

Supplementary Agenda Item for Members

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Letter from Luke Elford dated (13.02.2026)

- a) The first review application dated 24 September 2025.
- b) Section 158 of the Licensing Act 2003.
- c) Email to Bill Masini dated 8 December 2025.
- d) Letter to the Licensing Authority dated 8 December 2025.
- e) Bill Masini's email to agent dated 9 December 2025.
- f) Email to Bill Masini and Adrian Overton dated 15 December 2025 (Inclusive of the email from the council notifying withdrawal of the first review application).
- g) Email to Neil Gardiner dated 28 January 2026.
- h) Email to Adrian Overton dated 3 February 2026

The Licensing Sub-Committee of Hammersmith
& Fulham Council

Our ref: NIZ4/1
luke.elford@keystonelaw.co.uk

c/o licensing@lbhf.gov.uk

13 February 2026

Dear Councillors,

REF – Niza Enterprises Limited – Application for Review of a Premises Licence in respect of 54 Uxbridge Road, London W12 8LP

I am instructed by the Premises Licence Holder in this matter, Niza Enterprises Limited (“my Client”).

I am writing to you as the Licensing Sub-Committee (“**the Committee**”) scheduled to hear the application for review (“**the Application**”) of my Client’s Premises Licence (“**the Premises Licence**”) for its location at 54 Uxbridge Road, London W12 8LP (“**the Premises**”).

The applicant in respect of the Application is the London Borough of Hammersmith & Fulham Licensing Authority (as a Responsible Authority) (“**the Applicant**”). The Application has been completed on behalf of the Applicant by Mr. William (Bill) Masini (“**the Officer**”).

In relation to the Application, I offer two (2) suggested outcomes:

- (1) The Application is withdrawn (not to resubmitted); or
- (2) The Application proceeds to a Licensing Sub-Committee hearing where it is refused by the Committee entirely with no further action taken in respect of the Premises Licence.

I appreciate that it is a bold request, but it is not one without merit. To help you understand why I make such a request, I enclose the following documents:

1. My email dated 08/12/2025
2. Email from the Officer dated 09/12/2025
3. Application for review dated 24/09/2025 (“**the First Review Application**”)
4. My letter dated 08/12/2025
5. My email dated 15/12/2025
6. My email dated 28/01/2026
7. My email dated 03/02/2026

I will refer you, where I am able, to specific paragraphs or page numbers of those documents.

Background

On 24 September 2025, the Applicant submitted the First Review Application in respect of my Client's Premises Licence for the Premises.

The First Review Application was accepted as valid by the Council's Licensing Team ("**the Licensing Team**") and duly consulted upon.

During the consultation period, the Licensing Team received several relevant representations in support of the First Review Application as follows:

- (1) From the Police Licensing Team ("**the Police**"); and
- (2) From Other Persons ("**the Other Persons**").

The relevant representations were supplied to me, albeit redacted so as not to disclose the names or addresses of the Other Persons. This was, and remains, incorrect practice. There is no automatic right within licensing proceedings to have your identity kept a secret unless, and the onus is on the person making such a claim, it can be shown that there is a genuine fear of reprisals from a party aggrieved by that person's relevant representation. As far as I am aware, no such claim has been made by the Other Persons. To date, I have not been provided with the unredacted relevant representations, which is highly irregular. This, however, is not the issue that necessitates withdrawal or refusal of the Application.

On 8 December 2025, I wrote to the Officer requesting a copy of a recorded interview (an interview under caution) that the Director of my Client, Mr. Ragunathan ("Ragu") had attended on 10 July 2025. On 9 December 2025, I received a reply from the Officer explaining that he would arrange for me to be provided with a copy of the recorded interview. To date, I have not been provided with a copy of the recorded interview, which is a breach of my Client's rights under Article 6 of the European Convention on Human Rights. Article 6 refer to my Client's right to a fair trial.

Also on 8 December 2025, I wrote to the Licensing Team explaining that the Officer had, within the First Review Application, made a false statement in or in connection with the application. My letter explained why that false statement amounts to a criminal offence and further, why it would be problematic for that Licensing Sub-Committee to hear the First Review Application.

On 15 December 2025, I was notified by the Licensing Team that the First Review Application had been "*withdrawn*." I was told that Licensing Sub-Committee hearing scheduled for 16 December 2025 had been cancelled. Notably, the Licensing Team, or those representing them, did not engage with the substance of the issues raised in my letter.

Also on 15 December 2025, I sent an email to the Officer and the Council's Licensing Team Manager, Mr. Adrian Overton ("**the Licensing Manager**"). In that email I suggested that the most sensible way forward, in view of the withdrawal of the First Review Application, would be for my Client to meet with the Council's Licensing Team and to discuss a mutually agreeable way forward. I have not, to date, received a response to that email from either the Officer or the Licensing Manager, which is incredibly disappointing and willfully ignoring the Secretary of State's Guidance issued under Section 182 of the Licensing Act 2003 ("**the Section 182 Guidance**"), which suggests that those engaged in matters under the Licensing Act 2003 ("**the Act**") should work in partnership to promote the Licensing Objectives.



On 19 December 2025, I received notification that the Officer had submitted the Application. Naturally, my Client is disappointed that Officer and the Licensing Manager refused its offer of engagement to promote the Licensing Objectives.

The Application was accepted as valid by the Licensing Team and duly consulted upon.

During the consultation period, the Licensing Team received several relevant representations in support of the Application as follows:

- (1) From the Police; and
- (2) From Other Persons.

On 28 January 2026, I emailed the Licensing Team explaining that one of the relevant representations that had been accepted should not have been accepted. I explained why, with reference to the Act, the representation was not relevant and should be refused on that basis. To date, I have not received a response to that email and the representation in question appears within the Agenda Papers for the Committee hearing on 17 February 2026 at pages 132 and 133.

On 3 February 2026, I wrote to the Licensing Team Manager raising serious questions about the processes and procedures adopted in respect of the Application. I followed up on that email on 9 February asking when I might expect a response. Given that my email related to the Application and that the Application is due to be heard, by the Committee, on 17 February 2026, it is not unreasonable to expect the Licensing Team Manager to expedite a response so that it might be provided in good time before the Committee hearing. I received a response on 10 February 2026 saying that legal advice was being taken. At the date of this letter, 13 February 2026, I am yet to receive a substantive response.

The biggest issue for the Committee is the presence of another false statement in or in connection with the Application. This time around the Officer has positively told the Committee the Licensing Authority (as a Responsible Authority) has not previously made an application for review of this Premises Licence. That statement is false, incorrect, and an offence contrary to Section 158 of the Act.

Of further concern is the fact that the Agenda Papers for the Committee hearing make no reference whatsoever to the First Review Application, my Client's response to it, the withdrawal of the First Review Application, etc. On the face of this appears to be a willful attempt by the Licensing Team not to disclose to the Committee the history of the Application, save as it paints them in a reasonable light. That is fundamentally wrong and breaches the principles of natural justice.

Summary

Having read the above and enclosed you will see why it is important that I write to you in such stark terms. The failings in relation to the Application are not such that they can be overcome or glossed over. They are fundamental issues that go right to the heart of the matter and, in this case, necessitate either:

- (1) The Application being withdrawn (not to be resubmitted); or
- (2) The Application is heard and refused by the Committee with no action taken against my Client's Premises Licence.



Which option is chosen I am, and my Client is, relaxed about. Both achieve the same end, although it is fair to say that Option (1) will cost less in terms of time cost to the parties.

I await your response, which will presumably come via the Licensing Team or the Council's Legal Representative.

Yours faithfully,

A handwritten signature in black ink, appearing to read 'l.elford', written in a cursive style.

Luke Elford
Partner
Keystone Law Limited

Enc.



Application for the review of a premises licence or club premises certificate under the Licensing Act 2003

PLEASE READ THE FOLLOWING INSTRUCTIONS FIRST

Before completing this form please read the guidance notes at the end of the form. If you are completing this form by hand please write legibly in block capitals. In all cases ensure that your answers are inside the boxes and written in black ink. Use additional sheets if necessary.

You may wish to keep a copy of the completed form for your records.

I Bill Masini (On behalf of Licensing).....

(Insert name of applicant)

apply for the review of a premises licence under section 51 of the Licensing Act 2003 for the premises described in Part 1 below

Part 1 – Premises or club premises details

Postal address of premises or, if none, ordnance survey map reference or description Co-Op 54 Uxbridge Road	
Post town	Post code (if known) W12 8LP
Name of premises licence holder or club holding club premises certificate (if known) Niza Enterprises Limited	
Number of premises licence or club premises certificate (if known) 2015/01222/LAPR	

Part 2 - Applicant details

I am

Please tick yes

- 1) an interested party (please complete (A) or (B) below)
- a) a person living in the vicinity of the premises
 - b) a body representing persons living in the vicinity of the premises
 - c) a person involved in business in the vicinity of the premises
 - d) a body representing persons involved in business in the vicinity of the premises

2) a responsible authority (please complete (C) below)

3) a member of the club to which this application relates (please complete (A) below)

(A) DETAILS OF INDIVIDUAL APPLICANT (fill in as applicable)

Please tick

Mr Mrs Miss Ms Other title
(for example, Rev)

Surname

First names

I am 18 years old or over

Please tick yes

Current postal
address if
different from
premises
address

Post town

Post Code

Daytime contact telephone number

E-mail address
(optional)

(B) DETAILS OF OTHER APPLICANT

Name and address

Telephone number (if any)

E-mail address (optional)

(C) DETAILS OF RESPONSIBLE AUTHORITY APPLICANT

Name and address Hammersmith and Fulham Council – Licensing Bill Masini Licensing and Trading Standards Officer 45 Beavor Lane Hammersmith London W6 9AR
Telephone number (if any) 0208 753 1081
E-mail address (optional) Licensing @lbhf.gov.uk

This application to review relates to the following licensing objective(s)

Please tick one or more boxes

- | | |
|---|-------------------------------------|
| 1) the prevention of crime and disorder | <input checked="" type="checkbox"/> |
| 2) public safety | <input type="checkbox"/> |
| 3) the prevention of public nuisance | <input checked="" type="checkbox"/> |
| 4) the protection of children from harm | <input type="checkbox"/> |

Please state the ground(s) for review (please read guidance note 1)

Prevention of Crime and disorder –

- Carrying on a licensable activity on the premises otherwise than under and in accordance with an authorisation and knowingly allowing a licensable activity to be so carried on. (S136 Licensing Act) – breach of numerous premises licence conditions on numerous occasions.
 - Supplying alcohol when no “personal licence holder” on premises- breach of condition 6
 - Sale of alcohol between the hours of 23:00 and 02:00 the day following by cash when required to be by credit or debit card – breach of condition 51
 - Sale of spirit mixtures above 5.5% ABV from self-selection display whereas such drinks should have been behind the counter – breach of condition 13
 - Supplying strong beer and cider above 5.5% ABV – breach of condition 11
 - Supplying miniature bottles of spirits of 20cl or below – breach of condition 14
 - Supplying single cans or bottles of beer or cider – breach of condition 12

Public Nuisance –

- Supplying alcohol in breach of conditions that were intended to reduce known anti-social behaviour in the vicinity of the premises and in doing so, causing public nuisance to those residing nearby or visiting/passing through the area.

Background Information

Premises location- The premise is located on Uxbridge Road, on the corner as it meets with the pedestrian part of Plimley Place and operates as a convenience and off licence on the ground floor of the building. It is immediately next to Shepherd's Bush tube station, and a minute away from Shepherd's Bush Overground station and busy bus station/hub. Westfield shopping centre is very close by. There is a mixture of both residential and commercial premises within the area. Across the road from the shop is Shepherd's Bush Green. Access to the shop is via a door diagonally on Uxbridge Road and Plimley Place. It is in a busy location.

Premise History - A premises licence has been in existence at 54 Uxbridge Road for many years. The Premises Licence was converted and granted on 6 September 2005 and was held by Budgens Stores Limited. On 17 January 2006 the licence was transferred to Niza Enterprises Limited [NOT to be confused with a similar sounding name and convenience store buying group] and the sole director is Visvanathan Ragunathan and has remained so since. On 10 July 2025 he was interviewed by Hammersmith & Fulham Licensing where he explained he had worked at Budgens as an employee before he purchased the business in his newly formed company's name. Since then there have been in the region of ten applications to vary The Designated Premises Supervisor (DPS) – the current one being Chandran Manoharan.

Current Licence and operating hours – The current licensable hours for the sale of alcohol off the premises are 09:00 hours to 02:00 hours Monday to Sunday and the provision of Late Night Refreshment – Indoors only – 23:00 hours to 05:00 hours Monday to Sunday. There are no restrictions on the opening hours though it is understood the business closes at the terminal hour for the sale of alcohol, i.e. 02:00 hours. There are currently 51 conditions on the licence; 3 Mandatory ones listed in Annex 1 [on all licences where alcohol is sold] and 48 under Annex 3 (**Conditions attached after a hearing by the licensing authority**).

Variations to Premises Licence during the time Niza Enterprises Limited has held the licence - There have been three applications to vary the licence, all being to change the licensable hours:-

- 30 March 2007 to increase the hours for the sale of alcohol - Monday to Thursday and Sunday to 08:00 to 00:00, Friday and Saturday 08:00 to 01:00 – no max strength

conditions for beers and ciders

- 16 October 2008 to increase to the hours for the sale of alcohol - Monday to Sunday 00:00 -00:00 [24 hours] with the exception that all beer and cider above 6% may only be sold Monday to Sunday between 08:00 to 01:00 hours – so no maximum strength conditions for beers and ciders during the hours that most alcohol dependent drinkers buy their drinks but some extra conditions added

- 02 April 2014, following Police intervention, – a minor variation was submitted to reduce the hours for the sale of all alcohol - Monday to Sunday 09:00 to 02:00 hours and to add 31 conditions including

- **“Strong beer and cider above 5.5% ABV will not be sold”**
- **“No single cans or bottles of beer or cider will be sold”**
- **“There will be one personal licence holder on the premises at all times the premises is open to the public”**

This made a total of 37 conditions, 34 of which were under Annex 3.

Previous review and current licence- On 28 August 2019 Police Constable Tom Stewart submitted an application to review this premises licence on behalf of The Metropolitan Police on the grounds of the prevention of crime and disorder and the prevention of public nuisance.

The business was operating under the trading name of Londis but the Premises Licence Holder was still Niza Enterprises Limited.

Reference is made here to a “Decision of the Licensing Sub-Committee 23 October 2019” [hereafter referred to as the “2019 Decision”] and a copy is attached to this review application and identified with the mark WRM 1.

That application sought to address problems in the area by reducing the terminal hour for the sale of alcohol to 23:00 hours and the imposition of other conditions to the licence. Prior to the review, Police had met with Mr Ragunathan and sought agreement to this. Mr Ragunathan was unable to agree the proposed reduction in licensable hours, leading to the application. In making his representations, Mr Ragunathan said [page 54 of the Committee papers for 23 October 2019]. A copy of page 54 is attached to this application and is identified with the mark WRM 2

“.....Our licence permits us to sell cans of beer in quantities of two or more. However, we have a policy of not selling alcohol in quantities of less than four cans to reduce the likelihood of street drinkers coming in and purchase small quantities cheaply to just top up their inebriated state and thus contribute to anti-social behaviour in the area.

Street drinkers and others who may cause anti-social behaviour appear to prefer high strength ciders and beers. Our licence does not permit us to sell cider and beer above 5.5% alcohol by volume".

At the hearing on 23 October 2019, Mr Walmsley representing the Licence Holder, told the Licensing Sub-Committee "they had *already* refused to sell single cans". This is noted at paragraph 26 of The Decision of The "Committee". It is pointed out this condition went on the licence in 2014, so in 2019, (five years previous) and now in 2025, some 11 years ago!

The Licensing Sub-Committee "decided, after taking into account all of the individual circumstances of this case that it [was] necessary for the promotion of the four licensing objectives to modify the licensable activities permitted on the licence" by reducing the hours as requested in the application (23:00 Hours) and adding 8 further conditions.

That decision was subject to an appeal and a Consent Order was agreed between parties. A copy this is attached to this application and identified with the mark WRM 3.

The main change was that the hours remained at 02:00 hours but a condition added that **"Any sales of alcohol between the hours of 23:00 and 02:00 the day following shall be made by credit or debit card only"**

This condition became condition 51 on the current premises licence. Some of the eight conditions added to the Premises Licence by the Licensing Sub-Committee (see pages 1 and 2 of the 2019 decision) were slightly altered in the Consent Order. These are pointed out in this application where relevant.

Public concerns about the premises

Council officers had observed and experienced issues resulting in anti social behaviour which includes drinking alcohol in public spaces when in the Shepherds' Bush green area. This co-incided with increased concerns from local residents about such matters. Councillor Qayyum Zarar referred such a concern he had received to The Licensing Team on 6 May which stated,

"Dear Councillor Mr Zarar Qayyum,

I am writing to you as a resident of Uxbridge Road, Shepherds Bush Green in Hammersmith and Fulham to express my serious concerns about ongoing anti-social behaviour in my

neighbourhood, to highlight how the response from the local Council and its Law Enforcement Team could be improved. I would be grateful for any assistance you can provide in this matter. For several months, my wife, I and other local residents have been subjected to persistent anti-social behaviour along Uxbridge Road, Shepherds Bush Green, particularly between numbers 54 and 88. This includes late-night gatherings, involving loud music, public drinking, loitering and drug smoking – often continuing until the early hours of the morning – 5am many times.

The behaviour is having a profound negative impact on residents' quality of life. My wife and I, for example, are experiencing stress and anxiety due to sleep disruption and uncertainty over whether the issue will ever be resolved. There have also been instances of aggression between the group sometimes, and near violence, which further raise concerns for the safety of our community" Person's identity withheld.

Timeline of visits

Friday 13 June 2025 – Licensing inspection visit.

