: 19 April 2022 14:09

To: [REDACTED]

Subject: Assault at the W Hotel - 02/04/2022

This message is from an EXTERNAL SENDER - be CAUTIOUS, particularly with links and attachments

Good afternoon, Tony.

Many thanks for the action plan. We will keep this on record and continue to monitor any further crime at the W Hotel.

I have spoken to Tom and he has mentioned that you are taking part in the next WAVE training input. Thank you for being a part of that.

Wish you all the best,

Adam.

PC Adam Deweltz

Police Licensing Officer - Westminster - Central West BCU

Westminster Police Licensing Unit

Westminster City Hall

15th Floor, 64 Victoria Street

London

SW1E 6QP

020 7641 1705



Licensing Action Plan – April 2022

Failings	Action	By When	Completed	10/07/22 Response
Suspect not detained	Training carried out with the team by the security provider and Hotel Security team.	10/04/2022	Yes	The incident was still under way when the police arrived.
No crime scene implemented	Training of the entire team to ensure that this is carried out when an incident occurs where injuries are sustained, and a potential crime has been committed.	10/04/2022	Yes	Again, the police arrived during the incident. Area was cordoned off at the request of the police using ropes and posts.
SIA door staff not wearing their SIA badges	This was put in place immediately after the meeting with Licensing.	10/04/2022	Yes	4 SIA officers were displaying their badges. 2 in-house security were not displaying their badges but, we have confirmed, did have them on their person (as is common practice in smart hotels).
Loss of control by SIA door staff during incident/not robust enough	Training of team carried out and security provider to ensure that they select officers that have the necessary experience and are used to working in this type of environment.	10/04/2022	Yes	The experienced and professional SIA team tried their best in this very difficult situation. They were robust which is why the incident started. The SIA put themselves in harm's way to try to end the disorder assisted by police. The police experienced similar

				difficulties to our SIA staff in quelling the disorder.
No early intervention by SIA	Security team trained on stepping in immediately when flash points occur to stop any escalation.	10/04/2022	Yes	The SIA officers were very proactive and decided to shut the event down which is the ultimate intervention.
Suspect allowed the opportunity to pick up the ice bucket	Training for the bar team and security team to ensure any objects that can be thrown or used as a weapon are removed from the area immediately when an incident could potentially occur.	10/04/2022	Yes	Plastic glasses were in use but during the disorder some of the guests were taking mixer bottles from the service counter of the bar as the staff were trying to move the items away.
Further action				
Due diligence	Sales team to be briefed on exactly what to look out for when carrying out due diligence on prospective bookings. I.E. Music type, Crowd, Social Media etc.	10/04/22	Yes	Chalet London is a company that has had a previous event that was trouble free. The management had carried out due diligence on the promoter.
All Sorts Booking	No further bookings will be accepted from the organizers All Sorts.	10/04/22	Yes	N/A

Position	Name	Shift	Scheduled
B&F Director		office	14.00-21.00
Bar Manager		floor	16.00-01.30
B&F Supervisor		floor	16.00-00.00
B&F Supervisor		floor	18.00-01.30
Waiter		floor	19.00-01.30
Waiter		floor	17.00-01.30
Waiter		floor	18.00-01.30
Waiter		floor	13.00-22.00
Waiter		floor	11.00-20.30
Hostess		floor	16.00-21.00
Bartender		floor	18.00-01.30
Bartender		floor	16.00-01.30
Barback		floor	17.00-01.30
Barback		floor	18.00-01.30
IRD Supervisor		IRD	07.00-14.00
IRD Waiter		IRD	07.00-16.30
IRD Waiter		IRD	15.00-01.30



Professional Profile

I have a keen passion for Food & Beverage Operations, with a wide-ranging experience within the hospitality industry. I have proven leadership skills involving managing, developing and motivating teams to achieve our objectives. Communication skills are one of my strengths, also my acute attention to detail and creative abilities. Focused on customer needs, performance driven – systematic, organized with mental toughness, leading by example. I work to meet the highest standards whilst ensuring quality and integrity are delivered at all times.

Professional Experience

June 2021 – Current **Director of Food & Beverage**
Grosvenor House, A JW Marriott Hotel
London, UK

Responsible for the Food & Beverage Division, which includes the performance and service delivery of all outlets: JW Steakhouse, Red Bar, Park Room, Room Service, Park Lane Market and Stewarding operations, as well as events operations including 86 Park Lane Private Dining Rooms, The Ballroom and The Great Room.

Sunday Brunch (Channel 4) regular beverage presenter.

April 2019 – April 2021 **Director of Food & Beverage**
The Langham Hotel
London, UK

Responsible for the entire F&B division which includes the performance and service delivery of the outlets - Artesian Bar (Top 50), Roux at the Landau, Palm Court, The Wigmore, Sauce by the Langham, as well as In Room Dining, Banqueting operations, Kitchen and Stewarding. Full financial and operational responsibility for all F&B departments. Responsible for the conception and implementation of the new Artesian Menu concept and Sauce by The Langham, recruitment, training and opening.

Dec 2016 - April 2019

**Assistant Director of Food & Beverage
The Savoy Hotel, A Fairmont Managed Property
London, UK**

Responsible for the supervision of the entire F&B division. Acting Director of Food & Beverage from March until October 2017. Responsible for the F&B Budget 2017/18 preparation and monthly forecasting for the division. Winning of Best International Hotel Bar 2017 at Tales of the Cocktail in New Orleans, USA with the American Bar and Best Bar in the World (TOP 50) in 2018 following a sustained marketing campaign throughout 2017 & 2018. Creation and launch of the Thames Foyer Night concept September/October 2017.

Team leader on repositioning of Simpsons operations, branding and execution after refurbishment and extension of the event space.

Sept 2014 - Nov 2016

**Hotel Beverage Manager
Grosvenor House, A JW Marriott Hotel
London, UK**

As Hotel Beverage Manager I resume the sole responsibility for the beverage program in the hotel, the marketing and PR initiatives related to F&B with focus on the beverage side, as well as the shared responsibility of the daily running of the Food & Beverage division. Responsible for overseeing UK's largest beverage revenue producing hotel including Banqueting space which can accommodate a total of 30 bars, up to 2500 guests' reception drinks, high profile awards and events such as BAFTAS and many others. Building relationships with suppliers, developing concepts and beverage contracts; ensuring costs were in line with budget and increase Hotel beverage profile. Most importantly to enhance quality and profitability.

Awarded with the Global Food & Beverage Professional of the Year Award, by Sabre Awards in Washington DC.

2012-2014

**Food & Beverage Outlets Beverage Manager
Grosvenor House, A JW Marriott Hotel
London, UK**

Responsible for the beverage operations in all F&B outlets within the Hotel, including an American concept Steakhouse, Whiskey Bar, Park Room Champagne Lounge, In Room Dining and Red Bar Cocktail Bar.

