

# National Doorwatch Consultation Survey 2011



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## Management Summary

National Doorwatch was asked by the SIA to conduct research to address the following objectives.

- To establish/identify current thinking across the door supervision sector on the regulatory regime, including majority and minority views
- To identify the factors that influence opinion of those working in the sector
- To advise how the SIA can best consult with the sector on the way forward for a new regulatory regime
- To suggest ideas for consultation methods that would gain the highest responses (e.g. communication channels, frequency, feedback etc).
- To identify methods of engagement that would not work
- To propose a workable solution and pilot which could bring together the views of frontline door supervisors, preferably in non-managerial positions.

The research was to be representative in terms of geography, experience of working in the sector, demographics, company size, self-employed and part time/full time employment status. The sample size was set at a minimum of 300 respondents and was to include some street level interaction.

National Doorwatch subsequently prepared two surveys. The first was an on-line survey which was open from Monday 14<sup>th</sup> February 2011 to Tuesday 22<sup>nd</sup> of March 2011. In all were 871 respondents who started the survey. These were sifted through the use of questions and technological control to produce a total of 595 completed surveys (68.31). The 595 completions do deliver a representative cross-section of the door supervision sector in respect of the above conditions. The level of response elicited from this survey is above average according to the SIA.

The face-to-face surveys commenced the following week once patterns began to emerge. The face-to-face surveys sought to build on those emerging patterns. The sample consisted entirely of door supervisors who were working at/or on the door at the time of the survey. This sample covered Telford, Manchester, Middlesbrough, Coventry, Barnstaple, Chesterfield, Nottingham, & Derby.

It is worth noting that both surveys were conducted during a period where the future of the SIA was uncertain. Consequently, it is difficult to say if the response rate is higher or lower as a result. The face-to-face surveys would suggest the latter. It is also important to note that approximately 20,000 invitations to take part were issued, through the SIA, the major Door Supervision companies, and National Doorwatch contacts. This represents a return rate of approximately 2.98%. Whilst still statistically relevant, it is indicative of the challenges faced in communicating with the sector.

The findings of the online survey were predominantly positive in the key areas. Over 75% of respondents want to see a National Licensing scheme. 54% believed they had become a better door supervisor, whilst just over 50% felt the quality of door supervisors had improved. The SIA website is trusted by 66% of respondents and for 68% email is the preferred method of communication. There were some interesting contradictions with 57% stating there is more crime on the street in one

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question and 57% stating overall public safety has improved in another question in the same set.

The face-to-face survey was very similar, in outcomes to the on-line survey. Almost all were unaware of the online survey. The overwhelming majority wanted a National Licensing scheme. They trusted the SIA website, in so far that it could be trusted. They avoided communication with the SIA as they were perceived to be irrelevant to their roles. This group were very forthcoming about what they thought the SIA should be doing and how they felt let down.

The final part of the process was to run a local door supervisors conference in Derby. The city has just over 100 active door supervisors working in the City Centre. Additionally a local Door Supervision Company owners meeting was held as the keynote speaker was the SIA CEO, Bill Butler. The local door supervisors worked hard to ensure a good turnout from their ranks, 45 in total, plus 6 owners, who'd never attended any of the industry network meetings. This was the fourth such event the CEO has attended in the last 18 months, where a much higher level of engagement was forthcoming.

The main reasons door supervisors have attended these events is the opportunity to ask what the SIA are doing. The type of questions raised seems to suggest they feel that part of the SIA role, its responsibilities, and its authority, is to protect the individual licence payer from exploitation. This was highlighted at the Derby forum where a clear disagreement occurred between the Secretary of the Doorwatch and the CEO, over the quality of the training and the candidates in particular. This is a thread that runs throughout the face-to-face survey

A common theme throughout both surveys has been the expression interest for a local forum that will provide them with real representation. Two of the main reasons given why someone would attend such an event, is to share intelligence 84% and best practice 72%. They state the problem in getting something done, is the history between door companies, the cost on top of all the other licence related expenditure, the fact all previous attempts have turned out to be a money-making membership scheme, and the general level of apathy shown by door supervisors.

It is almost as if, in the absence of anything else, door supervisors view the SIA as an imposed defacto Trade Union organisation, to whom they pay dues, and for which they receive no tangible benefits. This erroneous view of the SIA would appear to be a common misunderstanding amongst door supervisors across the UK. It may account for why the Door Supervision Sector is so difficult to engage in general.

Overall the findings demonstrate there is evidence door supervisors do want to be involved in the consultation process, and in the future direction of the SIA. What they need most is independent leadership, from an independent organisation which provides a voice for the individual licence payer, and can be trusted.

## Recommendations

The SIA should consider ways in which

- **Representation:** they and/or any replacement organisation might fund, representation for the sector at both local and national level, from the licence fees. This would provide a visible tangible benefit for door supervisors, and may encourage greater involvement in the sector.
- **Marketing:** they could more clearly define their roles, responsibilities and limits of authority/influence role to its fee payers.
- **Bench-Marking:** they bench-mark their performance, in relation to the success of their enforcement of the standards expected of individuals. For example are steps taken to independently verify the quality of training on licence holders within a month of receiving their badge?
- **Roadshows:** Roadshows could be used as a vehicle for engagement with door supervisors.
- **Website:** the website might deliver benefits in the form of competence based, and pastoral content.
- **Digital Engagement:** amending the application and renewal forms could act as a census on what activities were carried out in intervening period. The purpose being to have accurate sector segments, so the correct data subjects can be contacted.