The Officer was not able to speak to the Premises Licence Holder or the Designated Premises Supervisor as neither were present. He spoke to a member of staff, Ajinesh Salin Neshkumar, who was not a Personal Licence Holder. However Licensing was unable to carry out a comprehensive inspection, in part because of the difficulties the officer had with matters such as accessing papers like training records and incident logs (conditions 17/18/19/20/21/30) and the CCTV (conditions 28 and 29). The officer also had difficulties with Ajinesh and anyone else understanding what he needed to do and see, and what was required of the licence holder. He was however able to identify the following breaches:

- There was no personal Licence holder on the premises, as required by and in breach of condition 6
- Single cans and bottles of beer were sold during his visit – breach of condition 12
- There was a large selection of spirit mixture drinks with a ABV of more than 5.5% on display in the self –selection drinks cabinet – breach of condition 13 which states **"There shall be no selection of spirits at the premises save for spirit mixtures of 5.5% ABV or less"**
- Miniature bottles of spirits of 20cl and below offered for sale behind the counter – in breach of condition 14 which states **"No miniature bottles of spirits of 20cl or below shall be sold from the premises"**
- No evidence that meetings had taken place with residents to discuss the operation of the premises with local residents or, if they had, The Licensing Authority had not been notified and minutes arising from them had been supplied to The Licensing Authority– in breach of conditions 9 and 10 which

state "The premises licence holder shall organise at least four (4) meetings per annum to discuss the operation of the premises with local residents. The meeting shall be advertised at least 14 days before the meeting by way of an A4 (or larger) notice displayed at the premises. The Licensing authority shall be notified of the date of the meeting at least 14 days before the meeting by email to licensing@lbhf.gov.uk (condition 8) &

"The premises licence holder shall arrange for minutes of the four (4) meetings per annum to be taken. A copy of the minutes shall be provided to all attendees who have provided their contact details and to the licensing authority by email to licensing@lbhf.gov.uk. A copy of the most recent minutes shall be kept at the premises and made available to Responsible Authority Officers upon request" (Condition 9)

NB. These two conditions slightly amended conditions 6 and 7

Tuesday 17 June 20025 01:39 hours – First test purchase

The test purchaser went into shop and observed 1.5 litre plastic bottles of Frosty Jack's cider on sale on the bottom shelf in the display fridge. The strength was 7.5% ABV. He picked up a bottle together with a can of "Schweppes MIX – Paloma Bliss" which was marked as 6.0% ABV. This is a spirit mix drink – labelled "Tequila, pink grapefruit soda and a hint of rosemary". This was on the top shelf of the display fridge in the shop along with numerous other spirit mixer drinks that are currently very popular. Also in the fridge were bottles of London Pride beer (4.7% ABV) on the second shelf down. He picked up one bottle and took all three drinks to the counter. There was no member of staff at the counter at that time, (the shop being relatively quiet) though a member of staff saw him and came to serve him. The cashier scanned each item and the total price displayed was £10.43. The test purchaser gave him the exact amount in cash. The cashier put the money in the till and handed over the drink in a "Co-Op" bag. The test purchaser requested a till receipt and one was handed to him. This is produced as part of this review application and is identified with the mark WRM 4. Some of the ink since then has deteriorated but it is possible to see the drinks, price, date and time plus the word "cash". The sales assistant said nothing and walked round to the side of the till and continued with what he was doing. The test purchaser who was a Licensing Officer went over to him, introduced himself and asked to speak to whoever was in charge. No one wanted to identify themselves as being in charge, saying the manager had gone home. They were asked if anyone held a Personal Licence. No one appeared to be able to understand what that was. The officer was asked to speak to "Soro" who was the

security man, the staff saying he was in charge. The officer asked him if he held a Personal Licence. Again, he appeared to not understand what that was. Eventually the Officer was able to confirm that there was no one working on the premise who held a personal licence. The officer tried to explain to Soro about the breaches of the licence that had occurred, namely

1. Breach of condition 6 – no personal licence holder on duty at the premises at all times when the premises is open to the public
2. Breach of condition 11 – sale of cider (1.5 litre Frosty Jack's) where the alcoholic strength was greater than 5.5% ABV
3. Breach of condition 13 – sale of 6%ABV Spirit mixture (Paloma Bliss) readily selectable from the display fridge – “There shall be no self-selection of spirits at the premises save for spirit mixtures of 5.5% ABV or less
4. Breach of condition 51 – sale of alcohol by way of cash at 01:39 hours when condition 51 states “**Any sales of alcohol between the hours of 23:00 and 02:00 the day following shall be made by credit or debit card**”.
5. Breach of condition 12 – sale of single bottle of beer.
6. Breach of condition 14 was noted again as the officer was about to leave the shop – it closing at 02:00 hours- in that behind the counter were miniature bottles of spirits of 20cl or below

Soro clearly did not understand what it was all about and had no idea about any conditions on the Premises Licence.

Dealing with the condition 51 breach – [this being the condition that became the one where a Consent Order had been agreed in 2020 to prevent the implementation of The Licensing Sub- Committee's decision of 23 October 2019 to require the reduction in licensable hours from 02:00 hours to 23:00 as had been requested by The Police] – it was noted there were notices displayed to that effect but when this was explained to the staff they appeared to be bewildered and after further explanation as to why it was a condition [reason being: the average street drinker being unlikely to have either of these types of payment cards, thereby reducing the likelihood of them being able to buy alcohol after 23:00 hours] they expressed complete surprise, suggesting they either had not been told or had not understood that requirement – a requirement for more than five years! There was a notice displayed in front of the till stating this condition to customers.

Dealing with condition 12- **single of bottles and cans**, it was noted there was a notice on the bottom shelf of the display fridge unit stating “Pack of four (04) cans only” On this shelf were beers packed by the manufacturer to be sold as a “4pack”.

On the shelf above it, was a notice stating "WE DON'T SELL SINGLE CAN OF BEER. WE ONLY SELL THE PACK OF 4 DUE TO LICENCE RESTRICTIONS".

On the two shelves above were bottles of beer and ciders which were displayed as single bottles and priced as single bottles. There was no notice about the requirement not to sell single bottles.

Dealing with condition 11 – max permitted strength of 5.5% ABV for beers and ciders, it was also noted 440ml cans of Special Brew (7.5% ABV) were on sale on the bottom but one display shelf with a price sticker of £8.00 for 4 cans. Special Brew is a street drinker's "drink of choice", as is Frosty Jack's cider.

A notice of the officer's findings were left at the premises.

Tuesday 17 June 2025 12:02 hours – Email received from Chandran Manoharan of the premise, headed "Corrective Action – Premises Inspection – Welcome Coop Shepherds Bush" and attached photographs. This included photos of the display where beer, cider or lager above 5,5% had been removed and a document headed "Employee training" dated 14 days before this test purchase - 03.06.25 and a statement "Conducted by Chandran Manoharan. Two photos of the display are included in this application and identified with the marks WRM 5-6. and the document identified with the mark WRM 7

Thursday 19 June 2025 – 13:38 hours. Second test purchase. The officer went into the shop unannounced, went to the display fridge where he saw the Special Brew displayed again on the premises. In the photos referred to above and identified with the marks WRM 5-6, on the second from bottom shelf there are gaps from where this particular drink had been displayed on two days previously at the time of the "early hours" test purchase. Photograph identified with the mark WRM 8, taken during this day's visit now shows the Special Brew back on sale again.

The officer then went to sales counter where he could see behind the sales assistant a huge quantity of "miniature" bottles of spirits for sale. These were either miniature 5cl bottles (50ml –so a "pub" double) or 20cl commonly referred to as a "quarter bottle" He asked for a miniature bottle of Glens vodka. The bottle was scanned into the till and a price displayed of £2.99. The officer gave the sales assistant the exact money and when handed the bottle, asked for a receipt which he was duly given. This is shown on the document identified with the mark WRM 4. He then asked her if he could speak to the person in charge explaining he was from H&F Licensing. He eventually said he was in charge and gave his name as Ajinesh. He was the man Licensing had spoken to on its first visit six days earlier. He said he was in charge but

he did not hold a personal licence and there was no one there who did.

The officer took a number of photos of the spirits and these are included in this application and identified with the marks WRM 9 - WRM 15. It was noted on the price stickers, all were marked with a six digit reference 221124, which Licensing say is reasonable to believe was the date (22 November 2024) when the label was printed in the same way that the photograph of the London Pride bottles of beer for sale on the shelf, priced at £2.73 (identified with the mark WRM 16), where stated 180525 on the shelf edge label, referred to the label being printed on 18 May 2025.

There were thirty seven different drinks in 5cl bottles resulting in several hundred bottles for sale. There were also a number of 10 cl bottles and also 20cl bottles, displayed, none of which should have been on sale.

Such bottles, especially the 5cl miniatures, are very small and easy for people to conceal when out and about in public places. This condition is on the licence to deter spirit drinking alcoholics from relatively cheaply "topping up" and generally people drinking in public places without being noticed.

Regarding the beers and ciders in the display fridge there was no notice about there being a minimum requirement to purchase a minimum of 2 and all were priced for individual purchase, unless packaged as a "4 pack".

Whilst speaking to Ajinesh about reason for the visit, explaining the test purchase, and the Special Brew, being back on sale again, a customer picked up a single bottle of beer and took to the counter and paid for it. No one challenged or explained the need to buy a minimum of two. The Officer spoke to Ajinesh about this condition who refused to accept it saying it was ok because it was a big bottle (see below Mr Ragunathan's answers during his interview on 10 July). He was shown the condition on the licence and he then made a long call to someone Licensing was later to learn was Chandran Manoharan. Ajinesh said to the officer that he was told by that person [Chandran Manoharan] that it was legal to sell single bottles like the one the customer had bought.

A notice of the officer's findings were left at the premises which initially Ajinesh declined to sign.

20 June 2025

Email received by Licensing from Chandran Manoharan stating the matters arising from the previous day had been corrected, together with photographs to show this.

10 July 2025

Licensing interviewed Mr Ragunathan under caution. A summary of his answers are as follows:

- He is the sole director of Niza Enterprises Limited and an equal 50% shareholder with his wife.
- He has other businesses, namely 15 petrol station forecourts which all have a "convenience store" and 7 supermarkets. They are all in the South East of England with only one now in London – the Shepherds' Bush shop.
- He had more shops (and licences) but has sold a number of businesses recently
- He has had the Uxbridge Road shop since 2003 which was licensed under The 1964 Licensing Act.
- All 22 have premises licence either in his name or Niza Enterprises Limited
- The shop is a "Welcome" store which is a buying group. Niza Enterprises Limited has a relationship with "The Co-operative Group" which is similar to a Franchisor/franchisee relationship. The Co-Op has no day to day role in running the business but carries out regular visits to ensure their standards and brand name is protected.
- The Co-Op has no involvement in the sale of alcohol; this is devolved to the Premises Licence Holder. If they did have involvement in the sale of alcohol, The Co-operative Group would be named as the Premises Licence Holder
- Chandran Manoharan is the manager and Designated Premises Supervisor of the store
- Mr Ragunathan goes to this shop once or twice a week and it is the store where manager meetings are normally held
- There are 6-7 staff who work at this shop.
- Mr Ragunathan holds a personal licence and usually becomes the premises Licence Holder (in company name) and the DPS for newly acquired businesses until the business gets established, where he then transfers the DPS to an employee who holds a Personal Licence
- Working at the Uxbridge Road store there are currently 2 personal Licence holders, Chandran and Haymar
- All stock comes from the Co-Op though some stock had come from the Essex road shop that had closed two or three months ago
- Mr Ragunathan was aware conditions vary on each premises licence but was aware of those on this premises Licence and also that there have been issues with them over time.
- Essex Road stock came to the Uxbridge Road for distribution mostly to other

stores but clearly some things went wrong and there were mistakes made

- The issue around singles [sales of single cans and bottles] had caused some confusion. He said he had been told by Police (not local Police – he thought it was Police visiting and advising before the Notting Hill Carnival) that the condition meant a pack of 4 beers that were individually smaller than where there were single ones for sale, constituted a “single beer” and that could not be split and sold as single bottles. This would apply to something like Budweiser where the volume of each was 200/250ml, of which there only a few drinks like that. He thought the bigger bottles could be sold as “singles”.
- Asked why he had said on his representation about the first review, “Our licence says 2 or more but we have a policy of not less than 4 to reduce the likelihood of street drinkers....”, he said they had made a mistake
- Asked whether a single bottle of London Pride should have been sold on 17th June, Mr Ragunathan, first said “yes”, then said “I think no”. He then paused and said, “No”.
- He said the miniatures on sale was a mistake, having come from the Essex Road store and were meant for other shops.
- He said the drinks bought on 17th June – Frosty Jacks 7.5% cider and Paloma Bliss spirit mixer had come from the Essex Road shop
- The Special Brew 7.5% had come from the Essex Rd store and had been put back on sale on 19th June due to a staff mix up

Observations, conclusions and recommendations

Mr Ragunathan is an experienced businessman operating through the company of Niza Enterprises Limited, as the sole director. This particular store holds “personal attachment” for him.

Over the years Mr Ragunathan has had a fair bit of involvement with Hammersmith & Fulham Council's Licensing and The Police in relation to the licence conditions and addressing the problems in the immediate vicinity of this shop. As such he has had to become very aware of the conditions and of the “Authorities” concerns around crime, anti-social behaviour and street drinking and all the consequences that arise. Following the Police's review application in 2019, the Licensing Sub-Committee's decision to reduce licensable hour by 3 hours a day to 23:00 hours plus the imposition of further conditions clearly had an impact with resulted in an appeal against that decision. The agreement for a Consent Order in 2020 at the height of the Covid-19 Lockdown would have been a huge relief for Mr Ragunathan, he accepting the extra condition of having to only take credit or debit cards as the only methods of

payment for alcohol between 23:00 hours and 02:00 hours. One would expect there to be rigorous checks made to ensure this was adhered to, along with the other related conditions. This could have been done easily if simple checks had been carried out and documented.

This had not been done.

The premises Licence holder and Designated Premises Supervisor clearly cannot be at the premise at all times but the necessary due diligence could have been easily carried out. If Condition 6 had been complied with about a Personal Licence Holder being on the premise at all times the premises is open to the public, that would have been a good start, provided that person was fully conversant with the conditions. The business operates an EPOS system (Electronic Point Of Sale) which shows the item(s) purchased, the price and the date and time of the transaction. The receipt given to customers details this information Even the most basic of EPOS systems have "management tools" which, if examined, would list what was purchased, the price, when purchased (date and time) and how it was paid for – cash or card.

The breach of condition 6 on all three visits should not have happened. The business is able to sell alcohol for 119 hours a week and having so few personal licence holders (taking into account leave, sickness etc) meant there was no flexibility, and a breach of that condition was inevitable.

The condition about selling single cans or bottles is simple to understand, though if there was uncertainty as to its meaning, the Premises Licence Holder and/or The DPS has had over 11 years to get it clarified with The Licensing Authority. This matter arose at the time of the first review six years ago. However, for reasons unknown, has been made out to be far more complicated than it is. The condition does not refer to "manufactured and packaged 4 packs" or a quantity of drink. The condition states the type of container – cans and bottles and no minimum or maximum quantity is stated. Mr Ragunathan said in his evidence for the review that he knew his licence "permits us to sell cans of beer in quantities of two or more" Document identified as WRM 1 refers. This condition is not new, he and his DPS, together with trained staff still think the size is relevant and just refer to "cans".

This is despite the apparent training Chandran gave to staff as attached and marked "WRM 7". Licensing find this "Employees Training" document presented to them to be somewhat odd. It has a handwritten date of "03.06.25" in the top right corner, ten days before the training and was supplied just hours after the first test purchase on 17 June. It sets out 3 points, all of which were breached in the early hours of that day and it appears to be signed by all 9 staff plus "Soro" the security man, identified as

being in charge when the test purchase was carried out only hours earlier.

It refers to –

- any sales of alcohol between the hours of 23:00 and 02:00 the day following shall be made only by credit or debit
- no single cans or bottles of beer, lager or cider being sold
- no beers, lager or cider greater than 5.5% ABV shall be sold at the premises.

Dealing with this last point, the staff do not decide what is sold in the shop, the management does. No such drinks above 5.5% ABV should be brought onto the premises and therefore there should be no need for staff to vet what strength beers, lagers or ciders are sold from the shop, and thus no need for them to know this precise condition. It seems very strange that those 3 breaches, hours earlier, had their own special training session before any Licensing visit was conducted this year. Clearly, if training had been given on the date stated, the breaches would not have happened and Soro would have fully understood what the officer was saying to him at 01:50 hours on 17 June. Licensing say its presentation to the Licensing Authority was intended to mislead and the sub-committee is therefore invited to totally disregard this document as being a record of such training.

The statement that the high strength alcohol and miniatures came from the closing Essex Road shop where there were no such conditions, is plausible. However, the Premises Licence Holder and Designated Premises Supervisor who knew (or should have known) the conditions should have prevented this. If staff had put the miniatures on display behind the counter it's very likely someone in a senior position would have instructed this to be done. If done by someone "on a whim", the sheer amount of space the miniatures took up, meant a manager should have been spotted them immediately; nobody appeared to question or notice them.

Unless there is a central pricing system for all stores in the group, at some stage the EPOS system would have been amended by someone at this premise in order for the system to read and recognise the drinks' barcodes and the price at which they were to be sold. If so, being in mind these are aged-restricted goods, it is of serious concern the issue was not picked up at this early stage. It is not clear whether the shelf edge pricing labels were printed at the shop or had come from the Essex Road shop. Licensing say it this could not have simply been a "mistake".

It appears Mr Ragunathan's team had lost some control over the running of this shop, acting only when Licensing have intervened. In doing so, lessons from the initial review appear to have been forgotten. There has been insufficient checking on compliance and due diligence carried out. Modern management technology such full

use of the EPOS, in combination with CCTV, could have been used to prevent such things as, sales by way of cash between 23:00 hours and 02:00 hours the day following and the sale of single cans or bottles. For the future, Licensing has a lack of confidence in the Premises Licence Holder upholding these objectives, in what is for many a difficult area, unless Licensing are constantly checking; something that resources do not allow.

Licensing therefore believe it is appropriate and proportionate to revoke the Premises Licence and invites the Licensing Sub-Committee to give this serious consideration.

Page intentionally blank

Please tick yes

Have you made an application for review relating to this premises before

If yes please state the date of that application

Day Month Year

--	--	--	--	--

If you have made representations before relating to this premises please state what they were and when you made them

Please tick yes

- I have sent copies of this form and enclosures to the responsible authorities and the premises licence holder or club holding the club premises certificate, as appropriate
- I understand that if I do not comply with the above requirements my application will be rejected

IT IS AN OFFENCE, LIABLE ON CONVICTION TO A FINE UP TO LEVEL 5 ON THE STANDARD SCALE, UNDER SECTION 158 OF THE LICENSING ACT 2003 TO MAKE A FALSE STATEMENT IN OR IN CONNECTION WITH THIS APPLICATION

Part 3 – Signatures (please read guidance note 3)

Signature of applicant or applicant's solicitor or other duly authorised agent (See guidance note 4). **If signing on behalf of the applicant please state in what capacity.**

Signature W. K. Agin

Date 24 September 2025

Capacity Licensing Officer acting on behalf of Hammersmith and Fulham Council

Contact name (where not previously given) and postal address for correspondence associated with this application (please read guidance note 5)

Post town	Post Code
Telephone number (if any)	
If you would prefer us to correspond with you using an e-mail address your e-mail address (optional)	

Notes for Guidance

1. The ground(s) for review must be based on one of the licensing objectives.
2. Please list any additional information or details for example dates of problems which are included in the grounds for review if available.
3. The application form must be signed.
4. An applicant's agent (for example solicitor) may sign the form on their behalf provided that they have actual authority to do so.
5. This is the address which we shall use to correspond with you about this application.



Licensing Act 2003

[◀ Previous: Provision](#)[Next: Provision ▶](#)

158 False statements made for the purposes of this Act

- (1) A person commits an offence if he knowingly or recklessly makes a false statement in or in connection with—
 - (a) an application for the grant, variation, transfer or review of a premises licence or club premises certificate,
 - (b) an application for a provisional statement,
 - (c) a temporary event notice, an interim authority notice or any other notice under this Act,
 - (d) an application for the grant **F1**... of a personal licence, or
 - (e) a notice within section 178(1) (notice by freeholder etc. conferring right to be notified of changes to licensing register).
- (2) For the purposes of subsection (1) a person is to be treated as making a false statement if he produces, furnishes, signs or otherwise makes use of a document that contains a false statement.
- (3) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 5 on the standard scale.

Textual Amendments

- F1** Words in s. 158(1)(d) omitted (1.4.2015) by virtue of [Deregulation Act 2015 \(c. 20\)](#), s. 115(7), [Sch. 18 para. 12](#) (with s. 69(2)(3)); S.I. 2015/994, art. 2(c)

Luke Elford

From: Luke Elford
Sent: 08 December 2025 14:47
To: Masini Bill: H&F
Subject: NIZ4/1 - Niza Enterprises Limited - Co-Op, 54 Uxbridge Road, London W12 8LP - Application for Review of a Premises Licence

Dear Bill,

You will have seen the email correspondence back and forth on this. My apologies, I had incorrectly understood that you had left Hammersmith & Fulham and that someone else was going to be presenting this review in your stead. I understand that is not correct.

I have been trying, for several weeks now, to get a copy of the Interview Under Caution (“IUC”) that you conducted with the director of Niza Enterprises Limited, Visvanathan Ragunathan (“Ragu”).

Ragu tells me that he was not provided with a copy of the IUC either at or as a follow-up from the interview, which took place back in July (10 July 2025).

Please could you send me a copy of the IUC and a transcript (if one has been prepared), together with the documents inviting Ragu to attend and explaining his rights.

