



## Alcohol and Entertainment Licensing Sub-Committee - Supplementary

**Wednesday 15 December 2021 at 10.00 am**

This will be held as an online virtual Meeting

Details on how to access the link in order to view the meeting will be made available online via the following link: [HERE](#)

### Membership:

#### Members

Councillors:

Denselow (Chair)  
Ahmed  
Hylton

#### Substitute Members

Councillors:

Chohan, Hector, Grahl, Long, McLeish, Maurice,  
Shahzad

**For further information contact:** Devbai Bhanji, Governance Assistant  
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### **Notes for Members - Declarations of Interest:**

If a Member is aware they have a Disclosable Pecuniary Interest\* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent and must leave the room without participating in discussion of the item.

If a Member is aware they have a Personal Interest\*\* in an item of business, they must declare its existence and nature at the start of the meeting or when it becomes apparent.

If the Personal Interest is also significant enough to affect your judgement of a public interest and either it affects a financial position or relates to a regulatory matter then after disclosing the interest to the meeting the Member must leave the room without participating in discussion of the item, except that they may first make representations, answer questions or give evidence relating to the matter, provided that the public are allowed to attend the meeting for those purposes.

### **\*Disclosable Pecuniary Interests:**

- (a) **Employment, etc.** - Any employment, office, trade, profession or vocation carried on for profit gain.
- (b) **Sponsorship** - Any payment or other financial benefit in respect of expenses in carrying out duties as a member, or of election; including from a trade union.
- (c) **Contracts** - Any current contract for goods, services or works, between the Councillors or their partner (or a body in which one has a beneficial interest) and the council.
- (d) **Land** - Any beneficial interest in land which is within the council's area.
- (e) **Licences** - Any licence to occupy land in the council's area for a month or longer.
- (f) **Corporate tenancies** - Any tenancy between the council and a body in which the Councillor or their partner have a beneficial interest.
- (g) **Securities** - Any beneficial interest in securities of a body which has a place of business or land in the council's area, if the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body or of any one class of its issued share capital.

### **\*\*Personal Interests:**

The business relates to or affects:

- (a) Anybody of which you are a member or in a position of general control or management, and:
  - To which you are appointed by the council;
  - which exercises functions of a public nature;
  - which is directed is to charitable purposes;
  - whose principal purposes include the influence of public opinion or policy (including a political party or trade union).
- (b) The interests of a person from whom you have received gifts or hospitality of at least £50 as a member in the municipal year;

or

A decision in relation to that business might reasonably be regarded as affecting the well-being or financial position of:

- You yourself;
- a member of your family or your friend or any person with whom you have a close association or any person or body who is the subject of a registrable personal interest.

# Agenda

Introductions, if appropriate.

Item	Page
3 <b>Application for a Variation to a Premises Licence by Blue Ginger Bar &amp; Restaurant Ltd for the premises known as Big Shots Golf, 280 Watford Road, HA1 3TZ, pursuant to the provisions of the Licensing Act 2003</b>	1 - 58

Date of the next meeting:            Date Not Specified



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# Agenda Item 3

Email Sent = Fri 10/12/21 17:06

From = Keith Perrin [keith@keithperrin.co.uk](mailto:keith@keithperrin.co.uk)

Cllr. Keith Perrin's Objection to Licensing Application Variation - Premises Licence number 152252

Dear Licensing,

Please accept my final objection to the Licence Variation for 152252.

Regards

Keith Perrin

Cllr Northwick Park and Local resident

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### **Objection to Licensing Application - Premises Licence number 152252**

Firstly I have to make clear that the current License is for the hours 07:00 to 00:00 Monday to Thursdays and 07:00 to 02:00 Friday to Sunday, whereas the variation amends this to 11:00 to 00:00 Monday to Sunday with 30 minutes clear up time to 00:30. My approach here is to respond to the present licensing hours and what I would expect the Licensing Committee to impose as new hours taking regard to the comprehensive Brent Licensing Policy and not the applicant's proposals that falls outside of Brent's Licensing Policy in many ways as laid out below.

I have reviewed the history of this Premises Licence and its variations and consider its amendments to have been granted **against Brent Council's Statement of Licensing Policy** and the License should revert forthwith to its original form and comply with the conditions set out in Planning Application 07/2629, Appendix 1.

Additionally regarding the operational hours, I will present Policy arguments later, the Planning Consent Conditions for the venue are as follows:

#### **Planning Conditions 99/2397**

**10 The clubhouse building shall not be used before 07.00 hours or after 23.00 hours on any day and shall only be used in connection with the golf course and driving range and for no other purpose. As such, the coffee shop and creche facilities shall only be used as ancillary accommodation expressly for users of the course and range.**

My reasons for demanding Amendments reversal are found within the Policy Document as follows: The beginning of the Policy states:

*Planning - It goes without saying that the Planning regime has an impact on the Licensing regime. It is also noted that each of these regimes is covered by a separate legislative framework and administered through separate parts of the Council, with separate Committees overseeing the processes. However, **the Council commits to working in alignment with the Planning regime as closely as is possible.***

*The use of premises for the sale or provision of alcohol, provision of entertainment or late-night refreshment or indoor sports is subject to planning control. **Such use will require planning permission or must otherwise be lawful under planning legislation.** Planning permission is generally required for the establishment of new premises or the change of use of premises.*

*In general, all premises which are the subject of an application, should have the benefit of planning permission, or be deemed permitted development. Although, Licensing and Planning are separate regimes, **consents from both must be in place to operate legally.** If there is variance between the hours given under a licence and those permitted by the planning permission, **the earlier hours granted will apply.***

The Premises in question only have Planning Permission for very limited areas and hours for serving food and drink, all these Planning Permissions been vastly exceeded by this and its preceding Amendment to the Premises Licence which I believe have clearly been granted erroneously by the Committee as Officers were clearly ignoring stated Policy regarding the Planning and Licensing regulation. In fact at a previous Licensing meeting we were informed that planning has nothing to do with Licensing, clearly that is untrue and therefore the previous revision should be reversed.

I note that if Objections are not received for an application then it can be granted by the Licensing Authority, however, in this case the Application was invalid when set against the Council's Licensing Policy and should therefore none of the proceeding variations should have been granted.

## The Four Licensing Objectives

### The prevention of crime and disorder

The list below are all contributing factors to Crime and Disorder:

- The current operator is unknown to the Local Authority with no track record in Brent.
- It was stated at the previous Licensing meeting that they operator was aware of drug use/trading in its car park. It appears that these events were not reported to the Police.
- The venue is advertising all in packages, two of which offer as much as you can drink.
- The venue capacity will, due to all the changes, raise the capacity to well over 1,200 persons. The driving bays alone will accommodate at least 336, the current legal restaurant capacity is 350, the Cafe seats 40, Putt Crazy probably seats 50+. The other areas are much larger so may well accommodate at least another 6-700. How will the capacity be regulated? Have the capacity limits been calculated according to Policy?
- The number of cars using the venue will rise substantially due to the enlarged capacity and distinct lack of Public Transport (PTAL1). How many will be drinking and driving, how will the operator police this, or will this crime just go unnoticed until people are killed.
- Watford Road has a prohibition on U turns due to the dangers inherent in those manoeuvres on such a busy road (over 24,000 vehicle movements a day as at 2016). Prior to Covid Penalty Notices were issued in their hundreds for illegal U turns. Bollards have had to be erected in the bell mouth of Pebworth Road to stop drivers from the golf site driving over the pavements. Drivers from the site also use Harrow School Farm and The MS Centres car park as somewhere to turn round. Witnesses have observed over 20 vehicles an hour on a Saturday using this private area.
- On Monday the 6th December while I was walking home from the hospital I observed two vehicles exiting the venue and performing illegal U turns around the traffic island. Only last week I witnessed a vehicle crossing the carriageway to enter the site through the No Entry (exit).
- How can staff possibly monitor and keep order of so many hundreds of persons in so many different spaces.
- The site will is currently licensed for 4 days of 07:00 to 00:00 being 68 hours, plus 3 days of 07:00 to 02:00 being some 57 hours and therefore a total of 125 hours per week. The DPS is expected according to Brent's Policy to be on site at least 50% of the time. Obviously this is most unlikely, therefore the Licensing Hours are too long and need reducing substantially. The current Licence variation on the table proposes changes in the hours to 11:00 to 00:00 7 days a week, that being some 91 hours a week, requiring the DPS to be on site for over 45 hours per week, again the hours are too long for a DPS to cover as per Policy. The current hours are still excessive for proper supervision by the DPS.
- The new operator's website and onsite advertising portray the venue as a Party venue with drink being at the forefront; even the onsite advertising for the family Putt Crazy has representations of adults drinking alcohol.



- **Public Safety**

- Alcohol on the driving range with readily places golf clubs in each of the 56 bays is an obvious danger to Public Safety, drink and weapons (golf clubs) do not sit well together.
- The venue is some considerable distance from any town centre and will therefore not be patrolled by the Police, so any drink related altercations will have to be controlled by the venues staff. With such a large capacity of well over 1,200 a large number of well trained security staff would be required, firstly to hopefully prevent altercations and secondly to quell any that transpire. If this was a town centre location it would most surely be on the Police radar for regular visits.
- Drivers exiting the site after no doubt having consumed alcohol will pose a danger to other road users and local residents. Prior to Covid it was noted by residents that clients of the golf centre were parking in local roads, they presumed that they didn't want to be seen leaving the venue and be pulled up and be breathalysed.
- As stated under Prevention of Crime and Disorder the site has been used for drug taking and distribution. This poses a Public Safety issue to anyone on site or outside. It should be noted that Harrow School pupils often use the site; this is a distinct safeguarding issue for both adults and children.
- Local children have used the venue over the years and it is expected that they will continue to do so. The lack of policing, drug use and alcohol are all safeguarding issues to be considered. Or perhaps the venue will exclude under 18's even though it sits on designated Public Open Space and the operator cannot legally exclude anyone.
- Harrow School attempted to close and reroute some Public Footpaths crossing their land because of the dangers to their pupils. Having such a large entertainment venue in close proximity to the school would no doubt also cause the school concern over the safety of their pupils. Footpaths lead directly from the venue onto the School's estate and footpath network.
- The thought of several hundred vehicle (relevant to the venues perceived new capacity) exiting the site (after presumably consuming alcohol) onto one of Bent's busiest trunk routes makes one shudder for the safety of other road users and pedestrians. Interestingly the pavement outside the venue is a shared pedestrian and cycleway, and carries substantial commuting cyclists who may well be in danger at the venues entrance and exit, and now more so as so many are using this pavement cycleway for electric scooter as the roadway is so busy and dangerous. The capacity of the venue must be kept at an acceptable level, the 300 plus 125 accepted by the previous Licensing Committee Hearing is probably the maximum safe limit, but the capacity calculation laid out in the Policies should be utilised.

## The prevention of public nuisance

- Historically this venue has caused Public Nuisance from performances of various types and amplified music in the current licensed restaurant and outside. Those affected are neighbours whose homes back onto the Metropolitan Open Land and Public Open Space along Nathans Road, Pebworth Road and some other nearby locations such as St Cuthbert's church and vicarage. After many complaints to Planning Enforcement the Planning Conditions were enforced and the performances were stopped and the nuisance abated.
- Several times in its early history the venue has held outdoor events which also caused Public Nuisance from noise and excessive traffic. These were controlled by Planning Conditions on the use of the Special Events Area, the Consent has lapsed as a Management Plan was never agreed, the last version of which only allowed about 10 events a year and not more than one a month, the uses were also quite restrictive. As the Planning Consent has lapsed the current overflow car park does not have Planning Consent.
- All fifty-six driving bays now have loud speakers installed in them even though the Planning Conditions do not allow them on site and a Planning Inspector also imposed a condition excluding loud speakers. To allow any area of the venue to be licensed for music and dancing would be in contravention of the various Planning Consents and Conditions as well as being a widespread public nuisance. We must not forget the close proximity of Northwick Park Hospital that will without doubt suffer noise nuisance from the driving bays. At the previous Licensing Hearing the doors to the driving bays had to be kept closed so that noise from within the building did not get out.
- The excessive number of vehicles attracted to this venue will cause traffic jams on Watford road (due to tailbacks) due to the lack of parking on site, i.e. vehicles will queue to enter the site while waiting for the limited parking to become available. It should be remembered that we are talking about the ambulance route to Northwick Park Hospital's A&E department.
- The operator of the site has already changed part of the site into unauthorised car parking in contravention of specific Planning Consents and Conditions. The more cars attracted to the site, the more Public Nuisance.
- Allowing alcohol to be consumed outside the building on such a raised piece of land will allow the noise (usually shouting after a few drinks) to travel across the open space into surrounding homes, the hospital and boarding houses at Harrow School thus creating a Public Nuisance to many and across a wide area. Interestingly Harrow on the Hill itself acts as an echo board as has been witnessed by some of the daytime activities at Harrow School.
- As this is not a town centre location there will be little or no policing leading to possible disorder in the venue and car parks and spilling out into the parkland surrounding the venue.

### **The protection of children from harm.**

- The venue has been a family orientated venue for some years, however, now that it is becoming an out of town entertainment venue with almost all areas to be licensed. The previous family facing facility will disappear and any children attending will be confronted with adverts to sell alcohol, offers of "as much as you can drink", dozens of adults drinking around them, party nights, amplified music, drug use and trade (as noted at the previous Licensing Hearing and as yet not investigated).
- As the DPS will no doubt not be able to be on site for over 50% of the time (either 125 or 91 hours) children's safeguarding will be an issue for a large amount of the time. The Licence variation on the table at the moment proposes changes in the hours to 11:00 to 00:00 7 days a week, that being some 91 hours a week, requiring the DPS to be on site for over 45 hours per week.
- This out of town centre entertainment venue will probably have no policing other than in an emergency (if called out, with prolonged wait times for a response), were it a town centre there would be a police presence giving children at least some on the spot and available protection; without policing anything could happen. The previous operator has shown that they don't do anything about drug crime within their boundaries; we should probably expect this to continue unless the operator is willing to self police within their entire boundary.
- The driving bays (and possibly other areas) has terminals from where alcohol can be ordered, it is not beyond the wit of minors to obtain a payment card and order drinks to be delivered to a location without having to pass the age tests. The use of terminals should be prohibited. All purchases of alcohol should be policed by staff to make sure the purchaser and consumer are of age as per Brent's Licensing Policy.
- All advertising of alcohol within the premises such as the large posters and TV screens should not be allowed throughout the venue so as to safeguard children.