Ian Fox

Chair  
National Doorwatch Steering Group

## Introduction

National Doorwatch ([Appendix “A”](#)) was asked by the SIA to conduct research to address the following objectives.

- To establish/identify current thinking across the door supervision sector on the regulatory regime, including majority and minority views
- To identify the factors that influence opinion of those working in the sector
- To advise how the SIA can best consult with the sector on the way forward for a new regulatory regime
- To suggest ideas for consultation methods that would gain the highest responses (e.g. communication channels, frequency, feedback etc).
- To identify methods of engagement that would not work
- To propose a workable solution and pilot which could bring together the views of frontline door supervisors, preferably in non-managerial positions.

### Background

The largest regulated sector of the private security industry in terms of the number of licences issued is door supervision. ([196,737 as at March 23<sup>rd</sup> 2010](#)). National Doorwatch accept not all of those individuals will be working and not all will be working as door supervisors. National Doorwatch estimates that there are some 80,000 – 100,000 active door supervisors currently working in over 2000 cities, town across the UK, predominantly on a part-time basis. Consequently many of these will perform additional licensable roles by working in security or events sectors.

Currently the level at which the SIA is able to engage with the sector is almost exclusively managerial. This is done through quarterly Approved Contractor Scheme (ACS) forums and the door supervision network meetings which are run by the sector themselves. The latter being of little or no relevance to individual door supervisors, as they are predominantly attended by the door supervision company managers, trainers, training organisations, etc. The SIA do attend meetings with relevant groups such as Pubwatch, BSIA sector group meetings etc, when possible. However these are not generally well attended by door supervisors.

Recently the SIA have started using Twitter and Facebook alongside e-updates, a revamped eNewsletter, and of course the Chief Executive Officer’s (CEO) blog. The purpose of this is to engage with licence holders on an individual basis. This has been relatively successful under the circumstances and this success will increase over time. Had the SIA possessed the ability to insist that relevant contact details were kept up-to-date as a condition of licensing this would have made the whole engagement process simpler?

The SIA have also been supportive of the Doorwatch meetings, put together by National Doorwatch. The SIA CEO, Bill Butler, has made the time to come and speak directly to the door supervisors on several occasions. These have been relatively successful and the template for these events is becoming a lot more

polished. At present there is interest from local authorities in putting on this type of event, and the issue for National Doorwatch is purely one of resource.

Other avenues of engagement through existing online forums are useful provided they are used as a simple barometer to gauge opinion. The main forum to date for the sector has been the Working the Doors (WTD) Forum. WTD has a number of well-informed members whose knowledge and experience should be of great benefit to the sector. However while WTD is potentially a good source of information for new and existing door supervisors, because it is an open public forum, the information and advice posted is not always (and does not claim to be) reliable, correct or accurate. Since all contributions to WTD are subjective personal opinion written from an unaccountable position of anonymity, this can be problematic, particularly for door supervisors who may have come to WTD seeking objective help, advice or guidance. WTD is acknowledged as an informal 'sounding-board' and social network for door supervisors, but its inherent structural limitations are also acknowledged.

## Method

National Doorwatch agreed the terms of reference for the project. The main requirements were that the research was to be representative in terms of geography, experience of working in the sector, demographics, company size, self-employed and part time/full time employment status. The sample size was set at a minimum of 300 respondents and was to include some street level interaction.

National Doorwatch subsequently prepared two surveys to ensure this requirement was met. The first ([Appendix "B"](#)) was an on-line survey which was opened from Monday 14<sup>th</sup> February 2011 to Tuesday 22<sup>nd</sup> of March 2011. In all were 871 respondents who started the survey. These were sifted through the use of questions and technological control to produce a total of 595 completed surveys (68.31). The 595 completions do deliver a representative cross-section of the door supervision sector in respect of the above conditions. The level of response elicited from this survey is above average according to the SIA.

The face-to-face surveys ([Appendix "C"](#)) commenced the following week once patterns began to emerge. The face-to-face surveys sought to build on those emerging patterns. The sample consisted entirely of door supervisors who were working at/or on the door at the time of the survey. This sample covered Telford, Manchester, Middlesbrough, Coventry, Barnstaple, Chesterfield, Nottingham, Wolverhampton, & Derby.

It is worth noting that both surveys were conducted during a period where the future of the SIA was and still is a matter of uncertainty. Consequently, it is difficult to say if the response rate is higher or lower as a result. The face-to-face surveys would suggest the latter.

## Findings

In order to simplify matters the findings will be presented in a format that addresses each the requirements of the terms of reference and the objectives in order. Although the survey had 595 total completions, the decision was made to use the responses given by those respondents who were happy to be identified. This gives a core of 350 respondents and their view is consistent with the wider survey.

## The Survey

Right from the start of the process there were a number of unexpected twists and turns, in terms of how the responses were received. The first set of responses came in from National Doorwatch contacts. They were negative, and anti SIA, in nature. The response reflected the opinion expected by National Doorwatch based on their previous contact with door supervisors on the ground.