I would be grateful if this could be provided as soon as possible and, in any event, in advance of the hearing currently scheduled for 16 December.

Kind regards,

Luke Elford | Partner

t: +442033193700 | m: +447876030113
48 Chancery Lane, London, WC2A 1JF



KEYSTONE LAW



Mr. Neil Gardiner
Licensing Officer
Place Department
Hammersmith & Fulham Council

Your ref: 2025/01481/LAPRR
Our ref: NIZ4/1

luke.elford@keystonelaw.co.uk

By email only to Neil.Gardiner@lbhf.gov.uk

8 December 2025

Dear Neil,

2025/01481/LAPRR – Application for Review of a Premises Licence – Co-Op, 54 Uxbridge Road, London W12 8LP – Our Client: Niza Enterprises Limited

As you know we act for Niza Enterprises Limited (“Our Client”) in respect of 54 Uxbridge Road, London W12 8LP (“the Premises”)

We write in relation to the Application for Review (“the Application”) submitted by Mr. Bill Masini, a Licensing Officer, on behalf of the Licensing Authority as a Responsible Authority (“the Applicant”).

We are writing to you as the Licensing Officer undertaking the administrative function of processing the Application, the roles of the Licensing Authority as Responsible Authority and as the Licensing Authority being separate and distinct.

We have conducted a comprehensive review of the Application and its supporting information.

We consider that the Application should be rejected and that it cannot proceed to the Licensing Sub-Committee, currently scheduled for 16 December 2025, due to a fatal procedural issue as regards the Application.

For ease, we enclose a copy of the Application.

At page 19 of the Application, the application form asks the following question:

“Have you made an application for review relating to this premises before”

There is a box to tick if the answer is yes.

There is then a supplementary question posed:

“If yes, please state the date of the application”

Space is given for the Applicant to fill in the day, month, and year that a previous application was made.

These questions are followed by a large box, which takes up the majority of page 19 of the application form. It says:

“If you have made representations before relating to this premises please state what they were in when you made them.”

This box has been left completely blank by the Applicant. In this case, “you” means the Licensing Authority acting as a Responsible Authority.

It is here that the Applicant has erred, fatally to the Application.

In this box, Mr. Masini was required to confirm that the Licensing Authority, acting as a Responsible Authority, has, in fact, previously made a representation regarding the Premises. That representation was made on 25 September 2025 by Mr. Adrian Overton (now Licensing Team Manager).

At page 20 of the application form, the Applicant is invited to sign a declaration, known as a Statement of Truth, which reads:

“IT IS AN OFFENCE. LIABLE ON CONVICTION TO A FINE UP TO LEVEL 5¹ ON THE STANDARD SCALE TO MAKE A FALSE STATEMENT IN OR IN CONNECTION WITH THIS APPLICATION.”

The Applicant, by failing to properly complete the box at page 19 of the application form, has made a false statement in or in connection with the Application.

This means that the Application cannot, and must not, be heard by the Licensing Sub-Committee on 16 December because to do so, would open the Sub-Committee themselves up to the possibility of committing an offence under the Licensing Act 2003 (“the Act”). We will explain why.

The offence of making a false statement in or in connection with an application can be found at section 158 of the Act. For ease, we enclose a copy of the relevant section of the Act, but in any event, we reproduce it below:

158 False statements made for the purposes of this Act

- (1) **A person commits an offence if he knowingly or recklessly makes a false statement in or in connection with—**
- (a) an application for the grant, variation, transfer or **review of a premises licence** or club premises certificate,
 - (b) an application for a provisional statement,
 - (c) a temporary event notice, an interim authority notice or any other notice under this Act,
 - (d) an application for the grant of a personal licence, or

¹ An unlimited fine



- (e) a notice within section 178(1) (notice by freeholder etc. conferring right to be notified of changes to licensing register).
- (2) **For the purposes of subsection (1) a person is to be treated as making a false statement if he produces, furnishes, signs or otherwise makes use of a document that contains a false statement.**
- (3) A person guilty of an offence under this section is liable on summary conviction to a fine not exceeding level 5 on the standard scale.

The Applicant was aware of the previous representation made in 2019. It is unarguable that it was not as the Applicant produces the minutes and decision of the 2019 application in support of the Application.

The difficulty for the Licensing Sub-Committee is subsection 2 of section 158 – if they make a determination regarding the Application they will have otherwise made use of a document that contains a false statement. The Application must be rejected by the Licensing Authority and the Licensing Sub-Committee scheduled for 16 December 2025 cancelled.

We anticipate that you will need to take immediate legal advice in respect of this letter.

We await the Licensing Authority's response by return.

Yours sincerely,



Luke Elford
Partner
Keystone Law Limited

Enc.



Luke Elford

From: Masini Bill: H&F <Bill.Masini@lbhf.gov.uk>
Sent: 09 December 2025 19:00
To: Luke Elford
Subject: RE: NIZ4/1 - Niza Enterprises Limited - Co-Op, 54 Uxbridge Road, London W12 8LP
- Application for Review of a Premises Licence

Hi Luke

Sorry you haven't had a proper reply on this but hopefully I can now help and clarify matters for you.

I was doing full time Trading Standards work for H&F but for several months this year was asked to go part time for TS and then assist with Licensing enforcement for the remainder. The Licensing work finished towards the end of September when they appointed a new Licensing Enforcement Officer. It was however always agreed I would conclude any Licensing matters such as any reviews where I had been the applicant on behalf of Licensing in its Responsible Authority role.

With regard to Niza Enterprises Ltd and Mr Ragunathan, yes he did attend an IUC and was told how he could have a copy disc of that interview if he and/or his company were to be charged with any offences – as per PACE code of practice. That side of things is still under consideration but, in seeking to be as transparent as possible in relation to the review, I am more than happy to supply a copy of it. My only practical issue is getting hold of the working copy and getting it copied for you in a timely manner. As a contractor I have no access to where it is currently kept and so am dependent on others. I have requested it and will get a copy to you asap and, if necessary, personally drop it off to you at your offices.

I understand you asked about whether any further evidence is to be served. In my Licensing RA and applicant role, I can confirm I do not intend to serve any further evidence.

s assists.

rds

Bill Masini

Trading Standards and Licensing Enforcement Officer
Hammersmith & Fulham Council

Mobile: 07741 978803
bill.masini@lbhf.gov.uk

Place Department
Clockwork Building
1st Floor – 45 Beavor Lane
Hammersmith
London W6 9AR

www.lbhf.gov.uk/business/tradingstandards

From: Luke Elford <Luke.Elford@keystonelaw.co.uk>
Sent: 08 December 2025 14:47
To: Masini Bill: H&F <Bill.Masini@lbhf.gov.uk>

Subject: NIZ4/1 - Niza Enterprises Limited - Co-Op, 54 Uxbridge Road, London W12 8LP - Application for Review of a Premises Licence

You don't often get email from luke.elford@keystonelaw.co.uk. [Learn why this is important](#)

Dear Bill,

You will have seen the email correspondence back and forth on this. My apologies, I had incorrectly understood that you had left Hammersmith & Fulham and that someone else was going to be presenting this review in your stead. I understand that is not correct.

I have been trying, for several weeks now, to get a copy of the Interview Under Caution (“IUC”) that you conducted with the director of Niza Enterprises Limited, Visvanathan Ragunathan (“Ragu”).

Ragu tells me that he was not provided with a copy of the IUC either at or as a follow-up from the interview, which took place back in July (10 July 2025).

Please could you send me a copy of the IUC and a transcript (if one has been prepared), together with the documents inviting Ragu to attend and explaining his rights.

I would be grateful if this could be provided as soon as possible and, in any event, in advance of the hearing currently scheduled for 16 December.

Kind regards,

Luke Elford | Partner

t: +442033193700 | m: +447876030113

48 Chancery Lane, London, WC2A 1JF



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Luke Elford

From: Luke Elford
Sent: 15 December 2025 14:55
To: Masini Bill: H&F
Cc: Overton Adrian: H&F
Subject: NIZ4/1 - 54 Uxbridge Road - Review

Dear Bill and Adrian,

I am told that the application for review of my client's premises licence has been withdrawn, which is welcome news.

Less welcome is the suggestion that it is to be re-submitted.

Before you do that (re-submit), perhaps it might be a good idea to get together, discuss the operation of the premises, the current conditions, and see if there is an amicable way forward here working with, rather than against, one another?

Would you be open to that?

Kind regards,

Luke Elford | Partner

t: +442033193700 | m: +447876030113
48 Chancery Lane, London, WC2A 1JF



KEYSTONE LAW



From: Gardiner Neil: H&F <Neil.Gardiner@lbhf.gov.uk>
Sent: Monday, December 15, 2025 2:43:10 PM
To: Luke Elford <Luke.Elford@keystonelaw.co.uk>
Subject: Co-Op

Afternoon Luke,

I am being advised the application for a review has been withdrawn and will be re-submitted shortly. There will no be hearing tomorrow.

Best wishes

Neil Gardiner
Licensing Officer

Licensing
Place Department
Hammersmith & Fulham Council

T: 07551680520

E: Neil.Gardiner@lbhf.gov.uk

W: www.lbhf.gov.uk



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Luke Elford

From: Luke Elford
Sent: 28 January 2026 09:18
To: Gardiner Neil: H&F
Subject: NIZ4/1 - Niza Enterprises Limited - 54 Uxbridge Road - Review Application
Attachments: Niza - Irrelevant Representation.pdf

Dear Neil,

Thank you for sending across the representations.

I have now had time to consider them.

I am of the view that the email on page 1 and 2 of the .pdf you sent me (see attached) needs to be refused by the Licensing Authority and should not be going forward for consideration by the Licensing Sub-Committee.

The email fundamentally misunderstands what the application is e.g. confusing an application for review of the premises licence with an application for a new premises licence.

It cannot, therefore, be a relevant representation within the meaning of the Licensing Act 2003 section 52(7).

I would be grateful for your confirmation that the email will be discounted.

If the Licensing Authority insists that the email can be considered, I would be grateful to be supplied with the legal basis for that.

Kind regards,

Luke Elford | Partner

t: +442033193700 | m: +447876030113
 48 Chancery Lane, London, WC2A 1JF



KEYSTONE LAW



From: Gardiner Neil: H&F <Neil.Gardiner@lbhf.gov.uk>
Sent: 22 January 2026 15:22
To: Luke Elford <Luke.Elford@keystonelaw.co.uk>
Subject: Fw: Co-op Premises Review. 54 Uxbridge Road.

Hello Luke sorry I forgot to include the police reps too.

Best wishes

Neil Gardiner
Licensing Officer



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[email notification service.](#)



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Luke Elford

From: Luke Elford
Sent: 03 February 2026 09:18
To: Overton Adrian: H&F
Subject: NIZ4/1 - Niza Enterprises Limited - 54 Uxbridge Road - Application for Review of a Premises Licence
Attachments: Niza Enterprises Limited - Letter to Licensing Authority 08 12 25.pdf; NIZ4/1 - 54 Uxbridge Road - Review; NIZ4/1 - Niza Enterprises Limited - Co-Op, 54 Uxbridge Road, London W12 8LP - Application for Review of a Premises Licence; RE: NIZ4/1 - Niza Enterprises Limited - Co-Op, 54 Uxbridge Road, London W12 8LP - Application for Review of a Premises Licence
Importance: High

Dear Adrian,

I said last Thursday that I would write to you regarding my concerns about this case.

There are several.

False statement by Bill Masini (including second false statement)

The first review application (dated 24 September 2025) included a false statement by omission e.g. the failure by Bill Masini to acknowledge or make reference to the representations submitted by the Licensing Authority, as a Responsible Authority, indeed, by you, to the review application in 2019.

As I pointed out in my letter dated 8 December 2025, that omission constitutes a criminal offence by Bill Masini, one for which the maximum penalty at law is an unlimited fine. I attach a copy of my letter for ease of reference.

The Licensing Authority never substantively responded to my letter.

On 15 December 2025, I received notification from Neil Gardiner that the first review application was “withdrawn.” There was no explanation what provision of the Licensing Act 2003 was being relied upon to “withdraw” the first review application.

On 19 December 2025, I was notified by Matt Tucker that the Licensing Authority had received a second application for review of my client’s Premises Licence by the Licensing Authority as a Responsible Authority.

The second review application also contains a false statement contrary to section 158 of the Licensing Act 2003.

In the second review application, Bill Masini includes the following rubric in the box at page 19 of the application form, the heading of which reads as follows:

If you have made representations before relating to this premises please state what they were and when you made them

“Yes, Hammersmith and Fulham Council in its capacity as “Responsible Authority” made a representation in response to the Police’s application for a review of the Premises Licence in August 2019.

A copy of that representation is included in this application and I produce it with the identification mark of WRM17.

*For the avoidance of doubt, **Hammersmith & Fulham Council has not previously submitted an application to review this Premises Licence.**” [my emphasis]*

That statement is plainly false. The Licensing Authority, as a Responsible Authority, **has** previously submitted a review application regarding this Premises Licence. It did so, via Bill Masini, on 24 September 2025.

That the Licensing Authority subsequently withdrew that application is irrelevant.

Bill Masini has, in my submission, committed a further offence contrary to section 158 of the Licensing Act 2003.

That brings me on to my wider points regarding the second review application.

First, I would like to know what, if any, action has been or will be being taken by the Council in relation to (at the very least) the first false statement by Bill Masini? Making a false statement in connection with an application under the Licensing Act 2003 is a criminal offence that can be committed by anyone. It matters not whether the individual making that statement is a council officer.

Has the Council self-reported to the Metropolitan Police in respect of the offence committed?

I do not believe that the commission of an offence by Bill Masini should be ignored simply because he is a council officer and the council should be following its own procedures in respect of the offence committed in the same way that they would for any other council officer.

Second, and given the above, it is entirely improper that Bill Masini has been entrusted with submitting the second review application. This could, and should, have been submitted by a different Licensing Officer, which would have been the proper way to go about things. Whether the second review application should have been submitted at all is a separate question that I will come onto.

It is my view that these issues raise serious questions as to whether there has been an abuse of process in respect of my client’s Premises.

Lack of Partnership Working

Following the withdrawal of the first review application, I wrote to Bill Masini and you on 15 December 2025. I attach a copy of that email for ease of reference.

In that email I invited the Licensing Authority to meet and discuss the operation of the Premises and the conditions of the Premises Licence with a view to working together.

I have received no reply to that email.

That, in my submission, is a clear failure by the Licensing Authority to follow, or even to have regard to, paragraph 8.48 of the Guidance issued under Section 182 of the Licensing Act 2003.

The second review application should not have been submitted and the Licensing Authority should have, instead, sought to work with my client.

Failure to provide key material

Both review applications, the first and the second, refer to an interview under caution that took place with the director of my client in July 2025. I was not present at that interview, and my understanding is that my client was not legally represented.

On 8 December 2025, I wrote to Bill Masini requesting disclosure of the recording of the interview and/or a transcript of it. I attach a copy of my email for ease of reference.

On 9 December 2025, Bill Masini replied. I attach a copy of Bill Masini's email for ease of reference.

In that email, Bill Masini confirmed that he would supply a copy of the recording of the interview. He pointed out that because he is a "contractor" he would need to rely on others to obtain a copy but assured me that it would be done and that, if necessary, he would "*personally drop it off to you [me] at your [my] offices.*"

It is 3 February 2026, some 55 days after I was told I would be provided with a copy of the recording of the interview and I still do not have it.

Undisclosed visits to the Premises

In taking instructions from my client I have been told that there have been various visits to the Premises by officers of the Council, including Bill Masini, that are not cited in either of the review applications.

I can only presume that this is because the visits did not unearth breaches of the Licensing Act 2003, nor any lack of promotion of the Licensing Objective.

The only conclusion I can draw is that those visits have not been disclosed because they do not support the narrative of the review applications.

The Licensing Authority, as a regulatory body, is subject to the Regulator's Code and the provisions of the Legislative and Regulatory Reform Act 2006. One of the key principles of that document and the legislation is that regulatory activities should be carried out in a way which is transparent, accountable, proportionate, and consistent.

I therefore request a list of all the visits that have been undertaken to my client's Premises from February 2022 to date. This should include visits which disclosed no issues in the interests of transparency and fairness.

It is incumbent on the Licensing Authority to provide information that both supports and does not support action it is taking to ensure fairness.

Summary

I have serious concerns regarding the way in which the proceedings against my client were instituted, have proceeded, and continue, potentially amounting to an abuse of process by the Council.

It would be in the best interest of all parties if the proceedings were ended, and the parties sought to work together to address the issues identified in the review application and create a licence and understanding that works for all concerned. The genesis of the review applications was a complaint from, I think a local councillor, about antisocial behaviour in and around Shepherds Bush Green. I have, and my client has, sympathy with that complaint but the issues complained of will not be immediately resolved or even positively impacted by this application.

I look forward to your response to the matters raised.

Kind regards,

Luke Elford | Partner

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KEYSTONE LAW



**PREMLIC LICENSING
CONSULTANCY**

NIZA ENTERPRISES LIMITED

CO-OP

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LONDON W12 8LP

COMPLIANCE REPORT

FOREWORD

I have been asked by Luke Elford of Keystone Law to attend 54 Uxbridge Road, London W12 8LP (“the Premises”) in response to the application for review of the Premises Licence for the Premises brought by the Licensing Authority (as a Responsible Authority). This report is prepared for the benefit of the Licensing Authority’s Licensing Sub-Committee and I confirm that my fees are not contingent upon any finding either in favour of the Premises or the Licensing Authority.

EXECUTIVE SUMMARY

- The Premises are well run in compliance with the conditions of the Premises Licence and promote the Licensing Objectives.
- The breaches cited in the Application for Review have all been remedied.
- The issues cited in the Application for Review and supporting representations e.g. street drinking and antisocial behaviour, are societal issues with no single remedy.
- Revoking the Premises Licence at these Premises will not make the issues cited go away. They will either make them worse or force the problems onto other Premises.

MY BACKGROUND AND EXPERIENCE

I am a retired Senior Police Officer and during the latter stages of my career with the Police, I manage the Police response to liquor and public entertainment licensing (as was). Upon leaving the Police, I was employed as the manager of a Health & Safety and Licensing Team at a busy North London Licensing Authority. I managed the Licensing Authority’s functions for 10 years and this included working with the Authority and Licensed Premises through the period of transition to the Licensing Act 2003. I was also involved in preparing and publishing the Authority’s Statement of Licensing Policy. I have extensive investigatory and compliance experience having conducted numerous enforcement activities throughout my career, both in the Police and whilst working for the Licensing Authority. I am a Member of the Institute of Licensing, hold a NEBOSH certificate in Occupational Health & Safety, an advanced professional certificate in Investigative Practice, as well as various qualifications in respect of the Licensing Act 2003 and the Gambling Act 2005.

BACKGROUND

On 25th September 2025, the Licensing Authority (as a Responsible Authority) applied for a review of the Premises Licence for the Premises (“the First Review”). Additional representations were received from the Police and two (2) Other Persons.

The First Review was due to be heard by the Licensing Authority’s Licensing Sub-Committee on 16th December 2025. I understand that prior to that hearing taking place, the solicitor for the Premises Licence Holder wrote to the Licensing Authority flagging that the First Review application contained a false statement contrary to section 158 of the Licensing Act 2003, which is a very serious matter.

On bringing this issue to the notice of the Licensing Authority, the solicitor for the Premises Licence Holder was notified that the First Review application was being withdrawn.

On 19th December 2025, the Licensing Authority (as a Responsible Authority) applied for another review of the Premises Licence for the Premises (“the Second Review”). Additional representations were received from the Police and five (5) Other Persons.

MY REMIT

I was instructed to attend the Premises at a time of my choosing to conduct a full and thorough inspection of the Premises and to assess the Premises Licence Holder’s compliance with its Premises Licence. This was on the basis that I was informed that the findings of the Licensing Authority had all been corrected.

