

# **Application for New Premises Licence, The White Horse, 1-3 Parsons Green, London**

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## **Submissions and supporting statement on behalf of the applicant, Mitchells & Butlers Leisure Retail Limited (“M&B”)**

### **1. Purpose of this document**

We have prepared this document to help the Licensing Sub-Committee and other parties understand why we are making this application for a new premises licence and how we propose to address any concerns about promoting the four licensing objectives.

This document is in addition to, and supports any other documentation supplied including the original application, conditions agreed with Charlotte Bennett at the police and any other documentation forming part of the Applicants’ bundle of evidence. This document contains both submissions and evidence.

At the time of writing there are two remaining representations from residents’ associations. There are no representations from the Responsible Authorities.

### **2. Background to the application**

The White Horse is an old London pub dating back to at least the 18<sup>th</sup> Century. It is a much loved pub - the Barclay Road Conservation Area Residents (BRCAR) in their representation of 18<sup>th</sup> November 2025 (first paragraph) state, “We all enjoy this wonderful, historic and excellent public house in Fulham. We are patrons who are keen to protect this great community asset, historic and contemporary as it is, directly in our midst”.

The Ward Panel Chair for Walham Green in their representation of 20<sup>th</sup> November 2025 (paragraph 3) states, “local residents love and support this historic pub”.

We are grateful to our neighbours and customers for their continued support. However, all successful licensed premises must continue to respond to customer needs, explore new opportunities and adapt in order to survive.

This new licence application, which proposes some internal changes as well as an external bar, reflects M&B’s desire for the famous White Horse to continue serving its community for many years to come.

**Why are we making a new application rather than varying the existing licence?** A new licence application is ‘cleaner’ and allows us to have the flexibility to propose and agree new

conditions, and indeed for residents and Responsible Authorities to comment about the entirety of the application rather than just that which is being varied, as they have of course done.

Additionally, if this new application is granted on terms or conditions which are commercially unviable for M&B we will have the security of relying upon the existing premises licence. This is certainly not our hope or expectation but a new licence application protects the current position.

**The fundamental nature of the pub will not change** – yes, the application includes a proposal for an external bar but we are not proposing to license the whole of the outside area, just the external bar itself. This means that the existing restrictions on playing any form of live or recorded music in the outside area will remain in place. As we have explained in previous correspondence and meetings with interested parties, the purpose of the external bar is to reduce congestion into and out of the pub building, alleviate waiting times and to aid supervision and monitoring of the outside area by the team operating the bar. Use of the external bar will be solely for customers using the White Horse pub and is certainly not intended for other members of the public to purchase any form of ‘take-away’ drink.

M&B has a great deal of experience of operating outside bars. The company operate forty-eight external bars across the M&B estate, 13 of which are within the ‘Castle’ brand, the same brand as the White Horse. The Castle brand focusses on craft beer, delicious food and a charming pub atmosphere, with each pub having a distinctive character and being at the heart of the local community. M&B operate 10 Castle pubs in London with outside bars, including Kensington, Camden Town, Hampstead, Clapham and Tooting. Please see the list on Page 22 of our bundle. We understand our ‘Castle’ customers and we also understand how external bars work with that customer base.

**Minor Variation to existing licence** - it should also be noted that we have applied for a minor variation to the existing licence – this is simply in respect of the internal works and will only be relevant if this new licence application is either refused or not granted on terms which are considered commercially acceptable to M&B. In that case, we would be forced to rely upon the minor variation to the existing premises licence for the internal works, which exclude the external bar. That of course is not our preferred position but we hope it explains why we are making the minor variation - in case our new licence application, which includes the external bar, is unsuccessful.

**Surrender of existing licence** - if this new licence application is successful then the existing premises licence number 2023/00464/LAPR will be surrendered once the works proposed are complete.

**Licensed Hours** - the hours and activities applied for in this new application match the existing hours on the current licence, except that the current 24 hour permission for recorded music has been reduced to match opening hours, and existing New Years’ Eve permissions have been clarified to ensure consistency.

Essentially, it will be “business as usual” except that there will be an external bar, with the ease of service and enhanced monitoring and supervision that one would expect.

### **3. Pre- application consultation**

M&B believe in partnership working and will always try to accommodate the reasonable concerns of our neighbours. To that end, before we issued the application we informed the police, Environmental Health and Licensing Authority of the proposals and indeed in light of the initial responses we removed the original proposal to increase the **internal** licensed hours from 00:30 to 01:00.