The SIA email shot was released on the Thursday and there was a spike in numbers and a change in the nature of the responses. They became much more positive and this continued throughout the rest of the survey. The following week the SIA put the message out on Twitter and Facebook, plus at least one of the major companies emailed the survey details to their staff. This resulted in a surge in the number of people who also worked at events. This impact was continued when another smaller event company promoted the survey. The lowest return rates were experienced at weekends, before gradually tailing off over the final week.

It is worth noting an estimated 20,000 invitations to take part were issued, through the SIA, the major Door Supervision companies, and National Doorwatch contacts. There were 871 starts with 595 completions (68.3%) This represents an overall return rate of approximately 2.98%. Whilst 595 completions is still statistically relevant, in other business sectors where organisations exert direct control over their employees, a minimum response rate of 50% would be expected. Any figure below 50% in these organisations would be a cause for concern at an operational level.

The face-to-face survey commenced from the 23<sup>rd</sup> Feb, and was consistent in its negative view of the SIA, its role, and its benefits. This was in direct contradiction to the online survey which was by its end, very positive overall.

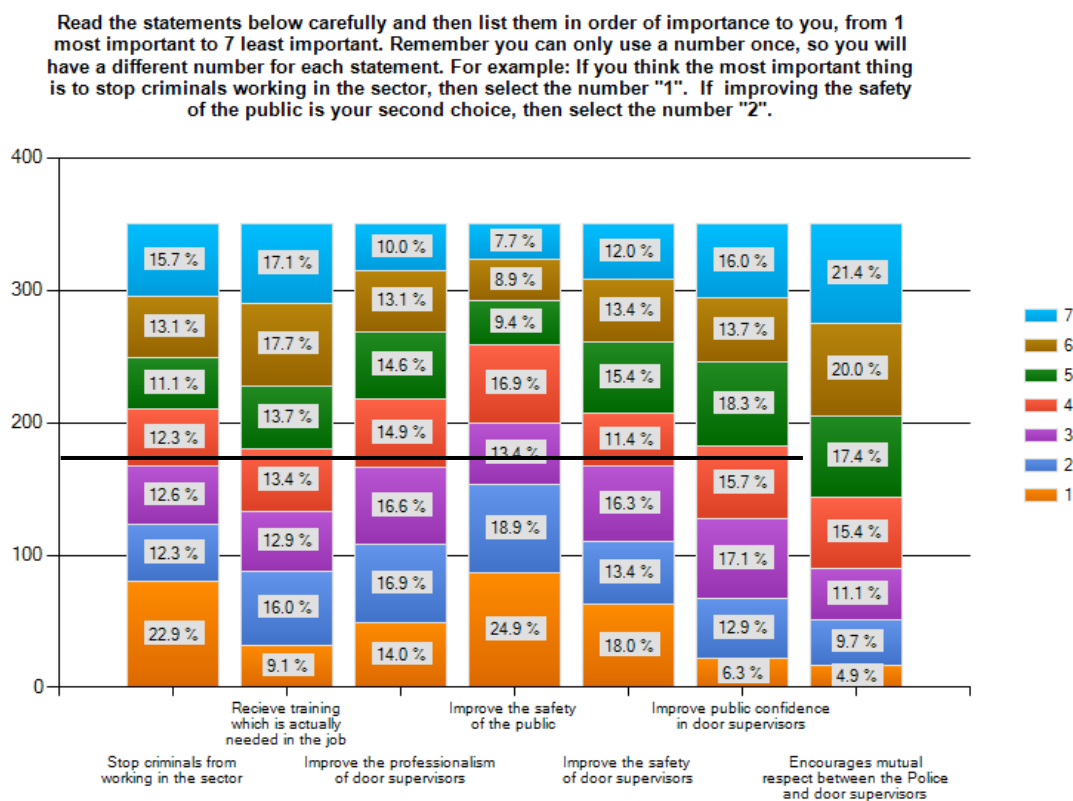
**Objective1: To establish/identify current thinking across the door supervision sector on the regulatory regime, including majority and minority views**

This objective was addressed in the online survey section relating to the door supervisors personal licensing experience. This showed that 95.4% of the 350 respondents held a current licence, with the remainder having left within the previous 3 years. From the latter the main reasons for leaving were cited as

1. Cost of the licence (6.7%)
2. The quality of people coming into the industry (5.7)
3. Family commitments (4.0%)
4. Pay and increasing levels of violence (3.7%)