Having visited the Premises, I was to prepare a report for the Licensing Authority’s Licensing Sub-Committee detailing my visit and whether conditions were being complied with or not. I understand that my report will be used as evidence before the Licensing Sub-Committee and reiterate what is said above – that my fee is not contingent on any particular finding one way or the other and that I understand my duty is to the Licensing Sub-Committee, and if necessary, the Magistrates’ Court.

VISIT

I visited the Premises on 18th December 2025 between 11:00 and 15:00 hours. I re-visited the Premises on 4th February 2026. The purpose of my revisit was not to assess compliance, but to take some additional photographs that were not captured properly during my first visit. During my second visit I also double-checked staff training records.

On 18th December 2025, upon arriving at the Premises I spoke to a member of staff whom I now know to be Ajinesh Kumar (“Ajinesh”). Ajinesh was working behind the counter at the Premises.

I explained to Ajinesh who I was and the purpose of my visit. Ajinesh asked me to wait a moment, and we were joined by Chandran Manoharan (“Chandran”). Chandran introduced himself to me and explained that he was the manager on duty and also the Designated Premises Supervisor (“DPS”) for the Premises.

I began by checking basic matters, such as that the Premises Licence Summary is correctly displayed and that a copy of the Premises Licence is kept at the Premises. Both matters are requirements of the Licensing Act 2003.

I was shown where the Premises Licence Summary, also known as Part B of the Premises Licence, was located, and I could see that it was prominently displayed within the Premises thus satisfying the requirement of the legislation.

I also checked to make sure that the Premises were displaying a notice pursuant to section 57 of the Licensing Act 2003, otherwise known as a custody notice, and can confirm that this was on display.

Having satisfied myself that the Premises Licence Summary and Section 57 notice were correctly displayed, I requested sight of the Premises Licence, otherwise known as Part A. This was kept in a folder in an office at the rear of the Premises, which is not accessible to members of the public.

Having received the Premises Licence, I then began to work my way through the various conditions upon the Licence and my findings are below.

MANDATORY CONDITIONS

Condition	Evidence of Compliance
<p>The premises licence holder or club premises certificate holder must ensure that an age verification policy is adopted in respect of the premises in relation to the sale or supply of alcohol.</p>	<p>I was shown the Premises' age verification policy, and I produce a copy of that policy within my Exhibits as KW/1.</p> <p>I also noted that the Premises' age verification policy (Challenge 25) is displayed prominently throughout the Premises by way of signage and posters. I exhibit a photographic example as KW2.</p>
<p>The designated premises supervisor in relation to the premises licence must ensure that the supply of alcohol at the premises is carried on in accordance with the age verification policy.</p>	<p>In relation to this mandatory condition, I was shown how the Premises' age verification policy is enforced.</p> <p>Staff at the Premises receive training on the policy and how to employ it. Staff training that is undertaken is recorded by the Premises. I exhibit photographs as KW/2.</p> <p>The Premises till system correctly identifies when a customer is attempting to purchase an age restricted product, whether that is alcohol or some other item e.g. cigarettes, and an alert appears on-screen reminding the staff member making the sale to assess whether the customer looks 25 or over and if not, to request ID from them.</p> <p>Staff members cannot ignore this warning as they are required to click to confirm that they have assessed the customer's age in line with the age verification policy.</p> <p>The Premises also keep logs of refused sales, and the till system can be accessed and audited by management.</p> <p>Staff receive on going Challenge 25 training and compliance is monitored daily by management.</p>

<p>The policy must require individuals who appear to the responsible person to be under 18 years of age (or such older age as may be specified in the policy) to produce on request, before being served alcohol, identification bearing their photograph, date of birth and either? (a) a holographic mark, or (b) an ultraviolet feature.</p>	<p>The age verification policy in operation at the Premises is the industry standard Challenge 25 policy. This requires any person that looks under the age of 25 to produce identification to prove that they are over 18. The Premises keeps refusals logs where sales are refused for various reasons including the customer appearing underage or not being able to produce ID. I exhibit photographs of the refusal log as KW/3.</p>
<p>A relevant person shall ensure that no alcohol is sold or supplied for consumption on or off the premises for a price which is less than the permitted price...</p> <p>[remainder of condition not reproduced]</p>	<p>The prices of alcohol items at the Premises are clearly labelled with the price for sale. I could see no evidence that any of the prices for sale would infringe this condition.</p> <p>I was also shown the till system which stores the prices for alcohol electronically so that the customer is charged the correct price at the till. The till system is sophisticated and can show what a customer has purchased and whether the transaction was paid for by card or cash. I exhibit photographs of the alcohol on display as KW/4.</p>
<p>No supply of alcohol may be made under the premises licence- (a) at a time when there is no designated premises supervisor in respect of the premises licence, or (b) at a time when the designated premises supervisor does not hold a personal licence or his personal licence is suspended.</p>	<p>At the time of my visit, the DPS (Chandran) was present.</p> <p>It was explained to me that in Chandran's absence, his authority to sell alcohol is delegated to other members of staff, many of whom hold Personal Licences themselves.</p> <p>There is a letter of delegation naming the staff to whom Chandran delegates his authority and this is kept in the office.</p> <p>On my visit the DPS Mr Manoharan was present and has a Personal Licence. I produce a picture of the Premises Licence showing him as the Designated Premises Supervisor as exhibit KW/5.</p>
<p>Every supply of alcohol under the premises licence must be made or authorised by a person who holds a personal licence.</p>	<p>Please see above.</p> <p>There are currently four (4) staff employed by the Premises Licence Holder who hold</p>

Personal Licences with another two (2) staff who have passed the Level 2 Award for Personal Licence Holders (the course that enables an individual to obtain a Personal Licence) and who are in the process of applying for their Personal Licences. I exhibit, as **KW/6**, photographs of the staff Personal Licences and certificates.

This is a very high number of Personal Licence Holders for a small retail shop and is in excess of the number of Personal Licence Holders that would be expected at a much larger, more impactful Premises such as a pub or bar.

I understand that the requirement to have a Personal Licence Holder on duty at all times the Premises are open causes difficulty for the Premises Licence Holder for a number of reasons.

In my view, it would be more appropriate and proportionate for the promotion of the Licensing Objectives if a Personal Licence Holder was required to be at the Premises at key or sensitive times. This would reduce the burden on the Premises Licence Holder to maintain an unreasonable number of Personal Licence Holders whilst still promoting the Licensing Objectives.

ANNEX 2 – CONDITIONS CONSISTENT WITH THE OPERATING SCHEDULE

There are no Annex 2 Conditions on the Premises Licence

ANNEX 3 – CONDITIONS ATTACHED AFTER A HEARING BY THE LICENSING AUTHORITY

Condition	Evidence of Compliance
<p>All sale of alcohol shall be sealed containers only. Staff shall not open, or offer to open, alcohol for customers.</p>	<p>I spoke with Chandran and I asked him whether staff open alcohol for customers or offer to open alcohol for customers. He confirmed to me that they do not and that staff are trained and that this is one of the conditions of the Premises Licence.</p> <p>During my visit I observed no evidence of non-compliance with this condition.</p> <p>I also checked the area where sales are made for any apparatus that could lead to a suspicion that alcohol is being opened for customers e.g., a bottle opener, and there were no such items present.</p>
<p>Staff shall not permit customers to consume alcohol on the premises.</p>	<p>I asked Chandran about the protocol for customers who consume or who try to consume alcohol on the Premises.</p> <p>Chandran explained to me that customers are not allowed to consume alcohol.</p> <p>I asked Chandran what would happen if a customer consumed alcohol or appeared to consume alcohol on the Premises.</p> <p>Chandran explained that staff members would assess the customer with regards to whether an intervention was necessary or advisable. Chandran rightly pointed out that in some instances intervening with, or ejecting a customer who was consuming alcohol could, in effect, cause a much larger crime and disorder issue than allowing them to exit of their own accord.</p> <p>Chandran also explained that during more sensitive hours, the Premises employ an SIA registered operative who would be tasked with dealing with such matters.</p>

	<p>I know from experience that Premises are faced with a difficult task in respect of customers who refuse to obey rules. Highlighting this problem customers can often lead to staff members being assaulted and much more significant issues for the Premises. I am also aware that Police attendance to deal with such issues is often delayed or non-existent due to cuts that the Police have experienced. This can, and does, have a negative impact on Premises' belief that the Police will assist them when needed and may make Premises more cautious about approaching problem individuals.</p> <p>During my visit to the Premises, and on my subsequent visit, I did not witness any individuals breaching this condition.</p>
<p>A personal licence holder shall be on duty at the premises at all times when the premises is open to the public.</p>	<p>Please see above regarding the number of Personal Licence Holders employed by the Premises and the difficulties this causes.</p> <p>I understand that the Premises rotas staff to ensure that two Personal Licence Holders will be working at any one time but that matters such as illness or unplanned life events can easily negatively impact on the Premises ability to comply with this condition.</p> <p>As explained above, my view is that this condition should be reformulated so that a Personal Licence Holder only need be on duty at particularly sensitive times or days. Alternatively, the need for a Personal Licence Holder to be on duty could be risk assessed by the Premises Licence Holder in the same way that SIA provision is often risk assessed.</p> <p>The Premises Licence Holder designs its rota (Exhibit KW/7) to avoid situations where there may unforeseeably be no Personal Licence Holder present.</p>

<p>A telephone number for the premises, or the manager on duty, shall be displayed so that it is visible from the public highway.</p>	<p>I was shown to the notice on display and exhibit a picture of it as KW/8.</p>
<p>The premises licence holder shall organise at least four (4) meetings per annum to discuss the operation of the premises with local residents. The meeting shall be advertised at least 14 days before the meeting by way of an A4 (or larger) notice displayed at the premises. The licensing authority shall be notified of the date of the meeting at least 14 days before the meeting by email to licensing@lbhf.gov.uk.</p>	<p>I spoke with both Chandran and Ajinesh about this condition.</p> <p>Ajinesh explained that during 2025 the Premises had advertised meetings at least 14 days in advance by placing a letter of invitation on the Premises' Community Notice Board.</p> <p>I was shown copies of the advertisement. I exhibit copies of the invitations as KW/9 and the noticeboard as KW/10.</p> <p>Ajinesh explained that in all the time that the Premises had been advertising meetings, nobody had ever attended or expressed an intention to attend.</p> <p>I pointed out to Ajinesh that the condition also required notification to be emailed to the Licensing Authority. Ajinesh confirmed that this had not been done but indicated a willingness to do so for future meetings.</p> <p>I understand that a meeting was arranged for 4 January 2026 and that the meeting was notified to the Licensing Authority who acknowledged the notification. Again, nobody attended the meeting.</p> <p>It is my view that either:</p> <ul style="list-style-type: none"> a) Whatever issues these meetings were intended to address have been addressed satisfactorily; or b) The persons who would be most interested in attending the meetings are not customers of the Premises. <p>There is no easy answer to this. My suggestion is that the Premises continue to</p>

	<p>notify the meetings to the Licensing Authority for the remainder of 2026 and to any other person who provides their email address, but that if non-attendance continues, this condition be removed from the Premises Licence.</p>
<p>The premises licence holder shall arrange for minutes of the four (4) meetings per annum to be taken. A copy of the minutes shall be provided to all attendees who have provided their contact details and to the licensing authority by email to licensing@lbhf.gov.uk. A copy of the most recent minutes shall be kept at the premises and made available to Responsible Authority Officers on request.</p>	<p>Please see my comments above.</p> <p>No minutes are retained as there has been no attendance at the meetings.</p> <p>As above.</p>
<p>The premises licence holder shall offer to meet any resident or business who makes a complaint about the operation of the premises. The premises licence holder shall display a sign to this effect prominently at the premises.</p>	<p>I was shown to a sign which is displayed on the Premises Community Notice Board which complies with this condition. Please see exhibit KW/10.</p> <p>I asked Chandran whether the business receives complaints from local residents and he could not recall anyone having spoken to him previously.</p>
<p>No beers, lagers, or ciders greater than 5.5% ABV shall be sold at the premises.</p>	<p>I reviewed all of the alcohol on display and in the stock room of the Premises and none of the alcohol displayed or stored was not in compliance with this condition. I exhibit photographs as KW/11.</p>
<p>No single cans or bottles of beer, lager, or cider shall be sold at the premises.</p>	<p>I reviewed all of the alcohol on display and in the stock room and none of the alcohol displayed or stored would lend itself to single sale e.g. all relevant cans and bottles were multipacks. Please see exhibit KW/11.</p> <p>I could also see that there were numerous signs on display advising that single cans and bottles would not be sold.</p>

	<p>Lastly, I was shown the till system which provides a description of every product sold together with the price. I was shown till audit logs that record everything that is sold.</p>
<p>There shall be no self-selection of spirits at the premises save for spirit mixtures of 5.5% ABV or less.</p>	<p>I reviewed all of the alcohol on display and there were no spirit mixtures available above 5.5% ABV.</p> <p>I was shown that spirits are displayed behind the till counter and therefore out of public reach. I exhibit as KW/12 a photograph of this.</p>
<p>No miniature bottles of spirits of 20cl or below shall be sold from the premises.</p>	<p>I reviewed all of the alcohol on display and in the stock room and none of the alcohol at the Premises could be classed as a miniature bottle of spirit 20cl or less. Please see exhibit KW/12.</p>
<p>Alcohol shall not be sold or supplied unless it has been paid for before or at the time it is provided to the customer.</p>	<p>I spoke with Chandran. The Premises does not permit credit to any person and all items are paid for at the time of purchase.</p>
<p>Prominent signage disclosing the permitted hours for the sale of alcohol shall be displayed:</p> <p>a. At the entrance to the premises; b. Where alcohol is displayed; and c. At point of sale.</p>	<p>I could see that signage was displayed:</p> <ul style="list-style-type: none"> a) On the Premises Community Notice Board b) Behind the till area c) Below the till area <p>I advised the Premises that they also need to display a notice where the alcohol is displayed and this was promptly done.</p> <p>From my perspective, the amount of signage required seems excessive and would not positively promote the Licensing Objectives. The hours during which the Premises can sell alcohol can be found on the Premises Licence Summary and the Premises also has shutters to lock away alcohol at times that it cannot be sold. I exhibit photos as KW/13.</p>

<p>The premises licence holder shall ensure that all staff engaged in the sale of alcohol are trained to a level commensurate with their employment at the premises. At a minimum the training shall consist of:</p> <p>a. The hours and conditions of this premises licence</p> <p>b. The licensing objectives</p> <p>c. The sale of alcohol to underage persons</p> <p>d. The Challenge 25 policy in operation at the premises</p> <p>e. The sale of alcohol to persons who are drunk</p>	<p>I asked Chandran about staff training.</p> <p>Chandran explained that staff are trained in accordance with the condition and showed me the various training provided.</p> <p>I asked Chandran about staff training records and was shown individual records for the various staff members. I felt that this was inefficient so I prepared a single template document that can be used to record the training provide to all staff in one place.</p> <p>I understand that all staff were given refresher training on 4 January 2026. I exhibit a copy of the composite training record at KW/14.</p>
<p>The premises licence holder shall ensure that all staff trained in relation to alcohol sign a training record to confirm that they have been so trained. Copies of staff training records shall be kept at the premises and made available to Responsible Authority Officers on request.</p>	<p>Please see above and exhibit KW/14.</p> <p>As above.</p>
<p>Staff members shall not be permitted or authorised to sell alcohol until they have undergone training in the sale of alcohol to a level commensurate with their employment at the premises.</p>	<p>Please see above and exhibit KW/14.</p>
<p>All staff employed at the premises engaged in the sale of alcohol shall undergo training to a level commensurate with their employment at the premises at least twice per annum.</p>	<p>Please see above and exhibit KW/14.</p>
<p>The premises licence holder shall keep a record detailing all refused sales of alcohol. The record shall contain:</p> <p>a. Tha date of the refused sale</p>	<p>I was shown the till system at the Premises which prompts staff, when making an age restricted sale, to apply the Premises' age verification policy (Challenge 25).</p>

<p>b. The time of the refused sale c. The name of the staff member who refused the sale d. The reason for refusal</p>	<p>The Premises maintains a sensitive product refusals log that records not only refusals to sell alcohol, but refusals of other age restricted products also e.g., cigarettes.</p> <p>The sensitive products refusals log is checked and signed by the DPS. Please see exhibit KW/3.</p>
<p>The record detailing all refused sales of alcohol shall be kept at the premises and made available to Responsible Authority Officers on request.</p>	<p>Please see above and exhibit KW/3.</p>
<p>The Designated Premises Supervisor shall check the refusals register at least once a month to check that it is being completed by staff.</p>	<p>Please see above and exhibit KW/3.</p>
<p>The premises licence holder shall retain full records of alcohol purchased for sale at the premises. A copy of these records shall be kept at the premises and made available to Responsible Authority Officers on request.</p>	<p>I asked to be provided with proof that alcohol sold by the business is only purchased from wholesalers accredited under the Alcohol Wholesaler Registration Scheme (AWRS). I was shown invoices for the wholesalers used, which were:</p> <ul style="list-style-type: none"> • The Co-Op • Drinks Wholesale Group • Dhamecha Cash & Carry <p>I exhibit copy invoices as KW/15.</p>
<p>The premises licence holder shall retain a list of the names of known street drinkers that are provided to it by the Police and shall refuse the sale of alcohol to these persons or persons who appear to be purchasing alcohol on their behalf.</p>	<p>I asked Chandran whether the Police had ever supplied such a list. Chandran replied that to the best of his knowledge the Police had never done so.</p> <p>It is therefore impossible for the Premises to comply with this condition without the Police providing said list.</p> <p>It is my view that this condition should be deleted from the Premises Licence forthwith unless or until the Police can and do provide a list of known street drinkers together with</p>

	<p>photographs of the individuals to whom sales should not be made.</p> <p>Whilst inspecting the Premises I did notice that the Premises displays notices regarding proxy sales, something it is not required to do and which shows the Premises going above and beyond in respect of promoting the Licensing Objectives. I exhibit a photograph as KW/16.</p>
<p>A minimum of one (1) SIA supervisor shall be on duty at the premises from 19:00 until 03:00 the day following.</p>	<p>The Premises employs an SIA registered door supervisor (SIA) per this condition.</p> <p>Prior to the imposition of this condition, the Premises had done this voluntarily in any event.</p> <p>The Premises maintains a register showing the identify of the SIA and the times and dates employed.</p> <p>The current SIA, Mr. Soro, has been employed by the Premises for a number of years.</p> <p>The SIA is aware of local personalities who engage in anti-social behaviour acting as a deterrent to their entry to the Premises.</p> <p>It is not, however, the SIA's role to police or manage the local environment. The SIA's role is to manage access to and egress from the Premises and to assist in maintaining customer and staff safety. Management of the street scene is a matter for the Council and the Police, both of whom have wider enforcement powers than SIA.</p> <p>The relevant condition requires SIA to be on duty from 19:00 until 03:00 daily, however the Premises often closes earlier than this time when sales of alcohol cease (2am).</p> <p>It is also worth noting that the Premises Licence Holder engages the SIA at times not required by the Premises Licence to a total of</p>