2009-2012

Bars & Lounge Manager

**Gillray's Restaurant & Bar - Marriott Hotel, County Hall
London, UK**

Previous Experiences

Hotel Bar/Lounge - Four Seasons Hotel, Boston, USA

Hotel Restaurant - The Balsams Grand Resort Hotel. New Hampshire, USA

Hotel Bar - Copacabana Palace Hotel – Orient Express Hotels, Rio de Janeiro (Graduate Program)

Education

• Hospitality Management Degree (University of Cidade – Rio de Janeiro)

References available on request

Available on request

W HOTEL – Possible conditions

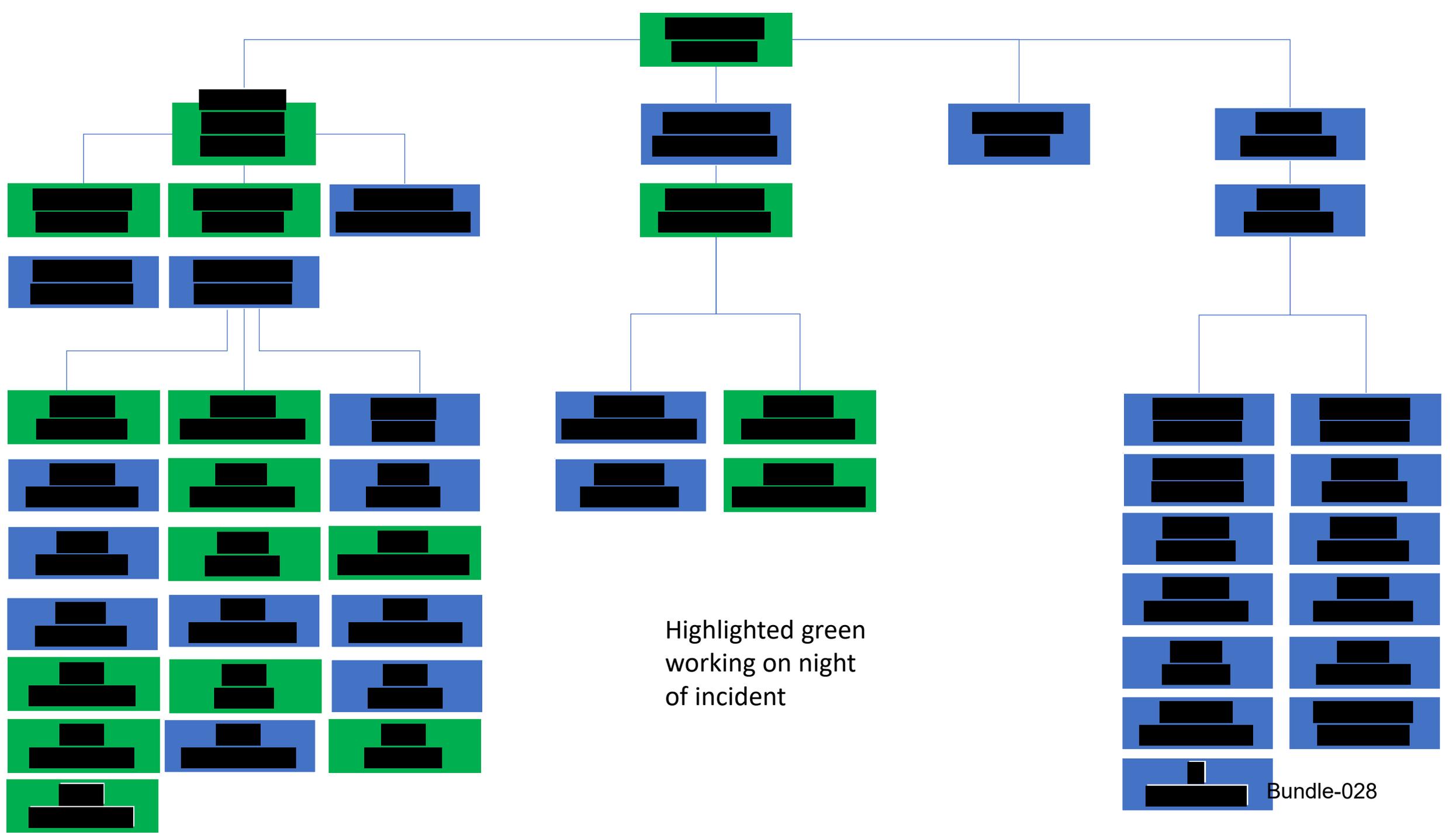
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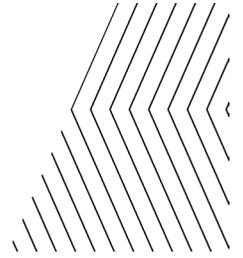
1. Unless the police agree otherwise in writing in relation to a particular event, there shall be no externally promoted events*.

*An “externally promoted event” is an event involving music and dancing where the event is promoted to the general public by someone other than the licence holder.

2. Unless the police agree otherwise in writing, at any internal events* the licence holder shall:
 - a) Prepare a full written risk assessment which must be signed off by the DPS or another member of the senior management team. The risk assessment shall include a record of due diligence carried out by the licence holder on the proposed user of the venue. A copy of the risk assessment must be made available upon request to police officers or authorised officers of the Council;
 - b) Employ SIA door supervisors in line with the risk assessment supplied by a company with Approved Contractor Status with the SIA;
 - c) Ensure the toilets are monitored to deter illegal drug use;
 - d) Ensure the DPS or a nominated deputy holding a personal licence and employed by the licence holder is present throughout the event.

*An “internal event” is a pre-booked event or function involving music and dancing where alcohol is sold.





Booking Enquiry Form

HOST	
Full Name of Host	
Contact Number (Mobile)	
Contact Number (Landline)	
Company	
Source of Enquiry (e.g., Website/Mailout/Repeat)	
E-mail Address	
Home Address	
Date of Birth	
EVENT	
Nature of Event (e.g., birthday, leaving party)	
Number of People Attending	
Age Range	
Access? (Guest list / invitation)	
MUSIC & DJs	
Type of Music	
Will There Be DJ's?	
Full name of DJ 1	
Contact Number	
Home Address	
Date of Birth	
Full name of DJ 2	
Contact Number	
Home Address	
Date of Birth	
Full name of DJ 3	
Contact Number	
Home Address	
Date of Birth	
FEE	
Booking Fee	
Minimum Spend	
VISIT & ID	
To Visit (date)	
ID Seen? (Driving licence / credit card)	
Confirmed? (Fee Paid) Y/N	

Before the City of Westminster's Licensing Sub-Committee

In the Matter of a Summary Review

W Hotel

Leicester Square, London

WITNESS STATEMENT OF [REDACTED]

1. My name is [REDACTED] and I am the Multi Property Director of Loss Prevention for Marriot Hotels, with responsibility for W Hotel (the "Hotel") as well as JW Marriott Grosvenor House Hotel on Park Lane. I have been the Director of Loss Prevention for Grosvenor House Hotel for 9 years, with W Hotel coming under my control in March 2022. I oversee a team of 12, and report to Stuart Bowery, Multi Property General Manager with a functional line to William Whelan the Global Safety and Security Senior Manager for UKI at Marriott International.

GENERAL RISK ASSESSMENT FOR SECURITY

2. As well as the various risk assessments used by the Hotel for all aspects of the operation, and the Food and Beverage risk assessment produced by the food and beverage team, our security provider Armatus Risks Security Ltd have produced their own site-specific risk assessment (Exhibit TM01). You can see that there is a second tab on the spreadsheet that shows Armatus are investigating the incident on 10 July 2022 and liaising with me and the Hotel.

RISK ASSESSMENT MOVING FORWARD

3. The Hotel has instigated a full prohibition on all externally promoted events. For any internally promoted events and events generally, the Hotel will record all risk assessments on the new Risk Assessment Form at Exhibit TM02.

CCTV

4. I have performed a thorough investigation of the Hotel's CCTV system and have produced the following reports:
 - Vehicle In Wardour Street – Exhibit TM03
 - This Report includes still images showing that the incident involving the Audi was witnessed by 4 of the suspects who are later involved in the incident inside the Hotel. Many other members of the public also witnessed it.
 - Suspects Arriving – Exhibit TM04
 - This Report includes still images of each suspect taken from the CCTV system.
 - Main Incident – Exhibit TM05
5. I have copied the relevant CCTV footage and provided a link to it that I am informed will be shared by the Hotel's solicitors, with the Council and Police.

INVESTIGATION INTO COMMENTS BY SECURITY STAFF

6. I have seen that the police have stated one of their officers spoke with a member of the security team on the evening, and that individual claims to have informed the

Hotel team that they should not hold this event. They also claim that they told the Hotel team to shut down the event when they saw an ankle tag on one or more customers.

