



Local Co-ordinators Guide

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This booklet should be used in conjunction with the Assessors Guidance Notes

1. INTRODUCTION

1.1 Background

The Best Bar None Awards scheme was developed by Greater Manchester Police in 2003. The British Crime Survey of 2001, when considered in conjunction with local data, showed a high proportion of both violent and acquisitive crime was directly or indirectly attached to licensed premises with poor management standards.

With the approval and guidance of Greater Manchester Police, Best Bar None Scotland was piloted in 2005 by the Glasgow Safer City Centres Initiative. Best Bar None Scotland was further developed in partnership with many agencies including the Scottish Government, Police Scotland, The Scottish Fire and Rescue Service, Licensing Boards and the Scottish Licensed Trade Association. The scheme was initially hosted by the Scottish Business Crime Centre, moving to the Scottish Business Resilience Centre, and currently sits with Retailers Against Crime.

The aim of Best Bar None Scotland is to work with the licensed trade to create safer and welcoming licensed premises: effectively making Scotland's towns and city centres more attractive places for people to live, work and visit. The scheme evaluation highlights both a significant reduction in demand on blue light services, whilst also boosting the feel-good factors of a vibrant night-time economy.

The scheme is sponsored by [Diageo](#), [Chivas Brothers](#), [Tennants](#), [Edrington Beam-Suntory](#) and the [Scottish Alcohol Industry Partnership](#). Best Bar None Scotland is open to all on-licence premises and focuses on public safety and customer care. Participating venues should demonstrate the commitment to addressing important issues in line with the five objectives of the Licensing (Scotland) Act 2005 as follows:



Prevention of Crime and Disorder



Promotion of Public Health



Securing Public Safety



Protection of children from harm



Prevention of Public Nuisance

Chairman of the Best Bar None Scotland Board, Jack Gemmell said this of the scheme:



Thank you for taking an interest in what we do at Best Bar None Scotland. That you have come this far shows you are committed to making your licenses premises the very best they can be.

Since its launch in Scotland in 2005, the Best Bar None accreditation scheme has established itself in towns, cities and villages across Scotland.

Our ambition is to develop our group of partners and sponsors to continue driving up standards across the licensed trade industry, from 10,000-seater capacity venues, through to local pubs, hotels, and niche bars.

Our Vision is to have safe, welcoming, and socially responsible venues across the whole of Scotland.

Our Mission is to work collaboratively with partners to support venues implement best practice and our values of community engagement, innovation and customer experience are enhanced by the wider industry and partners supporting us.

Best Bar None Scotland has never been about improving an individual hotel, bar or night club. Rather, the ambition is to have whole town or city centres, village high streets and rural communities with safe and welcoming night-time economies where the benefits are felt beyond the licensed trade.

Safe streets attract families and encourage people to stay later into the evening to benefit food outlets and taxi operators, to name but two.

Best Bar None Scotland focuses on a positive experience for the customer and offers venues an opportunity to demonstrate the delivery of a high quality experience through to these guiding principles.



Jack Gemmell

Senior Public Affairs Manager, Chivas Brothers - Pernod Ricard
Best Bar None Scotland Chairman

1.2 How the Scheme Works

Best Bar None Scotland (BBN) is run by Retailers Against Crime (RAC) who provides the national secretariat function and national support. Localised schemes are established in towns and city centres across Scotland by interested partnerships. These localised schemes are managed at a local level by Local Coordinators from Police, Council and Business Improvement District Management teams.

A Police Officer from the National Business Crime Prevention Team at Police Scotland supports RAC as national coordinator. RAC provide national core documentation to all Local Coordinators which sets the required standard for accreditation to be achieved. This includes:



- **Scoring Booklets**
- **Assessors Guidance Booklet**
- **Good Practice Guide**
- **Framework Policies**

BBN is based on consistent national standards; however, there can be no such set standard on how each local area delivers the scheme. A partnership approach should consider localism in each area there will be a different lead agency, funding sources, personalities and social issues. Local BBN schemes are flexible to fit the conditions of each area of operation. Partnerships are not exclusive and can include Local Authorities, NHS, Business Improvement Districts and Police with each local scheme identifying a designated local coordinator.

RAC and the national coordinator are there to support local schemes generate success and act as the secretariat in provision of relevant materials to support local coordinators. This includes social media interaction, national and local PR and media, website inclusion, governance arrangement and allocation of national funding.

Local assessments and BBN accreditation of premises can thereafter lead to nomination for national BBN Scotland consideration and award. All schemes run to the nationally agreed process and timescales.

Stage 1

Application Process

In April each year the process commences with a launch ceremony to which all licensed venues are invited. The short ceremony allows applications to be gathered and the process explained. Representatives of supporting agencies are normally in attendance to answer questions. In some more established areas, there is no formal launch event. Instead, premises are invited by letter drop or similar, with application packs distributed. Similarly, the arrangements in place to bring premises on board and support them through the process will vary from area to area, for example; follow up visits, guidance to meet the accreditation criteria.



Stage 2

The Assessment

Following the application process, a mutual date will be agreed for a more in-depth assessment to be carried out at the premises.

The assessment is usually carried out by two assessors and can take up to two hours (depending on the size of the venue, whether they have been through the process before, etc.). During the assessment, licensees are asked to point out to the assessors any good practice which goes beyond the norm, they will note this in the appropriate section.