	<p>16 additional hours in total. This, in my view, shows the Premises Licence Holder's commitment to promoting the Licensing Objectives. I exhibit copies of the SIA log as Exhibit KW/17.</p>
<p>The premises licence holder shall risk assess the need for additional SIA supervisors.</p>	<p>See above.</p>
<p>The premises shall install and maintain a comprehensive CCTV system as per the minimum requirements of the Hammersmith & Fulham Police Licensing Team. All entry and exit points shall be covered enabling frontal identification of every person entering in any light condition. The CCTV system shall continuously record whilst the premises is open for licensing activities and at all times when customers are on the premises. All recordings shall be stored for a minimum period of 31 days with date and time stamping. Viewing of recordings shall be made available upon request of Responsible Authority Officers throughout the entire 31 day period.</p>	<p>The Premises is located on a very busy junction in close proximity to Shepherds Bush London Underground Station and the Westfield complex. There is a large paved area outside the Premises that serves as a route through to the residential streets behind. It is at the beginning of the parade of shops.</p> <p>The Premises has a comprehensive internal and external CCTV system that comprises 34 internal cameras and 7 external cameras (41 in total). This is an extraordinary number of cameras for a small retail Premises. I exhibit a photograph of the system as KW/18.</p> <p>The Premises has never been informed that the system does not meet with the approval of the Police Licensing Team, but given such extensive coverage, I would be surprised if the system was non-compliant with their minimum requirements. Again, this requires positive action from the Police that has not been forthcoming.</p> <p>I spoke with Ajinesh about the CCTV system. He explained that the Police regularly visit the Premises and request CCTV and that those requests are always complied with.</p> <p>The CCTV system is located in the rear office, which is locked and to which management have access to. Company policy is that management have access to the CCTV system, but one-time access can be</p>

	provided to staff members in the event of an emergency.
<p>A staff member who is able to use the CCTV system shall be on duty at the premises at all times when the premises is open. This staff member must be able to provide Responsible Authority Officer with copies of recent CCTV images or data with an absolute minimum of delay when requested.</p>	<p>Please see above and exhibit KW/18.</p>
<p>An incident log shall be kept at the premises, and made available on request to Responsible Authority Officers. It must be completed within 24 hours of the incident and will record the following:</p> <ul style="list-style-type: none"> a. All crimes reported to the venue b. All ejections of patrons c. Any complaints received concerning crime and disorder d. Any incidents of disorder e. Any faults in the CCTV system f. Any visit by a relevant responsible authority or emergency service 	<p>The Premises use an incident log produced by the master franchise (Co-Op).</p> <p>I reviewed this log and can see that it is being used. For example, on 14 October 2025 at 5pm a sale of a tobacco product (cigarette papers) was refused to a person who was suspected of being underage. That person became abusive and assaulted the SIA when they intervened before absconding. The Police were called and a CAD (Computer Aided Despatch) number obtained.</p> <p>This shows:</p> <ol style="list-style-type: none"> 1. The Premises' age verification policy, training, and refusals in action. 2. Logging and use of the incident log 3. Engagement of SIA outside of the times required by the Premises Licence 4. Self-reporting to the Police <p>All of these matters show the Premises promoting the Licensing Objectives. I exhibit a photograph as KW/19.</p>
<p>All beers, lagers, and ciders kept in the public part of the premises shall be kept in display units.</p>	<p>I observed that all beers, lagers, and ciders were kept in chiller display units. See exhibit KW/12.</p> <p>I further observed that access to these units could be restricted by an electronic shutter system.</p>

All display units for the display of alcohol shall have lockable tamperproof shutters.	Please see above and exhibit KW/12 .
The shutters on display units for the display of alcohol shall be closed and locked at the end of permitted hours for the sale of alcohol and shall not be unlocked again until the start of the next period of permitted hours.	I could see that shutters were in situ and operable. Some alcohol is stored behind the till counter, which is protected by plexi-glass and not accessible to the public at any time. Please see above and exhibit KW/12 .
Notices shall be prominently displayed at all exits requesting customers to respect the needs of local residents and businesses and leave the area quietly.	I was shown and took pictures of such notices on display. I exhibit these as KW/20 .
All waste shall be properly presented and placed out for collection no earlier than 30 minutes before the scheduled collection times.	I asked what the waste management arrangements are for the Premises. I was told, and shown, that all waste is stored internally until collection. It was explained to me that the master franchise deliver goods daily at 7am and that once goods have been offloaded, waste, including recyclables, is collected and taken away. All waste is stored internally until collection. The Co-op deliver goods after 7am and thereafter remove the waste, including recyclable materials, immediately following the delivery. The cages used are kept within the warehouse.
No waste or recyclable materials, including bottles, shall be moved, removed from or placed in outside areas between 23:00 hours and 07:00 hours on the following day.	Please see above.
Whilst the premises is open to the public the premises licence holder	The Premises employs daily cleaning and jetwashing to ensure compliance with this

<p>shall ensure that sufficient measures are in place to remove and prevent litter or waste accumulating in front of, to the side of, and behind the premises. These areas shall be swept and/or washed and litter and sweepings collected and stored in accordance with the premises' refuse storage arrangements.</p>	<p>condition. I exhibit example logs for June and October 2025 as KW/21.</p>
<p>The premises licence holder shall ensure that the rear of the premises is jetwashed once per day between the hours of 07:00 and 23:00.</p>	<p>Please see above and exhibit KW/21.</p>
<p>No collections of waste or recycling materials (including bottles) from the premises shall take place between 23:00 and 07:00 on the following day.</p>	<p>Please see above regarding waste arrangements.</p>
<p>No deliveries to the premises shall take place between 23:00 and 07:00 the following day.</p>	<p>Please see above regarding delivery arrangements.</p>
<p>Any metal cages used for the delivery of goods shall be kept within the premises and shall not be stored on the public highway.</p>	<p>I was shown that metal goods cages are stored within the Premises and not kept on the public highway.</p>
<p>Any graffiti appearing on the premises shall be removed within 14 days of discovery.</p>	<p>I could see no obvious graffiti on the exterior of the Premises. I was told that if any graffiti is located during the Premises' daily inspection then it is removed with specialist chemicals purchased for that purpose.</p> <p>I am told if any obvious Graffiti is discovered during the daily external inspection regime then it is immediately removed using specialist chemicals purchased for that purpose.</p>
<p>The maximum number of persons permitted to be inside the premises at any one time (including staff) shall not exceed thirty (30) persons.</p>	<p>This condition is monitored by staff and/or SIA. The Premises is laid out as a small retail store and would not support a significant number of customers at one time.</p>

	<p>From my perspective, it is very odd to find such a condition on a Premises Licence for a retail store and matters of capacity are dealt with by fire legislation.</p>
<p>The premises licence holder shall employ a suitable number of staff at the premises.</p>	<p>In total, the Premises employs nine (9) staff members. I believe this is suitable.</p>
<p>The premises licence holder shall provide and maintain at least two (2) panic buttons for use by staff.</p>	<p>There are two (2) panic buttons at the Premises and they are located both located behind the serving counter.</p> <p>It is also worth pointing out that the Premises have installed further security measures to protect staff such as a security screen and lockable door to the till area. I exhibit photographs of the panic buttons as KW/22.</p>
<p>The premises licence holder shall provide and maintain a security light to the rear of the premises.</p>	<p>I walked to the rear of the Premises and observed a security light in situ as well as CCTV cameras. Please see exhibit KW/18.</p>
<p>A challenge 25 proof of age scheme shall be operated at the premises where the only acceptable forms of identification shall contain a photograph, date of birth, and a holographic mark or ultraviolet feature.</p>	<p>This condition specifies that the age verification policy, a mandatory condition, should be Challenge 25, which it is. Please see above and exhibit KW/1.</p>
<p>All staff employed at the premises engaged in the sale of alcohol shall be trained in the Challenge 25 scheme in operation at the premises. Staff members shall sign a training record to confirm that they have been trained in the Challenge 25 scheme. Copies of staff training records shall be kept at the premises and made available to Responsible Authority Officers on request.</p>	<p>All staff engaged in selling alcohol to members of the public are trained in the Premises' age verification policy (Challenge 25) and what ID is/is not acceptable. This is demonstrated across various exhibits, e.g., KW/1, KW/2, KW/3, KW/5, KW/14, and KW/20</p> <p>The master franchise also has mandatory e-learning for staff, which includes a module on underage sales. Please see exhibit KW/23.</p> <p>I was shown staff training records confirming that staff training is provided. Please see above.</p>

All staff employed at the premises engaged in the sale of alcohol shall be trained in the Challenge 25 scheme at least twice per annum.	Please see above.
The premises licence holder shall display a poster at point of sale disclosing that the premises operates a Challenge 25 policy.	During my inspection of the Premises I could see that there are numerous notices and posters throughout the Premises advertising the Challenge 25 scheme in operation and this included at point of sale. Please see exhibit KW/23 , for example.
Any sales of alcohol between the hours of 23:00 and 02:00 the day following shall be made by credit or debit card only.	<p>I asked Chandran about cash sales after 23:00 hours.</p> <p>Together we viewed the till audit log from 11pm on 18 December 2025 to 2am on 19 December 2025. See exhibit KW/24.</p> <p>The till audit log showed no cash sales made during this time.</p> <p>Notices are displayed notifying the fact that alcohol can only be purchased by credit or debit card between 23:00 and 02:00 to both customers and staff – see exhibit KW/24 also.</p>

LAYOUT OF THE PREMISES

Having visited the Premises I can confirm that the layout of the Premises matches the Licensing Plan shown on the Premises Licence.

SUMMARY OF FINDINGS

Having comprehensively inspected the Premises, I would describe it as being well run and operating in compliance (so far as it is able) with the conditions of its Premises Licence.

It is notable that the Premises has been visited several times since the first review application with no adverse findings (Hammersmith & Fulham 14/01/26 and Home Office 20/01/26). In both cases, the conditions of the licence were checked and no issues identified.

From my perspective, less is more when it comes to conditions on a Premises Licence. The Premises Licence for these Premises contains a lot of conditions, many of which duplicate and/or conflict with one another. Some of the conditions, for example the requirement to keep a list of street drinkers, are beyond the Premises Licence Holder's control.

It is my view that the most appropriate and proportionate way forward in respect of this Premises Licence is not to revoke it, but to look at each condition and consider whether they are necessary in this day and age. Some conditions, it is clear, have not achieved what they set out to do. For example, a requirement to only accept debit cards after 11pm has been superseded by the availability of pre-pay cards and the ability to pay by phone. It is questionable whether these conditions should remain on the Premises Licence. Consideration could be given to more modernised conditions. Revocation of the Premises Licence would be neither appropriate nor proportionate.

Signed: *Keith Walmsley*

KEITH WALMSLEY

Dated: **11/02/26**

EXHIBITS

Premises Age Verification Policy

The name of the Designated Premises Supervisor is **CHANDRAN MANOHARAN**

This policy applies in relation to the sale or supply of alcohol on these premises by a responsible person.

For this policy the responsible person is one of the following

- the holder of the premises licence;
- the designated premises supervisor;
- a person aged 18 or over who is authorised to allow the sale or supply of alcohol by an under 18; OR
- a member or officer of a club present on the club premises in a capacity which enables him or her to prevent the supply in question

Staff serving alcohol on the premises must require any individuals who appear to the responsible person to be under the age of 25 years of age to produce on request, before being served alcohol, identification bearing their photograph, date of birth, a holographic mark or an ultra violet feature.

Examples of appropriate identification include:

- A photo card driving licence
- A passport
- A proof of age card bearing the PASS hologram
- UK armed services I.D. Card.

The premises licence holder will ensure that staff are made aware of the existence and content of this policy.

Signed: *Chandran Manoharan* (CHANDRAN MANOHARAN)

Dated: 01/07/2025

Designated Premises Supervisor.

KW 1

STAFF TRAINING RECORD

THINK 25

BY SIGNING THIS DOCUMENT, I CONFIRM THAT I HAVE READ AND UNDERSTOOD THE ATTACHED INFORMATION REGARDING THE THINK 25

DATE	FIRST NAME	LAST NAME	SIGNATURE	SIGNATURE OF DPS/ MANAGER
14/01/25	Charudran	Manoharan	<i>[Signature]</i>	<i>[Signature]</i>
14/01/25	Balachandran	Harichandran	<i>[Signature]</i>	<i>[Signature]</i>
14/01/25	Anandh	Salin Neel Kumar	<i>[Signature]</i>	<i>[Signature]</i>
14/01/25	RAJESWARAN	VELU	<i>[Signature]</i>	<i>[Signature]</i>
14/01/25	Gokul	Sivasubramanyam	<i>[Signature]</i>	<i>[Signature]</i>
14/01/25	Anandh	Sivaanbu	<i>[Signature]</i>	<i>[Signature]</i>
14/01/25	SIGANTHIV	KANGAVEENTHAN	<i>[Signature]</i>	<i>[Signature]</i>
14/01/25	HEMANTH	GENJI	<i>[Signature]</i>	<i>[Signature]</i>
14/01/25	RISHAB	SUBASHCHANDRABOSE	<i>[Signature]</i>	<i>[Signature]</i>

KW2

All offences of an... premises of an... law, it's the positive duty of... to ensure... in the sale of alcohol to ensure...

UNDER 25?

IF YOU LOOK UNDER 25 YOU WILL BE ASKED FOR PROOF OF AGE WHEN YOU BUY AGE RESTRICTED PRODUCTS

**ALCOHOL
LOTTERY
TOBACCO**

ACCEPTABLE FORMS OF ID

- > All Passports (any country)
- > UK Provisional / Full Photographic Driving Licence
- > Photographic ID Cards that bear the 'PASS' Logo



drinkaware.co.uk for the facts

IARD 75CL

3749
5 RDC



KW2

Sensitive Products Refusal Log

Think 25!

DATE	TIME	PRODUCT REFUSED	REASON	APPROX AGE	MALE/FEMALE	CUSTOMER DESCRIPTION	ABUSE Y/N	COLLEAGUE NAME
15/11/25	7:00 AM	VAPE	NO PHYSICAL ID	17	Male	White young boy	NO	Ajinesh
16/11/25	13:20	RIZZLA	NO ID	18	F	White young girl	NO	Rishap
17/11/25	7:30 AM	ALCOHOL	NO ID	17	M	Blond boy	NO	Sameer
18/11/25	14:00	ALCOHOL	NO ID	18	Male	Black short boy	NO	Ajinesh
20/11/25	12:00 PM	VAPE	NO physical ID	17	male	white young girl	NO	Rajesh
25/11/25	11:00	Vape	NO Physical ID	16	F	Black tall girl	NO	Ajinesh
26/11/25	10:00	ALCOHOL	NO physical id	17	F	Blak girl	NO	Rishap
27/11/25	5:30	Vape	NO ID	18	male	white boy	NO	Rishap

DPS sign below to confirm the above information is correct for the till use, customer profile and meets expectations regarding refusals:

Sign: *Chandran*

Print Name: CHANDRAN MANOHARAN Date: 27/12/2025

ABM periodically check of DPS sign-off

Sign: *Chandran*

Print Name: CHANDRAN MANOHARAN Date: 28/12/2025

southern coop

Sensitive Products Refusal Log

Think 25!

DATE	TIME	PRODUCT REFUSED	REASON	APPROX AGE	MALE/FEMALE	CUSTOMER DESCRIPTION	ABUSE Y/N	COLLEAGUE NAME
23/11/25	8:50	Rizzla	white young girl	17	M	Black boy	No	Sameer
29/11/25	6:30	VELO NICOTENE	Young Boy NO ID.	15	M	white Asian Boy.	No.	Ajineer
14/12/25	17:20	VELO	Young boy NO ID	19	M	Sumatra boy	NO	Nithi
02/12/25	13:00	BEER.	NO Physical ID	22	F.	White girl. Arab.	No.	Ajineer
04/12/25	14:15	mix can	No Physical ID	23	M	white girl	No	Rid
05/12/25	15:30	Beer	NO ID	22	F	Black girl	NO	Se
06/12/25	16:45	Mix can	NO ID.	23	M	Black boy	No.	A
05/12/25	15:30	wine	NO. ID	22	M	white young boy	NO	

KW3

DPS sign below to confirm the above reflects the till use, customer profile and meets expectations regarding refusals:

Sign: Can Print Name: CHANDRAN MANOHARAN Date: 07/12

ABM periodic check of DPS sign-off:

Sign: Can Print Name: CHANDRAN MANOHARAN Date: 08/12

southern coop

Sensitive Products Refusal Log

Think 25!

DATE	TIME	PRODUCT REFUSED	REASON	APPROX AGE	MALE/FEMALE	CUSTOMER DESCRIPTION	ABUSE Y/N	COLLEAGUE NAME
17/07	7am	Vape	NO ID	19	M	White	NO	SA
18/07	9:30am	Alcohol	NO ID	24	F	White	NO	SA
20/07	10pm	Alcohol	NO ID	23	M	Black	NO	SA
23/07	12pm	Alcohol	no physical ID	21	M	White	NO	SA
25/07	2pm	Alcohol & Vape	NO ID	20	M	White	NO	SA
27/07	3:30pm	Alcohol	NO ID	18	M	Black	NO	SA
29/07	1:50 Am	Alcohol	NO ID	22	F	Black	NO	SA
30/07	8:Am	Alcohol	NO permitted hours	25	M	Black	NO	SA

DPS sign below to confirm the above reflects the till customer profile and meets expectations regarding refusals:

Sign: *Suzanthy* Print Name: **SUZANTHY** Date: 30/07/2025

ABM periodic check of DPS sign-off: *Cam* Print Name: **CHAN PRU** Date: 30/07/2025

Sign: *Cam* Print Name: **CHAN PRU** Date: 30/07/2025



UNDER 25?
 ACCEPTABLE FORMS OF ID:
 3-Month Temporary License
 Pennsylvania State Police
 Pennsylvania State Troop
 Pennsylvania State Constable
 Pennsylvania State Game Warden
 Pennsylvania State Game Warden Trainee
 Pennsylvania State Game Warden Candidate
 Pennsylvania State Game Warden Candidate Trainee
 Pennsylvania State Game Warden Candidate Candidate Trainee
 Pennsylvania State Game Warden Candidate Candidate Trainee Trainee

WILLOW & STONE
 FRUITY ROSE
 \$4.99

WILLOW & STONE
 \$8.50

WILLOW & STONE
 \$17.10

WILLOW & STONE
 \$10.70

Handwritten text in large, bold, black characters, possibly a brand name or promotional message, partially obscured by the bottles.

Part 2

Name, (registered) address, telephone number and email (where relevant) of holder of premises licence:

Wm Enterprises Limited
15 The Galley
Sutton
Surrey
SM2 5BT

Registered number of holder, for example company number, charity number (where applicable):

04914942

Name, address and telephone number of designated premises supervisor where the premises licence authorises the supply of alcohol:

Mr Chandran Manoharan
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Licensing Authority: London Borough Of Merton
Personal Licence Number: [REDACTED]

Annex 1 – Mandatory Conditions

1. Mandatory Condition

1) The premises licence holder or club premises certificate holder must ensure that an age verification policy is adopted in respect of the premises in relation to the sale or supply of alcohol.

(2) The designated premises supervisor in relation to the premises licence must ensure that the supply of alcohol at the premises is carried on in accordance with the age verification policy.

(3) The policy must require individuals who appear to the responsible person to be under 18 years of age (or such older age as may be specified in the policy) to produce on request, before being served alcohol, identification bearing their photograph, date of birth and either—

- (a) a holographic mark, or
- (b) an ultraviolet feature.

2. Mandatory Condition

1.A relevant person shall ensure that no alcohol is sold or supplied for consumption

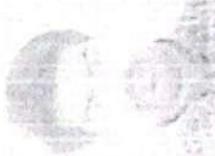
KW5

PERSONAL LICENCE (Licensing Act 2003)

25/01096/LAPER

Ajinesh Salin Nesa Kumar

158
pps House
ite City Estate
ndon
2 7QE



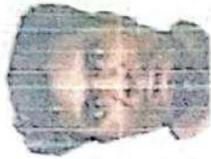
22.07.2025



Merton Council

Licensing Act 2003 - Personal Licence

First Name: Rajeswaran
Last Name: Vellu
Address:
79 Eastfild Road
Mertham
CB8 2LS
Licence No. 14/000063227



Name: SUBASHCHANDRABOSE, BISHAP

33 Latham Road
East Ham
London
E6 2DX



Issue Date: 23.07.2
Expiry Date: 09.12.2

REF: 25/02859/LAPER



Merton Council

Licensing Act 2003 - Personal Licence

First Name: Chandran
Last Name: Manoharan
Address:
271 Northborough Road
Streatham, London
SW16 4TU
Licence No. 14/000034111



This Personal Licence has been issued by London Borough of Newham. The holder of this personal licence is authorised to sell or supply alcohol or to authorise the sale or supply of alcohol in accordance with the Licensing Act 2003.