**The Licensing Act 2003 also outlines five other key aims that are important for all those involved in licensing to support and promote through good practice.**

**Protecting the public and local residents from crime, anti-social behaviour and noise nuisance caused by irresponsible licensed premises;**

- Several reasons have been listed above where this licensing application and its previously erroneously granted permission do not comply with the act.
- Because this is not a Town centre locations, policing will not be sufficient
- Due to the very large numbers attending the venue the staff could well be overwhelmed by events.
- The DPS will probably not be on site for round 40 plus hours of licensed activities each week.
- The multitude of loud speakers at the site will no doubt create public nuisance.
- Due to the potential large numbers attending the site, vehicle usage and parking will be an issue in the area.
- Historically drug dealing and taking has been apparent on site and not dealt with. It is highly likely that these activities were and will take place inside the building. The potential numbers attending are just not manageable on an adhoc basis, just how will the venue know when they will have 1,200 people attending, how will they cope if more turn up. There is a distinct lack of a Management Plan for such a venue with risks to staff, clients and local residents.
- With the venue being an out of town venue with no police presence the likelihood of anti-social behaviour and noise nuisance will be very high. It is a well known fact in Brent that the Council's Noise Nuisance Team are under resourced and are only on duty during weekend evening/nights, I think 6pm to 2pm. Police responses for these issues are very patchy to say the least. The local SNT are only able to cover 3-4 shifts per week and are particularly undermanned.
- The current operator has shown themselves to be irresponsible in having contravened Planning Consents and Conditions, tampered with polluted ground and ignore the status of the land which is designated as Metropolitan Open Land - the removal of soil and grass from the driving range and the installation of stone and plastic grass being a environmental catastrophe for the area. The installation of low lever LED lighting taking no account of Protected Species (the venue abuts a SSSI area and know habitat of several species of Bats)
- The operator is also shown to be irresponsible as they have installed heaters in each of the outdoor driving bays, taking no notice of the environmental impact.



**Giving the police and licensing authorities the powers they need to effectively manage and police the night-time economy and take action against those premises that are causing problems;**

Due to the lack of policing resources to this of town venue, plus we understand the Licensing Team have not inspected this venue and definitely not in its forthcoming guise it is impossible to have any confidence that the Police and Licensing Team can ensure that the venue will be effectively managed. Also, as neither body will know what is going on at the venue, how will they be able to take action, indeed what action could they take once the License is granted? What penalties could be imposed and for what? Are the operators going to tell the police and licensing team they are having problems, we think not.

I am aware that there have been assaults at the venue in the past that were never reported to the police. If it were a town centre location the police would definitely have become aware, but at this venue these events are easily hidden from the authorities.

**Recognising the important role which pubs and other licensed premises play in our local communities, and minimising the regulatory burden on business, encouraging innovation and supporting responsible premises;**

Due to the location of the venue, that it being out of town, the regulatory burden posed by these premises, in that the Police will have to make special visits as will the Licensing Team to make sure the venue operates as it should. This burden is amplified substantially due to the size and capacity of the venue and its multiplicity of event areas.

The number of areas licensed within the venue should be substantially reduced and the current capacity limit of 475 should be retained and enforced (making sure that that number complies with the capacity calculations found within the policy documentation. Allowing more visitors than 475 at one time will cause all sorts of issues to the local community, and will put yet more burden of management on the Police and Licensing Team.

**Providing a regulatory framework for alcohol which reflects the needs of local communities and empowers local authorities to make and enforce decisions about the most appropriate licensing strategies for their local area; and,**

Interestingly Brent has a Licensing Policy but does not comply with it when it comes to the required Planning and Licensing alignments. Nor by the letter, by not making any proper effort to involve local communities, it is as if the Licensing Team doesn't want anyone interfering in their domain. Obviously Licensing is about the act and the law, but the Licensing Team need to make substantially more effort to engage and assist the residents of Brent as the 2003 Act requires.

**Encouraging greater community involvement in licensing decisions and giving local residents the opportunity to have their say regarding licensing decisions that may impact upon them**

Brent's Licensing Team pays only lip service to this as they make no attempt to inform residents other through the archaic and ineffective posting of the odd signs and placing advertisement in online newspapers that do not serve the area where the Licensing Applicant is located. The signs posted around the sites are often hidden from the public through poor placement and colour of the paper. To date I have only found one sign near the site. Not even Residents' Associations were informed, and often Councillors are not informed as in the case of this venue.

Therefore, there is a distinct lack of encouraging greater community involvement in licensing decisions; local residents are therefore not given the opportunity to have their say regarding licensing decisions. In this case I as the local Councillor asked for a postponement so I could involve local residents, I was denied this by both Democratic Services and the Strategic Director.

It is therefore my opinion that the Council do not comply with this part of the 2003 Act when it comes to community involvement, in fact we appear to reject it when give an opportunity to do so.

## **Planning and Licensing - Brent's Licensing Policy 2016**

### **The Licensing Policy states:**

*It goes without saying that the Planning regime has an impact on the Licensing regime. It is also noted that each of these regimes is covered by a separate legislative framework and administered through separate parts of the Council, with separate Committees overseeing the processes. However, the Council commits to working in alignment with the Planning regime as closely as is possible.*

*The use of premises for the sale or provision of alcohol, provision of entertainment or late-night refreshment or indoor sports is subject to planning control. Such use will require planning permission or must otherwise be lawful under planning legislation. Planning permission is generally required for the establishment of new premises or the change of use of premises.*

*In general, all premises which are the subject of an application, should have the benefit of planning permission, or be deemed permitted development. Although, Licensing and Planning are separate regimes, consents from both must be in place to operate legally. If there is variance between the hours given under a licence and those permitted by the planning permission, the earlier hours granted will apply.*

I believe the line "***the Council commits to working in alignment with the Planning regime as closely as is possible***" says it all, in that without Planning Permission for the proposed Licensed uses this Application and its predecessors cannot stand or be progressed. I ask the Committee to revert the Licence pack to its 2012 position for just the Restaurant formerly known as Blue Zenzer.

**I mentioned earlier in this document that the site is not located in a Brent Town Centre, the Policy 2016 states the following areas are Town Centre locations.**

The eight (8) priority town centres in Brent include:

- Kilburn
- Wembley
- Burnt Oak
- Colindale
- Ealing Road
- Harlesden
- Neasden
- Willesden Green

### **3. Principles of the policy**

*The Council recognises that, in addition to the licensing objectives, it also has a duty under section 17 of the Crime and Disorder Act 1998 to do all it reasonably can to prevent crime and disorder in the Borough.*

Allowing a large licensed entertainment venue to be established away from a designated Town Centre and away from the view of the Police is in my view not complying with Act and is also irresponsible, I refer to: **"has a duty under section 17 of the Crime and Disorder Act 1998 to do all it reasonably can to prevent crime and disorder in the Borough."**

*The Council will not take "need" (commercial demand) into account when determining an application. This is not a matter for a licensing authority in discharging its licensing functions.*

Is it possible that the Council are supporting the "**commercial demands**" of the new operator at this site? As a member of the public and councillor it appears that this may be the case especially as the Council refuses to support valid queries and enquiries, especially blocking FOI requests on the basis of Commercial Confidentiality.

*North Brent: Areas in the north of the borough generally show lower concentrations of anti-social behaviour (ASB), alcohol-related crime, and activities that violate the four licensing objectives relative to the south of the borough. This area stretches in a curve from north of Sudbury Town Centre along north of Wembley Central and to the north of Kilburn High Road (approximately following the Metropolitan Line tracks. The key characteristics, relative to the south of the borough, are:*

- *Light foot-traffic*
- *Fewer licensed premises*
- *Lower concentration of licensed premises*
- *Fewer crime and anti-social behaviour incidents recorded.*

The above part of the 2016 Licensing Policy makes it clear that the site's location (Northwick Park) is not considered an area of ASB and alcohol related crimes etc. Perhaps it is because there are no Town Centres in the area and therefore there is little ASB and alcohol related crime.