7. Armatus had provided 4 security staff for the event. I have asked them to make enquiries with their staff to ascertain if the above claims are accurate. Armatus have informed me that none of their staff have ever expressed concerns to their management, or the Hotel management team, that the event should not go ahead. This is not a surprise given that the previous event by this promoter went well without any issues.
8. Armatus have also put me in contact with the security staff member who mentioned an “ankle tag”. His name is [REDACTED] and he informs me that he saw 2 customers wearing an ankle tag upon arrival. He was however not so worried about it that he asked anyone to shut the event down.

INVESTIGATION INTO PROMOTER ASSISTING POLICE

9. The promotor Chalet London Ltd is operated by [REDACTED]. I was informed by the police that [REDACTED] did not cooperate with them when they wished to ask him questions relating to the event. [REDACTED] has been contacted and he informed us that his is happy to assist the police in their enquiries. I have an email address and mobile telephone for [REDACTED] and am happy to pass these to the police (although I anticipate they already have them) or in the alternative, arrange for both parties to be able to meet here at the Hotel to run through the incident.

SECURITY MOVING FORWARD

10. Following the above incident, the Hotel has taken the decision to bring in an Approved Contractor Scheme Accredited Security Provider, to provide security staff for the Food and Beverage operation within the Hotel. The Hotel will continue to deploy security staff provided by Armatus for general hotel security duties such as anti-terror patrols and back of house security, but all “F&B” events will be secured by security personnel from our chosen ACS accredited provider.



.....03/08/22.....

Date

Reference	WH Risk Assessment	<h1>Armatus Risks Security Ltd Risk Assessment Form Part 1</h1>
Version	1	
Issue Date	3/2/2022	
Approved	MD	

Site Name:	W London 10 Wardour St, London W1D 6QF, UK	Assessed By:	Denis Entchev	Assessment Date:	02/02/2022	Next Review Date:	01/02/2023
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FILL IN ALL TASKS / HAZZARDS AND THEN FILL IN PART 2 OF THE RISK ASSESSMENT

Who Might be Harmed?											
Security Personnel	Yes	Management / Admin	Yes	Customers	Yes	Visitors	Yes	3rd Party Contractors	Yes	Public	Yes

Task / Risk	Likelihood?	Seriousness	Risk	Current Controls	Action to Control Risk
Task = Security Operatives conducting patrols of the building. Risks = Slips, Trips, Falls Lone Working	Unlikely	Minor Injury	Low Risk	All Security officers are equipped with a radio in order to communicate with other staff members.	Any hazards spotted are logged and reported in order to be rectified / repaired to prevent injury.
Task = Security Operatives manning the entrances of the hotel. Risks = Verbal Aggression, Physical Violence, Lone working. Working outdoors	Unlikely	3 Day + Injury	Low Risk	All Security operatives hold valid SIA licenses thus meaning they have recieved conflict management training. All officers equipped with radios and dect phones. Regular refresher training given in order to increase operatives ability to deal with such situations. <i>Appropriate coats and outdoor wear is advised</i>	Procedures are in place should a member of staff be under threat of verbal or physical violence another staff member will attend the scene Staff are instructed to escalate situations to senior management and / or emergency services should the need arise. The duties are varied and the operatives are not needed to be regularly exposed to the elements.
Task = Security Operative instructing or enforcing hotel policies and procedures Risks = Verbal Aggression, Physical Violence	Likely	Minor Injury	Low Risk	All Security operatives hold valid SIA licenses thus meaning they have recieved conflict management training. All officers equipped with radios and dect phones. Regular refresher training given in order to increase operatives ability to deal with such situations.	Procedures are in place should a member of staff be under threat of verbal or physical violence then a member of the management team can attend. If the situation has escalated beyond their capabilities then the emergency services are to be involved.
Task = Control Room Duties Risks = Display screen equipment, Lone Working, Electricity	Very Unlikely	First Aid Injury	Low Risk	All security officers receive extensive training with regards to all aspects of their duties All equipment is regularly PAT tested Radio Phone and internet are readily available to communicate with other officers.	Very limited control room duties. The only admin carried out by the operatives would involve statement writing. There is currently not a control room requirement.
Task = Function Officers Risks = Verbal Aggression, Physical Violence	Likely	3 Day + Injury	Medium Risk	All Security operatives hold valid SIA licenses thus meaning they have recieved conflict management training. All officers equipped with radios and dect phones.	Functions are regularly evaluated and it is ensured that an adequate number of officers are working on each individual function. Procedures are in place should an associate, guest or other person be under threat then an appropriate number of officers are to deal with the situation.
Task = Hotel Bar/ Hotel Bar Venue Event Risks = Verbal Aggression, Physical Violence	Likely	3 Day + Injury	Medium Risk	All Security operatives hold valid SIA licenses thus meaning they have recieved conflict management training. All officers equipped with radios and dect phones.	Hotel Bar/Bar events are regularly evaluated/ with Client and it is ensured that an adequate number of officers are working on required busy days and each individual function. Procedures are in place should an associate, guest or other person be under threat then an appropriate number of officers are to deal with the situation.

Reference	WH Risk Assessment PI2	Armatum Risks Security Ltd Risk Assessment Form Part 2	
Version	1		
Issue Date	3/2/2022		
Approved	MD		
Action			
What immediate action has been or should be taken?		Date	Person Responsible
Incident Sunday 10th July 2022, at approx 23:00 Police and licencing involved ongoing investigation, all relevant management aware of situation,		11/07/2022	Tony Nicholls
What Subsequent Action will or should be taken?		Date	Person Responsible
		Ongoing	
What additional monitoring procedures need establishing?		Date	Person Responsible
		Ongoing	GCCS Management & Client.
Review 1		Site Instructions Updated?	
1st Review By:	Position:	Date of Review:	
Remedial Action & Review Notes			
Review 2		Site Instructions Updated?	
2nd Review By:	Position:	Date of Review:	
Remedial Action & Review Notes			
Review 3		Site Instructions Updated?	
3rd Review By:	Position:	Date of Review:	
Remedial Action & Review Notes			



Risk Assessment For: Perception Bar Internal Events	Dept: B&F	Ref:
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Name of Event:

Date:

Name of Person/s Completing This Assessment:

HAZARD IDENTIFICATIONS (the potential to cause harm) Please indicate with a tick

1 Lone working	X	11 Verbal Aggression	X	21 Violence	X
2 Maintenance of building		12 Housekeeping/cleaning		22 Wet/uneven floor	X
3 Working at height		13 Fall from height		23 Collapse of structure	X
4 Display screen equipment		14 Work equipment		24 Use of vehicle	
5 Temperature		15 Ventilation		25 Lighting	
6 Electricity	X	16 Gas		26 Water (Legionella)	
7 Hazardous substances		17 Infections		27 Asbestos	
8 Manual Handling		18 Storage		28 Space	
9 Welfare		19 Noise/privacy	X	29 Smoking	
10 Fire	X	20 Slips/trips/Falls	X	30 Other (please specify)	

RISK RATING – For guidance see risk rating tables on Page 2

LIKELIHOOD RATING:	2
Multiplied by	X
CONSEQUENCE RATING:	8
LEVEL OF RISK =	16

Activity/Equipment Used	Who is at Risk?	What Are The Risks?	What Control Measures are Required?(precautions taken to reduce the risks)
Consumption of Alcohol	Guests Associates Contractors Members of the Public	<ul style="list-style-type: none"> - Verbal Aggression - Physical Violence against Associates and other bar guests - Undesirable guests in attendance 	<ul style="list-style-type: none"> - A minimum of 1 x Security Officer for every 50 people attending - Personal License Holders to supervise the serving alcohol at all times as per the hotel license. - Staff trained in Hotel Premises License. - Bar Manager to work closely with the Security Team and report any concerns immediately. - Challenge 21 to be adhered to at the Lobby Entrance. - The serving of alcohol to already over intoxicated guests will be refused as per licensing objectives. - Plastic drinking vessels and Ice buckets to be used. - When an incident occurs all glass bottles to be removed from tables / bars etc. - Crime scene implemented immediately after an incident has occurred. - Detain any suspects involved in the incident if safe to do so and hand over to Police on their arrival. - All hotel / agency security officers to wear SIA licenses.