London Borough of Newham
Licensing Team
East Ham Town Hall
East Ham
E6 2RP

Telephone: 0203 373 1925

This licence is authorised to sell or supply alcohol in accordance with the Licensing Act 2003.

has been issued by:
and Fulham Council
ing Street, London, W6 9JU
1081

return to the above address

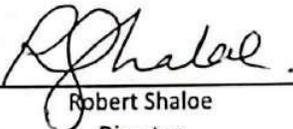
KWG



THIS IS TO CERTIFY THAT
KRISHNA VARDHAN GOUD BOLLAPALLI

Has achieved the following qualification

**QNUK Level 2 Award for
 Personal Licence Holders (RQF)**


 Robert Shaloe
 Director
 Qualifications Network

Centre Name: LONDON EDUCATION MANAGEMENT
Learner Number: QN21353993
Qualification Number: 603/2619/0
Issue Date: 03/02/2026

Centre Number: 15660
Certificate Number: QN0553963
Qualification Level: 2
Assessment Date: 31/01/2026

And has achieved the following credit(s)

Unit Title	Unit Number	Credit Value
Legal and Social Responsibilities of a Personal Licence Holder	F/616/6886	1



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 REGULATED
 register.ofqual.gov.uk



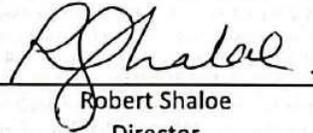


THIS IS TO CERTIFY THAT

Nithin Poovackadu

Has achieved the following qualification

**QNUK Level 2 Award for
Personal Licence Holders (RQF)**



Robert Shaloe
Director
Qualifications Network

Centre Name: LONDON EDUCATION MANAGEMENT
Learner Number: QN21353992
Qualification Number: 603/2619/0
Issue Date: 03/02/2026

Centre Number: 15660
Certificate Number: QN0553962
Qualification Level: 2
Assessment Date: 31/01/2026

And has achieved the following credit(s)

Unit Title	Unit Number	Credit Value
Legal and Social Responsibilities of a Personal Licence Holder	F/616/6886	1



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register.ofqual.gov.uk





Certificate of Attendance

This is to certify that

Nithin Poovackadu

attended a training event for age-restricted products retailers offered by
LBHF Trading Standards in February 2026.

.....*Doug Love*.....

Doug Love
Lead Officer for Age-restricted Products

KW6



Certificate of Attendance

This is to certify that

Rajeswaran Velu

attended a training event for age-restricted products retailers offered by
LBHF Trading Standards in February 2026.

.....*Doug Love*.....

Doug Love
Lead Officer for Age-restricted Products

KWG

	A	B	C	D	E	F	G	H
1		19/01/2026	20/01/2026	21/01/2026	22/01/2026	23/01/2026	24/01/2026	25/01/2026
2		MON	TUES	WED	THUR	FR	SAT	SUN
3	AJINESH	5-4M	5-3M	5-4M	5-4M	5-2M	4M	
4	RAJESH	5-2N	3-2N	6-2N	4-2N	2-3N	4-3N	1-2N
5	RISHAB	1-10N	1-10N	1-8N	7-5M	7-5M	OFF	6-5.3M
6	Nithin	10-7N	10-7N	8-7N	9-7N	10-7N	10-7N	OFF
7	Dharshan	OFF	OFF	7-6M	OFF	OFF	7-5M	OFF
8	Deepak	1-10N	1-10N	OFF	5-2N	5-2N	OFF	OFF
9	Krishna	OFF	5-2N	4-2N	5-2N	5-2N	4-3N	7-7
10	Nithya new joinee	4-2N	OFF	OFF	1-7N	1-10N	1-10N	5.30

W



TOTAL HOURS USED FOR THE WEEK

11

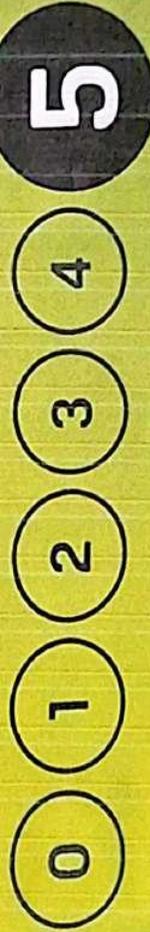
MANAGER ON DUTY: 1-744-731-023333
EMAIL ADDRESS: SBLONDIS@NIZAGROUP.COM

CONTACT DETAILS

LANDLINE NO: 02087437711
MANAGER ON DUTY: +44-7517825555
EMAIL ADDRESS: SBLONDIS@NIZAGROUP.COM

AS PER OUR LICENSE RESTRICTION WE CANT ABLE TO
SALE SINGLE BOTTLE OF BEER, CIDER, LAGER OR CANS

FOOD HYGIENE RATING



VERY GOOD

KWS

Welcome Shepherds Bush

54 UXBRIDGE ROAD ,

W128LP .

SBLONDIS@NIZAGROUP.COM

Date: [05/01/2025]

Dear Local Resident,

Invitation to Meeting Regarding Operation of the Premises

We hope this letter finds you well.

We are writing to invite you to attend a meeting to discuss the operation of Welcome Shepherds Bush , located at [54 UXBRIDGE ROAD, W128LP]. As a valued member of the local community, your views and feedback are important to us.

The purpose of this meeting is to:

- Provide information about the day-to-day operation of the premises
- Listen to any questions, concerns, or suggestions you may have
- Discuss how we can continue to operate in a way that is respectful and beneficial to the local area

Meeting details are as follows:

- Date: [19/01/2025]
- Time: [5.30 PM]
- Location: [Shop]

We believe open communication is key to maintaining a positive relationship with our neighbours, and we would greatly appreciate your participation.

If you are unable to attend but would still like to share your views, please feel free to contact us using the details above.

Thank you for your time, and we hope to see you at the meeting.

Yours sincerely,

AJINESH
Manager

Welcome Shepherds Bush

KW9

Welcome Shepherds Bush

54 UXBRIDGE ROAD,

W128LP.

SBLONDIS@NIZAGROUP.COM

Date: [06/06/2025]

Dear Local Resident,

Invitation to Meeting Regarding Operation of the Premises

We hope this letter finds you well.

We are writing to invite you to attend a meeting to discuss the operation of **Welcome Shepherds Bush**, located at **[54 UXBRIDGE ROAD, W128LP]**. As a valued member of the local community, your views and feedback are important to us.

The purpose of this meeting is to:

- Provide information about the day-to-day operation of the premises
- Listen to any questions, concerns, or suggestions you may have
- Discuss how we can continue to operate in a way that is respectful and beneficial to the local area

Meeting details are as follows:

- Date: [20/06/2025]
- Time: [5.30 PM]
- Location: [Shop]

We believe open communication is key to maintaining a positive relationship with our neighbours, and we would greatly appreciate your participation.

If you are unable to attend but would still like to share your views, please feel free to contact us using the details above.

Thank you for your time, and we hope to see you at the meeting.

Yours sincerely,

AJINESH
Manager

KW 9

Welcome Shepherds Bush

54 UXBRIDGE ROAD,

W128LP.

SBLONDIS@NIZAGROUP.COM

Date: [02/11/2025]

Dear Local Resident,

Invitation to Meeting Regarding Operation of the Premises

We hope this letter finds you well.

We are writing to invite you to attend a meeting to discuss the operation of **Welcome Shepherds Bush**, located at [54 UXBRIDGE ROAD, W128LP]. As a valued member of the local community, your views and feedback are important to us.

The purpose of this meeting is to:

- Provide information about the day-to-day operation of the premises
- Listen to any questions, concerns, or suggestions you may have
- Discuss how we can continue to operate in a way that is respectful and beneficial to the local area

Meeting details are as follows:

- Date: [16/11/2025]
- Time: [5.30 PM]
- Location: [Shop]

We believe open communication is key to maintaining a positive relationship with our neighbours, and we would greatly appreciate your participation.

If you are unable to attend but would still like to share your views, please feel free to contact us using the details above.

Thank you for your time, and we hope to see you at the meeting.

Yours sincerely,

AJINESH
Manager

Welcome Shepherds Bush

KW9

Date: [19/12/2025]

Welcome Shepherds Bush

54 UXBRIDGE ROAD ,

W128LP .

SBLONDIS@NIZAGROUP.COM

Dear Local Resident,

Invitation to Meeting Regarding Operation of the Premises

We hope this letter finds you well.

We are writing to invite you to attend a meeting to discuss the operation of **Welcome Shepherds Bush** , located at [54 UXBRIDGE ROAD, W128LP]. As a valued member of the local community, your views and feedback are important to us.

The purpose of this meeting is to:

- Provide information about the day-to-day operation of the premises
- Listen to any questions, concerns, or suggestions you may have
- Discuss how we can continue to operate in a way that is respectful and beneficial to the local area

Meeting details are as follows:

- **Date:** [04/01/2026]
- **Time:** [4.30 PM]
- **Location:** [WELCOME SHEPHERDS BUSH]

We believe open communication is key to maintaining a positive relationship with our neighbours, and we would greatly appreciate your participation.

If you are unable to attend but would still like to share your views, please feel free to contact us using the details above.

Thank you for your time, and we hope to see you at the meeting.

Yours sincerely,

AJINESH SALIN NESA KUMAR

Store Manager,

Welcome Shepherds Bush ,

54 UXBRIDGE ROAD ,

W128LP .

SBLONDIS@NIZAGROUP.COM

KWA

tobacco sold he



American Boza
2 for \$15

UNDER
21

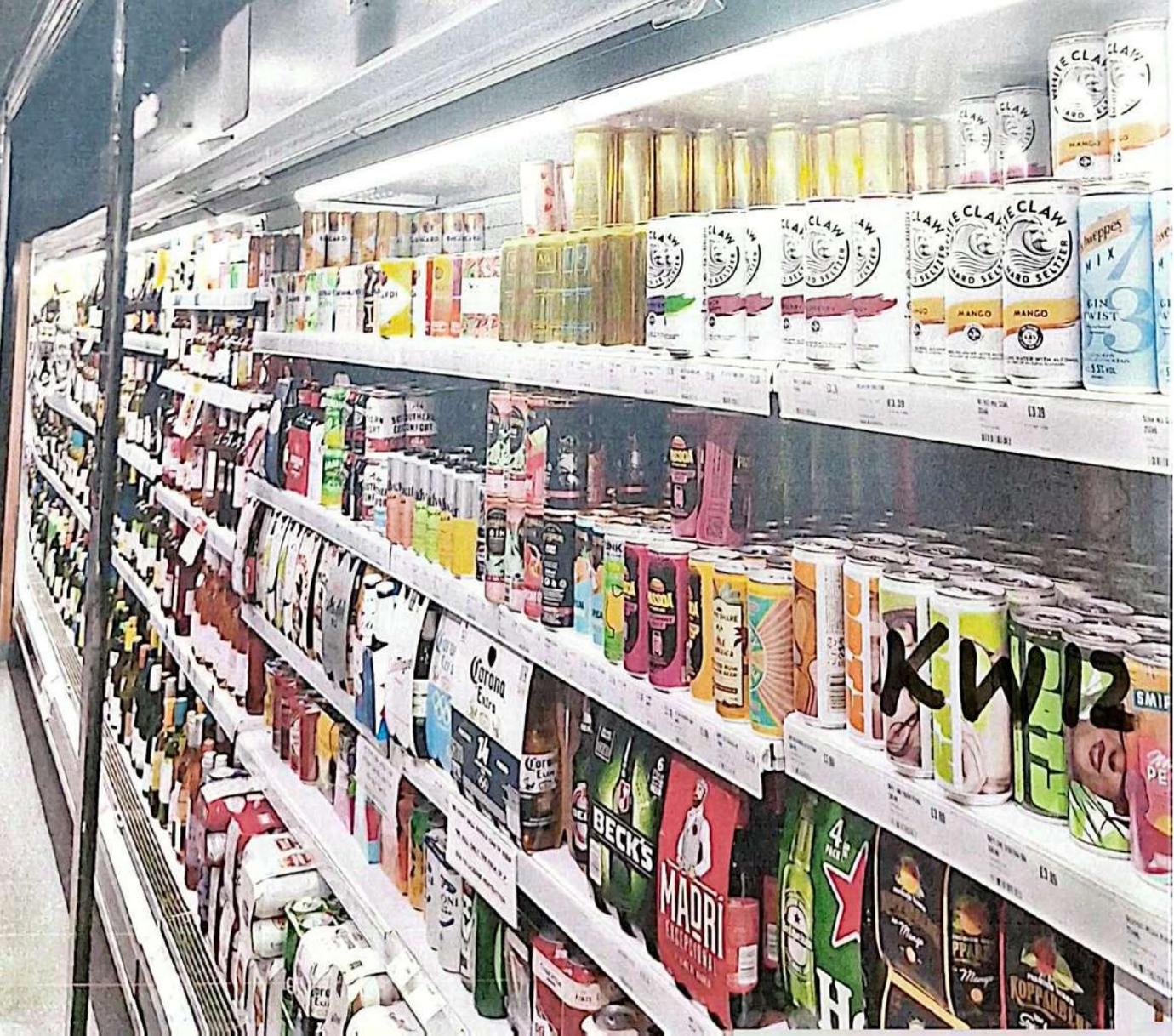
KW

GM



KW12

beer & cider



KWIZ

COMMUNITY

NoticeBoard

Permitted Licensed Alcohol Hours:
09:00 AM - 02:00 AM

~OPENING HOURS~

MONDAY - FRIDAY

5AM TO 2AM

SATURDAY

6AM TO 3AM

SUNDAY

6AM TO 2PM

PERMITTED HOURS FOR THE SALE OF ALCOHOL (9AM TO 2AM) (ALL DAYS OF THE WEEK)

Any Sale Of Alcohol Between
the hours of 23:00 and 02:00
the day following shall be
made by credit or debit card
only.

OPERATION

House

WITH
Dr CHRIS & Dr X



QUEST

JURASS

A QUEST TO FIND THE MOST

southbankcentre.co.uk
020 3379 9559

SOU

Cadbury

KW13



here

IT IS ILLEGAL TO SELL TOBACCO PRODUCTS TO ANYONE UNDER THE AGE OF 18

LOTTERY PLAYERS MUST BE OVER 18 YEARS OF AGE

Period of Licensed Alcohol Hours: 10:00 AM - 02:00 AM

OFFER SALE!
£25

Changing Lives Every Day

KW 13

THE SALE OF ALCOHOL BETWEEN THE HOURS OF 23.00 AND 02.00 THE DAY FOLLOWING SHALL BE MADE BY CREDIT OR DEBIT CARD ONLY.
THANK YOU
WELCOME SHEPHERDS BUSH

13 14 15 16

EUROMILLIONS'
MASSIVE JACKPOTS
EVERY TUESDAY AND FRIDAY

ASK FOR A LUCKY DIP

Customer notice

15p

All single use carrier bags charges are 15p

Welcome

OPENING HOURS
MONDAY - FRIDAY
1 AM TO 2 AM
SATURDAY
6 AM TO 1 AM
SUNDAY
6 AM TO 2 PM

PERMITTED FOR THE SALE OF ALCOHOL FROM 12 AM ALL DAYS IN THE WEEK

UNDER 25?

Please be prepared to show proof of age when buying e-cigarettes

ACS advice

10 years

SELLING VAPES RESPONSIBLY

ACS

IT IS ILLEGAL TO SELL DISPOSABLE VAPES FROM JUNE 1st 2025

ACS The voice of local change

KW 13

CONTACT DETAILS

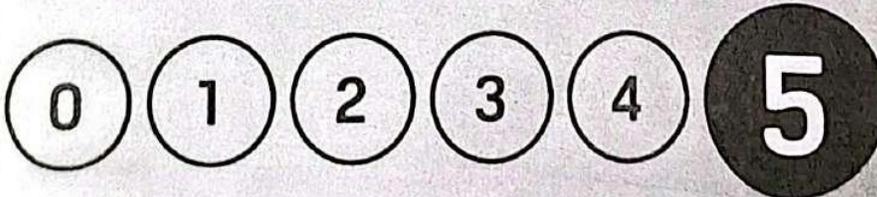
LANDLINE NO:02087437711
MANAGER ON DUTY:+44-7517825555
EMAIL ADDRESS: SBLONDIS@NIZAGROUP.COM

CONTACT DETAILS

LANDLINE NO:02087437711
MANAGER ON DUTY:+44-7517825555
EMAIL ADDRESS: SBLONDIS@NIZAGROUP.COM

AS PER OUR LICENSE RESTRICTION WE CANT ABLE TO
SALE SINGLE BOTTLE OF BEER ,CIDER,LAGER OR CANS

FOOD HYGIENE RATING



VERY GOOD

KW 13

**Permitted Licensed Alcohol Hours:
09:00 AM – 02:00AM**

STAFF TRAINING RECORD BOOK

Co-op Shepherds Bush

I certify that I have received training on the hours and conditions of our Premises Licence. The Licensing objectives. The sale of alcohol to under aged or drunken persons and our age verification policy which is the challenge 25 system.

Full Name	Position Held	Products Covered (Insert product code below)	Date of Initial Training	Date of 6 monthly Refresher Training	Staff Signature	DPS or Licence Holders' Signature certifying their satisfaction of staff competence.
Ajmesh Salin A. K. K. K.	manager	C, VP, D, U, A	04/01/20	1	Ajmesh	[Signature]
Rajeshwaran Velu	Sale supervisor	C, VP, D, U, A	04/01/20	1	V. Rajesh	[Signature]
Rishabh Choudhary	Staff	C, VP, D, U, A	04/01/20	1	S. Rishabh	[Signature]
Rishabh Choudhary	Staff	C, VP, D, U, A	04/01/20	1	N. Rishabh	[Signature]
Dipak Sanjayani	Staff	C, VP, D, U, A	04/01/20	1	S. Dipak	[Signature]
Nithyanandan	Staff	C, VP, D, U, A	04/01/20	1	R. Nithyanandan	[Signature]
Darshan Prabu	Staff	C, VP, D, U, A	04/01/20	1	D. Darshan	[Signature]

Product Codes: A - Alcohol C - Cigarettes and tobacco products E - Emergency evacuation procedures N - National lottery tickets and scratch cards S - Solvents Butane and Vapes F - Fireworks K - Knives P - Aerosol Paints and Party poppers
 V - Age restricted videos, CDs, DVDs, games and magazines. L - Licence hours and Conditions. VP - Premises age verification policy.
 D - Sale to drunken persons. U - Sale to under aged persons.

KW 14

AUTHORITY TO SUPPLY ALCOHOL

I being a personal licence holder, hereby authorise:-

[Ajinesh salin nesakumar]

[Rajeshwaran velu]

[Rishap subashchandrabose]

[Nithin poovakadu]

[Deepak sanjeevi]

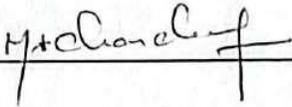
[Darshan prabu sivanesan]

[Krishna vardhan goud bollapalli]

[Nithyanandhan balasubramanian]

To make sales of alcohol under the terms and conditions of our Premises Licence subject to the restrictions under the Licensing Act 2003 for so long as [she][he] is employed by us to work at or until this authorisation is withdrawn, whichever is sooner.