Assessors will vary across Scotland and may include Fire Officers, Licensing Standards Officers, Trading Standards and independent National Assessors.

For consistency, it has been found most beneficial to have a small team of perhaps 4 – 6 assessors undertaking all assessments in a set area.



Stage 3

Judging

Following the assessment visit, the scoring booklets are marked (premises will only be compared to other similar premises in their area). Each application will be allocated a score. Points are allocated under the Bronze, Silver and Gold categories. Venues must achieve all essential points to be accredited. Those which demonstrate additional points will receive a higher award. Local areas identify a neutral panel to undertake this process.

The judging process is an opportunity to involve a wider group of local opinion formers and significant members of the local community. Representatives on the judging panel can include local MPs, MSPs or councillors, prominent police officers, sponsors of the scheme, representatives from licensed trade bodies and the local media/reviewers. Again, these vary from area to area.

Premises are given either Bronze, Silver or Gold accreditation, or of course could fall below the required level and therefore fail to be accredited. This will be determined by the scoring process and a final decision by the judging panel.

Venues which meet the accreditation standard are then awarded plaques which they will be able to display inside and outside their premises. Plaques are provided in gold, silver or bronze.

The standard categories for BBN are Small Independent Pub or Bar, Pub, Bar, Night Club, Hotel Bar and Specialist Entertainment Venue (members clubs, student unions etc.). Licensees are asked to self-identify at the start of the assessment visit, however assessors and Local Coordinators must apply judgment to ensure all venues fall within the most appropriate category possible in order to ensure the fairness of the awards.



Stage 4

The Awards

A local award ceremony is then held which forms an ideal opportunity to reward participants in the scheme as well as highlight the importance of BBN in a local area and obtain media coverage. Award ceremonies are designed in the most appropriate format for the local scheme, from a high-profile awards night to a ceremony at the council offices.



Fee's

Generally, local schemes do not charge fees for licensed premises to join the scheme. There are some local variations though, with some areas charging a small administrative fee which ranges roughly from £15 to £30. RAC are responsible for seeking sponsorship for the scheme and currently finance is provided by [Diageo](#), [Chivas Brothers](#), [Tennants](#), [Edrington Beam-Suntory](#) and the [Scottish Alcohol Industry Partnership](#). Each area will be given a share of the sponsorship depending on the number of premises that are accredited.



National Awards

At the conclusion of the local accreditation process, Local Coordinators are invited to nominate premises to go forward to the national awards process.

Any local area can nominate a venue which came top in their category at a local. Each local area can nominate one venue per category to go forward to the national awards. The chosen representative is then asked to submit supporting evidence for consideration to receive a National Award, explaining in their own words, what initiatives they have implemented within their premises which meet each of the 5 objectives of the Licensing Scotland Act 2005. Evidence is expected to be over and above the basic requirements and expectations of a licensee, and would merit their premises being awarded a national title.

They are also asked to provide similar supporting evidence for each of the three unique national awards, accessed independently of venue category:



**Best Use of
Innovation**



**Best Public
Health Initiative**



**Heart of the
Community**

RAC co-ordinate the national awards centrally which are determined by a neutral panel of judges including senior police, fire, Scottish Government and drinks industry representatives.

The national awards ceremony is a prestigious event held annually in March each year to enhance local attendance and is a fantastic opportunity to reward the excellent efforts by the licensees and their staff, and also create networking opportunities for partners and the trade. They attract significant press attention.

1.3 Timescales

Whilst, as above, it is recognised that there will be slight variance from one scheme to another, it is helpful to establish a suggested national calendar to assist areas in meeting key deadlines such as nominations for the national awards.



April – June:	Launches and applications sought
June – September:	Assessment visits
October – December:	Local judging panel sits to determine appropriate level of accreditation and local awards
December – January:	Nominations for nationals
March:	National Awards

NB. Variations may be in place, to local demands/priorities

1.4 Purpose of Guide

This Guide is provided in line with its name to give guidance and support to existing Local Coordinators, but most importantly newly appointed Local Coordinators.

It is important to note that the National Coordinators with the Police Business Crime Prevention Team and Retailers Against Crime are able to provide support and guidance in relation to any issues which arise. It is also important to note that the majority of the expertise within the scheme lies with experienced Local Coordinators who are always willing to provide support and advice to new coordinators where they can.

2.

BEST BAR NONE SCOTLAND LOCAL PROCESS FLOW CHART



3.

LOCAL LAUNCH



3.1 The first stage of any Best Bar None Scotland initiative is the most important.

Preparation is the keystone to a successful initiative. Before any local initiative can be progressed, support has to be gained from key partners and any local sponsorship secured. A broad coalition of partners supporting the initiative, in conjunction with a strong initial launch and media campaign leading up to and after the launch, should encourage a high uptake of applications and increase the prestige of the awards.

There are four key steps to any local launch:

3.1.1 Preparing the Ground

Firstly, the partnership must be established. The partnership may include: the Local Licensing Trade, Police Scotland, the Local Authority (Licensing & Trading Standards, City Centre Management Teams), The Scottish Fire & Rescue Service, Business Improvement District Management Teams, Alcohol & Drugs Partnerships, Local Licensing Boards/Forums and any other such groups who will strengthen the partnership.

