

From: Andrew Crimmin

Sent: 31 March 2025 23:31

To: [REDACTED]; Mckenna Lorna: H&F <Lorna.Mckenna@lbhf.gov.uk>

Cc: [REDACTED] <Alhassan Goussous Karen Hetherington

Subject: RE: Wendy's 3am License Application - Fulham Broadway

Hi [REDACTED]

My sincere apologies for not replying earlier. I haven't been very well the last week and a bit.

Firstly, let me reply to your second email. As a food premises only (we do not serve alcohol) you need a licence to trade after 11pm and before 5am in the morning.

Our current licence allows trade until 00:30 every day including serving alcohol, 7 days a week. This was transferred to us with the lease when we purchased the site. We could today legally trade today from 5am until 00:30am every day. The timings you refer to are the serving alcohol portion of the licence which we do not utilise.

I am currently waiting for a replacement opening hours poster from the printers that will state 8am till 0:30am 7 days a week. We have discovered by trial currently there isn't the customer demand before 8am in the morning.

We originally asked for the licence be extended to 5am and to remove the alcohol entitlement. During the consultation process and in discussions with the EHO and Police we have reduced our request to 1am Sunday to Thursday and 3am Friday and Saturday. This is a normal part of the process, and we always will listen to the local authorities advice. Most days this is only an extension of 30 mins. Friday and Saturday there will be a licenced door team on site.

Business case

I'm not sure how much detail you would like here and I'm more than happy for you to call me on the number below any time to discuss.

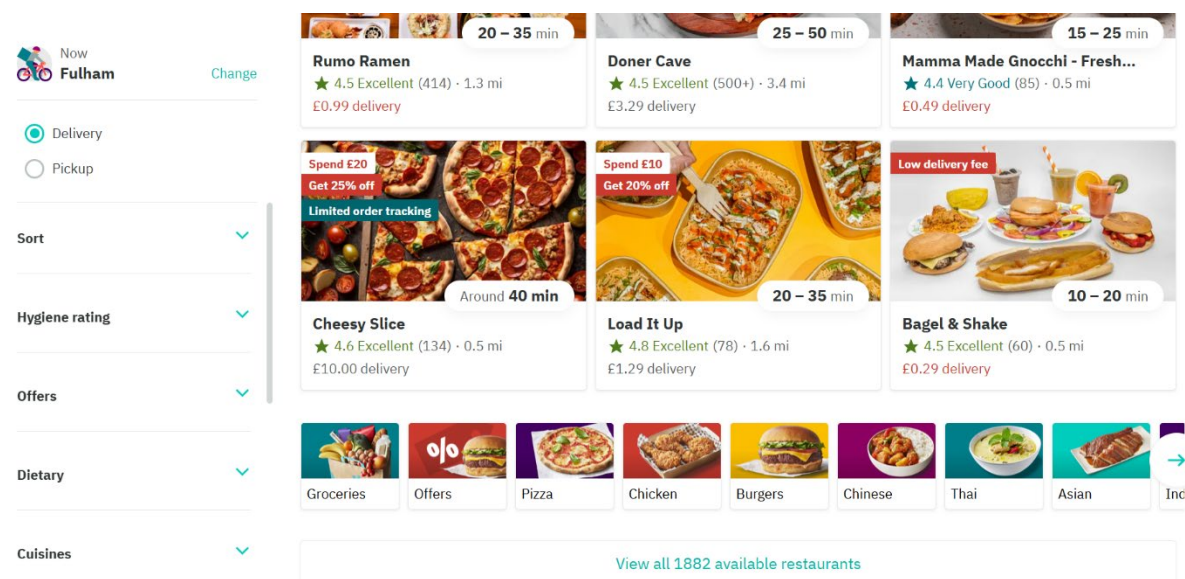
Food Businesses are traditionally very low margin, typically 5% of sales as profit which you must pay cooperations tax on before any investment in the premises is paid off. Our investment in Fulham Broadway is over £1m and we want to be a long-term asset to the local area and good employer. Our business is a small Franchisee of both Wendys and Pizza Hut not a large corporate entity. We currently operate many of our shops almost 24 hours a day without any issue. Many of these sites have residential directly above the premises and we work with our neighbours to resolve any issues to their satisfaction but to be honest the last one that came to my attention was over 4 years ago and resolved easily.

The last 5 years have been very challenging for everyone in our industry. Two years of enforced covid closures at short notice (We still had to pay rents and wages even though there were no sales), followed by 50% cost of food inflation, 60% wage inflation (which is a good thing for our employees) & energy costs have doubled (At their worst this was 5.5 times the usual cost as the government only capped

residential rates). This has led to many large national restaurants & retail brands going into insolvency (Pizza Hut restaurants & TGI Fridays are the most recent but there are many others) and is why there are so many unoccupied units on the Fulham Broadway and the British High Streets in general. The most recent budget measures alone have a 4% negative impact on the bottom line and are going to lead to another glut of hospitality and retail closures. These are a combination of wage increases, NIC increases and business rate increases.

London has always had a demand from consumers for late hours of operation and this has only increased since the inception of aggregator home delivery services, although this has reduced the sales inside restaurants as the customer now dines at home.

The thing is with aggregator customers is that they are customers of the Platform (ie. Uber or Deliveroo) and not any particular brand. They will log onto the platform at any time they want to eat and choose from what is available. I note on Deliveroo alone there are 1882 food business that you can order from after 11pm in Fulham Broadway using our stores post code. As a business you need to be open and trading at the times your customers want to use your service. Us being closed is going to have zero impact on the number of orders that are placed or bikes on the road at any given time of the day or night when the customer has so many other choices.



The drivers that collect from us wait inside not on the street. We have a dedicated area for waiting. They can charge their phones, use our toilet facilities and we provide hot drinks in the cold winter months. We also have the ability through their platform to blacklist anyone who causes any issues. Internally we have 22 HD CCTV cameras that cover every inch of the premises except for toilets. They are however not our employees, and you can raise with their platform directly any issues with drivers that you experience on the streets, all you need is their registration.

As already stated above our investment in Fulham is over £1m and we want to be a long-term part of the high street for over 20 years (The terms on our lease) to do this

we need to make a profit to pay back our investment. Currently, although I caveat that we are in the first few months of trading, would expect the business to grow and become more efficient over time we are currently running at a very modest loss on a week-to-week basis and require the additional sales to break even / eventually pay back the investment.

Again, apologise for the late reply, Please feel free to call me any time to discuss further.

Regards



Andrew Crimmin
Operations & Business Development
Director

Mobile:

Office: [+44\(0\)203 011 2331](tel:+442030112331)

Email:

**Goussous Holdings Ltd, Suite L4 & L5,
Boston House, 69-75 Boston Manor
Road, Brentford, Middlesex. TW8 9JJ**