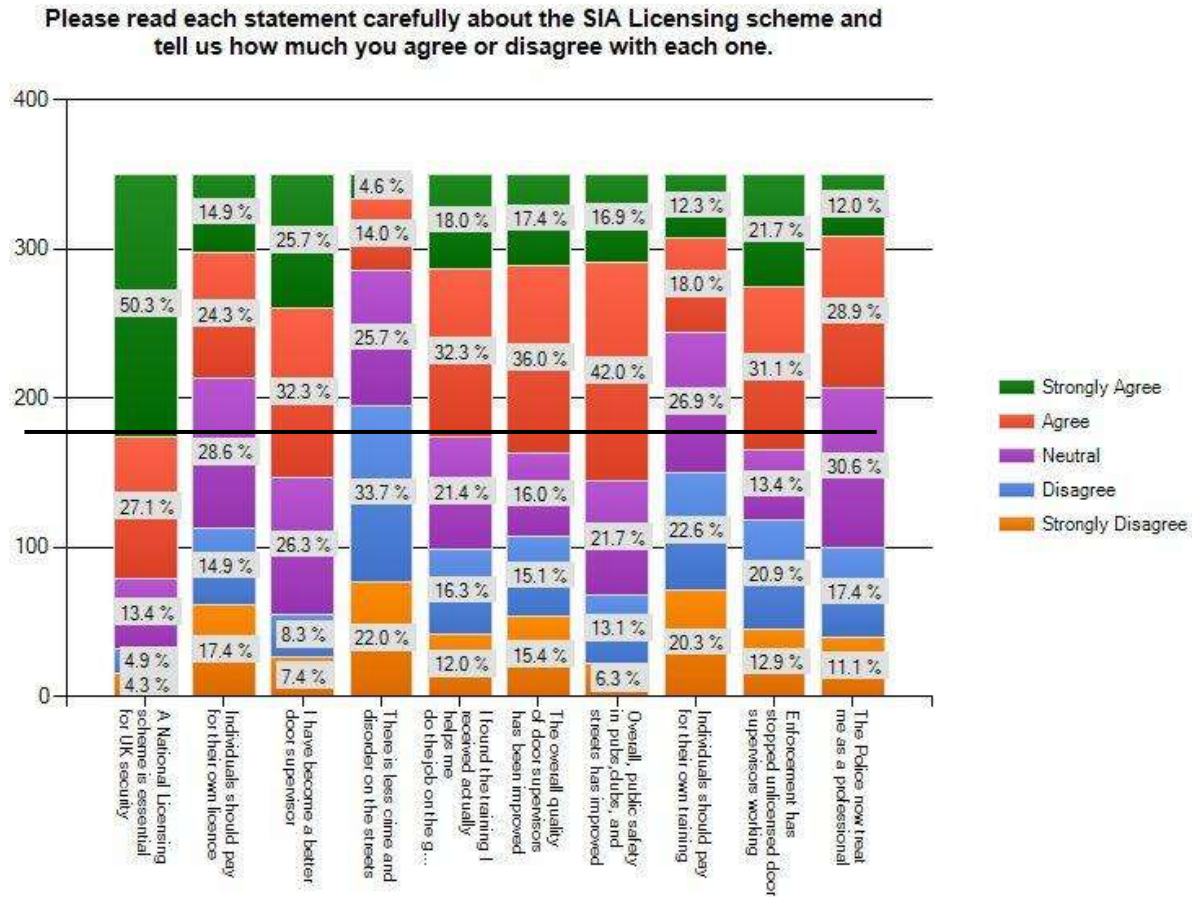
The next step was finding how door supervisors performed their role in relation to the objectives of SIA licensing. These objectives being to prevent criminality, improve public safety, increase public confidence, raising professionalism through training and standards, and improving partnership working, with other agencies. This was primarily achieved by asking two sets of questions. One set of questions with no reference to the SIA and the second set requesting specific answers relating to their role as a regulator.

The following chart (base size: 350) presents the door supervisors responses to the first set of questions, which asked them to prioritise their responses with 1 being the highest.



We see for the top answer is public safety (24.9%), followed by stopping criminals from working (22.9). It is particularly interesting that 82% of door supervisors put other factors above their own safety. Additionally their personal safety was not the top answer for any question.

The next chart (base size: 350) presents the second set of questions relating specifically to the SIA licensing scheme.



This chart demonstrates the strength of support for a National Licensing scheme. In total 77.4% are in favour, with 27.1% saying they agree and a further 50.3% saying they strongly agree. The face to face surveys also reflected this level of support for a National scheme. Additionally 52.8% believed enforcement was effective with 40.9% believing they were treated as professionals by the police. The face to face surveys found there were some areas where it was felt Police attitudes towards their role, was positive. However this was patchy and varied from Force to Force and within Force areas. Derby highlighted this where older door supervisors had better relations with older Police officers, whilst younger door supervisors had better relations with younger officers.

Over 55% of respondents thought there was more crime on the streets, whilst 59% reported overall safety in clubs, pubs, and the streets had improved. This was fleshed out in the Face to Face survey where there was a high level of agreement regarding safety. The door supervisors pointed to a general lack of respect for authority by people. This referred to people who were outside their sphere of influence. Their customers, their venues, and the section of street they covered

were safe as they were under the protection of the door supervisor. A door supervisor in Nottingham illustrated this by pointing out two young men who were arguing with the Police at the time of the survey.

The men and their friends had been refused entry. They refused to accept this and tried to push their way past. They were prevented from entry and so flagged down a Police car and made a complaint. Having spoken to the door supervisors concerned, the Police concurred with the decision to refuse entry. The men then turned on the Police, demanding badge numbers, videoing the situation whilst all the time being abusive and aggressive towards the officers. The door supervisors had to monitor the situation to ensure the officers would not be overwhelmed.

Training was well received with over 50% reporting they had become better at their jobs and that they had found it useful in performing their duties. Whilst some (30%) believed they should pay for their own training, 44% of respondents disagreed. The face-to-face survey found training to be a major bone of contention. They felt the training that was being delivered placed them at risk and in no way prepared a person for the realities of being on a door. The other major issue was the quality of the people coming into the profession, with many feeling very angry that the Jobcentre Plus, and Response to Redundancy programmes were creating as one door supervisor in Manchester put it "...sausage doormen".