Additionally, we wrote, with the help of Matt Tucker, Licensing Officer, to two Ward Councillors, the Events Team at the Council and a number of residents whose details are held by the Events Team on file, again with the help of Matt Tucker.

This has resulted in various emails and meetings both before and subsequent to the application which we hope have clarified the purpose of the application and resolved some concerns.

### **4. Representations**

**Police** - Whilst not strictly a representation, Charlotte Bennett at the police engaged in detailed correspondence with us and as a result the conditions proposed in boxes (b) and (e) of our original application were amended by agreement. These conditions now form the agreed position regarding crime and disorder and protection of children from harm with the police. These are set out at page 11 of our bundle.

It is noted that concerns about crime are raised in both the residents’ representations. In no way do we disregard those but as stated at 9.12 of the Statutory Guidance, the police should usually be the Licensing Authority’s main source of advice on matters relating to the crime and disorder licensing objective. The conditions agreed with Charlotte Bennett are detailed and comprehensive and no concerns about crime levels have been raised by the police.

**Environmental Health** – Christopher Sibanda, the EHO, originally filed a representation, primarily citing the absence of an External Area Management Plan. This has always been in existence but has been enhanced to include the proposed external bar. A copy of the new External Drinking, Noise Management and Dispersal Plan was sent to Christopher on Tuesday 2<sup>nd</sup> December in readiness for his site meeting with Matt the DPS and Jeremy the Area Manager on Wednesday evening 3<sup>rd</sup> December. As a result of that meeting and the contents of the Plan, the EHO has withdrawn his representation. He cited in his withdrawal email the plan and conditions ‘26-30’ of those agreed with the Police. For ease of reference they are as follows:

26. The external bar shall operate only as a service point for drinks and shall not include any form of live or recorded music.
27. An external area management plan will be in place for the purpose of monitoring and supervising all external areas associated with the premises. One of the key aims of the plan will be to help prevent customers obstructing Ackmar Road or Parsons Green pavement areas.
28. The external bar shall cease operation at 23:30 hours.
29. All outdoor drinking shall cease by 00:00. From 23:30 onwards, customers shall be advised by staff to move inside the premises or disperse.
30. A dispersal policy shall be implemented to encourage customers to leave the area quickly and quietly. Signage is to be displayed advising customers at closing not to leave the premises or outside area with open drinks or glassware

A copy of the EDNMD Plan is attached at page 16. This is a living document.

**Representations from our neighbours** - the residents do however raise some important points in their representations:

#### **Barclay Road Conservation Area Residents**

The first relates to Pubwatch. The police themselves suggested that we remove the Pubwatch condition. This was we understand on the basis that such conditions can sometimes be difficult to enforce and therefore should not appear as conditions on licences. Neither we nor the police were suggesting that the White Horse is not involved in such initiatives, simply that the condition itself might cause legal issues.

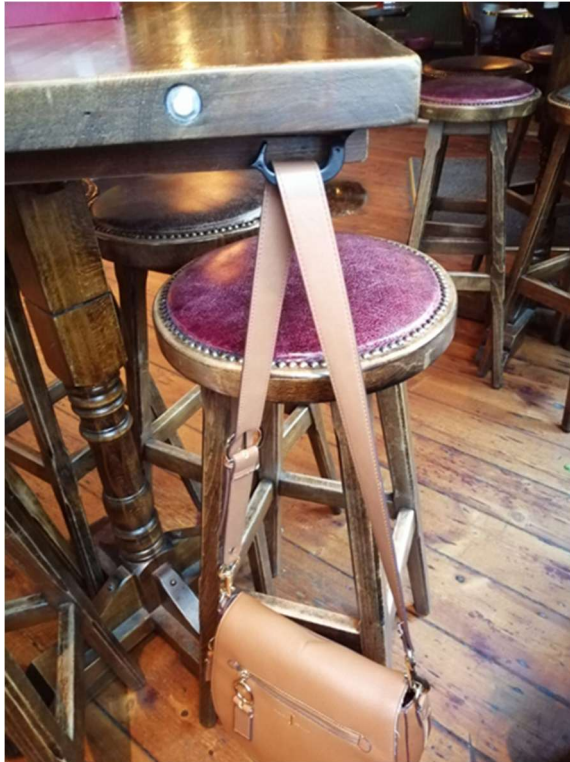
However, we are perfectly happy for the Pubwatch condition to be placed on the licence, and indeed it was in our original application at page 11. Matt, the DPS or one of his management team will attend meetings wherever possible. M&B are fully supportive of such initiatives.