Allowing this extremely large capacity venue in an out of town location is obviously a recipe for disaster and will no doubt attract ASB and alcohol related crime to an area which is has next to no police resources with which to manage those problems. This will be especially true as the operator's modus operandi seems to be to create an adult party venue and offering packages of unlimited alcohol and also slowly excluding children to that end, meanwhile creating numerous safeguarding issues. One only needs to peruse the various large colour photo posters on site and also the company's website.

The near 100% licensing of the venue is yet another pointer to what is envisaged by the operator who won't have the overhead of financing the policing and the licensing regulation and checking that the venue is operating within the law. Obviously the reporting of any problems, along with paying for policing and the regulating body will fall upon the residents who have already been substantially disenfranchised from this Licensing Application. An example of the residents' problems with licensing is the inability of the Residents' Association to provide a speaker at the Hearing. It should be noted that recently the Residents' Association has had to spend large amounts of money hiring professional to represent them at various hearings all because someone is trying to make money out of the area with disregard for the residents.

## Part 2: Licensing objectives

*The Act underpins the four statutory licensing objectives which the Council must seek to promote when determining an application. These objectives are the prevention of crime and disorder, public safety, prevention of public nuisance, and protection of children from harm. Due to the wide variety of premises and activities to which this policy applies, applications will be expected to address all aspects relevant to the individual style, character of the premises and events that would take place. These objectives are set out in more detail in this section.*

*Applicants are encouraged to provide a detailed operating schedule which demonstrates how they will promote the licensing objectives. Applicants are encouraged to:*

- demonstrate knowledge of the local area when describing the steps, they propose to take in order to promote the licensing objectives;*
- undertake enquiries about the area in which the premises are situated to inform the content of the application;*
- obtain sufficient information to enable them to demonstrate, when setting out the steps they propose to take to promote the licensing objectives that they understand:*
  - a) the layout of the local area and physical environment including crime and disorder hotspots, proximity to residential premises and proximity to areas where children may congregate;*
  - b) any risks posed to the local area by the applicants' proposed licensable activities;*
  - c) any local initiatives (for example, local crime reduction initiatives or voluntary schemes including local taxi-marshalling schemes, street pastors and other schemes) they propose to put in place which might help to mitigate any potential risks.*

I am very interested to know how the applicant will:

- Stop the sound from the loud speakers in the driving bays being heard in the surrounding area.
- Control the parking and traffic arriving at the site when they only have circa 150 parking spaces.
- Prevent drug taking and trading with no police presence.
- Check that no alcohol purchases made via terminal is supplied to under age persons.
- Prevent illegal U turns on Watford Road.
- Prevent noise from its proposed external areas being heard in the surrounding area.
- Comply with Planning Permission and Conditions.
- The operator was supposed to hold 6 monthly meetings with Councillors, Safer Neighbourhood Team and residents. This has not happened.
- The applicant has made no attempt to contact local residents so as to understand local issues.
- There appears to be a complete disregard to the affects the substantial expansion of licensed activities on local roads and residents' amenity.
- Attracting such large numbers to this out of town venue (in excess of 1,200) is irresponsible as there is no readily available police resource.
- The previous applicant was aware of drug dealing and trading taking place in the car parks. How will this be controlled, especially when there is no police presence as there would be in a town centre location?
- St Cuthbert's Church next door to the venue has had to install flood lights and gates to their car park as it was being used for inappropriate activities.

## 6. Measures for the prevention of Crime and Disorder

### Major events at Wembley Stadium

Due to the proximity of Wembley Stadium, the premises may well be used by match goers, especially because it has free parking and is relatively close to several tube stations and a bus route that passes close to the Stadium. Public Houses in the local area are generally prevented from having late licences because of the proximity of Wembley Stadium, I particularly remember the Police objecting to a post 23:00 license for a gastro pub on Llanover Road, why should this location be any different, especially as it has 150 parking spaces and sports bars open after 23:00. I propose that the venue's license should be restricted to 23:00 as other local venues are, especially as it is in an unpoliced out of town location and already has a history of drug use and supply in this unmonitored location. Then of course there is the nonalignment with Planning.

## 7. Measures to ensure Public Safety

The venues planning constraints limits the access to the venue's interior to only one set of doors, there are also 2 fire escapes, one from the retail space (F) and one from the restaurant (D). As the venue's capacity is being pushed well beyond 1,200 persons I don't believe the fire escapes are sufficient. The upper driving bays will hold some 180 persons with only one set of doors through which to exit, this exit merges with the lower floor escape route. Basically several hundred persons would need to evacuate through the same set of doors and a junction of two escape routes. There is a strong possibility that several hundred people could be trying to exit through this one set of doors.

I believe the venue has not been designed to guarantee public safety in an emergency situation for such large numbers of visitors. The previous Licensing Hearing limited the capacity of the venue to 475 persons. Three hundred and fifty of those visitors would be in the restaurant which has two fire exits, one through the reception area and the other, a much more natural escape route, being a fire door exiting to the outside of the building. The remaining 150 visitors would have to exit via the reception or the fire escape in the retail area (F). To expect another 700 plus visitors to also use this same escape route is unacceptable.

This public safety issue is particularly worrying when the majority of the visitors will more than likely have drunk alcohol, and quite possibly in copious amounts if the advertising of the venue as a party destination come to pass. In my view Public Safety improvements in line with the substantially increased capacity have not been thought about nor designed in or installed.

Furthermore, the easily available alcohol to the driving bays via the terminal ordering service combined with golf clubs being readily available in each bay is surely a Public Safety issue of some concern as any altercation could easily become one of grievous harm to users if the golf clubs were used as weapons. Also, it being an out of town location and hidden from the highway it will have no policing other than from our limited police response units via 999 calls with very long response times especially at weekends.

*Applicants should note that the public safety objective is concerned with the physical safety of the people using the premises and not with public health which is covered by other legislation. Applicants may consider seeking advice from Licensing Officers, Health and Safety Officers, Environmental Health Officers and Fire Safety Officers before preparing their operating schedules. All new applications and variations should be accompanied by a Fire Safety risk assessment as required under the Regulatory Reform (Fire Safety) Order 2005.*

*This will reduce the likelihood of the Fire Authority making a representation against the application.*

The venue's licence stems from a completely different venue usage and was limited to less than 500 visitors at once at the 2020 Licensing Hearing. As the current venue proposal will now have a capacity in excess of 1,200 visitors the current Fire Safety Risk Assessment will be inappropriate. The Licensing Policy states "**All new applications and variations should be accompanied by a Fire Safety risk assessment as required under the Regulatory Reform (Fire Safety) Order 2005.** This will reduce the likelihood of the Fire Authority making a representation against the application.

I would ask, have the Fire Authority been informed of the proposed substantial increase in the capacity of the venue?" and have they made any representations.