Signed:



Designated Premises Supervisor

Dated:

27/12/2025

KW14

Delivery

Welcome Shepherds Bu (0743)

Supplier NDC : NDC

Week 2601

Delivery Number 0839871036

Status Added to Stock by 021

Delivery Date 01/02/2026

Store Name Welcome Shepherds Bu

Order 11627

Created 01/02/2026 08:45:15

KW15

Vinecode	Description	Size	VAT	Supp code	Case	Case Cost	Cases	Unit Cost	Cost	Unit retail	Retail	GP%
V145392	KI RI 4 Fggt Hzm	41.5G	20.00%	4878787	24	15.55	1.00	0.65	15.55	1.20	28.80	35.21
Barcodes for V145392 : 8445291373990												
V140520	Fanta Apple zero	500ML	20.00%	4897692	12	11.92	0.00	0.99	0.00	2.19	0.00	0.00
Barcodes for V140520 : 5449000330949												
V101497	LTS BSCOF & GO	45G	0.00%	4900081	8	7.83	1.00	0.98	7.83	1.50	12.00	34.75
Barcodes for V101497 : 54010628												
V054434	LOTUS ORGNL CRML BIS	250G	0.00%	552445	10	9.40	1.00	0.94	9.40	2.20	22.00	57.27
Barcodes for V054434 : 5410126716016												
V000508	LOCKETS H+LMN	EACH	20.00%	604275	20	8.13	1.00	0.41	8.13	1.20	24.00	59.35
Barcodes for V000508 : 50159086												
V147890	Always U Sec Night Pd	16EACH	0.00%	6160417	10	26.62	1.00	2.66	26.62	4.10	41.00	35.07
Barcodes for V147890 : 6006540709702												
V051883	PINOT PINOT CN 200ML	200ML	20.00%	628093	12	16.82	1.00	1.40	16.82	2.99	35.88	43.75
Barcodes for V051883 : 5060152093423												
V100426	CAP MORGAN SPICE RUM	35CL	20.00%	6689973	6	44.66	1.00	7.44	44.66	14.99	89.94	40.41
Barcodes for V100426 : 5000281028095												
V096005	HRSHY CKIES AND CRIM	40G	20.00%	8004749	24	12.05	1.00	0.50	12.05	1.30	31.20	53.65
Barcodes for V096005 : 753854500140												
VC22297	LEM SIP AIO SACHETS	8S	20.00%	830259	4	14.45	1.00	3.61	14.45	8.50	34.00	48.99
Barcodes for VC22297 : 5000158070882												
V047774	MITCH ADVICE AERO	200ML	20.00%	867985	6	10.98	1.00	1.83	10.98	3.99	23.94	44.96
Barcodes for V047774 : 5051389044920												
V007036	ALWAYS DISCREET PADS	20S	20.00%	870137	6	11.50	1.00	1.92	11.50	3.79	22.74	39.31
Barcodes for V007036 : 40154000629245												
V000039	WRGLYS EX PAMNT	14G	20.00%	878006	30	11.19	1.00	0.37	11.19	0.90	27.00	50.27
Barcodes for V000039 : 40099361												

DWVG

DRINKS WHOLESALE GROUP

James Sales

Drinks Wholesale Group Ltd Vat No: 415 6627 93 Company No: 01839722 AWRS: XRAW00000120138

Invoice (7961):
NIZA ENTERPRISES LTD
54 UXBRIDGE ROAD
LONDON
W12 8LP

Date: 09-Nov-25 11:14:52

Invoice No: INV-1016144

Page: 1 of 1

Your Ref:

Terms:

Served By: TILL4



INVOICE

Qty	Code	Pack Size	Description	Price	VAT	Amount
10	MTW1	24X200ML	MAGNUM TONIC WINE	£52.99	S/A	£529.90
1	GUIN5	24X330ML	GUINNESS MALTA ALCOHOL FREE	£17.99	S/A	£17.99
1	SUPM3	24X330ML	SUPERMALT GINGER BEER	£14.99	S/A	£14.99
2	FER-KT	48X18G	FERRERO KINDER TRONKY	£16.99	S/A	£33.98
1	AIRH-RBL	12X34G	AIRHEADS GUM USA RASPBERRY LEMONADE (USA)	£13.49	S/A	£13.49
1	AIRH-WM1	12PX33G	AIRHEADS GUM USA WATERMELON (USA)	£13.49	S/A	£13.49
1	AIR-BR-GUM	12X33G	AIRHEADS BLUE RASPBERRY GUM (USA)	£13.49	S/A	£13.49
3	DMW1	24X8G	CADBURY DAIRY MILK WAFER ROLLS	£4.99	S/A	£14.97
1	DMW1	24X8G	CADBURY DAIRY MILK WAFER ROLLS	£4.99	S/A	£4.99

Rate	Code	EXC	VAT	INC
20.00%	S/A	£657.29	£131.46	£788.75

Items: 21 Total (Exc VAT): £657.29
Lines: 9 VAT: £131.46
U/Loads: 1 Total (Inc VAT): £788.75

All goods remain the property of Drinks Wholesale Group LTD until payment is received in full.

Bank Details: Barclays Bank
Drinks Wholesale Group LTD
S/C 20-00-00
A/C 43241807

Goods Without English Ingredients Should Be Labelled Accordingly Before Sale.

DWVG

DRINKS WHOLESALE GROUP

KW15

105 Bond Road, Mitcham, CR4 3HG
020 8646 6502
info@drinkswholesalegroup.com

North Hyde Wharf, Hayes Road,
Southall, UB2 5NS
Tel: 020 8893 6000

Unit2, 40-44 Purley Way
Croydon, CR0 3JP
Tel: 020 8664 3190

*All goods are sold subject to our relevant terms, available on request.
*This invoice must be presented for any queries or returns within 3 days.



625A Mitcham Road Croydon, Croydon CR9 3AT
T: 0206 848357

MR. VISVANATHAN RAGUNATHAN
MIZA SUPERSTORES (EASTBOURNE) LTD
SUTTON CORNER SERVICE STATION
EASTBOURNE ROAD,
SEAFORD, BN25 4QS

INVOICE: 162086

11 Oct 2025, 10:35

VAT Reg No:
Customer ID: 408795

Tax ID: 9
Customer ID: 481

Item #	Product Description	UOP	UOS	Qty	Price(£)	Ext.Price(£)	RRP(£)	POR	VAT	
99522	DEL MONTE MANGO & PASSIONFRUIT JUICE DRINK	500ml	-	12	1	6.59	6.59 P	0.00	0.0%	A
99500	DEL MONTE LEMON & RASPBERRY JUICE DRINK	500ml	-	12	1	6.59	6.59 P	0.00	0.0%	A
99545	DEL MONTE WATERMELON JUICE DRINK	500ml	-	12	1	6.59	6.59 P	0.00	0.0%	A
99539	DEL MONTE LEMON & STRAWBERRY JUICE DRINK	500ml	-	12	1	6.59	6.59 P	0.00	0.0%	A
155394	PASSOA PINL LMN SPRITZ RTD	250ml	-	12	3	14.49	43.47 P	0.00	0.0%	A
116174	THREE MILLS RESERVE RED 8% PM	75cl	-	6	1	16.99	16.99 P	0.00	0.0%	A
294563	HARDYS VR CABERNET SAUVIGNON	75cl	-	1	1	24.99	24.99 P	0.00	0.0%	A
294613	HARDYS VR SHIRAZ	75cl	-	1	1	24.99	24.99 P	0.00	0.0%	A
584432	ABSOLUT BLUE	35cl	-	1	3	45.99	137.97 P	0.00	0.0%	A
32820	MALIBU PINEAPPLE £2.19	25cl	-	12	4	13.49	53.96 P	2.19	38.40%	A
895508	KOPPARBERG GIN & LEMONADE	250ml	-	12	1	12.99	12.99 P	0.00	0.0%	A
695508	KOPPARBERG GIN & LEMONADE	250ml	-	12	1	12.99	12.99 P	0.00	0.0%	A
932937	KOPPARBERG STRAWBERRY COSMO	250ml	-	12	1	12.49	12.49 P	0.00	0.0%	A
932937	KOPPARBERG STRAWBERRY COSMO	250ml	-	12	1	12.49	12.49 P	0.00	0.0%	A
39742	CHIVAS REGAL WHISKY	70cl	-	1	1	126.99	126.99 P	0.00	0.0%	A
585350	GREY GOOSE VODKA	70cl	-	1	1	174.99	174.99 P	0.00	0.0%	A
Trolley: 1		Cases: 7	Singles: 16	Total: 23	Sub Total: 681.67		Inc. Vat: 136.33			

Code	Rate	Value of Goods	VAT	Total Goods:	
A	20	681.67	136.33	Total Goods:	681.67
B	5	0.00	0.00	VAT:	136.33
Z	0	0.00	0.00	Total incl VAT:	818.00

Please note that due to the unprecedented trading conditions we will not accept any goods being returned until further notice.



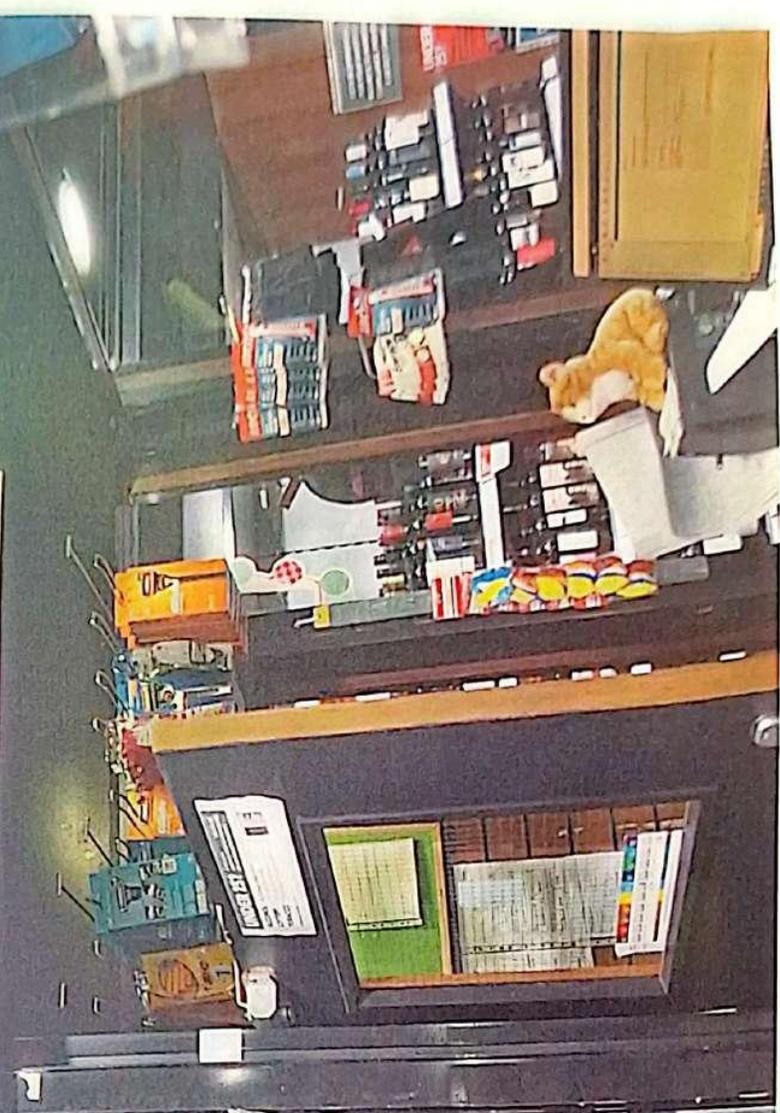
KW15

**IT IS ILLEGAL TO
SELL TOBACCO
PRODUCTS TO
ANYONE UNDER
THE AGE OF 18**

**LOTTERY PLAYERS MUST
BE OVER 18
YEARS OF AGE**

Licensing Act 2003
The above act makes it an offence for an off licence holder to supply a person under 18, to order to supply a person under 18, or to supply a person to buy or attempt to buy alcohol. It is an offence for a person knowingly to sell tobacco to a person under 18 years of age for the purpose of obtaining unlawful profits.

**FOR YOUR SAFETY
AND SECURITY
CCTV IS USED IN
THIS STORE**
FIRST FLOOR, AS 55 THE BUCKLE
SOUTHWALL, MIDDELSEX, UK, S20 2JG



DOOR STAFF REGISTER
 Welcome Shepherd's Bush
 S4 Uxbridge Road, W12 8LP.

$20 \text{ Hrs} \times \pounds 11 = \pounds 220$
 for monthly payment.

Rate $\pounds 11$
 $\pounds 511.50$

PRINT FULL NAME	SIA No	Badge	Date	Start time	Finish Time	Agency name/address	Contact Agency	Contact No	Contact Door Staff	No
D. S. SORO	1019	5047	02/05/25	5:00 PH	2:00 AM	DOKSON SECURITY LTD	048353625452	04835357210		
D. S. SORO	—	—	30/05/25	5:00 PH	2:00 AM	—	—	—	—	—
D. S. SORO	—	—	01/10/25	5:00 PH	2:00 AM	—	—	—	—	—
D. S. SORO	—	—	02/10/25	5:00 PH	2:00 AM	8.45	—	—	—	—
D. S. SORO	—	—	03/10/25	4:00 PH	3:00 AM	11	—	—	—	—
D. S. SORO	—	—	04/10/25	4:19 PH	3:00 AM	10.45	—	—	—	—
D. S. SORO	—	—	05/10/25	5:05 PH	2:00 AM	9	—	—	—	—

731.50

DOOR STAFF REGISTER
 Welcome Shepherd's Bush
 54 Uxbridge Road, W12 8LP.

65 HRS 45

Paid

65 HRS 45
 x £11
 = £723.25

PRINT FULL NAME	SIA No	Badge	Date	Start time	Finish Time	Agency name/address	Contact Agency	No	Contact Door Staff	No
D. S. SORO	1019	5047	08/12/25	5:00 PM	2:00 AM	DOKSON SECURITY LTD	07833925732		07478357210	
D. S. SORO	—	—	09/12/25	5:00 PM	2:00 AM	9 —	—	—	—	—
D. S. SORO	—	—	10/12/25	5:00 PM	2:00 AM	9 —	—	—	—	—
D. S. SORO	—	—	11/12/25	5:00 PM	2:00 AM	9 —	—	—	—	—
D. S. SORO	—	—	12/12/25	4:00 PM	3:00 AM	" —	—	—	—	—
D. S. SORO	—	—	13/12/25	5:19 PM	3:00 AM	9.45	—	—	—	—
D. S. SORO	—	—	14/12/25	5:00 PM	2:00 AM	9 —	—	—	—	—

KW17



bake & bite

COSTA
EXPRESS

KW 18

ROUGH OF HAMMERSMITH AND FULHAM
RNE STREET
W12

KW18



KW 18

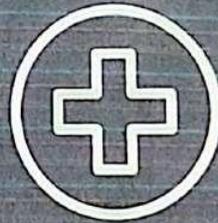
ACCIDENT / INCIDENT REPORT

Incident Date:	Incident Time
Location:	Date & Time Reported:
Person Injured: <input type="checkbox"/> Employee <input type="checkbox"/> Visitor <input type="checkbox"/> Other:	
Full Name:	
Address: SHEPERDS BUSH .	
Phone:	Email:

DETAILS OF ACCIDENT / INCIDENT

INCIDENT

REPORT BOOK



Name:	Contact:
-------	----------

ACTIONS COULD HAVE PREVENTED THE INCIDENT

SHEPERDS Bush

Form Completed By:	Date:
Approved By:	Position:
Signature:	Date:

KW 19

Polite notice to our customers

Please do not loiter nor drink outside the premises and

Respect the needs of local residents and leave the premises and area quietly

It is our policy that identification shall be sought from any person who wishes to purchase alcohol and who appears to be under the age of 25 years. By law we are only permitted to accept identification bearing a photograph, a date of birth and a holographic mark or an ultraviolet feature.

CCTV is in use at these premises for the purpose of preventing/detecting crime.

LICENSING ACT 2003 SECTION(3) (B)

CHANDRAN MANOHARAN, the Designated premises supervisor (DPS) hereby certify that the premises licence is kept at these premises in my custody and a summary of the licence is prominently displayed herein.

Complaints to be brought to the attention of the DPS on 02087437711

KW20

CLEANING CHECKLIST

SHOP NAME: WELCOME STEPHEN D'S BUSH .

MONTH: OCTOBER 25

S.N	CLEANING	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
0	POINTS	✓	✓																													
1	Regular Sweeping	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	LITTER REMOVA L	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	JET WASHIN G	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	WASTE MANAGE MENT	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
5	SAFETY CONSIDE RATION	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Signature: [Handwritten Signature]

Checked By:

KW 21

Authorised BY:

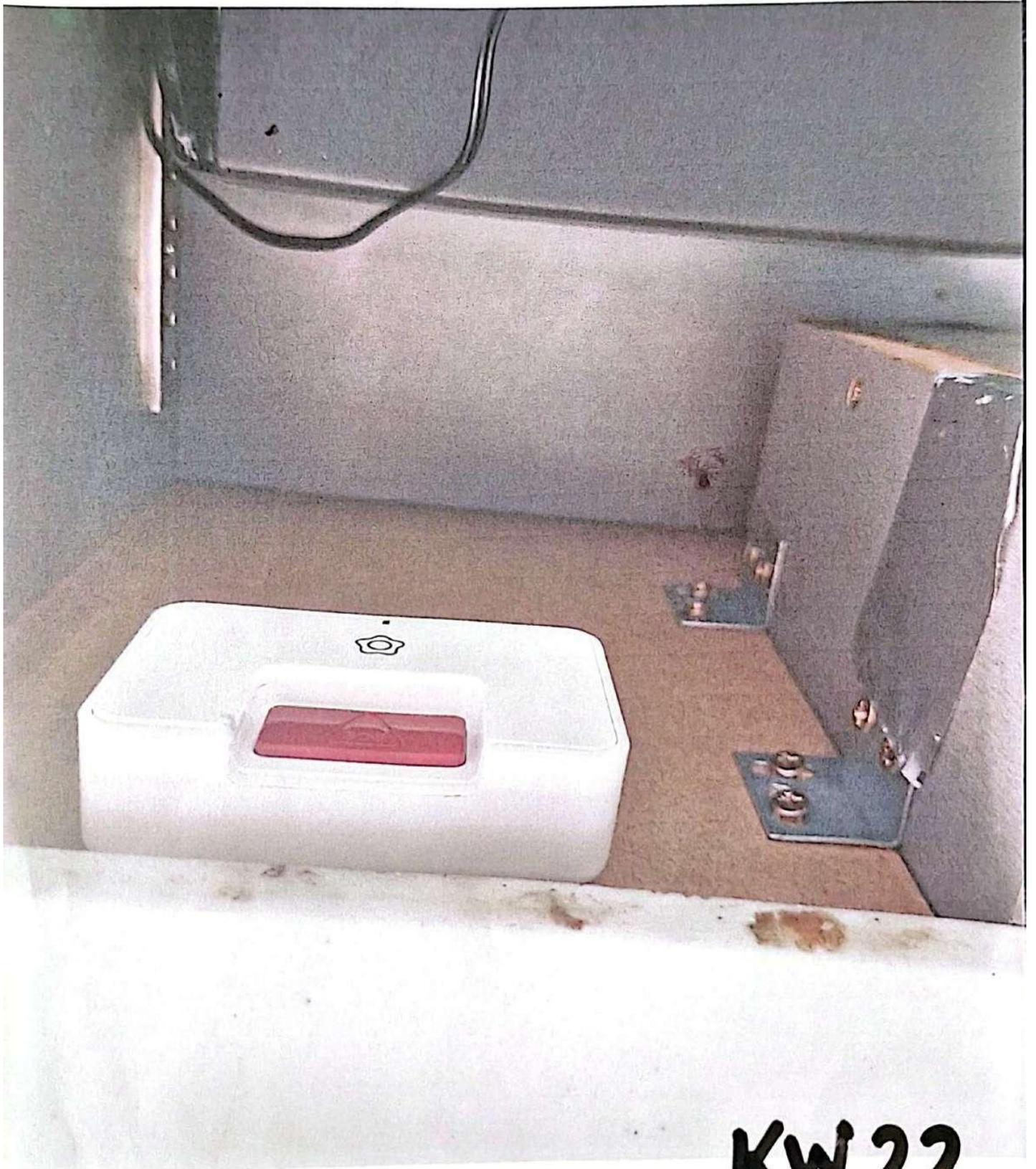
[Handwritten Signature]