Our proposed wording therefore is as follows:

**“The DPS or appointed deputy will actively participate in and support the local Pubwatch scheme, or similar initiative (where active)”.**

**Thefts** - another concern raised in the representations is regarding thefts, particularly pick pocketing, snatching of watches/jewellery, stealing things from the open bar (final paragraph of page 3 of the BRCAR’s representation).

M&B will install Chelsea clips under all tables, both inside and outside. Chelsea clips help prevent bag and other theft and are recommended by the police:



Of course there will be supervision both from staff at the bar and at busy times other staff and door staff.

**CCTV** - In addition, colour CCTV will be in operation, with three covering the garden area and one covering the external bar.

We are considering some personal theft prevention signage to raise awareness without causing unnecessary alarm.

**Door staff** - We have agreed with the police a risk-based condition regarding the employment of door supervisors. M&B is an experienced and responsible operator and already uses door staff on a risk-based basis. There is no need for any more prescriptive imposition of the numbers or timings of door staff, which will obviously be kept under review.

**Mechanical and bottle noise** - there are concerns from the BRCAR of noises from the kitchen/ventilation fans, loud water hosepipes or other mechanisms used for cleaning effectively after the pub has closed to the public. We can assure our neighbours that no such noises are intended or proposed and as the operating hours of the premises are not changing from those currently operated, we see no need for any condition to be imposed. Matt the DPS or indeed Jeremy are more than happy to discuss any concerns that neighbours have regarding this type of noise.

We appreciate the enthusiasm that BRCAR expresses for the outside bar but we also understand the concerns. However, the presence of such a bar is more likely to increase security and reduce crime because of the presence of staff. The bar and its stock will of course will be secured when not in use. Use of an external bar is far from a new venture for M&B and they are well versed in operating these kind of bars within their gardens.

Turning to the representation from the **Ward Panel Chair for Walham Green**, there is concern that residents who live on all three sides of Parsons Green will be subjected to “increased noise from drinkers, from people shouting, laughing and talking loudly as they walk down Parsons Green and Parsons Green Lane on their way home”. With respect, there is no significant difference between what we are proposing and how the pub operates at present. Yes, customers will find it easier to order and be served drinks but creating a more fluid, dynamic environment both inside and outside the pub is likely to reduce the potential for congestion and possible conflict. Such music as is played inside the pub will not change in its volume or frequency if the external bar is granted, and of course the existing conditions restricting any form of music outside will continue.

**Children/pupils** - there is concern that the staff and parents at Lady Margaret School a few feet away from the pub may not be happy with pupils walking past an outside bar on the way to and from school. The same concern is raised for the nursery by Waitrose. We do not know if these are explicit concerns raised by those organisations or more generally expressed views. Nevertheless, on many occasions the bar is unlikely to be open when children are walking past but in any event children already occasionally walk past a busy external area where people are drinking, albeit drinks purchased from inside the pub.

Given that the general law is that children of any age, where supervised by an adult, are permitted on licensed premises either inside or outside we do not consider that a well-run external area with or without a bar undermines the protection of children from harm objective. Of course, all our Duty Managers are trained in vulnerability management and all staff who serve alcohol are trained in age-related sales and their licensing responsibilities.

Additionally, the visuals at page 19 show this project as a premium proposal, designed in sympathy with the surrounding environment. The below are two examples:



Through the proposed works, total seats in the garden will also increase from 85 to 102 and this is mainly through better use of the space surrounding the trees.

**External Area Management** - at the time of writing their representations the Residents' Associations will not have seen our detailed External Drinking, Noise Management and Dispersal Plan. The EDNMD plan is a codification of the measures we take and propose to take if the application is granted. It contains detailed procedures for staff and at certain times door staff to ensure customers are not blocking the path of Ackmar Road and Parsons Green and are properly managed both during busy periods and upon dispersal. It is a thorough, robust and living document.

M&B will always listen to and recognise reasonable concerns from their neighbours and, where necessary amend the plan accordingly. This is evidenced in our correspondence and where possible meetings with our neighbours leading up to this hearing.