***Premises or activities that present a risk to the public either because of the way they are designed as well as the large numbers expected to attend in comparison to the size of the venue will be required to provide a capacity specific risk assessment for those premises or activities. This assessment will include holding capacity, exit capacity and calculations to demonstrate how the capacity was reached; the lower of the two numbers shall be the final capacity. Examples of this are discos and other entertainment venues (which may include dance), music etc. which attract large numbers of people, public houses close to Wembley National Stadium where large numbers of people may attend on event days, and activities that involve entertainments such as novelty acts involving pyrotechnics and other special effects. Whilst the character and nature of the premises will determine capacity limits, the Council recommends that occupancy figures should be set at one person for every 0.3m<sup>2</sup> of available floor space for standing areas, one person for every 0.5m<sup>2</sup> for dance areas and one person for every 1m<sup>2</sup> for a seated area (although the final capacity may be curtailed by the number of fire exits).***

Has this part of the Policy been complied with considering that the capacity of the venue will probably exceed 1,200 at times and is within walking distance of tube lines and bus routes that go direct to the stadium area? The issues of concern are not limited to event days only, but all the time.

*Where there is relevant representation and the Council considers that public safety has not been fully addressed in the operating schedule, it will consider attaching conditions to licences in order to promote this licensing objective.*

Due to the large capacity of the venue and its advertised uses including as a party venue, it is unlikely that public safety can be guaranteed by the operator, this is further compounded as the venue is at an out of town location and has no police presence. What conditions can the Licensing Committee impose to promote the Public safety objective at this venue with such a large capacity at an out of town location?

## 8. Measures to prevent public nuisance

*The Council recognises that licensed premises, especially those operating late at night or in the early hours of the morning, can cause a range of nuisances that impact on people living, working or sleeping in the vicinity of the premises.*

*The Council will interpret nuisance in its widest sense and takes it to include such issues as noise (from patrons and music, both inside and outside the premises), light, litter, human waste (such as vomit and urine), fly posting and anti-social behaviour.*

*Noise nuisance is the most common problem. It is particularly intrusive at night when ambient noise levels are lower, and residents are trying to sleep, and so it is essential that applicants demonstrate how they will effectively manage these issues. It can include issues such as:*

- *the exit and dispersal of patrons including patrons loitering;*
- *noise from patrons standing in queues or in smoking areas;*
- *patrons returning to cars parked in surrounding streets*
- *access to taxi marshals, ranks or services; and*
- *general noise of people arriving and leaving.*

*Applicants for licences which are proposed **to run after midnight** and for variations to extend existing hours are expected to **prepare a detailed dispersal policy** and submit it with the application. Where applicants are completing operating schedules, they are **expected to have regard to the location of the proposed or actual premises. In particular, consideration should be given to whether proposals may have a disproportionate impact in residential areas or near to sensitive premises such as nursing homes, older people's accommodation, hospitals, hospices, schools, childcare facilities or places of worship.***

Large numbers of visitors, combined with drink, music internally and externally, large numbers of vehicles and all congregated on a raised area in the middle Metropolitan Open Land (open fields); being surrounded by residential property, a Church, an acute hospital with A&E, several thousand flats up to 15 stories in height and not forgetting Harrow School's boarding houses for over 1,000 pupils will all be disturbed by any external noises in the late evening and night time. Acknowledging these various surrounding facilities/residences and the Policy wording above, it is quite clear that this is an inappropriate location for licensed premises to operate passed 23:00 hours, the Planning Permissions and Conditions make this quite clear that the location is inappropriate to operate after 23:00 hours so as not to disamenity local residents and others in the surrounding area, especially as noise travels further across open space and is considered even more inappropriate in quiet areas such as this semi rural location.

The disturbances will no doubt continue well after the licensed hours as it would take some considerable time for some 1,200 plus users to disperse, and therefore prolonging any disturbance and ASB, especially as the area has a very low PTAL rating. Most routes to the local tube lines are via residential street, visitors dispersing via the tube lines will therefore cause considerable disturbances in these residential areas as well as, no doubt ASB.



## 9. Measures to protect children from harm

*The Council takes the protection of children from harm seriously and expects all licence holders and staff employed on licensed premises to do so as well. Applicants for new licences and variations are expected to address this in detail in their operating schedules. Existing licensees are advised to review their policies regularly to ensure that they are still relevant for the nature of the premises.*

My concern here is that the venue, as can be seen from its internal and external advertising along with its website is all about partying and drinking. Here is a photograph of advertising on site for the Putt Crazy facility which is aimed at children, the screen on the left shows adults drinking in the facility and the right a young child within the same facility.



Also, and has been mentioned before, the use of Terminals for ordering alcohol is unacceptable as children are quite capable of having possession of a credit, debit or preloaded payment card and can therefore order drinks to be delivered to a specific location without having to prove age.

How the Council will check the principals of its Policy regarding protection of children is adhered to when Terminals will be in use and the venue is a warren of secluded areas is beyond me. I challenge the Committee to set conditions to ensure so that minors cannot purchase alcohol, purloin alcohol and find a secluded area to consume that alcohol unseen by the venues staff.

## **Policy 1: Process for applications**

The method of notifying the Public is archaic and unfit for purpose.

*The steps for consideration of a licence application are:*

*e) Conditions on the licence, additional to those voluntarily sought/agreed by the applicant, may be considered. Conditions will focus on matters which are within the control of individual licensee and which relate to the premises or areas being used for licensable activities, the potential impact of the resulting activities in the vicinity. If situations arise where the licensing objectives may be undermined but cannot be dealt with by the use of appropriate conditions the Licensing Authority will consider whether it is appropriate for a licence to be granted or continue to operate.*

It is my belief that the Licensing Objectives are being substantially undermined by

- The likely number of visitors
- The lack of parking on site for such numbers
- No planning consents for the changes of use
- the use of terminals for the purchase of alcohol
- Child safeguarding issues
- The excessive licensed hours which the DPS cannot reasonably cover
- Public safety issues
- External loudspeaker installations
- Lack of adequate Fire Escapes and routes
- ASB in the surrounding residential areas
- Disregard for the alignment of Licensing and Planning as per Licensing Policy.

## **Policy 2: Licensing fees**

*Licence fees are set in alignment with business rates (rateable value) and the Council expects licence holders to pay the required licence fee when it is due.*

As the venues uses are now being substantially restructured the Business Rates need to be reviewed and therefore the Licence fee also being revised. Again, like planning, the cart is in front of the horse yet again.

## **Policy 3: Partnership Working**

The Council is committed to working collaboratively and as seamlessly as possible with all the Responsible Authorities, enforcement agencies within Brent and more widely as appropriate. In particular, this will include:

Tasking meetings:

- Tasking meetings forms the basis for partnership working within the wider Council and local partnership.

The previous Licensing Committee Hearing placed a condition on the operator to have 6 monthly meetings with residents, the Safer Neighbourhood Team and Local Councillors. No attempt has been made by the operator to hold the said meetings.

#### **Policy 4: Enforcement approach**

*The Council prefers a targeted approach to enforcement, where compliant, well-regulated licensed businesses are not generally a focus of enforcement. Where licensed businesses do not meet this standard they will be supported to become a compliant, well-regulated business. Where this is not possible or successful, they will be subject to appropriate and proportionate enforcement measures.*

The new operator, Bigshots (in whatever guise) have shown themselves to be none compliant regarding the various planning requirements necessary to redevelop the site. Therefore they are not responsible enough to hold a Premises Licence, especially for the areas lacking the correct Planning Permission; this would be over 50% of the building. Bringing forward new facilities with disregard to the sites current maximum capacity of 350 plus 125 is also irresponsible. As the new capacity will be in excess of 1,200 visitors the Fire Safety has become a major issue with potentially 7-800 people all trying to exit via the same set of doors is also irresponsible.