The outline plan of the initiative should be discussed with partners in advance of the launch. These meetings will ensure a mutual understanding between the partners as to the aims and objectives of the group. This will also ensure that all partners have a strong grasp of the initiative. It may be appropriate to develop a steering committee consisting of the key partners who will be crucial to the delivery of the initiative. All partners should have a good working knowledge of the Licensing Scotland Act 2005 and of any mandatory conditions imposed on licensed premises in their area by the Local Licensing Authority.

Best Bar None Scotland is based on consistent national standards, however there can be no such standards set on how each local area delivers the initiative. The partnership approach should be one that works within that locality. In each area, there will without doubt be different lead agencies, funding sources, personalities, and social problems.

When forming the partnership, the lead agency should, from the start, set a workable time scale and fully cost all activity necessary in delivering the initiative. It is essential at this time to decide who will form the panel of judges to carry out the final accreditation of the premises involved in the initiative.

The Best Bar None Scotland initiative should be seen as an effective tool in assisting the licensed trade to deliver improved national standards. The initiative will also create stronger working partnerships between the licensed trade and other agencies, whilst enhancing the quality of life of the communities they serve.

3.1.2 Sponsorship

Best Bar None Scotland has received strong support and sponsorship from the global drinks company Diageo since it was first piloted in Glasgow city centre in 2005. The scheme now also attracts sponsorship from [Diageo](#), [Chivas Brothers](#), [Tennants](#), [Edrington Beam-Suntory](#) and the [Scottish Alcohol Industry Partnership](#).

The aim of the initiative is to work closely with the licensed trade to provide a more welcoming and safer environment within licensed premises, for the benefit of both staff and customers alike. In achieving a safer environment, the initiative has the potential to attract new custom which will in turn enhance trade. The scheme also encourages the sharing of information and best practice throughout the trade.

Best Bar None Scotland receives national sponsorship and Local Coordinators are paid an 'accreditation fee' for every venue they accredit to assist in covering the costs incurred by the partnership. It is accepted though that local partnerships across Scotland, may find it necessary to source additional funding from local businesses that are not in direct competition with the initiative's main sponsors. This should be checked with RAC in advance of accepting any local sponsorship.

Consideration should be given to obtaining such funding from local retail outlets, restaurants, local media, chambers of commerce, and trade associations. The partnerships formed will have the necessary knowledge on how to obtain additional sponsorship if required.

When tackling funding issues, it is important for the partnership to ensure that they have realistic costs and objectives, particularly in the first year of operation as the initiative will be an unknown quantity. Each area will have different levels of financial support, requirements, and resources. It is likely that funding will come in the form of several smaller contributions rather than one or two large donations. Sponsorship does not have to be just financial; benefits of sponsorship in kind may prove essential for your initiative to be successful. For example, in Dundee a local radio station ran a 'Radio Wave' listeners' award. In return, the company was able to participate in the awards event. This partnership also increased the publicity of the initiative throughout the area.

Partners must distinguish between the values of endorsement as opposed to sponsorship. Awards may receive added prestige by being endorsed through local, regional, or national organisations, such as, local councils or national trade associations. This will add value to the initiative and may bring indirect benefits, such as further sponsors and an increase in applications for accreditation. Their support can also provide assessors for the inspections of premises and/or judges for the accreditation stage. It is vitally important to consider the ethical implications of potential sponsors. Be careful in accepting sponsorship from a company which has an entrant for accreditation to the initiative.

3.1.3 Publicity

Once the partners have agreed a timetable, secured sponsorship and set a launch date, the next key step is to obtain as much publicity as possible. Aim to start your publicity campaign a month before your launch date. Any longer and attention may be diverted elsewhere, any shorter and the event will be difficult to fit into diaries.

Licensed premises should be notified of the event (via mail, e-mail or in person) with a personal invitation to apply for accreditation. An advertising leaflet which explains and promotes the initiative should be included. If the initiative is in its second or subsequent year, the leaflet, or flyer can also promote the previous year's awards winners. Other methods of publicity include newspapers, both local and trade, along with radio advertising. These can also form part of a 'sponsorship in kind' deal with the media. The use of community boards and advertising space on local public transport can also be considered.

Gauge the effectiveness of your advertising campaign and include the results in your feedback, as well as in the following year's planning process.

3.1.4 Launch

Consider launching the initiative at a specific occasion. This should be an occasion for the major sponsors and the partnership to highlight their support of the licensee's applying for accreditation. Each area will have their own individual launch event to suit their local needs, and arrangements will differ from area to area.

The main objective of the launch event is to publicise and explain the initiative to the media and invited guests, and to answer any questions applicants may have. The launch is also another opportunity for networking and partnership building between all the interested parties.

Consideration should be given to inviting the judges, and key figures from the organisations that are involved in implementing the accreditation process or are offering their support.

In the second or subsequent year of the initiative, the partnership could consider holding the launch at the premises of the previous year's local or national award-winning premises, thus providing extra publicity for those premises and illustrating the good practice which they have evidenced.

4.

APPLICATIONS



An example Application form is included at Appendix 1 and should be used by local coordinators to register interested licensed premises. All relevant details should be recorded at the outset.