## 5. Legal submissions

M&B acknowledge and appreciate the general support for the White Horse both from the residents, the authorities and the council more widely.

We are, however, concerned to ensure that if this application is granted, which we submit it should be, it is not granted with conditions which are disproportionate or commercially unviable. Such conditions, however well-intentioned, might threaten the viability of the whole project. We believe that the conditions proposed at part d) of the application (Public Nuisance), together with the additional amended conditions agreed with the Police and supported by the Environmental Health Officer, plus the Pubwatch condition mentioned earlier, sufficiently address the four licensing objectives and the remaining legitimate concerns of the residents.

**National Guidance** - the Statutory Guidance to the Licensing Act was recently updated in November 2025, and includes the following passage:

“Each application on its own merits

1.17 Each application must be considered on its own merits and in accordance with the Licensing Authority’s Statement of Licensing policy; for example, if the application falls within the scope of the cumulative impact policy. Conditions attached to licences and certificates must be tailored to the individual type, location and characteristics of the premises and events concerned. **This is essential to avoid the imposition of disproportionate and overly burdensome conditions on premises where there is no need for such conditions. Standardised conditions should be avoided and indeed may be unlawful where they cannot be shown to be appropriate for the promotion of the licensing objectives in an individual case**

1.18 **When making licensing decisions, all Licensing Authorities should consider the need to promote growth and deliver economic benefits”**

**(our emphasis added, para 1.18 is new)**

**National Licensing Policy Framework** - additionally, on 26<sup>th</sup> November 2025 the Government issued the brand new National Licensing Policy Framework for the hospitality and leisure sectors. This document sits below the Licensing Act 2003 and the Statutory Guidance in terms of hierarchy, but “authorities should, however, take this framework into account as guidance” (second paragraph 4.2 “Status and Legal Effect”). The NLPF has some key quotations:

“However, when one in five high street properties stands empty in some areas, Licensing must also support broader ambitions: business investment and growth, high street revival, businesses supporting rural communities, festivals and events, local jobs, and community cohesion” (section 1)



“Licensing decisions should complement, not undermine, planning and regeneration efforts”.

The NLPF supports “investment in existing and new venues” (section 2)

“We are therefore asking Licensing Authorities to explicitly consider the need to promote growth and deliver economic benefits in their decisions”

“Permissive by design;

The Licensing Act is designed to be enabling, not prescriptive. In line with good practice, many authorities are already taking a light-touch approach to regulating compliant and responsible businesses, focussing on supporting entrepreneurship, innovation, investment and customer experience. Licensing policies should be framed to encourage operators to demonstrate how they will manage risks to the licensing objectives to a reasonably practicable level, rather than imposing unnecessary constraints”

The NLPF contains many such passages supporting better regulation by encouraging a more light-touch approach for responsible operators. This is exactly where M&B and the White Horse fall. We have shown in our pre-application consultation, our discussions during the consultation period and offers of and meetings with residents and authorities at the premises, and indeed the pub’s thoroughly deserved popularity that we should be trusted with the application as now presented to the Licensing Sub-Committee with the conditions as now proposed.

### **Statement of Licensing policy – London Borough of Hammersmith & Fulham**

The premises does not lie within a cumulative impact area. Page 8 of your Policy states, “Theme 1: a sustainable, well-run licensed sector which seeks to encourage new investment whilst supporting existing operators.... The council wants to ensure that:

- Our licensing policy supports our licensed sector and the cultural, leisure, hospitality and entertainment options within it available to Hammersmith & Fulham residents.
- It is easier for well-run local businesses to operate by having a clear, fair and accessible licensing process and system”

There are of course other themes, for example that Hammersmith & Fulham is a good place to live, work and enjoy leisure, and that the borough has a safe licensing environment and night time economy.

### **Conclusion**

It is submitted that M&B and the White Horse in particular are a big positive in this equation. The proposed significant investment in both the internal and external areas of the White Horse will not undermine the licensing objectives but will allow the customers of the White Horse, many of whom are local residents, to continue to enjoy this historic pub long into the future whilst also being able to

purchase a drink from the outside bar. Our operating schedule conditions are detailed, targeted and robust.

Any concerns or issues from our neighbours will be dealt with promptly, professionally and decisively.

Please grant the application as requested.