*An intelligence led approach will be adopted and information regarding incidents of violent crime, disorder, and nuisance in and around licensed premises will be collated to provide a risk-based approach for inspection and, where appropriate, surveillance.*

As we know this is an out of town location with no police presence, it has history of drug use and trade in the car park that went unreported to the police or dealt with by the operator. There have been assaults on the premises that were unreported to the police. Overall, the capacity limit of the venue should be retained and preferably reduced because of these issues. It is a totally inappropriate site for such a large licensed entertainment venue and therefore law and regulatory enforcement will be a real challenge.

#### **Policy 6: Temporary Events**

As the Licensing of the venue is primarily regulated by its Planning Consents and Conditions, i.e. to regulate the opening hours of the Clubhouse because it sits on an elevated piece of land in the middle of MOL and has an effect on the amenity of many residential properties, a Church, Harrow School and Northwick Park Hospital, I believe it only right that a condition be set preventing the use of TENs as they would be none compliant with Brent's Licensing Policy where by Licensing and planning must be aligned

#### **Policy 7: Reviews**

*Where a valid and reasonable request for a review of a licence is made to the Council, the Council will initiate a process to consider the review application.*

*Responsible Authorities, residents, businesses or a representative of these may ask the Council to review a premises licence because of concern(s) about the premises in connection with any of the four licensing objectives.*

As there have been so many changes within and without the premises without Planning Permission and the current and proposed amendment do not comply with Brent's Licensing Policy regarding the alignment of Planning and Licensing I request that the License is reviewed and aligned to Brent's Licensing Policy as a matter of urgency.

***Policy 8: Impact of major entertainment venues***

Will the full Wembley Event conditions apply at this site? I believe this is necessary because of the venues 150 car parking spaces and proximity to bus and tube routes to Wembley Stadium.

***Policy 10: Public Space Protection Orders***

*Brent has a Public Space Protection Order for street drinking covering the whole borough and therefore it is an offence to drink alcohol **in any public place**.*

As the venue is within designate Public Open Space outdoor drinking must not be allowed outside so as to protect residents and especially influencing minors. The Policy is quite clear that the PSPO applies to any public place and by the venues designation it falls with the description of "**any public space**". Therefore, **to comply with Brent's Licensing Policy no outside spaces can be licensed** at this venue. In fact, as the driving bays are outside the walls of the building envelope, they too are "public spaces" and therefore cannot be licensed.

## **Policy 16: Venue capacity limitations**

*Venue capacity will be considered as part of wider consideration for licence applications*

*When determining applications for a licence, consideration of venue capacity will be taken into account. This is to help the Council limit the potential for large venues becoming problem hot spots. This will apply to those venues that fit or likely to fit within the description of high-volume vertical drinking establishments where applicable. Applicants are required to submit robust crime & disorder proposals in their operating schedules as well as noise dispersal policies.*

*The Council accepts that a lot of the problems that may occur in large premises may be controlled by good management practices. However, controlling the numbers of customers allowed into the premises may also assist in promoting all of the licensing objectives, primarily crime & disorder and public nuisance.*

*The Council will consider capacity conditions where this may be beneficial in promoting the licensing objectives.*

*Elsewhere in the Licensing Policy the follow lines appear:  
the Council recommends that occupancy figures should be set at one person for every 0.3m<sup>2</sup> of available floor space for standing areas, one person for every 0.5m<sup>2</sup> for dance areas and one person for every 1m<sup>2</sup> for a seated area (although **the final capacity may be curtailed by the number of fire exits**).*

Have the occupancy calculations for the proposed and previous applications been calculated, without those calculations the Licensing Application should not proceed and its predecessor should be revoked.

I could not find any reference connection regarding "the final capacity may be curtailed by the number of fire exits" can this legislation be provided and explained.

Previously the venue's licensed areas only included the 350 persons in the Restaurant area. There is now an attempt to licence the entire building, I estimate the possible minimum capacity will be increased as follows:

Restaurant	350
Driving Bays	336
Cafe	40+
Bowling Alley	60+
Putt Crazy	50+
Sports bar	250+
Balcony	40+
Frontage	60
Total	1,186+ persons while the previous capacity was 475.

There are only 150 parking permitted spaces on the site, therefore the new capacity will create a substantial need for on street parking nearby, however, most of the area is already heavily parked. The potential for disturbing the surrounding residential areas is high with such a large site capacity.

**Policy 19: Outside spaces**

*Beer gardens, roof terraces, pavements and other outdoor areas in licensed premises are expected to **comply with appropriate conditions to ensure there is minimal disruption to residents in proximity to the licensed premises.***

*Where applicants intend to use private land for alfresco meals or refreshments, they will be required to explain how possible nuisance or crime and disorder from late night use of table and chairs will be controlled. This may include such matters as restricting music or other forms of entertainment, providing additional supervision and/or installing CCTV. Police recommend in general that outside areas (e.g. beer gardens) should not be used after 23:00 hours.*

The outside areas of this site do not have any Planning Permissions that allow for the sale or consumption of alcohol outside of the building envelope and are explicitly excluded in the various Planning Consents and Conditions. As Planning and Licensing are to be aligned, no outside area, in my view including the Driving Bays can be licensed without going against an explicit Brent Policy.

There were many complaints when previous operators tried to use the outside spaces for licensed activities plus internal entertainment and internal live and amplified music for which the premises were not designed - these uses are in contravention of the Planning Permissions granted. Planning and Licensing are supposed to align. It should be remembered that these premises sit high above the surrounding land and noise from the site can therefore it is acknowledged it can be heard at considerable distances.

As noise in outside areas is supposed to be managed, how will this apply to the driving bays where there are loud speakers in each of the 56 bays, where alcohol can be summoned up in moments from a terminal? As we all know drink just makes everyone speak louder and even shout due to lowering of personal inhibitions, so how will this be managed so that the surrounding properties and hospital wards are not detrimentally affected? Again, there are many reasons why the driving bays should not be licensed for alcohol or music.

**Policy 20: Dispersal and entry**

*Licensed premises should take all reasonable measures to ensure that dispersal of patrons from the premises, and entry of patrons into the premises uphold the licensing objectives.*

*The Council recognises that it is difficult for licence holders to have influence over their patrons once they have left the immediate vicinity of their premises, however, disturbance caused by patrons, if linked to the operation of the premises, where contrary to the licensing objectives, can be a reason for the Council to take action.*

There is local concern over the number of vehicles that will be attracted to this venue when fully occupied. How will the operator:

- Prevent queues on Watford Road when the car parks are full, remembering that the capacity is going to be in excess of 1,100 persons and the car park only holds 150 vehicles?
- How will illegal U turns on Watford Road be prevented?
- How will the operator prevent U turns in the Harrow School Farmyard?
- How will the operator prevent dangerous U turns in the bell mouth of Pebworth Road?
- How will the operator prevent drink driving and the use of drugs?
- How will the operator prevent users using the incorrect entrance?
- If large numbers of users come by tube, how will the operator prevent large intoxicated groups from disturbing local residents on the route to the tube stations? This will include the student and nursing accommodation on the way to Northwick Park station.