This was further highlighted at the Derby Door watch Conference where the secretary of the local branch, told the SIA CEO that the training was not up to scratch, and wanted to see changes that would facilitate apprenticeships, which are not possible in the current format. The CEO was able to argue quite rightly, as this survey also shows that standards had risen and are continuing to rise. How could both points of view be right? The answer to that question appears to depend on your starting point.

Who should actually pay for the licence was close with roughly a third being in favour of each choice. The main issue for the face-to-face survey other than cost, concerned benefits. A large majority accepted they had to pay for a licence, what they wanted was more than a number and their picture on a piece of plastic. They wanted to see some actual value for money in terms of benefits. Their view was they were predominantly part-timers (76.3%), paying for a full-time licence. Several felt the SIA had let them down, as they did nothing to protect them, the actual licence payer, from exploitation.

## Objective 2: To identify the factors that influence opinion of those working in the sector

Before looking at what factors influence their opinion, it is instructive to see what initially brought them into the sector. It is as one door supervisor put it “a marmite job” with those who hate it leaving very quickly. Those who do stay, tend to do so for a long time with 58% having been in the profession for more than 5 years. The main reason given is to earn additional income (60.6%). The other major reason is the job being recommended by someone they already know in the profession (54.5%) Plus they viewed it as paid social life, with a platter of extra perks available free of charge. Older door supervisors in the face-to-face survey concur with these results. It is worth noting why pay was such a big driver for their recruitment. Effectively they were offered a good hourly rate which was paid cash in hand for a few hours work.

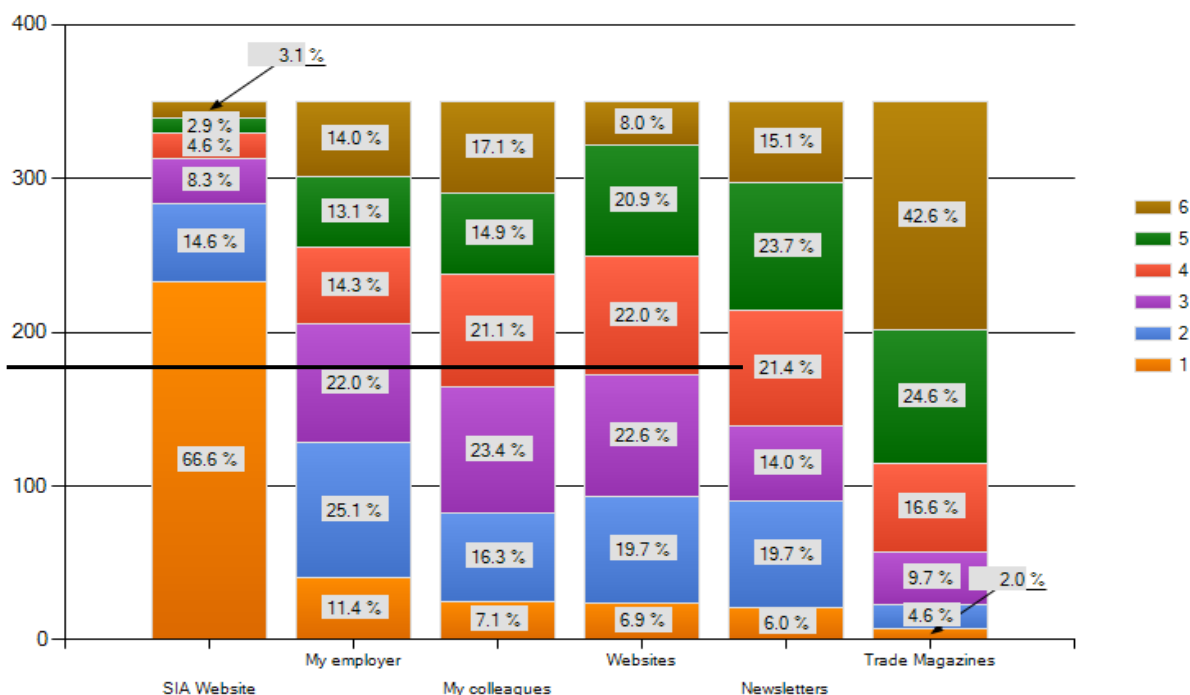
The other factor we should consider is why they stay in the industry. The issues raised by the face-to-face survey in the previous section, are very much to the fore. Many of the benefits they had have now been withdrawn. The fact they are being asked to become legally compliant carries little weight. The stock answer is “...the bosses should pay us more money than – it’s their problem – not ours”. However pay is just one element as to why door supervisors continue to do the job. Pay is second on the list of reasons for staying (67.4%) as opposed to top for joining. Helping people (74.9%) is the main reason, with meeting people (63.7%) coming in third and making good friends 58.3% is just behind.

At this moment in time the balance of the elements appears to be holding. However, one major company has been forced to reduce its pay rates, as result of external pressure. This has led to some door supervisors leaving the company. Whilst the current economic decline may facilitate the replacement of these employees, replacing their knowledge and experience may be another matter. Consequently continued downward pressure on pay throughout the supply chain may have unintended consequences for both public safety and business continuity.