Thank you for your time.

**Andy Grimsey, Solicitor, for and on behalf of Mitchells & Butlers Leisure retail Limited.**

**5<sup>th</sup> December 2025**

## **Supporting documents:**

### **Proposed conditions – updated. Agreed by Police and EHO.**

#### Annex 2 - numbering based on existing conditions in Annex 2, for ease of reference

7. Pubwatch condition to be removed. [Note that we are now proposing to re-insert this condition, thus: “The DPS or appointed deputy will actively participate in and support the local Pubwatch scheme, or similar initiative (where active)”.]
8. Toughened glass shall be used.
9. A CCTV system with recording equipment shall be installed and maintained at the premises. All recordings used in conjunction with CCTV shall:
  - a. Be of evidential quality in all lighting conditions;
  - b. Indicate the correct time and date;
  - c. Be retained for a period of 31 days.

All Duty Managers (or sufficient staff) must be trained to use the system and recorded images must be available for inspection and downloading immediately upon reasonable request to officers of the Responsible Authorities as defined by the Licensing Act 2003. All images downloaded from the CCTV system must be provided in a format that can be viewed on readily available equipment without the need for specialist software.

10. No adult entertainment (paid for by the company of a nude physical nature) is permitted.
11. Any children under 16 shall remain the responsibility of the accompanying adult when using the premises (and/or exterior area.) Staff shall not be allowed to be in sole supervision of children, which remains the responsibility of the accompanying adult at all times.
12. On Saturdays and Sundays, the 8am opening shall apply to internal use only and the external areas to the front shall not be used before 9 am.
13. Prior to 10am, customer entry and exit shall be provided through the front main door only and the side door to Ackmar Road shall only be used in the event of an emergency.
14. On days when Chelsea Football Club are playing at home, or when a Chelsea Football Club victory parade takes place, the premises shall carry out a documented risk assessment in relation to the sale of alcohol for consumption off the premises for a

period of three hours before kick-off and two hours after the match/parade has completed. The risk assessment, along with any exceptions from normal procedure, shall be recorded in the incident log and made available for inspection upon request by Police or an officer of the Licensing Authority.

15. On days when Chelsea Football Club are playing at home, the premises shall risk assess the need for SIA staff. A copy of the risk assessment shall be available on site for inspection by Police or relevant authorities.

Additional proposed Annex 2 licence conditions:

16. Non-alcoholic beverages shall be available at the premises when alcohol is supplied for consumption on the premises.
17. All staff involved in the sale of alcohol shall be trained in their licensing responsibilities upon induction and refreshed on this training every 6 months. The training shall cover:
  - acceptable forms of proof of age ID;
  - how to refuse a sale to persons under 18 years of age, and
  - Challenge 21 age verification.
  - Prevention of drunkenness

Records will be kept (in either paper or electronic format) of staff training. The records to be made available for inspection by officers of Responsible Authorities on request and all such records to be retained at the premises for at least 12 months.

18. An electronic incident log will be maintained at the premises with details of any incidents involving the premises which could undermine the licensing objectives. Such details to be retained at the premises for at least 12 months and shall be made available for inspection by officers of the Responsible Authorities as defined by the Licensing Authority 2003 upon request. The log will record the following:
  - all crimes reported to the premises
  - all ejections of patrons
  - any complaints received concerning crime and disorder
  - any incidents of crime or disorder
  - all seizures of drugs or offensive weapons
  - any faults in the CCTV system
  - any visit by a relevant authority or emergency service