**Policy 22: Age verification and test purchasing**

*The Council expects all licensed premises to have the specific age verification measures (outlined below) in place and will conduct test purchasing operations to test and assure compliance with the minimum purchase age requirements. If sales to children are made action will be taken by the Council.*

As a large majority of alcohol purchases will be via Terminals, how will the operator ensure the goods have not been purchased by and consumed by minors? There would have to be constantly monitored CCTV in every area especially at the various terminals and secluded areas where the alcohol could be taken to be consumed. This is a GREAT worry with this format of trading - trust is not enough. Age verification of a terminal is may not be possible - I think the DPS would require several assistants.

**Policy 23: Authority and Designated Premises Supervisor**

*The Licensing Authority will normally expect the DPS to have been given the day-to-day responsibility for running the premises and as such it is expected that the DPS would usually be present at the licensed premises on a regular basis. **The Authority expects that this will be in excess of 50% of a 7-day week.***

*The Council expects that a DPS will be able to demonstrate knowledge of both the local geographic area and the patrons the premises attracts.*

*The premises licence holder will be expected to ensure that the DPS has experience commensurate with the size, capacity, nature and style of the premises and licensable activities to be provided*

**"it is expected that the DPS would usually be present at the licensed premises on a regular basis. The Authority expects that this will be in excess of 50% of a 7-day week"** As the current erroneously granted licensed hours are 125 and the new proposed hours are 91 the DPS would therefore need to be at the premises for a minimum of either 62.5 or 45.5 hours per week. I would expect these hours to be proven on a regular basis and records inspected by the licensing regulators.

Do we have proof that the NEW DPS has knowledge of the LOCAL AREA as above?

Do we have proof that the NEW DPS has "*experience commensurate with the size, capacity, nature and style of the premises and licensable activities to be provided*" that is managing a multiuse operation with terminal ordering and a capacity of well over 1,000 users including large numbers of minors?



## Policy 24: Irresponsible Drinks Promotions

The operator is proving themselves to be irresponsible with regards to Drinks Promotions; one only has to visit their website (screen grabs below) .

Policy states: Examples of irresponsible drinks promotions may include:

- all you can drink for £xx;
- 10 pints for £xx
- Drinks promotions which encourage a person to 'binge drink' in one serving/sitting.
- Multi buy alcohol promotions that offer a discount for buying multiple items. e.g. 3 bottles of wine for £12.00.

**SMALL GROUPS**  
CHRISTMAS

FESTIVE TIPPLES	TIPPLES & NIBBLES	CHRISTMAS CRACKER	5 GOLD RINGS
2 DRINKS*	FOOD Choose from a selection of our delicious pizzas, burgers or tasty hot dogs 2 DRINKS*	FOOD Choose from a selection of our delicious pizzas, burgers or tasty hot dogs 4 DRINKS*	FOOD Choose from a selection of our delicious pizzas, burgers or tasty hot dogs UNLIMITED DRINKS FOR 2 HOURS*
£10pp	£30pp	£40pp	£55pp

PACKAGES DO NOT INCLUDE GOLF OR THE £5 PP MEMBERSHIP FEE

**LARGE GROUPS**  
CHRISTMAS

CHRISTMAS CROWD PLEASERS	CHRISTMAS BELLY BUSTERS	CHRISTMAS GO BIG OR GO HOME
FOOD PLATTER Turkey mini bon bon - Tempura Brussels sprout (s) - Smoked salmon and cranberry - Baked pumpkin white chocolate (s) (s) - Baked brie and cranberry (s) - Stuffed turkey cabbage (s) (s) Ham and turkey sliders Canvey platters Spork loin, turkey, salmon, brussels sprout, horseradish mash, potatoes, greens, mini desserts, cranberry sauce, red wine sauce, pork ribs (s), green, grilled sweetcorn Vegetarian options available 4 BOTTLES OF WINE / 12 BEERS* RECOMMENDED FOR GROUPS OF UP TO 8	FOOD PLATTER Turkey mini bon bon - Tempura Brussels sprout (s) - Smoked salmon and cranberry - Baked pumpkin white chocolate (s) (s) - Baked brie and cranberry (s) - Stuffed turkey cabbage (s) (s) Ham and turkey sliders Canvey platters Spork loin, turkey, beef Wellington, brussels sprout, horseradish mash, potatoes, greens, mini desserts, cranberry sauce, red wine sauce, pork ribs (s), green, grilled sweetcorn Vegetarian options available 8 BOTTLES OF WINE / 24 BEERS* RECOMMENDED FOR GROUPS OF UP TO 12	FOOD PLATTER Turkey mini bon bon - Tempura Brussels sprout (s) - Smoked salmon and cranberry - Baked pumpkin white chocolate (s) (s) - Baked brie and cranberry (s) - Stuffed turkey cabbage (s) (s) Ham and turkey sliders Canvey platters Spork loin, turkey, beef Wellington, brussels sprout, horseradish mash, potatoes, greens, mini desserts, cranberry sauce, red wine sauce, pork ribs (s), green, grilled sweetcorn Vegetarian options available UNLIMITED Beer - Wine - Prosecco - Soft drinks for 1 hour* RECOMMENDED FOR GROUPS OF UP TO 18
£250	£500	£750

PACKAGES DO NOT INCLUDE GOLF OR THE £5 PP MEMBERSHIP FEE

**LARGE GROUPS**  
EVENT PACKAGES

TEERING OFF	ABOVE PAR	HOLD THE BUGGY	THE GAME CHANGER
2 DRINKS*	FOOD Choose from a selection of our delicious pizzas, burgers or tasty hot dogs 2 DRINKS*	FOOD Choose from a selection of our delicious pizzas, burgers or tasty hot dogs 4 DRINKS*	FOOD Choose from a selection of our delicious pizzas, burgers or tasty hot dogs UNLIMITED DRINKS FOR 1 HOUR*
£10pp	£25pp	£35pp	£45pp

**LARGE GROUPS**  
EVENT PACKAGES

THE BIG SHOTS CROWD PLEASERS	THE BIG SHOTS BELLY BUSTERS	THE BIG SHOTS GO BIG OR GO HOME
FOOD PLATTER Mini sliders - basket of wings with a choice of dips - coleslaw - halloumi sticks - salad - nachos (v) - fries 4 BOTTLES OF WINE / 12 BEERS* RECOMMENDED FOR GROUPS UP TO 6	FOOD PLATTER Variety of tacos - basket of wings with choice of dips - mini sliders - quesadillas (v) - Philly Cheesesteak - nachos (v) - hot dogs - churros - selection of fries 8 BOTTLES OF WINE / 24 BEERS* RECOMMENDED FOR GROUPS UP TO 12	FOOD PLATTER Variety of tacos - basket of wings with choice of dips - mini sliders - quesadillas (v) - Philly Cheesesteak - hot dogs - churros - selection of fries UNLIMITED Beer - wine - prosecco - soft drinks for 1 hour* RECOMMENDED FOR GROUPS UP TO 18
£250	£500	£750

PACKAGES DO NOT INCLUDE GOLF OR THE £5 PP MEMBERSHIP FEE

## Policy 27: Compliance with existing regulatory regimes

The Council expects all applicants to be able to evidence, upon application, lawful compliance with all other relevant regulatory regimes.

Obviously the operator is not complying with Planning Permissions and their Conditions.