Internally promoted Events	Guests Associates Contractors Members of the Public	- Verbal Aggression - Physical Violence - Undesirable guests in attendance	- Due diligence carried out as per Hotel Procedure. - Host from B&F stationed at the entrance with Security - Guest list managed by the hotel B&F team. - Full control of all aspects of the event to be managed by the hotel management.
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Activity/Equipment Used	Who is at Risk?	What Are The Risks?	What Control Measures are Required?(precautions taken to reduce the risks)
Fire and/or Bomb Threat	Guests Associates Contractors Members of the Public	- Fire Alarm - Fire Evacuation - Bomb Threat - Bomb Evacuation	- All Security Officers are trained in Emergency Response Procedures which include: First Aid, Fire Evacuation & Bomb Threat - Security Officers have direct radio and telephone communication with the Hotel Security Team - Ensure all fire escapes are free from obstruction at all times.
Slips, Trips & Fall - Public Toilets on 01 st Floor. - All areas of the Perception Bar	Guests Associates Contractors Members of the Public	- Personal Injury to oneself or a third party - Damage to personal property	- Routine patrol performed by Security Officers of all toilets - Any sign of illegal substance use to be reported to Security Officers immediately - Public Areas Cleaning Policy is in place should there be a spillage which includes recording of all inspections, spillages and the placing of wet floor signs in effected area.

Additional Points:
<ul style="list-style-type: none"> - Ratio of Staff – 1 x Officer per 50 guests - Please note – The use of illegal substances will not be tolerated.

POST ACCIDENT REVIEW OF RISK ASSESSMENT AMENDMENTS NECESSARY: YES NO **DATE: SIGN:**

Risk Evaluation							
CONSEQUENCE	Catastrophic	5	10	15	20	25	17 – 25 Unacceptable Stop activity and make immediate improvements
	Major	4	8	12	16	20	10 – 16 Tolerable Look to improve within specified timescale
	Moderate	3	6	9	12	15	5-9 Adequate Look to improve at next review
	Minor	2	4	6	8	10	1-4 Acceptable No further action, but ensure controls are maintained
	Insignificant	1	2	3	4	5	Circle risk evaluation, if risk evaluation is 'tolerable' a



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Safe System of Work must be produced

LIKELIHOOD

When Should This Assessment Be Reviewed?

- 1. Following an accident or incident
- 2. Prior to introducing new equipment
- 3. When changes are made to working practices
- 4. Changes are made to the environment

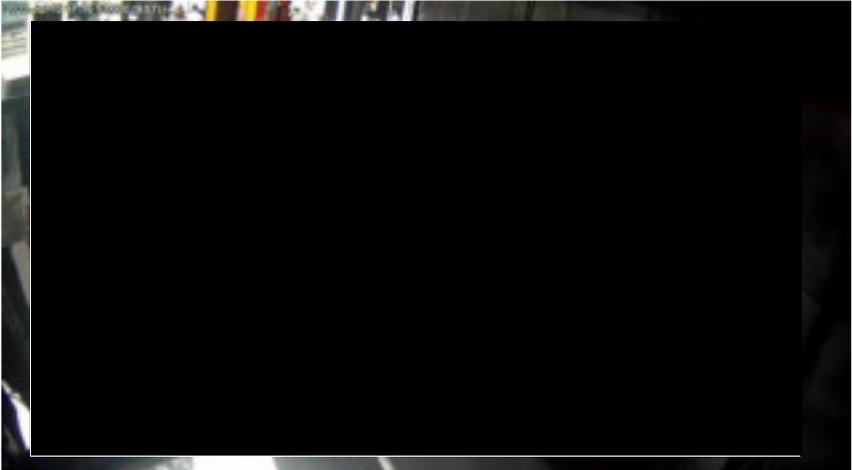
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Sign:	Sign:	Sign:	Sign:	Sign:

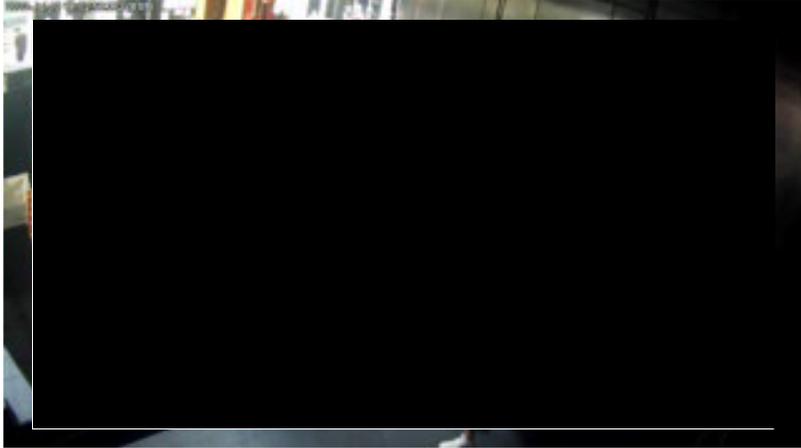
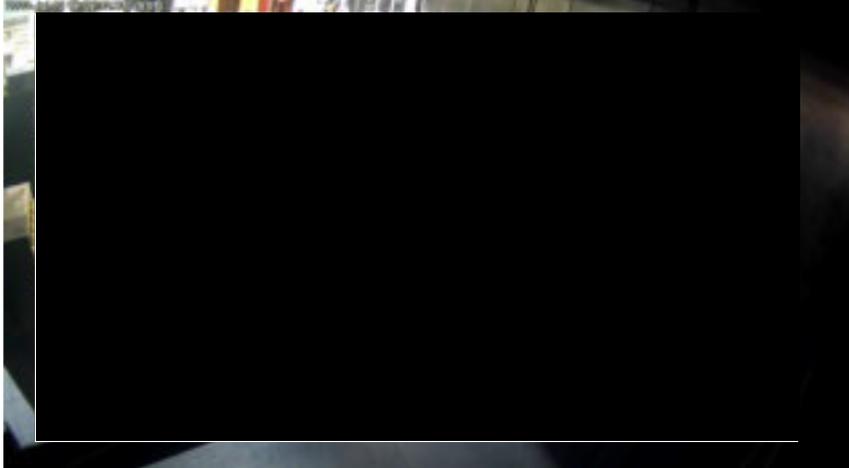
CCTV Transcript – Audi Motor Vehicle 10/07/22 Wardour Street