It is clear from the findings so far, door supervisors view the SIA as an almost defacto union. It is an understandable view; given door supervisors view the SIA as having the power to “enforce standards”, across the whole spectrum of Security. The fact this is an entirely erroneous view of the SIA, its role and its remit, appears to be irrelevant. Door supervisors substitute their own opinion of what the standards are, what they should be, and it is these they want enforced. Again and again this refrain was heard and observed from door supervisors. Perceiving the SIA continuously fail to enforce their idea of standards may well be one of the reasons why engaging is so hard.

The following chart (base size: 350) looks at where door supervisors get their information. The figures show the majority (66.6%) believe the best place to find out what’s going on is the SIA website. The only issue raised by the face-to-face survey is that the information is limited to what the SIA want you to know. Also it offers very little in the way practical help with your job. As one door supervisor remarked “...it’s a Government website – it is what it is!” by which he meant it offered nothing more than basic functionality.

Where do you actually get the information you most trust about the SIA? Please rank these sources in order of importance to you, from 1 (most important) to 6 (least important) Remember you can only have one number per statement. Therefore if you get most of your information from the SIA website, select "1". Then your next choice of statement must use a different number.



Websites are a good source of information for door supervisors with “other websites” being the third most popular source after their employers who were second, and just ahead of colleagues who finished fourth. However the big surprise was how small a part employer played in influencing the opinion of their employees in reality. The face-to-face surveys in Barnstaple showed how a group can be influenced by a strong personality as the majority of the responses for National Licensing were in direct contradiction to the overall results.

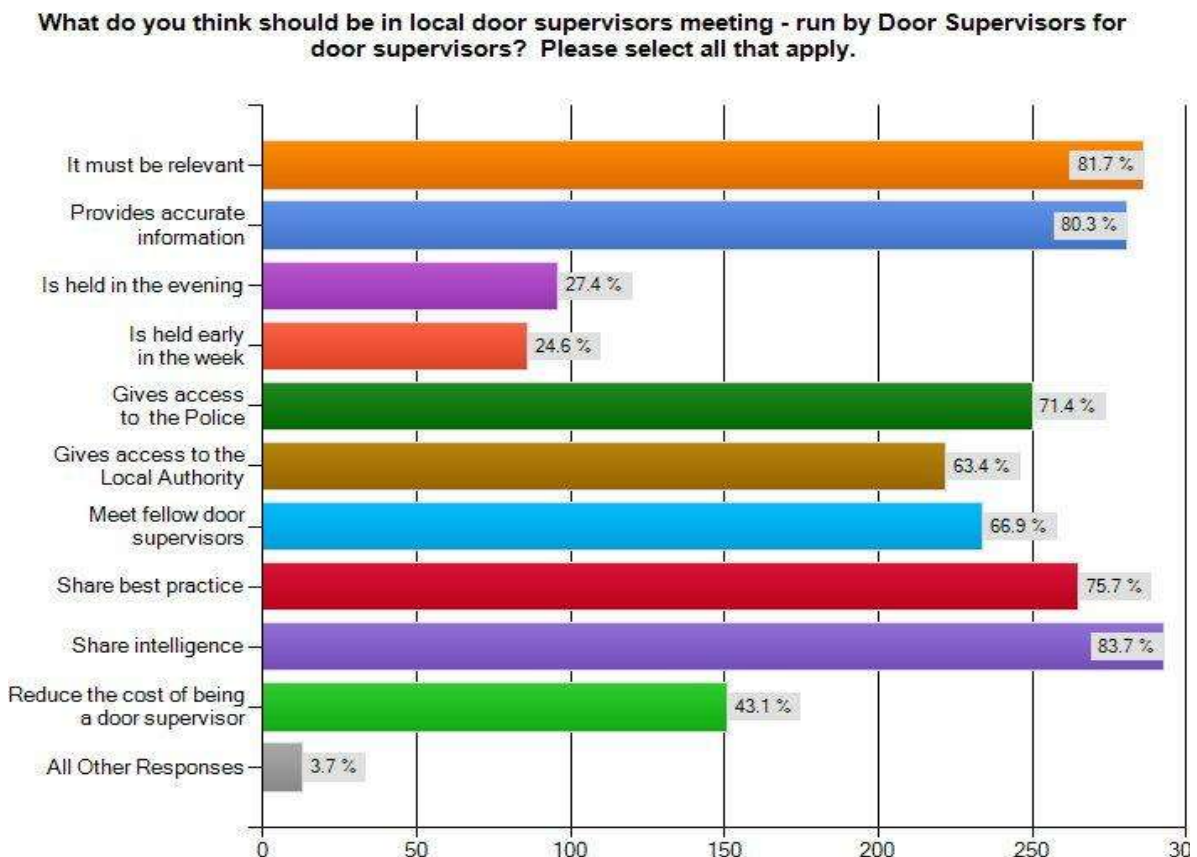
The key influencer in this or any other sector or business is leadership. The fact that apart from the SIA Website, all the other options had to wait until at least the third choice, to top 50%, may be a cause for concern. What this does demonstrate is there is no recognised figure or organisation with which door supervisors can identify. The SIA CEO has been generally well received at events organised by Doorwatch. As stated previously the SIA have been put in this role almost by default. Therefore having the SIA actually carry out that role would be the simplest solution in the short to medium term, were it in anyway possible.