Application forms should be mailed out to any other licensed premises in the area who requested to take part in the initiative but were unable to attend the launch. It is recommended that a period of one month be given to the licensees to return the completed application form, although realistically some allowance should be made in the timetable for the 'following up' of applications on a proactive basis. No matter how extensive the pre-launch publicity, take up rates may be lower than expected without building in some amount of telephone time or personal follow up visit to further encourage applications. Calls to company regional and head offices may also prove helpful in encouraging participation when dealing with multiples/larger outfits.

Partners may consider applying a small charge for entry to the initiative. Although this may vary from area to area, this should be set at no more than £50. This charge can allow the partnership to recover some of their costs incurred in setting up the initiative; however, it may also have an impact on the number of licences applying to participate in the initiative. The majority of areas in Scotland do not charge premises participating in the process. Therefore,, careful consideration should be given to the impact of an entry fee in your area.

The BBN Application and Scoring Booklet asks applicant premises to categorise themselves as a 'Small Independent Pub/Bar', 'Pub/Bar', 'Hotel Bar', 'Nightclub' or 'Specialist Entertainment Venue'. This is to ensure that venues are only compared in terms of 'like with like'.

This self-nomination has continued despite the new Licensing Scotland Act 2005 having disposed of the seven fixed types of licence in the 1976 Act i.e. public house, entertainment, off sales, hotel, restricted hotel, restaurant and refreshment licenses, replacing them with one premises licence which is tailored to reflect the specific trade within that premise.

5.

ASSESSMENT



There are two steps to the assessment process. The first is to identify and train assessors, and the second is to carry out the assessment.

Each assessment visit should be undertaken by independent assessors trained to the national standard process. A comprehensive 'Assessor's Guidance Notes' booklet has been produced to use as a guide to training and also as a practical step by step reference document which can be used when carrying out the assessment process and marking the scoring booklet. The national coordinator can assist in the training of independent local assessors. Local coordinators will be responsible for the direct payment of assessor's services.

As part of the planning process, thought should be given as to how many premises are eligible to apply for Best Bar None Scotland accreditation in the area and, of those, how many can be expected to complete and submit an application form.

Each of the assessment visits can be expected to take at least an hour, with another hour allowed for clearing up ambiguities, discussion and marking. If two assessors are used for each visit, a rough schedule of expected demand can be produced. For example, if an area can be expected to have 30 premises applying for accreditation, then the demand will be 60 hours (2 hrs x 30 premises) for 2 staff.

However, it is also recommended that the assessors should undertake to assess no more than three premises in one day. A further half an hour preparation time should be allowed for the assessors to prepare for each visit. It will take 2 staff a total of 10 days' work to assess 30 premises. (6 hours of visiting time plus one and a half hours preparation time for three premises each day for 10 working days).

It would be recommended in this example to allow 3 weeks to assess 30 premises using only two staff. In any case, there should be at least one week of contingency time allowed to accommodate the difficulties that can also be experienced in making appointments and matching up the licensees' and assessors' availabilities. The times given above for carrying out assessments will reduce when the assessors become more experienced and confident in their actions.

Organisers have to weigh the benefits of having more assessors to lighten the work schedule against the potential that a higher number of assessors could make it more difficult to maintain consistency and control throughout the inspection process. The 'Assessor's Guidance Notes' and comprehensive scoring sheet should help to maintain an effective system of quality control if followed correctly.

Organisers should attempt to recruit willing assessors from amongst their partner agencies. The only real caveat is that assessors should be independent and so should not, if possible, be drawn from individuals who work for companies or have associations within the alcohol industry.

It is important that the assessors meet and go through their individual roles prior to a visit if more than one assessor is inspecting a venue. For example, who will be asking the questions and who will be taking notes?

Appointments to see a licensee and assess their premises should be made during normal business hours (i.e. 9am to 5pm). Exclude the busiest trading times such as lunch time etc. In making an appointment, it is not necessary to see the premises working at full tilt, nor is it necessary to try and 'catch them out' by visiting out of hours.

Best Bar None is a collaborative process. The whole purpose is to undertake an audit of the management systems and processes that are in place. The experience should be a positive and educational one for the licensee and assessor alike. This is best done at a quiet time when a bar is not full of customers.

Accreditation has to be earned and the assessor's guidance notes and scoring sheet reflects this by providing some examples of evidence that must be provided for accreditation to be achieved. However, it has to be stressed again that the Best Bar None assessment visit is not an enforcement visit. This is why Best Bar None works best as part of a partnership approach encouraging good practice and management.

Targeted and structured enforcement activity can be carried out alongside, but not through, the Best Bar None process. The structure of the visit should follow the step-by-step process outlined in the scoring booklet, by questioning the licensee, staff members and seeking out evidence as directed by the booklet and the assessor's guidance notes.

The scoring booklet is a review document and a check list. In completion, it will take the licensee through all the issues that should be in place to ensure an effective operating schedule. As a reminder, the following scoring booklets are available to ensure the inspection is relevant to the premises being inspected:



- **Pub / Bar**
- **Independent Pub / Bar**
- **Nightclubs**
- **Hotel Bars**
- **Specialist Entertainment Venues**

6. SCORING



After the assessment visits, the application forms are marked and ranked according to their score. To ensure Best Bar None is applicable throughout the wide range of licensed outlets, premises are compared only with those who are in the same category.