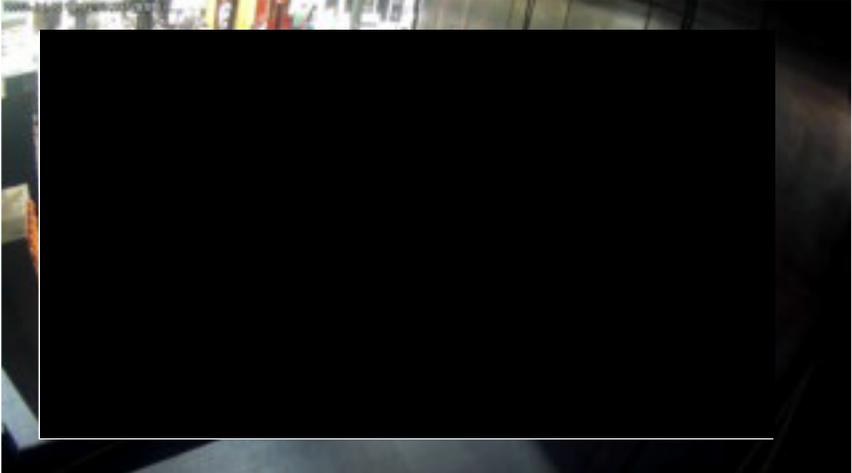
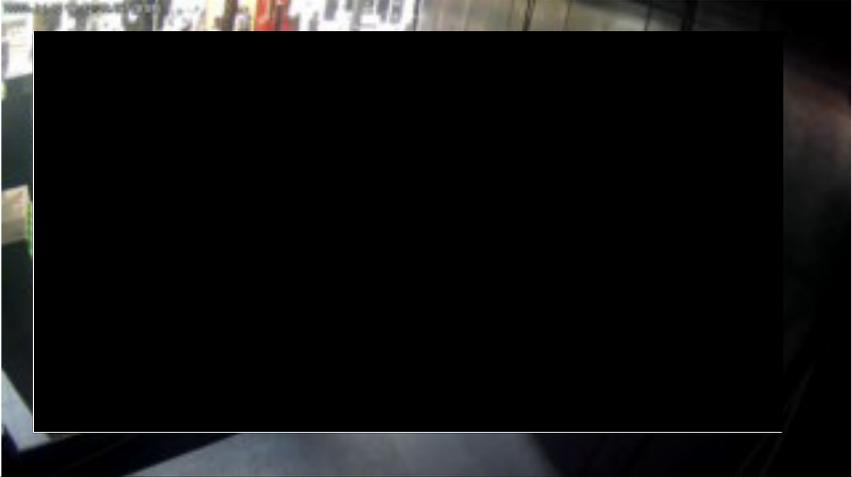
Date	Time	Camera Name	Description of Footage
10/07/22	19:36.13	Entrance 1 (towards M&M)	Audi Driver / Passenger seems to have a verbal altercation with yellow Rickshaw driver after turning from Coventry Street into Wardour Street
10/07/22	19:36.25	Entrance 1 (towards M&M)	Rickshaw driver moves away and the Audi tries to go past
10/07/22	19:36.29	Entrance 1 (towards M&M)	Rickshaw turns around and goes towards Leicester Square, a male in a black T-shirt steps out of the passenger door of the Audi vehicle to continue the verbal altercation with the rickshaw rider
10/07/22	19:36.39	Entrance 1 (towards M&M)	Male in a white T-shirt steps out of the rear passenger side of the Audi Vehicle, the Drivers door also opens but the driver does not get out of the vehicle.
10/07/22	19:36.48	Entrance 1 (towards M&M)	2 males get back into the Audi and all 3 doors close.
10/07/22	19:36.54	Entrance 1 (towards M&M)	Male in rear passenger seat of Audi is hanging out of the window still arguing with rickshaw rider / passengers?
10/07/22	19:37.14	Entrance 1 (towards M&M)	Male in rear passenger seat goes back into vehicle and the Audi starts reversing as to complete a 3 point turn
10/07/22	19:37.21	Entrance 1 (towards M&M)	Audi reverses back as if to go back down Wardour Street and turns to the right slightly
10/07/22	19:37.24	Entrance 1 (towards M&M)	The Rickshaw then does a complete U-turn to the right as if to come towards the hotel entrance
10/07/22	19:37.30	Entrance 1 (towards M&M)	The rickshaw rider is still arguing with the Audi front passenger as he rides towards the hotel entrance
10/07/22	19:37.33	Entrance 1 (towards M&M)	The Audi then turns the vehicle again and drives towards to hotel entrance as if to pursue the rickshaw
10/07/22	19:37.38	Entrance 1 (towards M&M)	The Audi comes to a stop outside the hotel entrance and continues the verbal altercation with the rickshaw rider
10/07/22	19:37.40	Entrance 1 (towards M&M)	The rickshaw rider comes back around and is now facing towards Leicester Square and the verbal altercation continues
10/07/22	19:37.45	Entrance 1 (towards M&M)	The Audi reverses and turns the car to complete a 3 point turn and go the other direction towards Leicester Square
10/07/22	19:37.48	Entrance 1 (towards M&M)	The Audi collides with a parked dark colored VW vehicle
10/07/22	19:37.50	Entrance 1 (towards M&M)	The Audi driver then continues to turn the vehicle around, a passenger from the rickshaw walks towards Leicester Square
10/07/22	19:38.02	Entrance 1 (towards M&M)	The Audi speeds off towards Leicester Square and then goes out of camera view.

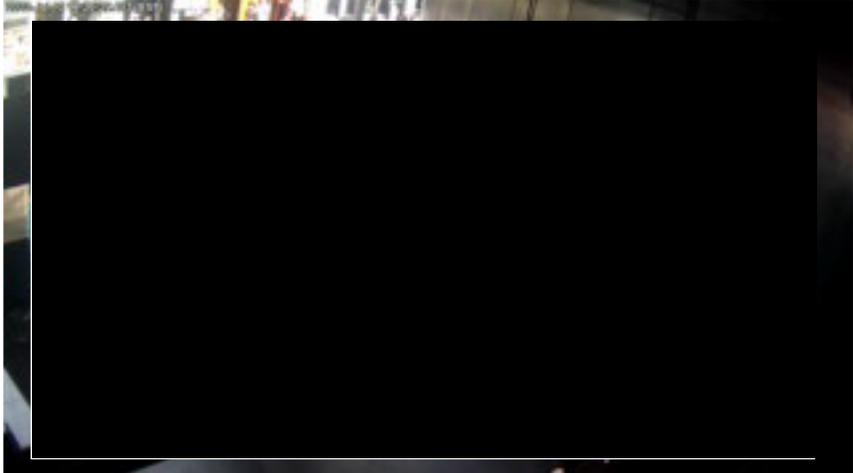
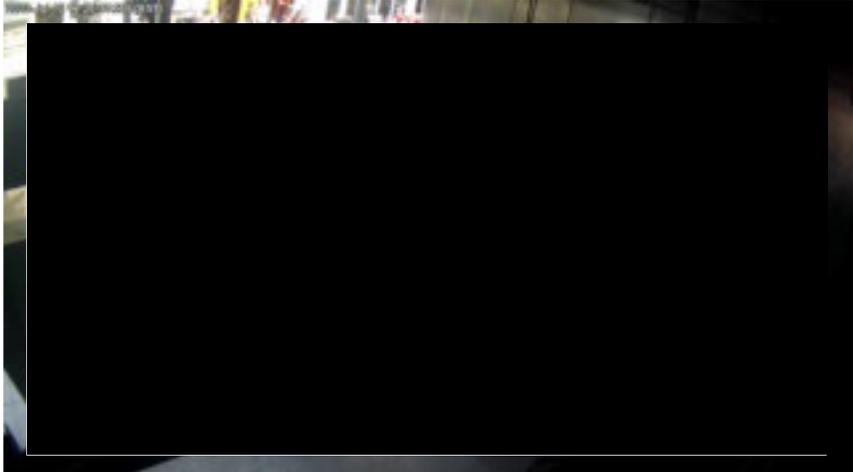
10/07/22	19:38.12	Entrance 1 (towards M&M)	The rickshaw passenger seems to cheer as the Audi is involved in an RTC
10/07/22	19:38.15	Entrance 1 (towards M&M)	Large numbers of pedestrians run towards the RTC, this includes 4 of the suspects who were outside the hotel at the time.
10/07/22	19:38.29	Entrance 1 (towards M&M)	The rickshaw leaves the area
10/07/22	19:38.43	Entrance 1 (towards M&M)	Police arrive on the corner of Coventry Street / Wardour Street
10/07/22	19:40.32	Entrance 1 (towards M&M)	Suspects involved in incident at the hotel (later at 22:30(arrived back at the entrance after looking at the RTC