### Objective 3: To advise how the SIA can best consult with the sector on the way forward for a new regulatory regime

Critical to the development of an effective consultation process with door supervisors, via any organisation is that it is seen as more than just a box-ticking exercise. Door supervisors will need to believe their views will be heard. They will need to be convinced their views will be taken seriously. They will need to believe their experience on the ground is recognised. In short they will need to have proper representation in all the discussions relating to the regulatory regime. Part of that development will be ensuring their representative/s have a solid independent fiscal foundation.

One of the most surprising things to emerge from the face-to-face survey was that some licence payers would be happy to pay more, provided they received real benefits! Indeed one door supervisor in Manchester suggested £25 per month, and whilst this was the highest figure, it was a sentiment which has been expressed in this and other forums attended by National Doorwatch. Their view is, we are paying the wages of the SIA, we are helping the Police, and we are protecting the public, we deserve to be treated as professionals, and we deserve proper representation.

As is clear from the following chart (base size: 350), accurate information, plus sharing intelligence, and best practice, are the main reasons attending.



In fact almost 20% have attended this kind of meeting. Most notably the chart shows that having access to the Police (70%), and the Local Authority (63%),

figures above the wish to reduce the cost of being a door supervisor (43%). The good news is this shows door supervisors want and are willing to pay for representation. The difficulty they face is, knowing which organisation is best placed to effectively deliver that representation.

Once a representative organisation for door supervisors was formally endorsed, it would act as a catalyst for consultation at all levels. It would provide the necessary encouragement for door supervisors to engage at a local level. This kind of engagement is already being sought by the Police and Local Authorities in many areas. This kind of engagement is considered desirable, and is listed as such on applications, for those towns and cities wishing to achieve Purple Flag status for their night-time economies. It would present a potential opportunity for the SIA to save costs, and gain practical benefits on the ground in terms of intelligence, co-operation with the Police and other agencies, etc.

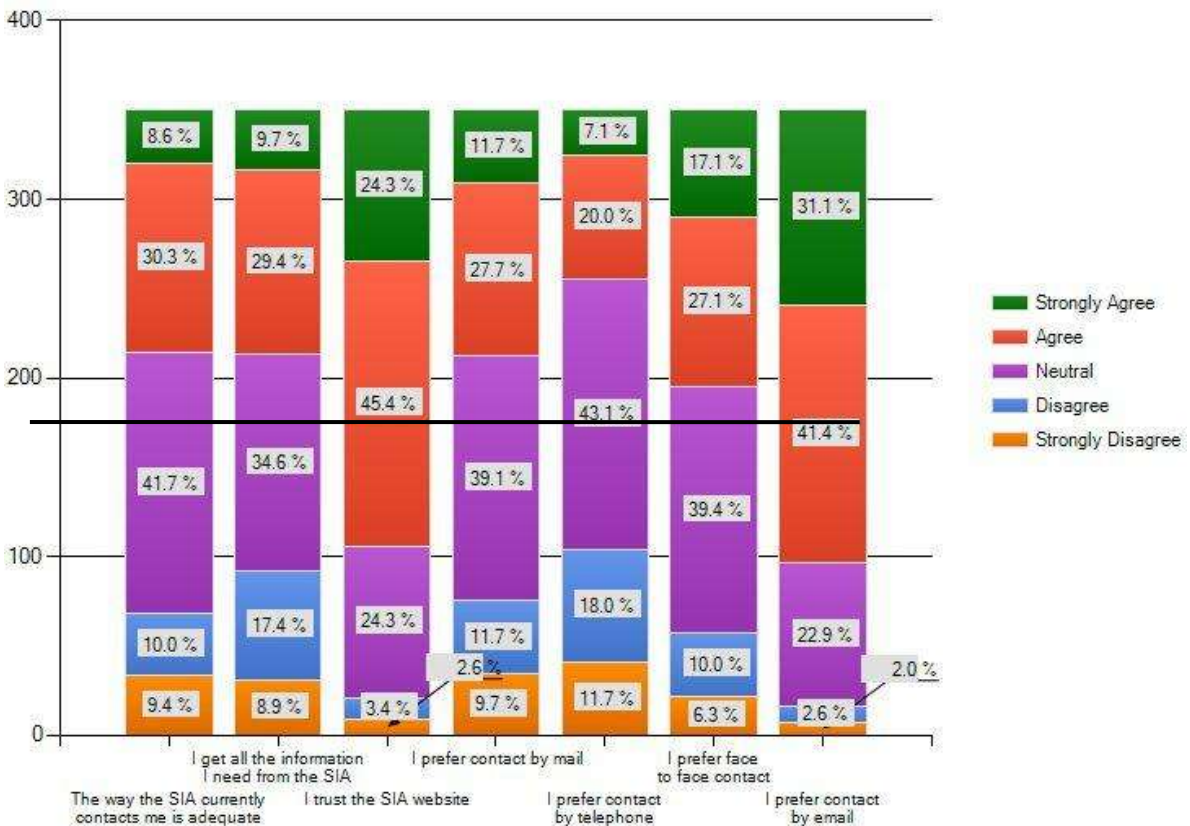
The alternative to the above is going to take time to develop. The main challenge will be ensuring the role of the regulator is properly understood by the licence holders. This will require an excellent marketing campaign, as it will have to unravel a myth that has been 7 years in the making. The best chance for this will come when the SIA has the opportunity to re-launch itself in its new guise. Failing that the other alternative is to maintain the status quo.