Five categories of assessment are used which are nominated by the venues themselves on the first page of the application form. These are: Pub / Bar, Independent Pub / Bar, Nightclubs, Hotel Bars, Specialist Entertainment Venues

The use of trained assessors using the guidance notes and scoring booklets will ensure that uniform marking and judging standards are applied across the range of alcohol retail outlets, from the city centre bar to the small rural community pub. This mechanism is vital to ensure that premises are only compared like with like.

Consistency of approach throughout all the Best Bar None areas is essential to the maintenance of a national standard and allows for the possibility of extending the awards to having a regional and/or national award.

All premises which meet the minimum standard – i.e. those who have met all the essential criteria listed in the scoring sheet – are awarded an accreditation. These premises are entitled to display the appropriate plaque and/or certificate outside or inside their venue advertising their Best Bar None accreditation.

The accredited premises in each category i.e. Pub/Bar are then collated and go forward to the judging process. The local Best Bar None partners should decide how the results of the marking are to be collated and ranked. The marking itself is actually done by the assessors at the time of the inspection by following strict guidelines that should allow little or no scope for ambiguities to arise. However, no system is foolproof and so the partners may wish to arrange for a small monitoring group, perhaps with an independent member as an observer, to oversee the ranking of the marked premises and to prepare the submission to the award judges.

7.

ACCREDITATION



Following the application and assessment phases the next stage of the process is the accreditation.

Aside from ensuring objectivity, the idea of a judging group is to further the process of partnership and ensure key community involvement. This is done by choosing a panel that may include local politicians, prominent local business people, the local police, alcohol trade group representatives, key sponsors, licensing officers, local authority, and the media.

All of the above meet together to receive a mini-overview of the visits and mark the short-listed venues in each of the three categories. Again, there is flexibility for each area to organise the judging process to suit their own particular requirements, but a model might look as follows:

- A meeting room should be decided and when the judges arrive and are settled, the meeting could start with a short two-minute presentation on each of the finalist premises in the three categories, allowing the judges to ask questions at the end of each presentation.
- Once all of the presentations for the first category are completed, the judges should be asked to cast their vote. This is done in secret ballot fashion with the judges marking a simple score sheet; 5 points for the best in category, 4 for the second and so on.
- The process is repeated for the other two categories. Finally, the judges are asked to mark on their score sheet who they think should be the overall winner from the three best in category premises they have chosen. The scoring sheet for each of the judges is then placed into a sealed envelope and handed to the award organisers. The entire process should take no more than two hours.
- Representatives from the local Best Bar None steering committee should then independently open the sealed envelopes and collate the marks awarded. By keeping the judges in the dark as to the identity of the winners, the secrecy of the outcome is maintained, which adds to the excitement of the awards event.

At the end of the judging evening, all the premises will have been accredited and bronze, silver or gold winners will have been identified. Finally, there is scope within the awards process for local areas to institute their own additional prize or prizes to reflect local issues. This may be to address local priorities, or it may be considered appropriate to honour the particular contribution of an individual, organisation, or premises. It is also sometimes useful to allow sponsors the ability to institute their own award, for example, listeners' or readers' award for sponsoring media companies.

8.

AWARDS EVENT

The final and most enjoyable stage of the Best Bar None Scotland cycle is the presentation of awards at a high-profile awards ceremony. A prestigious event helps to reinforce the importance and stature of the process and should, in time, become a notable landmark for the celebration of good practice and responsible alcohol retailing.



There are no hard and fast rules as to how the event should be organised. The character, size, and scale of the event will depend very much on local circumstances and available sponsorship.

The award ceremony is perfect for a range of sponsors to offer in-kind sponsorship. For example, providing everything from entertainment, compère, table decorations and invitations.

Local partnership groups can approach a variety of potential local sponsors to see what can be arranged.

The local Best Bar None Scotland partners may decide that the complexity of the awards event means that the event is best arranged through a professional event organiser. This may be especially beneficial to assist in handling ticket money.

A list of items for consideration may be: Venue, menu, invitations, table plan, table decorations, stage set up and lighting, entertainment, music, compère, timetable, award presenters and speeches, celebrity support, accommodation, transport, parking, meeting and greeting.

Whilst the event should certainly seek to cover its costs, a VIP guest list with accompanying free tickets is unavoidable. Try to keep the numbers down to a reasonable and controllable number. Provision will need to be made to accommodate in some way celebrity supporters, representatives of key partner organisations, sponsors, award judges, and assessors.

Paid for places, if applicable, require to be held open for all those premises who achieve accreditation. As previously stated, it is up to each individual award area to organise their own presentation event as they see fit. However, a method that has worked well in the past in building up drama and excitement is to only announce award winners' one section at a time. Thus, all the accredited premises would be announced, then finally, the overall winner. This can be staggered throughout the event.

9.

FEEDBACK



This stage is concerned with debriefing, extracting good practice and working with those premises that have missed out on accreditation. This is a process which can sometimes be taken for granted and, therefore, has been highlighted as a distinct stage to be taken into account in the original award planning activity

A formal method of extracting examples of good practice uncovered during the inspection visits needs to be considered. This could be as simple as endorsing the further comments section of the scoring sheet. Examples of good practice should then be disseminated locally for other licensed premises to consider.

Similarly, good practice information should be despatched to the centre for national consideration, consultation, and dissemination, along with any feedback about the awards process in general and application form / scoring sheet in particular.