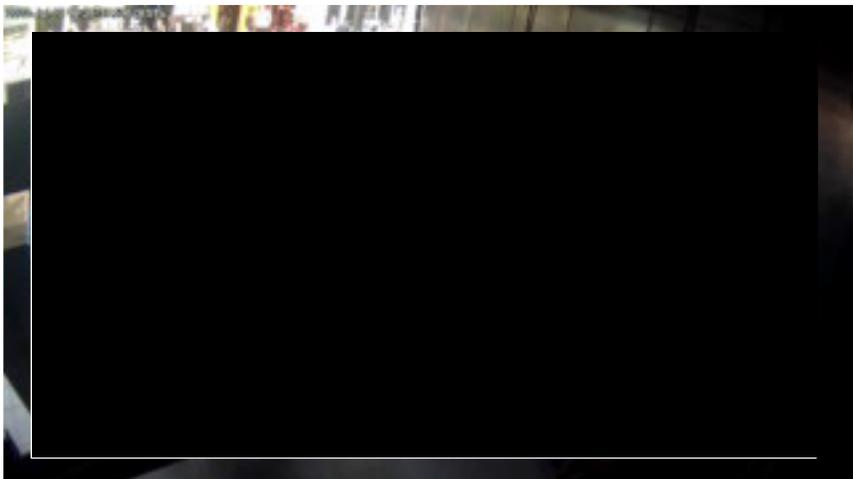
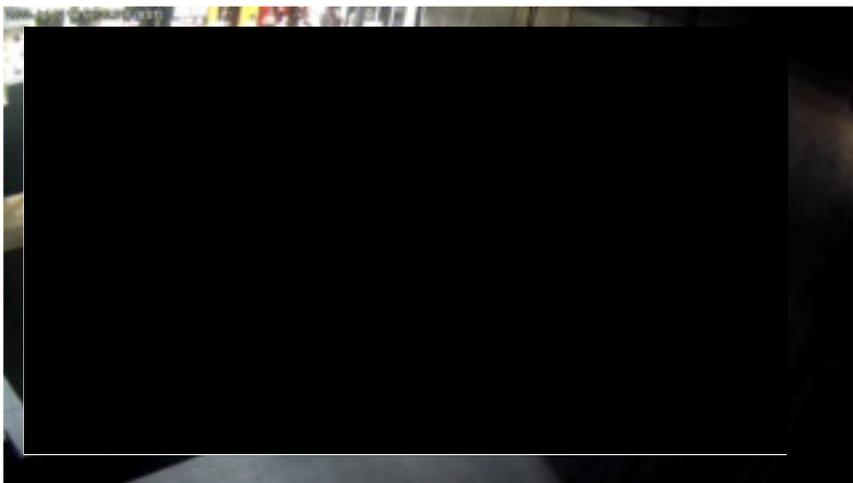
CCTV Transcript – Potential Suspects Arriving

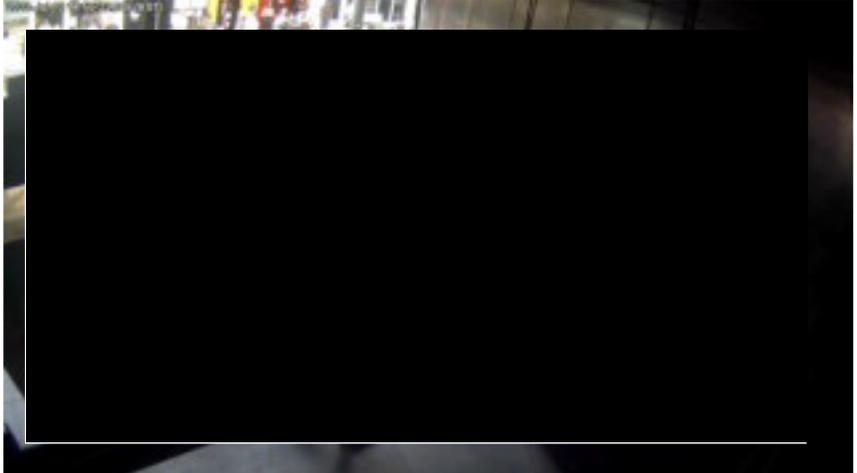
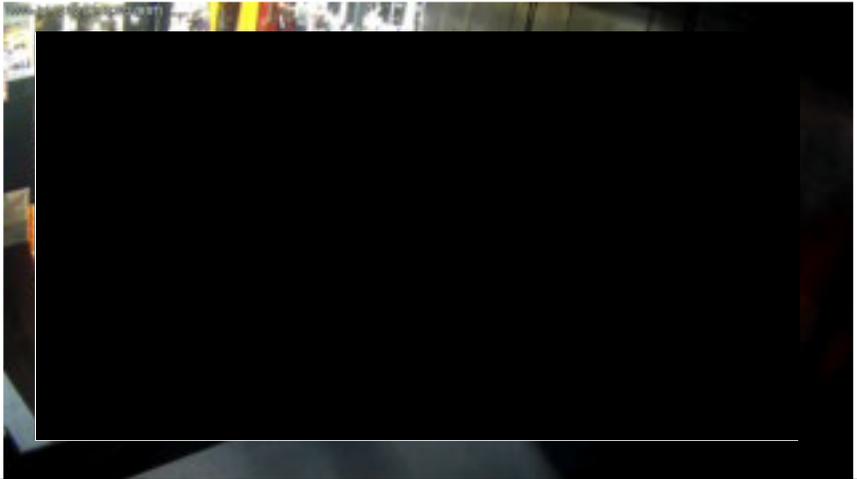
Date	Time	Camera Name	Description of Footage
10/07/22	16:57.48	Front Right	<p>Suspect 1 – IC1 Male in patterned shirt (Versace), black shorts, sunglasses on head and dark brown hair.</p> 
10/07/22	17:16.56	Front Right	<p>██████████ the event Organizer comes to the entrance and greets 3 males and lets them through.</p> 

Date	Time	Camera Name	Description of Footage
10/07/22	18:02.55	Front Right	<p data-bbox="576 268 1430 338">Suspect 2 – IC1 Male dressed in black T-Shirt, black Jeans, black trainers and short brown hair meets with Suspect 1.</p> 
10/07/22	18:09.12	Front Right	<p data-bbox="576 863 1419 932">Suspect 3 – IC1 Male in animal print shirt, black shorts, black shoes and short dark hair beard and sunglasses on head meets with Suspect 1 & 2</p> 

Date	Time	Camera Name	Description of Footage
10/07/22	18:12.06	Front Right	<p>Suspect 4 – ICI Male in grey t-shirt, dark Jeans, light colored trainers and light brown hair arrives and meets with Suspect, 1, 2 & 3</p> 
10/07/22	18:12.24	Front Right	<p>Suspect 5 – arrives with Suspect 4, he is wearing a white T-shirt with (Palm Angels) writing down the spine, Dark trousers, dark trainers with white sole and dark short hair. He greets suspects 1, 2, 3</p> 
10/07/22	18:14.21	Front Right	<p>All suspects along with 5 females make their way up to the bar where the event as taking place.</p>

Date	Time	Camera Name	Description of Footage
10/07/22	18:26.20	Front Right	<p data-bbox="576 268 1412 331">Suspect 6 – IC1 Male with light colored Tie Dye t-shirt, dark shorts and white trainers.</p> 
10/07/22	18:26.27	Front Right	<p data-bbox="576 852 1388 957">Suspect 7 – IC1 Male with checked polo shirt, light colored shorts, light colored trainers, short dark hair with white sunglasses on.</p> 

Date	Time	Camera Name	Description of Footage
10/07/22	18:26.37	Front Right	<p data-bbox="576 268 1421 300">Suspect 8 – IC1 Male wearing a white t-shirt, blue jeans, white trainers</p> 
10/07/22	18:55.20	Front Right	<p data-bbox="576 816 1421 884">Suspect 9 – IC3 Male wearing black shirt, black shorts and light-colored trainers.</p> 

Date	Time	Camera Name	Description of Footage
10/07/22	18:55.23	Front Right	<p data-bbox="576 268 1433 338">Suspect 10 – IC3 Male wearing white t-shirt, black shorts, white trainers and is wearing sunglasses.</p> 
10/07/22	20:08.46	Front Right	<p data-bbox="576 850 1398 919">Suspect 11 – IC3 male in a blue T-shirt (Palm Angels) across the back, Dark Trousers and short dark hair.</p> 