Welcome Coop- Shepherds bush

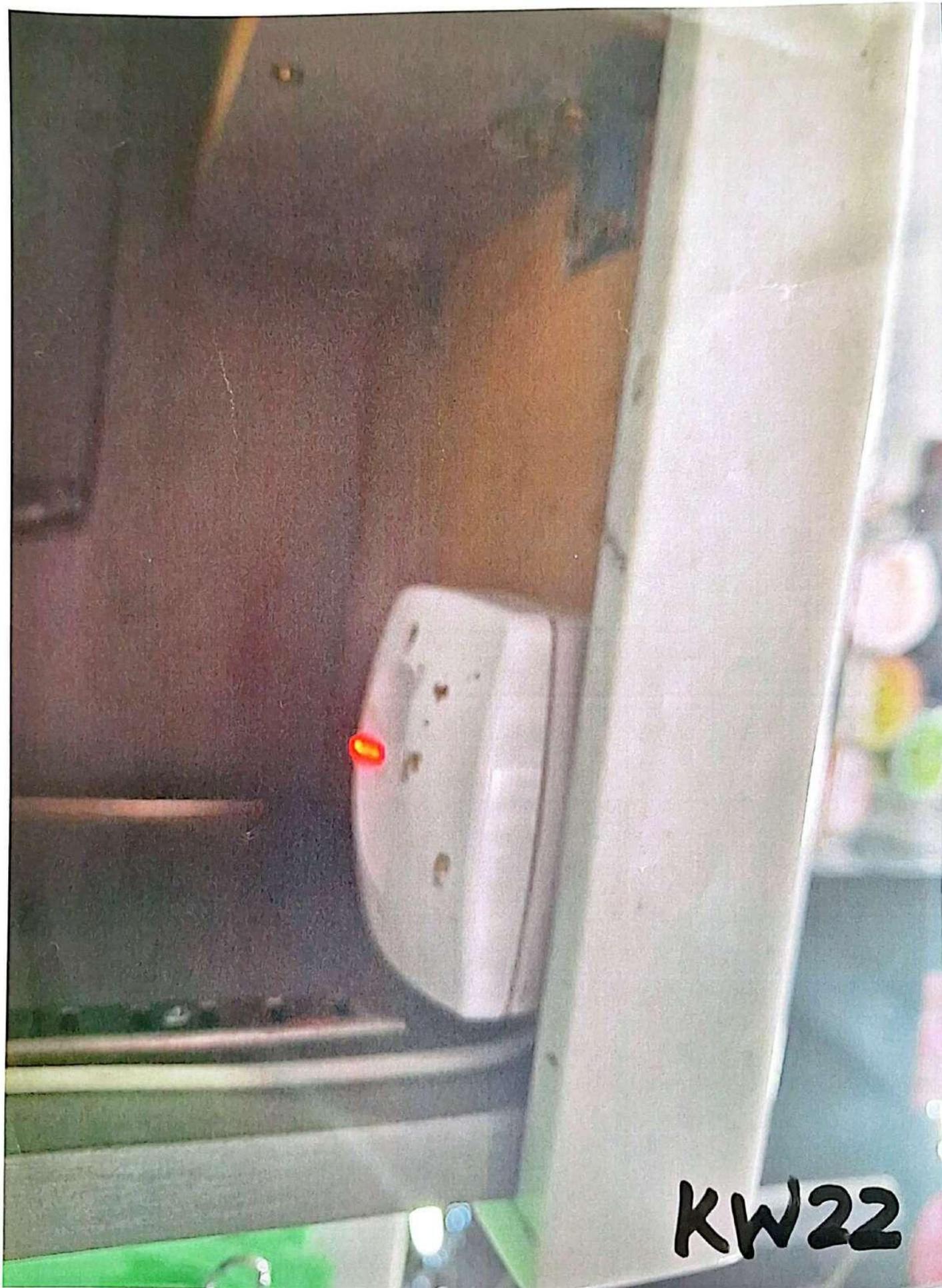
Outside Cleaning Checklist

Date	Remove litter around premises	Sweep and Collect waste	Dispose of litter	Wash and clean surfaces	Staff Name	Signature
01/06/25	✓	✓	✓	✓	Ananth	
02/06/25	✓	✓	✓	✓	Ananth	
03/06/25	✓	✓	✓	✓	Ananth	
04/06/25	✓	✓	✓	✓	Ananth	
05/06/25	✓	✓	✓	✓	Sameer	
06/06/25	✓	✓	✓	✓	Ananth	
07/06/25	✓	✓	✓	✓	Ananth	
08/06/25	✓	✓	✓	✓	Sameer	
09/06/25	✓	✓	✓	✓	Ananth	
10/06/25	✓	✓	✓	✓	Ananth	
11/06/25	✓	✓	✓	✓	Ananth	
12/06/25	✓	✓	✓	✓	Sameer	
13/06/25	✓	✓	✓	✓	Ananth	
14/06/25	✓	✓	✓	✓	Ananth	
15/06/25	✓	✓	✓	✓	Sameer	
16/06/25	✓	✓	✓	✓	Ananth	
17/06/25	✓	✓	✓	✓	Ananth	
18/06/25	✓	✓	✓	✓	Sameer	
19/06/25	✓	✓	✓	✓	Sameer	
20/06/25	✓	✓	✓	✓	Sameer	
21/06/25				✓	Rishap	
22/06/25						
23/06/25						
24/06/25						
25/06/25						

KW21



KW22



KW22



<p>£8.25</p> <p>Ramon Bilbao Rioja 75cl</p> <p>641342 3020012 4267428 6</p>	<p>UNDER 25? IF YOU LOOK UNDER 25 YOU WILL BE ASKED FOR PROOF OF AGE WHEN YOU BUY AGE RESTRICTED PRODUCTS</p>	<p>£17.10 15cl £8.50</p> <p>Famatina Valley Argentina 2021</p>
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<p>ALCOHOL</p> <p>LOTTERY</p> <p>TOBACCO</p>	<p>ACCEPTABLE FORMS OF ID</p> <ul style="list-style-type: none"> ➤ All Passports (any country) ➤ UK Provisional / Full Photographic Driving Licence ➤ Photographic ID Cards that bear the 'PASS' Logo <p>drinkaware.co.uk for the facts</p>	<p>£17.10 15cl £8.50</p> <p>Vieille Ferme, Nude Ink, J. B. Languiquan Dry Rose, Welmoeel, Mount Royal</p>
---	---	--



Standard Operating Procedure (SOP) for Alcohol

This SOP describes the activities necessary to ensure compliance with legislation and company policy.

The systematic process of evaluating the potential risk that may be involved in each activity can be found in the risk assessment which is available to all colleagues.

The SOP must be followed to either eliminate, or reduce the risks to as low as reasonably practicable when carrying out an activity.

It is a criminal offence for any person to sell alcohol to children under the age of 18 anywhere. There are no exceptions to this.

Regardless of store opening times, as a responsible retailer, it is Southern Co-op policy not to sell alcohol before 8am* (10am Sunday). *For store specific restrictions/exceptions please refer to your Store Licence.

The sale and consumption of alcohol is rigorously controlled by law in the case of persons under the age of 18. This is because of the risks of excessive alcohol consumption by persons under the age of 18.

This also applies to selling liquor confectionery to anyone under the age of 16.

The onus is on everyone involved in the sale of alcohol to ensure they do not commit a criminal offence by breaking this law. It's the positive duty of licence holders and anyone who works in licensed premises not to sell alcohol to a person under 18.

All offences of an adult selling alcohol to under 18's carry the penalty of an unlimited fine imposed by a court and/or suspension of the premises licence for up to 3 months.

KW 23

Welcome

The Criminal Justice and Police Act 2001 (Amendment) and the Police Reform Act 2002 (Modification) Order 2004 gives the police the power to issue fixed penalties for the following offences:

- Selling or attempting to sell alcohol to a person who is drunk
- Buying or attempting to buy alcohol on behalf of a person under the age of 18 ('proxy sales')
- Buying or attempting to buy alcohol for consumption on relevant premises by a person under the age of 18
- Sale of alcohol anywhere to a person under the age of 18

You must remember the 'Think 25!' policy – if you have to refuse a sale this must be recorded in the Sensitive Products Refusal Log.

Note: Each one per metre bay of Beers, Wines and Spirits (BWS) and promotion ends with BWS merchandised on them must display the 'Think 25!' POS which is located in Our Store.



UNDER 25? IF YOU LOOK UNDER 25 YOU WILL BE ASKED FOR PROOF OF AGE WHEN YOU BUY AGE RESTRICTED PRODUCTS.

ALCOHOL **LOTTERY** **TOBACCO**

ACCEPTABLE FORMS OF ID

- > All Passports (any country)
- > UK Provisional / Full Photographic Driving Licence
- > Photographic ID Cards that bear the PASS Logo

drinkaware.co.uk for the facts

Police and trading standards officers are empowered to send young under 18s into licensed premises to try and buy alcohol.

This is called 'test purchasing'. Neither the actions of these officers or the young people are offences. A failed test purchase may range from a fixed penalty notice of £90 to the person making the sale up to an unlimited fine, review and suspension of the premises licence if prosecuted.

In the event a test purchase is failed then the Age Related Sales - Failed Test Purchase Pack (ARS Pack) must be completed.

Owner	DEPARTMENT	Franchise
Date	DATE UPDATED	April 2020
Version	VERSION NUMBER	1
Approval	JOB ROLE	Luke Reeves

KW 23



Welcome Franchise

Learning plan

Learning plan description

Courses in the learning plan

12 E-learning | 15h 22m average time

	Welcome - Fire Safety Mandatory EN-GB E-learning 20m 00s Course completed	RETAKE	▼
	Welcome - Manual Handling Mandatory EN-GB E-learning 30m 00s Course completed	RETAKE	▼
	Welcome - Food Safety Awareness Mandatory EN-GB E-learning 45m 00s Course completed	RETAKE	▼
	Welcome - COSHH Mandatory EN-GB E-learning 30m 00s Course completed	RETAKE	▼
	Welcome - Underage Sales Mandatory EN-GB E-learning 15m 00s Course completed		RETAKE ▼
	Welcome - Food Allergens Awareness Mandatory EN-GB E-learning 30m 00s Course completed	RETAKE	▼
	Welcome: Cyber Security Mandatory EN-GB E-learning 30m 00s Course completed	RETAKE	▼
	Welcome: Saving Energy Mandatory EN-GB E-learning 30m 00s Course completed	RETAKE	▼
	Welcome: Fire Extinguishers Mandatory EN-GB E-learning 20m 00s Course completed	RETAKE	▼
	Welcome: Customer Service Mandatory EN-GB E-learning 30m 00s Course completed	RETAKE	▼
	Welcome: Workplace first Aid Awareness Mandatory EN-GB E-learning 30m 00s Course completed	RETAKE	▼
	Roll Cage Safety Mandatory EN-GB E-learning 12m 00s Course completed	RETAKE	▼

Learning plan progress

Completed ▼

Learning plan details

- Average completion time**
5 hours 22 minutes
- Time to complete**
Unlimited access
- Completion time**
13/10/2025 12:29:21
- Learning plan ID**
LP-602ZVV

KW 23

Till Audit Log
 Welcome Shepherds Bu (743)
 Till 2 - From 17/12/2025 23:00 to 18/12/2025 2:00

Transaction	Amount	Method	Card	Card No	Card Exp	Card Exp	Card Exp	Card Exp
Transaction Total	1.99	Card	EFT					
CASH	1.99	CASH						
Change	0.00							
32 18/12/2025 12:39 8 AM Emp-23 Till-2								
ClearlyOverAge	0.00							
WATER BOTTLE	1.99	Card	EFT					
CASH	1.99	CASH						
Change	0.00							
33 18/12/2025 12:40 10 AM Emp-23 Till-2								
LAND SAMOSA	1.49	Card	EFT					
CASH	2.98	CASH						
Transaction Total	2.98							
MasterCard	1.49	MasterCard	EFT					
CASH	1.49	CASH						
Change	0.00							
34 18/12/2025 12:42 50 AM Emp-23 Till-2								
W/LMD BIRD STL WTR	1.99	Card	EFT					
W/LMD BIRD STL WTR	1.99	Card	EFT					
Transaction Total	3.98							
Visa Debit	1.99	Visa Debit	EFT					
CASH	1.99	CASH						
Change	0.00							
35 18/12/2025 12:43 19 AM Emp-23 Till-2								
Hot Bouday Mix	2.99	Card	EFT					
ClearlyOverAge	0.00							
CRUNCH 434GHL	6.50	Card	EFT					
CRUNCH CHIPS SOON	5.99	Card	EFT					
CP LAG COMPOSTBLE B	0.15	Card	EFT					
Transaction Total	15.62							
Debit MasterCard	15.62	Debit MasterCard	EFT					
CASH	0.00	CASH						
Change	0.00							
36 18/12/2025 12:44 05 AM Emp-23 Till-2								
ClearlyOverAge	0.00							
CHERRY B MINK	2.99	Card	EFT					
Transaction Total	2.99							
Cash	2.99	Cash						
Change	0.00							
37 18/12/2025 12:45 55 AM Emp-23 Till-2								
Rate Crca Op 3500	1.00	Card	EFT					
CP 2 PHT WHOLE ME	1.44	Card	EFT					
NESTLE NICE LIFE	4.92	Card	EFT					
DORITOS COOL ORION	1.75	Card	EFT					
CP LAG COMPOSTBLE B	0.15	Card	EFT					
Transaction Total	9.26							
MasterCard	9.26	MasterCard	EFT					
CASH	0.00	CASH						
Change	0.00							
38 18/12/2025 12:47 27 AM Emp-23 Till-2								
W/LMD ICE COOL - 2	7.35	Card	EFT					
SNIPS FRANK COOKTA	1.39	Card	EFT					
Transaction Total	8.74							
Visa Debit	8.74	Visa Debit	EFT					
CASH	0.00	CASH						
Change	0.00							
39 18/12/2025 12:48 19 AM Emp-23 Till-2								
ClearlyOverAge	0.00							
VELO ICE COOL - 2	7.35	Card	EFT					
SNIPS FRANK COOKTA	1.39	Card	EFT					
Transaction Total	8.74							
Visa Debit	8.74	Visa Debit	EFT					
CASH	0.00	CASH						
Change	0.00							
40 18/12/2025 12:48 52 AM Emp-23 Till-2								
Unknown Item	5900998000349	Card	EFT					
Miller Fet Cor Stw	4.025500277239	Card	EFT					
HERSTEA ENERGY ULT	5.060335635174	Card	EFT					
GROCERY NON VAT	0.000007272721	Card	EFT					
Transaction Total	6.10							
Visa Debit	6.10	Visa Debit	EFT					
CASH	0.00	CASH						
Change	0.00							
41 18/12/2025 12:48 19 AM Emp-23 Till-2								
ClearlyOverAge	0.00							
VELO ICE COOL - 2	7.35	Card	EFT					
SNIPS FRANK COOKTA	1.39	Card	EFT					
Transaction Total	8.74							
Visa Debit	8.74	Visa Debit	EFT					
CASH	0.00	CASH						
Change	0.00							
42 18/12/2025 12:48 52 AM Emp-23 Till-2								
Unknown Item	505552705074	Card	EFT					
Cheddar Cheese Cro	505552701496	Card	EFT					
Sandwich Roll	0054545454545	Card	EFT					
Lamb Samosa	500082000070	Card	EFT					
CP STCH PANCAKES	5000128310444	Card	EFT					
Transaction Total	6.16							
Visa Debit	6.16	Visa Debit	EFT					
CASH	0.00	CASH						
Change	0.00							
43 18/12/2025 12:50 30 AM Emp-23 Till-2								
CP STNLS SCOURERS	5.000128946592	Card	EFT					
Transaction Total	1.70							
Cash	1.70	Cash						
Change	0.00							
44 18/12/2025 12:50 30 AM Emp-23 Till-2								
CP STNLS SCOURERS	5.000128946592	Card	EFT					
Transaction Total	1.70							
Cash	1.70	Cash						
Change	0.00							
45 18/12/2025 01:08 28 AM Emp-23 Till-2								
SHANI-STNA-GRA-500	0012000078279	Card	EFT					
Transaction Total	1.99							
Visa Debit	1.99	Visa Debit	EFT					
CASH	0.00	CASH						
Change	0.00							
46 18/12/2025 01:09 28 AM Emp-23 Till-2								
Magnum Tonic Wine	5024574195507	Card	EFT					
Transaction Total	4.70							
Visa Debit	4.70	Visa Debit	EFT					
CASH	0.00	CASH						
Change	0.00							

94 to

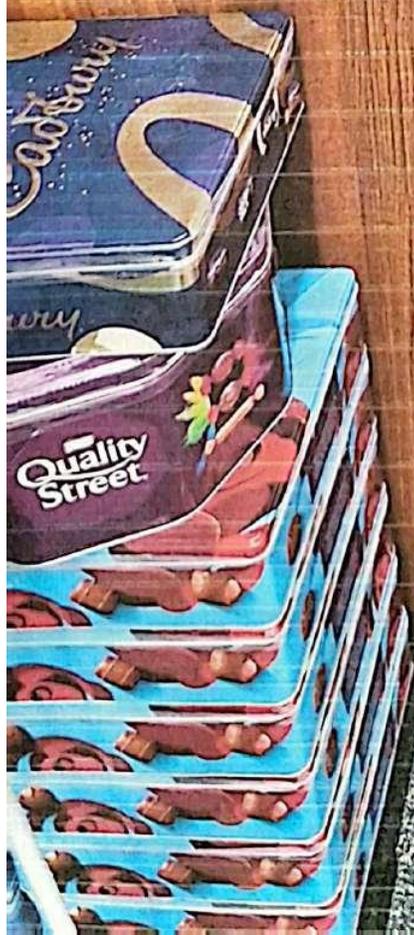
Number

KW24

TAYLOR & WARD

Folding Umbrella

Any Sale Of Alcohol Between the hours of 23:00 and 02:00 the day following shall be made by credit or debit card only.



KW24



ANY SALE OF ALCOHOL BETWEEN
THE HOURS OF 23.00 AND 02.00 THE
DAY FOLLOWING SHALL BE MADE BY
CREDIT OR DEBIT CARD ONLY.

RW24

ANY SALE OF ALCOHOL BETWEEN THE HOURS OF 11:00 AM AND 02:00 THE DAY FOLLOWING SHALL BE MADE BY CASH OR DEBIT CARD ONLY. THANK YOU. WELCOME TO THE BUSH

Customer notice



All single use carrier bags charges are 15p

WALGREENS

ALLEN & BELLING
MORNINGTON ROAD
5, NORTH BRIDE
MORNINGTON QLD
4118
ALLEN & BELLING
MORNINGTON
MORNINGTON ROAD
5, NORTH BRIDE
MORNINGTON QLD
4118
MORNINGTON
MORNINGTON ROAD
5, NORTH BRIDE
MORNINGTON QLD
4118

EUROMILLIONS
MASSIVE JACKPOTS
EVERY TUESDAY AND FRIDAY
ASK FOR A LOCK & DIP

- 13
- 14
- 15
- 16

UNDER 25?

Please be prepared to show proof of age when buying e-cigarettes



ACS Advice
SELLING VAPES RESPONSIBLY
17+

ACS
IT IS ILLEGAL TO SELL DISPOSABLE VAPES FROM JUNE 1st 2025

W24