At a local level, one very important task is for the Best Bar None organisers to make an appointment with all those premises in their area that did not succeed in gaining accreditation. This meeting should be used to work through the issues that prevented them from reaching the prescribed standard and to help them develop an action plan in order to improve their performance for the next year accreditations. This is of great importance to maintain the ethos of Best Bar None as a developmental and educational process.

10.

APPEALS PROCESS / REMOVAL OF ACCREDITATION

10.1 BBN Plaque

It should be noted that the BBN Scotland Plaque, Certificate and Logo all remain the property of the partnership involved in developing the scheme, and any reduction of standards following the allocation of an award may result in the removal of the award from the venue concerned. Any actions that may bring the award reputation into disrepute and the standards/integrity of the scheme be placed into question, may result in removal of the award pending enquiry. The decision to remove a plaque/withdraw BBN accreditation lies with the local partnership.

If the removal of an award should arise, in the first instance, scheme steering groups or review panels should be notified to meet and discuss the breach and as to whether the award should be withdrawn. Minutes to be taken of such meetings to be kept on record.

If the decision to withdraw the award is made, a formal letter to the venue concerned (and, if applicable, a copy of the letter to their Head Office) with a copy of the Terms and Conditions should be sent out (available in Appendix 2).

Where it has not been possible to reach a resolution at local level, the individual or premises has the option of referring the matter on to the Best Bar None Scotland Board. The Board will not be involved at the first stage of resolving any outstanding matter. In this way the Board can provide an objective or third-party view of an appeal.

The role of the national panel in hearing appeals is to ensure that agreed processes have been properly followed in line with national level guidance.

10.2 How is an appeal heard?

All appeals will be heard by a minimum of three members of the Best Bar None Scotland Board comprising senior representation from Police Scotland, Scottish Government, The Scottish Fire & Rescue Service and RAC.

10.3 How to appeal?

The complainant should submit an appeal in writing to the National Best Bar None Scotland Lead, based at RAC. The written appeal will normally be considered by the panel within one month of receipt. If this timescale is not possible, the appellants will be notified by email.

The appeal should be written to reflect only the facts of the situation. The panel will wish to see the following information:

- The basis of the complaint or appeal;
- The venue concerned;
- When the matter took place;
- The facts of what happened;
- Who or what the complaint relates to;
- Why the complainant believes it has not been resolved to their satisfaction;
- What the complainant would like the panel to be aware of specifically.

10.4 When will the outcome of the appeal be available?

The appeal panel will respond to the complainant in writing with the outcome of their consideration within two working weeks. The panel meeting will be minuted and a copy will be provided to the appellant with the appeal response.

10.5 What happens if the appellant is still unhappy with the appeal decision?

If the complaint is regarding the conduct of a specific local partner, then it should be referred on to that partner via their respective complaints process.

If the complaint is regarding Best Bar None Scotland, then the decision of the panel is final.

10.6 If a venue has had an unsuccessful outcome, will it preclude them from applying in the future for an award?

No. The awards are run on an annual basis and a request to be involved would be submitted to your Local Coordinator or through RAC.

11. BBN Executive Committee

The current BBN Scotland Board is made up of 11 core members, including representatives from RAC, Scottish Government, Police Scotland, the Scottish Fire and Rescue Service, the Scottish Licensed Trade Association, Diageo, Tennent's, AIP Limited, Chivas Brothers and Edrington, Beam-Suntory. The meetings are held once a quarter in a suitable location or virtually.

12. BBN Admin Committee

The BBN Admin Committee consists of the BBN National Lead and all Local Coordinators. The Committee will meet (other than at Board Meetings) twice a year to discuss any issues with the scheme and review all documentation at least once a year to ensure they are appropriate.

13. Performance Evaluation

To ensure BBN is assisting in reducing crime and disorder in the night time economy, RAC will conduct regular reviews at different areas throughout Scotland by linking in with performance figures from Police Scotland, Scottish Fire & Rescue Service and NHS Scotland. The review will ascertain if crime is reducing in areas where BBN exist, and also identify new areas which would benefit from a BBN scheme being established.

14. Website

The BBN National Lead will maintain the BBN Scotland Website and keep it up to date with all relevant information and news articles. To ensure content is kept up to date, local coordinators are encouraged to provide any relevant local news to the National Lead routinely. The BBN website can be found at www.bbnsotland.co.uk.

15. Memorandum of Understanding


A Memorandum of Understanding (MOU) is available for local coordinators to sign up to. The purpose of the MoU is to ensure an effective, coordinated and consistent approach to the implementation and development of the scheme across Scotland, and to provide guidance and comfort to any new scheme members.

Whilst this document is not a binding contract, it is a formal agreement designed to promote partnership working, consistency and transparency of the scheme and supports the development of enhanced working arrangements for all scheme stakeholders. The MoU has been subject to consultation between members of the BBN Scotland Board and Executive Committee.


A sample copy of the MOU can be found in Appendix 3

APPENDIX 1

Example BBN Application Form



Awards Application




If you wish to take part in the scheme, please fill out your details below and email completed form to bbnscotland@retailersagainstcrime.org

Name of applicant	
Premises name	
Premises address	
Contact phone number	
Contact email address	
Premises social media Facebook	
Premises social media Twitter	
Managers name	
Managers address	
Please tick one of the following boxes that best describes your venue:	<input type="checkbox"/> Independent Pub <input type="checkbox"/> Pub <input type="checkbox"/> Independent Bar <input type="checkbox"/> Bar <input type="checkbox"/> Hotel Bar <input type="checkbox"/> Nightclub <input type="checkbox"/> Specialist Entertainment Venue

I understand that I will be contacted in due course by the BBN team to carry out an assessment of my venue in support of my application.
I understand that if my venue falls below the required BBN standard, this may result in the removal of the award from my venue.