CCTV Transcript – Main Incident

Date	Time	Camera Name	Description of Footage
10/07/22	22:20.18	Lounge 2	Security responds to a call in the toilets due to potential illegal substance use
10/07/22	22:22.17	Lounge 2	IC1 Male (Suspect 7 in Arrival Transcript) comes out of toilets and is followed by security, he is asked to leave the premises
10/07/22	22:23.24	Lounge 2	Security asks the DJ to stop the music
10/07/22	22:23.38	Lounge 2	IC3 Male (Suspect 11 in Arrival Transcript) approaches and gets involved in the conversation with the Security Officer
10/07/22	22:23.44	Lounge 2	Organizer - ██████████ is present where the situation is happening. It looks like he speaks to one of the males in the group and the security officer
10/07/22	22:23.54	Lounge 2	Organizer ██████████ walks away from the group and IC3 Male (Suspect 11 in Arrival Transcript) can be seen gesticulating as he walks away
10/07/22	22:25.48	Lounge 2	██████████ bar manager (Personal Licence Holder) speaks with Security and confirms the party is finishing
10/07/22	22:26.10	Lounge 2	IC1 Male (Suspect 8 in Arrival Transcript) puts his hands on Security Officers neck. The Security Officer takes hold of the suspect's arm and tries to move him towards the exit
10/07/22	22:26.15	Lounge 2	There is a scuffle between Security and around 8-10 males, all identified in the arrival transcript
10/07/22	22:26.20	Lounge 2	IC1 Male (Suspect 8 in Arrival Transcript) slips and falls
10/07/22	22:26.23	Lounge 2	Pushing and Scuffles continue between the groups of males and security
10/07/22	22:26.34	Lounge 2	The situation briefly calms down and 3 security officers are now out of camera view
10/07/22	22:27.52	Lounge 2	The pushing then starts again between the suspect males, security step in and the fighting starts.
10/07/22	22:28.23	Lounge 2	IC1 Males (Suspect 3 & Suspect 5 in Arrival Transcript) are seen throwing items from behind the bar at the crowd fighting.
10/07/22	22:28.23	Lounge 2	Security Officer Dominik slips and hits his face on the floor.
10/07/22	22:28.30	Lounge 2	The Group fighting move towards the Fire Pit Area (Lounge Camera 4)
10/07/22	22:28.34	Lounge 4	The crowd are slowly moving towards the Lifts.

10/07/22	22:29.39	Lounge 4	Fighting starts up again amongst the identified suspects. 2 of them fall into the Fire Pit area.
10/07/22	22:29.43	Lounge 4	Security Officer [REDACTED] gets punched by IC1 Male (Suspect 6 in Arrival Transcript)
10/07/22	22:29.44	Lounge 4	Security Officer [REDACTED] gets punched again by the same IC1 Male (Suspect 6 in Arrival Transcript)
10/07/22	22:29.48	Lounge 4	Security officer [REDACTED] gets punched again by a different IC1 Male (Suspect 8 in Arrival Transcript)
10/07/22	22:28.44	Runway	The fighting amongst the 2 groups continues down the runway until they reach reception
10/07/22	22:29.45	Reception	Suspects start to arrive at the reception area
10/07/22	22:29.38	1 st Floor Lobby	Sanitizer Station is knocked over
10/07/22	22:29.51	1 st Floor Lobby	Pushing amongst the group of suspects continues, IC1 Male (Suspect 8 in Arrival Transcript) is pushed to the ground
10/07/22	22:30.15	1 st Floor Lobby	IC1 Male (Suspect 8 in Arrival Transcript) is being held back by IC3 Male (Suspect11 in Arrival Transcript)
10/07/22	22:31.37	1 st Floor Lobby	More pushing and arguing amongst the group and the IC1 Male (Suspect 8 in Arrival transcript) takes off his T-shirt and is again held back
10/07/22	22:31.58	1 st Floor Lobby	The suspects start to make their way to the lifts
10/07/22	22:32.14	1 st Floor Lobby	Fighting starts up again in front of the lifts, the main instigator seems to be the IC1 Male (Suspect 8 in Arrival Transcript) who is still bare chested
10/07/22	22:32.19	1 st Floor Lobby	2 Police arrive on the 01 st floor and start assisting security to break up the fights
10/07/22	22:32.30	1 st Floor Lobby	The fighting continues between various suspects, security & police continue to try and break it up and calm the situation
10/07/22	22:32.34	1 st floor Lobby	As the fighting continues IC1 Males (Suspect 5 in Arrival Transcript) is seen throwing a Sanitizer unit towards the crowd with force. This seems to strike a Security Officer in the head
10/07/22	22:32.42	1 st Floor Lobby	IC1 Male (Suspect 3 in Arrival Transcript) is seen throwing a Pen holder towards the crowd, Security puts his hand out to stop it
10/07/22	22:32.47	1 st Floor Lobby	IC1 Male (Suspect 8 in Arrival Transcript) runs at IC1 Male (Suspect 4 in Arrival Transcript) and is punched to the ground by Suspect 4
10/07/22	22:32.49	1 st Floor Lobby	Security Officer steps in and tried to restrain IC1 Male (Suspect 8 in Arrival Transcript) due to the slippery floor the security officer and suspect fall to the floor. A second security officer steps in to assist

10/07/22	22:32.57	1 st Floor Lobby	One of the Police officers comes across to assist Security. A security officer kicks out at the suspect whilst on the floor
10/07/22	22:33.01	1 st Floor Lobby	The Police Officer drops her baton during the tussle
10/07/22	22:33.02	1 st Floor Lobby	The Police Officer discharges her Pepper Spray hitting the security officer and the suspect
10/07/22	22:33.06	1 st Floor Lobby	Whilst the police officer is grappling with IC1 Male (Suspect 8 in Arrival Transcript) IC1 Male (Suspect 4 in Arrival Transcript) picks up the Police Officer's baton and moves towards the lift area
10/07/22	22:33.10	1 st Floor Lobby	IC1 Male (Suspect 4 in Arrival Transcript) strikes out at (Suspect 8 in Arrival Transcript) with the Baton who is being restrained by police officers
10/07/22	22:33.18	1 st Floor Lobby	The Police retreat into the lift, IC1 Male (Suspect 3 in Arrival Transcript) is again throwing items towards the lifts
10/07/22	22:33.28	1 st Floor Lobby	IC1 Male (Suspect 3 in Arrival Transcript) is seen throwing a Welcome Desk sign into the lift where the Police are.
10/07/22	22:33.53	1 st Floor Lobby	There is no further violence on the 1 st floor and is calm.
10/07/22	22:35.15	1 st Floor Lobby	2 Further Police Officers arrive and at this point the atmosphere is much calmer.
10/07/22	22:35.43	Security Office	IC 1 Male (Suspect 7 in arrival transcript), IC3 Male (Suspect 11 in arrival transcript) IC1 Male (Suspect 8 in arrival transcript) leave the hotel via the Fire Exit next to the Security Office
10/07/22	22:36.00	1 st Floor Lobby	Suspects 1-4 are seen arguing amongst themselves as other guests make their way to the elevators.

Before the City of Westminster's Licensing Sub-Committee

In the Matter of a Summary Review

W Hotel

Leicester Square

London

WITNESS STATEMENT OF [REDACTED]

1. My name is [REDACTED] and I am and have been the Food and Beverage Director of W Hotel (the "Hotel") for almost 7 years, and was the Designated Premises Supervisor for the Hotel on 10 July 2022.