**Objective 4: To suggest ideas for consultation methods that would gain the highest responses (e.g. communication channels, frequency, feedback etc).**

Knowledge of the target audience is an essential prerequisite of effective consultation. At present the SIA, by their own admission is unable to collect vital data, as changing the form to do so, would require a change in the Law. As part of the upcoming changes to the SIA, updating the form and making it compulsory to have a valid up-to-date email address, could provide a useful starting point in addressing that issue.

Additionally, it would be useful if applicants could signify in which sector they actually expected to work. We know that approximately 50% of door licences are used elsewhere. Renewals should be able to indicate in what sectors they had worked over the previous period. Finally each applicant should get a single URN, which is used on all their licences. This will also be useful for the proposed business registration model and would be of value to the SIA, and other agencies. As a result the SIA would have a basic census of an individual's activity, throughout their career.

**Please read the statements below carefully and tell us how strongly you disagree or agree, with each one**



The chart above (base size: 350) shows which methods of communication are most preferred by door supervisors. The top answer is contact by email (72.5%) followed by face to face contact on (44.2%). This is worth noting as it should be an obvious way in which to engage door supervisors. The job is all about face to face

contact with people of all kinds, persuasions, and levels of authority. The difficulty is of course associated with costs, as it does require people on the ground. Mail is the preferred option of almost 40% whilst just over 25% prefer the phone.

Facebook is known to almost 40% of the survey. However it is the sound-bite world of Twitter 30% or similar which could eventually provide SIA with its best opportunity for future engagement with all sectors. Consequently although the SIA has just 362 followers in total at the time of this report it is worth developing as a means of consultation.

Ground level interaction is taking place with some success in a number of towns and cities around the country. Various local authorities hold ad-hoc or quarterly meetings. Attendances at meetings that are held more regularly than this tend to be patchy. The key is having something relevant to say, or announce. Recent conferences put together by National Doorwatch have been well attended. This has been due to the willingness of the SIA CEO to come and speak, plus the hard work of the people on the ground.

**Objective 5: To identify methods of engagement that would not work**

It is difficult to state which methods of engagement will have the least chance of success. Throughout this report we have highlighted the issue of the cost of attending, the time it will take out of a door supervisor's day, and most importantly the lack of faith in the ability or desire of the SIA to listen. Therefore any methods where it costs them time, money, effort, and offers no tangible benefit will struggle.

**Objective 6: To propose a workable solution and pilot which could bring together the views of frontline door supervisors, preferably in non-managerial positions**

National Doorwatch would recommend a series of road-shows, held in the early part of the week, to maximise attendance. Each of these would take approximately 3 months to set up and manage through to completion, once a date was agreed. The format would be an early evening meeting with local Door Supervision Company Owners, and other managerial personnel.

This would be followed by a meeting with the local door supervisors. The purpose would be to explain the current situation, and then open the floor to the audience. Part of the remit would be to establish a local forum where quarterly door supervisor meetings took place and fed back into the local and national picture.

For the pilot, we would suggest Nottingham, as it is a major destination city. It has a capacity of 100,000 people on a busy night. It has also achieved Purple Flag status for its night-time economy. As a Purple Flag city it has a locally elected Doorwatch, and enjoys the support of the Police, the Local Authority, and the Night-time Economy bid. As such it will provide a good starting point for this kind of event. This would be followed up with events in London, and then Manchester.

The aim would be to attract as much sponsorship as possible to minimise the cost of each event, which National Doorwatch estimate to be some £10,000. (This figure is based on utilising hard and soft resource) The recent conference in Derby was able to generate £1000 worth of sponsorship, and allowed them to make a small profit of approximately £60. This was in no small part due to the hard work and effort of the Chair of Derby Doorwatch, his team, and the local Licensing Police Inspector.

## Conclusion

It appears the SIA has concentrated its efforts on communicating with managers of companies rather than individuals. This is perfectly understandable, when comparing businesses operating within and without the sector. The audience in the Door Supervision sector is not subject to the same controls or benefits, which are normally enjoyed by traditional employers. Door Supervision predominantly consists of workers whose contract of employment is one of mutual obligation, and has no fixed length beyond that shift/event. The freedom of movement, this practice and transferability of the licence affords door supervisors is an obstacle to investment by Door Companies in anything, other than mandatory requirements, via legislation or the client. Consequently there is no realistic opportunity for career progression or advancement for door supervisors.

Operationally the Door Supervision Companies are constantly working in an atmosphere of uncertainty. Their position is made more precarious by the nature of the role, and other demands on a door supervisor's time. Additionally door supervisors may well work for different security/event providers with competing interests. The question for many companies every Friday and Saturday is will I be able to cover all my venues? In essence the whole sector is extremely fluid and no one has a definitive hold on the market, or the individuals who work in this arena.

As a consequence due to the disparate nature of the sector, door supervisors lack the kind of leadership they need in order for any meaningful consultation to take place. It is clear from the surveys, the conferences, and other research that door supervisors do want to engage, to contribute to the national debate and contribute to their local community. They just have nowhere to channel this desire!

The simplest, cheapest, and easiest option is to recognise a lead organisation for the sector, for the duration of the consultation/transition process. This organisation should be invited to sit at the top table and given sufficient funding to make this possible if it is necessary. It will then be up to the organisation to grow into the role, and be capable of retaining its place on its own merit, once the consultation/transition process for the sector has concluded.