Please tick to show that you agree with the above statements Date: _____



APPENDIX 2



Removal of Accreditation Template Letter

Contact: _____

Tel: _____

Email: _____

Web: _____

Our Ref: _____

Your Ref: _____

Date: _____

Dear _____

We have been made aware of a situation on (date) that (reason) at (venue name & address).

During this year's Best Bar None Scotland (BBN Scotland) assessment you showed evidence that (evidence produced), however these results indicate that (evidence produced) is not being put into practice.

One of the 28 essential criteria, which are required to become awarded by BBN Scotland, states:

(Essential point relevant to be added here)

Taking into account the results of (reason for revoking), a hearing of the (scheme name) BBN Scotland steering group/review panel has come to the conclusion that the above criteria has not been met and in the terms and conditions of BBN Scotland there is a clause, which states that if a venue falls below the regional level, then the award can be withdrawn.

The panel's decision is to withdraw the award for a period of at least (number of months) after which time we will review the situation. You will, however, continue to be a member of the scheme.

Enclosed are details of the appeal procedure should you wish to challenge the decision. (A copy of the documented minutes from the hearing of the steering group/review panel regarding this matter only to be sent with the letter.)

The scheme coordinator, (coordinators name) will be in contact shortly to arrange collection of the BBN Scotland plaque and certificates and to discuss how we may be able to assist you in addressing the problem.

Yours sincerely

APPENDIX 3



Memorandum of Understanding

Best Bar None Scotland: Memorandum of Understanding Between RAC and all Executive Committee members

Statement of Intent

This Memorandum of Understanding (MoU) is between Retailers Against Crime (RAC) and all Executive Committee members involved in the implementation of the Best Bar None (BBN) Scotland Scheme. The purpose of the MoU is to ensure an effective, co-ordinated and consistent approach to the implementation and development of the scheme across Scotland, and to provide guidance and comfort to any new scheme members.

Whilst this document is not a binding contract, it is a formal agreement designed to promote partnership working, consistency and transparency of the scheme and supports the development of enhanced working arrangements for all scheme stakeholders. The MoU has been subject to consultation between members of the BBN Scotland Board and Executive Committee. It is intended that this be reviewed every year in March/April.

Strategic Aims

- Maintain a scheme with integrity, transparency, consistency and fairness at its core
- Promote partnership working
- Ensure common standards in key areas but allow for local flexibility as appropriate
- Promote consistent brand messaging where possible
- Increase participation in the scheme
- Raise public awareness of the scheme and so promote consumer choice

Core Principles

- The BBN Scotland Development Officer will support and provide guidance models and new concepts for use by Local Coordinators.
- RAC will manage the grandfather appeals process for the Executive Committee.
- Each local BBN area identifies a Local Area Coordinator who acts as the Single Point of Contact (SPOC), facilitating effective lines of communication between RAC and the local area scheme, to ensure a clear understanding of all partner requirements and responsibilities in relation to implementation of the scheme.
- The Local Area Coordinator is responsible for implementation of the local area scheme in line with the principles outlined in this MoU and any specific local points.
- All decisions taken on fundamental changes to the scheme will be subject to consultation between the BBN Board and the Local Area Coordinators via the Executive Committee.
- The BBN Scotland Development Officer will lead on all National Initiatives to promote BBN with the assistance and support of the Executive Committee.
- Any local initiatives run by Local Area Coordinators will be discussed with The BBN Scotland Development Officer in accordance with the principles of information sharing and to allow consideration of National PR/marketing opportunities.
- Local Area Coordinators will endeavour to keep press clippings in relation to any local media coverage obtained to assist in evaluating communications plans and the scale of press coverage. This will assist in attracting future funders. Local Coordinators will be asked to provide an annual media activity report.
- All Local Area Coordinators will, other than in exceptional circumstances, work towards the national timescales outlined for implementation of the scheme, ensuring deadlines are met in respect of the National Awards.
- All Local Area Coordinators should establish a neutral judging panel to determine the level of accreditation awarded at a local level in line with the principles of fairness, equality and transparency. This is also important for the local appeals process.