GENERAL RISK ASSESSMENT FOR EVENTS

2. I have attached the Hotel's general risk assessment for events held as part of our Food and Beverage Department operation, as Exhibit DM01. This was produced by me and the senior management team and addresses the risks that may arise for holding an event in the lobby/events area. You can see that the following is covered:
 - a. Who is at risk,
 - b. What the risks are,
 - c. Control measures, and
 - d. What Due Diligence has been carried out.
3. All events held in the Hotel's lobby/events area are tested against this Risk Assessment before a booking is accepted. In addition to complying with this Risk Assessment, we carry

out due diligence on any external promoters who make enquiries about holding events at the Hotel.

BACKGROUND TO THE INCIDENT ON 10 JULY 2022

4. On the 10th July 2022 The Perception Bar was booked by Chalet London LTD (“Chalet”), an external event promotions company. Chalet had hosted a previous event at the Hotel on 03rd September 2021. This earlier event ran without incident. Prior to accepting the booking for that event, we undertook our standard due-diligence enquiries.

Due-Diligence

5. With all non-corporate bookings, we follow the same process to assess and vet the client (Exhibit DM02). We meet the organizer (face to face or remotely over Zoom) in order to establish if their vision is in line with the W brand. For example, our Music Curator screens for an appropriate music profile, such as “happy house music” as we have agreed to not allow aggressive Hip Hop or similar to be played in the Hotel. We consider this to potentially lead to attracting a higher-risk customer profile.
6. One or more of us (I or our Music Curator) then reaches out to our industry contacts to get feedback on previous events held by the prospective client (no previous experience, no access to the Hotel!) and look into their social media presence, then evaluate them on:
 - a. Nature of the crowd attracted by the promotor,
 - b. Music style played,
 - c. Any issues caused by the crowd,
 - d. How the promotor liaised with their crowd and the venue,

7. I attach at Exhibit DM03, examples of various events that have been approved and rejected following the above procedure.
8. For Chalet's first booking, I, our Sales and Events Executive (no longer with the Hotel) and our Music Curator ██████████ contacted several of our contacts about Chalet and received positive feedback. There had been no crime and disorder, no noise nuisance and no suggestion of underage customers trying to obtain alcohol. As an example, I spoke with "Boat Club" a promotions company that had, to my knowledge, hosted 8 events at the Hotel and they confirmed they knew of Chalet and were not aware of any incidents or concerns relating to them.
9. Once an externally promoted event is booked, we continue to track their social media and identify how they are promoting their event at the Hotel to make sure they don't change their profile and attract a different crowd.
10. Chalet passed the above checks and went on to hold their event without issues.
11. For the second Chalet event, on 10 July 2022, we updated our knowledge of their social media presence and checked to see if any problems had come up since their last event. I have attached an extract from their Instagram page, so that you can see the sort of marketing images being used by Chalet (Exhibit DM04).
12. Additional security staff were booked via our agency in line with anticipated guest numbers, as part of our booking system.

Safety

13. The second event was for a maximum number of 250 guests, but this was later reduced down to 200. We ensured a total of 6 SIA Licensed Door Supervisors were on duty. I have attached a copy of the contract for the event at Exhibit DM05.
14. On events where we play lively music and guests are expected to want to dance, we exclusively use plastic glassware and plastic ice buckets as a precaution to prevent breakages and potential injuries. This was the case for the Chalet event.

THE INCIDENT ON 10 JULY 2022

15. The promotor spoke with [REDACTED] (Bar Manager) on the day, and said that he had not sold the full number of tickets, but expected that people may turn up and want to buy a ticket at the door. He asked if he could sell tickets on the door to those walk-up customers. [REDACTED] brought this request to me and at first I said no, as we have organised security based on a number of 200. The promotor then explained that only 115 tickets had been sold and he would not sell more than a total of 150 I considered it. As the promotor would be at the door approving any ticket sales, this is in fact better in terms of customer identification than selling tickets on-line, so I approved the request.
16. The door opened for the event at 4pm, but probably due to the nice weather, the majority of customers did not arrive until much later. While [REDACTED] and Bar Supervisors [REDACTED] and [REDACTED] were looking after the bar, I was working between the office and the bar. I would check on customer behaviour and music noise levels. I adjusted the volume down

a little in some parts of the lounge, as well as the lift (our music system plays in the lift) and lobby. I then approached the DJ and asked if he could reduce the bass by 10%. This all helped to maintain an atmosphere that worked with the Hotel. He happily did so.

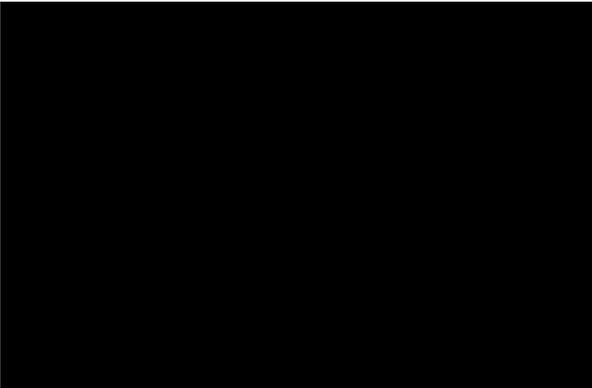
17. When I was in the bar, I was surprised how quiet it was in terms of customer numbers. Some guests were standing, some seated, but it was a fairly low turnout, and the behaviour of the guests was good and caused no concern. I was originally scheduled for a regular shift 09:00 – 17:00 hours, but I stayed later to monitor the event and make sure the team had everything they needed for service.
18. Throughout the evening, when I was in the office Matt updated me on the guests and the atmosphere. Only 115 guests in total were expected. By around 7.30pm around 80 guests were in house and so I decided to leave the hotel at around 8.50pm. I spoke with Matt to see if he had any issues with the event and he informed me he would not require my assistance with the service. I live in Soho, 55 Frith Street, a 7 to 9 minute walk from the Hotel and so got home at around 8.58pm.
19. I received a phone call from our Hotel Manger Collin at 10.35pm at home that there was an incident between our security staff and some of the customers. I immediately went to the Hotel and arrived there at 10.44.
20. When I arrived, the police were there and the incident was over. I saw some police officers by our security office with two customers on the ground floor, of which one kept mentioning he couldn't see. I found out later that the customer had been sprayed with some sort of spray

used by the police. In the bar itself, I spoke to several staff members to understand the situation.

21. █████ explained that the event went fine up until around 10pm, when she and the team noticed a change in customer behaviour in the last hour. The team had noticed that guests had started to take an excessive number of trips to the toilets. This can mean customers are taking drugs. Therefore, the team informed security of the suspicious behaviour and asked them to monitor the customers. She then explained that security had escorted a couple of the customers out of the Hotel for suspicious behaviour. The management team then decided to stop the event. Security was about to escort one male out of the building, from the toilets and he started the fight. At first he was fighting with the security staff, but then got into a fight with another customer. From then friends of both sides got involved and the fight escalated.
22. One police officer approached me to give feedback on one of the security officers. He described him as tall, slender, dark hair. To my belief he was referring to █████. He explained that he didn't have the right approach towards the police, was screaming at them upon arrival and pointing fingers in their face, blaming police and saying they were too late. The police officer understood that he might be upset with the situation, however, the police was here to help and on the same side. He wanted to pass on the feedback to the hotel. I have passed this on to the General Manager and Senior Management Team.
23. █████ informed me that during the incident, the team had removed any objects from the tables, that could be grabbed by guests. Unfortunately one guest managed to reach over the

bar grabbed a 200ml mixer bottle to throw at security. The bar team then removed as many of these bottles from the bar stations and as quickly as possible.

24. Once the last of the customers involved in the incident had been removed, we then assisted one police officer who asked for ropes for the bar for crime scene prevention and inform staff not to enter.
25. After that I was organising transport for the injured security officers as the paramedics mentioned that we had to wait for an ambulance for several hours as we were “too far down the list tonight”.
26. I hope that my statement has been helpful in explaining my understanding of the event. I will be in attendance at the Review hearing to provide any more details the committee may want to know.



02/08/2022

Date