19. An electronic system will be used to record refusals where acceptable proof of age cannot be produced. A record shall be kept of the date and time of the refusal; reason for the refusal and the name of the member of staff. Such records shall be kept for a period of 12 months and be made available to officers of the Responsible Authorities as defined by the Licensing Act 2003 on request.
20. The premises shall operate a Challenge 21 Policy. Such policy shall be documented and kept at the premises. The policy shall be produced on request to Officers of Responsible Authorities. Acceptable forms of proof-of-age include:-
  - a. international passport;
  - b. photographic UK / EU driving licence;
  - c. a PASS hologram/ultraviolet feature card,
  - d. Military ID; or
  - e. Any Government-approved digital ID.
21. The Premises shall have a policy in place to ensure the welfare and safeguarding of vulnerable patrons. All staff shall be trained to support and assist people who feel unsafe, vulnerable, or threatened. Any such incidents shall be recorded in the incident log. This safeguarding policy shall be available to Police or relevant authorities upon request.
22. The requirement for SIA Door Supervisors at the premises shall be based on a risk assessment carried out by the DPS taking cognisance of any police advice. The risk assessment shall be made available on request to an authorised officer of the Council or the Police with the absolute minimum of delay when requested.
23. A register of door supervisors shall be maintained and made available for inspection by Police or Council officers upon request.
24. Alcohol shall not be served before 11:00 on Saturdays when Chelsea Football Club's (male first team) home kick-off time is 15:00 or later.
25. Alcohol shall not be served before 10:00 on Saturdays when Chelsea Football Club's (male first team) home kick-off time is between 12:30 and 14:59.
26. The external bar shall operate only as a service point for drinks and shall not include any form of live or recorded music.
27. An external area management plan will be in place for the purpose of monitoring and supervising all external areas associated with the premises. One of the key aims of the plan will be to help prevent customers obstructing Ackmar Road or Parsons Green pavement areas.

28. The external bar shall cease operation at 23:30 hours.
29. All outdoor drinking shall cease by 00:00. From 23:30 onwards, customers shall be advised by staff to move inside the premises or disperse.
30. A dispersal policy shall be implemented to encourage customers to leave the area quickly and quietly. Signage is to be displayed advising customers at closing not to leave the premises or outside area with open drinks or glassware.

Proposed conditions from Box D of application:

1. The licensee shall ensure that no music or other noise associated with a licensable activity, which emanates from the licensed premises is audible at or within the site boundary of any residential property.
2. No music will be played in, or for the benefit of patrons in, the external areas of the premises.
3. A complaints book will be held on the premises to record details of any complaints received from neighbours. The information is to include, where disclosed, the complainant's name, location, the date and time the complaint and subsequent remedial action undertaken. This record must be made available at all times for inspection by authorised Council Officers.
4. Signs should be displayed internally near to exits instructing patrons to respect the neighbours and behave in a courteous manner.
5. Alcohol shall not be consumed other than during the hours permitted by this licence for the sale of alcohol and during a 30-minute period immediately following the permitted hours.
6. An additional period after the normal hours permitted in the licence for the supply of alcohol and provision of late night refreshment shall be permitted on a maximum of 12 days in each calendar year. The additional hours shall be permitted only if written notice has been served on the Licensing Authority and the Police at least ten days beforehand. The notice shall include an operating plan covering the additional measures that will be taken to manage crime and disorder on these occasions. The additional period shall not extend beyond one hour after the usual termination of licensable activities. The Police will have the absolute power to veto and, if exercised, no extension shall be permitted for that proposed event.

7. The external area of the premises will not be used after midnight except for existing customers who have gone outside to smoke in that area. No drinks will be permitted outside of the premises after midnight



## **White Horse, Parsons Green**

### **External Drinking, Noise Management and Dispersal Plan**

#### **External Area Management Plan**

The purpose of the plan is to manage guests who wish to drink in the garden of the premises, in order to cause minimal disturbance or nuisance to neighbours, pedestrians and minimal impact upon the neighbourhood in relation to potential nuisance and anti-social behaviour.

This plan is to be kept at the premises and any instances of noise or disturbance and actions taken are to be recorded in a log. Records of this log shall be kept on site for 3 months.

- Guests must not drink on the path of Ackmar road and Parsons Green. Any guests who attempt to use these areas will be moved back into the garden or over to the wider paved area set back from the pavement on the Parsons Green side.
- Guests can drink outside the pub and over to the wider paved area set back from the pavement, but they must keep Parsons Green path clear for the public .
- During trading hours, regular checks of the outside area will be made by staff/ door staff (when on duty) to ensure that guests are drinking within the garden and permitted areas.
- During trading hours, there will be regular inspection of external areas by management and glass collectors to ensure no glassware is left externally or on neighbouring property and to ensure noise is kept to an acceptable level.
- On peak periods (Friday post 5pm and Saturday post 5pm or special events) regular checks will be made by staff/ door staff to ensure that noise levels within the external area are not likely to cause a nuisance to nearby residents and businesses.
- All entrance doors to the premises to be closed at 22:30 (except for access).
- All outdoor drinking must stop by 00:00, as required by the licence condition.
- From 23:30 onwards, guests must be advised by the Duty Manager (or door staff when on duty Fridays and Saturdays) to move inside the premises or disperse.
- From 23:30 onwards, no *new* drinks are to be taken outside.
- Garden area to be clear by 00:00. After this time, smoking will be allowed outside by the wider paved area set back from the pavement on the Parsons Green side, but no drinks will be allowed outside.
- Duty Manager and door team shall monitor and strictly manage any guests who have stepped outside to smoke, to ensure they are not causing a noise nuisance.