- All Local Area Coordinators should provide the following details of all accredited premises to the National BBN Lead immediately after local judging takes place; premises name, full postal address, telephone number, Licensee name, contact email, mobile phone number, level of accreditation awarded. To assist this, a population spreadsheet will be provided by the National BBN Lead.
- All Local Area Coordinators should provide key dates to the National BBN Lead e.g. local launches, awards ceremonies etc with sufficient advance notice.
- The BBN Scotland Development Officer will provide assistance and support to Local Coordinators in the provision of appropriate promotional signage and marketing information.
- The BBN Scotland Development Officer will provide all Local Area Coordinators with the national BBN Logo. This logo should be used on all related artwork and documentation in order to present a consistent brand message, therefore maximising the impact of PR/marketing opportunities. It is, however, accepted that some of the larger local schemes have invested heavily in sub-brands and as such may choose to continue using these sub-brands. All national campaigns including the national awards will, however, continue to use the nationally agreed BBN logo.
- RAC will manage the national Website and twitter account for BBN Scotland.
- RAC will manage the National Judging Panel and National Awards ceremony for BBN Scotland in support of the Local Schemes.
- The BBN Scotland Development Officer may assist in the provision of independent assessors to assist with accreditation of premises where support is required by a Local Area Coordinator (request for support) **.
- In order to provide support to Local Coordinators, RAC will facilitate, where desired, the provision of plaques and pin badges for accredited premises across Scotland**. The following suite of options are available:
 - 1) RAC will provide a national BBN plaque design based on the national logo. Local Coordinators can then provide design to a local supplier and obtain plaques locally (no reduction in fee but supports brand consistency).
 - 2) RAC source national BBN plaque based on the national logo and deliver to Local Coordinator for distribution at awards (reduction in fee).
 - 3) Local Coordinators use own design for plaques but based on the national logo and remain with local suppliers (no reduction in fee but assists brand consistency).
 - 4) Local Coordinators obtain own plaques with own sub-branding via local suppliers (no reduction in fee).

**N.B. If support is requested, the accreditation fee payable by RAC to the Local Area Coordinator will be reduced accordingly to cover the costs incurred for provision of this service.

Formal Agreement

This MoU forms an agreement between RAC and the relevant Board Member(s). It should be signed and dated by both parties.

RAC Representative _____

Date _____

Local Area Coordinator _____

Date _____

APPENDIX 4



BBN Scotland Constitution

1. Purpose

- 1.1 The purpose of this document is to detail the Best Bar None Scotland Constitution.

2. Introduction

- 2.1 The Best Bar None (BBN) Scotland Board was established in September 2012 to oversee the management of the scheme, discuss and direct matters of policy and funding decisions, and to formalise regular meeting and communication with the Executive Committee (comprising Local Coordinators), local scheme delivery partners and agents. These agents comprise local police, local authority employees and public partnership models.
- 2.2 The BBN Scotland Board represents the joint interests of all the partners involved in the scheme. In addition to its core activity, the Board acts as a final reviewer of any complaints made that cannot be resolved at a local level. In this regard, it performs the function of a final review in cases of appeal.

3. Funding

- 3.1 The BBN Scotland scheme is funded by partner contributions from the private sector. Other partner support for the scheme is given by way of secondments and in time, e.g. from Police Scotland and Fire & Rescue Service Scotland. There is no financial stipend for Board members and membership is reviewed annually.
- 3.2 The BBN Scotland lead post is filled by a serving police officer based within Police Scotland's business crime prevention team and in partnership with Retailers Against Crime (RAC)

4. Interaction with Executive Committee

- 4.1 Board members meet with the Executive Committee of Local Coordinators once a quarter. In addition, there is regular communication between the National Best Bar None Lead and the Local Coordinators.
- 4.2 The National Best Bar None Lead supports the annual campaign of BBN activity and reports to the Managing Director of RAC. The Lead presents a regular update on activity to the Board.

5. Objectives

- 5.1 The BBN Scotland scheme is regularly reviewed in partnership with Police Scotland to ensure that the scheme is in alignment with the overall police strategy covering alcohol, drugs and improving standards. The main objectives of the scheme are:
 - To oversee the financial management of the scheme in Scotland and to ensure good governance
 - To develop and encourage local participation in the scheme across Scotland
 - To oversee future policy development including the linkages to public health and the Police and Fire Services
 - To encourage quality standards within licensed premises
 - To form the annual national awards panel
 - To oversee and deliver the annual awards ceremony
 - To encourage consumer choice of quality establishments

6. The Board

- 6.1 The current BBN Scotland Board is made up of 10 core members, including representatives from RAC, Scottish Government, Police, Fire and Rescue, the Scottish Licensed Trade Association and BBN Scotland Sponsors.

7. Regularity of Meetings

- 7.1 The meetings are held once a quarter in a suitable location (this will vary).
- 7.2 The Board meeting is combined with the Executive Committee meeting to ease flow of communication and enhance transparency.

8. Award Process Standards

- 8.1 The scheme focuses on public safety, customer care and provides licensees the opportunity to demonstrate their suitability for nomination for the process through an evidence-based application. This application includes the following important issues:
- Prevention of crime and disorder
 - Securing public safety
 - Prevention of public nuisance
 - Protecting and improving public health
 - Protection of children from harm
- 8.2 Applicant premises are subject to assessment and scoring booklets are judged by a local panel where they may be nominated to go forward as finalists in the annual BBN Scotland national awards.
- 8.3 Premises which reach the accreditation standard are awarded a bronze, silver or gold plaque in line with their performance. The plaque is valid for one year and replaced on an annual basis upon successful accreditation.

9. BBN Award Panel

- 9.1 Once a year, normally in January or February, a panel of representatives meets to judge the national award entries of the premises nominated by the Local Coordinators. These entries will already have been selected and judged by a local panel and must have already achieved gold accreditation at a local level, except for the unique awards, i.e. Best Use of Innovation, Best Public Health Initiative & Heart of the Community, which can be accessed at gold, silver or bronze accreditation level and is based on the relevant local contribution made.
- 9.2 The panel mark the entries independently and the scoring is then done by a member of RAC not involved in the panel.
- 9.3 The national awards are presented at an annual ceremony in March of each year.