- The outside area is to be swept at the end of each night and neighbouring areas are to be checked for glassware/rubbish. Duty Manager to complete a final check for any litter/glassware outside.
- When external areas have been checked at the end of the evening, and the last guests have left the external area, outside lights to be turned off.
- Under no circumstances are the team permitted to use the external areas of the premises after closing time.

Any problems enforcing any of the above should be logged by the Duty Management.

### **Dispersal and Noise Management Plan**

This plan should be followed during any peak shifts or key events to ensure the smooth dispersal of guests towards, and at the end of trading hours.

The purpose of the dispersal and noise management plan is to move guests from the premises and its immediate area in such a way as to cause minimal disturbance or nuisance to neighbours, and to make the minimal impact upon the neighbourhood in relation to potential nuisance, anti-social behaviour and crime. This plan is subject to review and will address problems and concerns as they are identified.

- Signage to be displayed at the entrance/exit to request that guests respect our neighbours and leave the premises quietly.
- Doors and windows will be kept closed (except for access and egress) when any live or recorded music is being played.
- Guests to be advised of last orders and then closing time 15 minutes before closing. On Friday and Saturday, this will be done by the Duty Manager/Door team.
- Upon bar closure, there will be increased movement and inspection through the bar and toilets by management and glass collectors to begin to encourage customers to move out of the premises in a quiet and orderly manner.
- Lighting levels will be increased and all music turned off to encourage the gradual dispersal of guests.
- Duty Manager will monitor guests as they leave, encouraging them to keep noise to a minimum and be considerate of residents by moving away from the immediate area.
- No drinks are to be taken from the premises.
- On Friday and Saturday nights, guests will leave via the exit on the Parsons Green side of the pub and therefore avoid Ackmar Road.
- On Fridays and Saturdays, door supervisor team will split internally and externally as follows and be overseen by the Duty Manager: -
  - Internal DS - remain inside the premises and encourage guests to drink up and leave the premises quietly, ensuring all areas are cleared including toilets.

- External DS - oversee guests as they leave the premises, ensure no one leaves with any glass or bottle and encourage them to keep noise to a minimum, be considerate of residents and move away from the immediate area.
- Door supervisor/s shall remain outside until customers have dispersed from the immediate vicinity of the premises.
- All guests must have left the premises and immediate vicinity no later than 30 minutes after bar closure.
- Once the last guest has left, the Duty Manager should conduct a thorough check of all internal areas to ensure no guests remain within the venue.
- Any taxis waiting for guests will be asked to avoid beeping horns outside the premises.

Any instances of disturbance must be recorded. Any incidents must have a detailed Incident Report completed by the Duty Manager on Power Apps.

As a Duty Manager, I hereby confirm I have read and understood the above external management, dispersal and noise management plan.

Name	Signed	Date

**Visuals:**











**External Bars:**

We operate 48 external bars across M&B currently and 13 of these are within the Castle brand as below:

Site Name	Brand	ExternalHasBarServing
WINDSOR CASTLE KENSINGTON	Castle	Yes
EDINBORO CASTLE CAMDEN TOWN	Castle	Yes
CUCKFIELD WANSTEAD	Castle	Yes
GARDEN GATE HAMPSTEAD NW3	Castle	Yes
SUN OLD TOWN CLAPHAM LONDON	Castle	Yes
SPANIARDS HAMPSTEAD	Castle	Yes
SALISBURY ARMS WINCHMORE HILL	Castle	Yes
FALCON CLAPHAM NORTH SW4	Castle	Yes
WOODSTOCK DIDSBURY MANCHESTER	Castle	Yes
CROWN & GREYHOUND LONDON	Castle	Yes
HOPE UPPER TOOTING	Castle	Yes
MARQUIS OF GRANBY EPSOM	Castle	Yes
MITRE GREENWICH CASTLE	Castle	Yes