**BRENT COUNCIL**

TOWN AND COUNTRY PLANNING ACT 1990 (as amended)

**DECISION NOTICE – APPROVAL**

Application No: 07/2629

To: David Postins  
Playgolf (Northwick Park) Ltd  
4-12 Morton Street  
Leamington Spa  
Warwickshire  
CV2 5SY

I refer to your application dated 29/08/2007 proposing the following:  
Retention of existing restaurant with bar at the Playgolf Northwick Park Golf Centre (Use Class A3) and  
subject to a Deed of Agreement dated 22nd January 2009 under Section 106 of the Town and Country  
Planning Act 1990, as amended  
and accompanied by plans or documents listed here:  
Letters dated 29/08/2007 and 15/10/2007

NP/100  
NP/B/310  
at Playgolf Northwick Park, 280 Watford Road, Harrow, HA1 3TZ

The Council of the London Borough of Brent, the Local Planning Authority, hereby GRANT permission for the reasons and subject to the conditions set out on the attached Schedule B.

Date: 24/04/2009

Signature:

Chief Planner

**Notes**

1. Your attention is drawn to Schedule A of this notice which sets out the rights of applicants who are aggrieved by the decisions of the Local Planning Authority.
2. This decision does not purport to convey any approval or consent which may be required under the Building Regulations or under any enactment other than the Town and Country Planning Act 1990.

DnStdG

DocFoldr: Decision  
DocDesc: Brent's decision notice

DocFDN  
Ref: 07/2629 Page 1 of 4

**SUMMARY OF REASONS FOR APPROVAL**

- 1 The proposed development is in general accordance with policies contained in Brent's Unitary Development Plan 2004, Central Government Guidance and the London Plan.

Relevant policies in the Adopted Unitary Development Plan are those in the following chapters:-

Built Environment: in terms of the protection and enhancement of the environment

Environmental Protection: in terms of protecting specific features of the environment and protecting the public

Town Centres and Shopping: in terms of the range and accessibility of services and their attractiveness

Open Space and Recreation: to protect and enhance the provision of sports, leisure and nature conservation

Transport: in terms of sustainability, safety and servicing needs

Site-Specific Policies

**CONDITIONS**

- 1 The restaurant use hereby approved must not operate outside the hours of 0730 and 2300, Sunday to Thursday, and 0730 and midnight on Friday, Saturday and Sunday.

Reason: To ensure the use remains functionally linked to the primary use of the golf centre and to preserve local amenity.

- 2 The only entrance to the restaurant that customers may first enter or leave the premises shall be the main entry to the golf centre building, via its main reception area, near the centre of its western elevation.

Reason: To ensure that access remains functionally linked to the primary use of the golf centre and to preserve local amenity.

- 3 No private functions, that exclude any member of the public or any golf centre user, or require purchase of a ticket to enter may be held in the restaurant.

Reason: To ensure the use remains functionally linked to the primary use of the golf centre and to preserve local amenity.

- 4 No dividing walls or other permanent structures that create an enclosed physical separation between any designated area of the restaurant shall be erected.

Reason: To ensure the use of the premises remains within the use class hereby approved.

- 5 No area in connection with the restaurant area outside the main building shall be used other than as defined in a management plan to be submitted to and approved in writing by the Local Planning Authority.

Reason: To control the use of the restaurant activities and their potential impact on the Metropolitan Open Land.

- 6 The premises shall be used only for purposes within Use Class A3 as defined in the Town and Country Planning (Use Classes) Order 1987 as amended

Reason: No separate use should commence without the prior approval of the Local Planning Authority in order to ensure that use of the premises does not prejudice the amenity of the area and conforms with Council's policies.

**INFORMATIVES**

- 1 For the purposes of clarity the permitted hours are the hours which customers are allowed to

be in the building. It is generally accepted that a preparation and cleaning up time before and after closing of 30 minutes is acceptable, during which staff are allowed to be on the premises for these purposes.

## Appendix 2

### Planning Consents and Conditions relevant to this Premises Licence

Earlier in this representation I pinpointed the Licensing Policy that requires Licensing and Planning to be aligned. Below are the many Planning Consent Conditions that have not been complied with for this Licensing Application and its predecessor.

#### ***Planning Conditions 99/2397***

*3 The development hereby approved shall be carried out and completed in all respects in accordance with the proposals contained in the application, and any plans or other particulars submitted therewith, prior to occupation of the building(s) and commencement of the use of the land and be retained thereafter.*

*10 The clubhouse building shall not be used before 07.00 hours or after 23.00 hours on any day and shall only be used in connection with the golf course and driving range and for no other purpose. As such, the coffee shop and creche facilities shall only be used as ancillary accommodation expressly for users of the course and range.*

*18 No loudspeakers shall be used at any time, without the prior agreement of the Local Planning Authority.*

#### ***Planning Conditions 07/2629***

*1 The restaurant use hereby approved must not operate outside the hours of 0730 and 2300, Sunday to Thursday, and 0730 and midnight on Friday, Saturday and Sunday.*

*2 The only entrance to the restaurant that customers may first enter or leave the premises shall be the main entry to the golf centre building, via its main reception area, near the centre of its Western elevation.*

*3 No private functions that exclude any member of the public or any golf centre user, or require purchase of a ticket to enter may be held, in the restaurant.*

*4 No dividing walls or other permanent structures that create an enclosed physical separation between any designated areas of the restaurant shall be erected.*

The current alterations to the Area D, L & N require planning permission, there by the current Licensing is invalid according to Policy as no Planning Application has been submitted.

*5 No area in connection with the restaurant area outside the main building shall be used other than as defined in a management plan to be submitted to and approved in writing by the Local Planning Authority.*

*6 The premises shall be used only for purposes within Use Class A3 as defined in the Town and Country Planning (Use Classes) Order 1987 as amended*

There are many others that have not been complied with, one of which was to restrict the number of vehicles allowed on site, another not allowing the cafe to be licensed, etc, etc.

## Appendix 3

### Current Licence Conditions

1. CCTV shall be installed to Home Office Guidance standards and maintained in a good working condition and recordings shall be kept for 31 days and shall be made available to police and authorised Officers from Brent Council.
2. The CCTV system shall be capable of obtaining clear facial recognition images and a clear head and shoulders image of every person entering or leaving the premises.
3. A CCTV camera shall be installed to cover the entrance of the premises.
4. CCTV shall cover areas A, H, J, C on the lower ground floors
5. CCTV shall cover areas E, L, D, M, G, on the upper ground floor for the detection and prevention of crime and disorder.
6. The nominated Designated Premises Supervisor or authorised manager shall inspect and test that the CCTV is operational and working correctly on a weekly basis. A signed and dated record of the CCTV examination and any findings shall be kept on the premises and made available to the police and authorised officers of the Local Authority on request.
7. Fully trained staff of the premises licence holder shall manage the lower and upper ground floors proactively with regular patrols to supervise customers
8. The provision of alcohol shall be provided by waiter or waitress service from the Bar areas marked J and L and from mobile ordering devices throughout the lower and upper floors.
9. All bars areas where alcohol is retailed from shall be monitored by staff of the premises licence holder.
10. If areas B and F are sublet to a third party then details of such arrangements would be submitted to the licensing authority prior to any licensable activities being conducted or the area being occupied.
11. An operations management policy document shall provide full details of how the premises on both the lower and upper ground floors shall be operated and managed by the premises licence holder and the sub tenant. This policy shall be updated if there is a change in the sub tenant or tenant.
12. An incident log shall be kept at the premises, and made available for inspection on request to an authorised officer of Brent Council or Brent Police, which will record the following:
  - i. all crimes reported to the venue
  - ii. all ejections of patrons
  - iii. any complaints received
  - iv. any incidents of disorder
  - v. all seizures of drugs or offensive weapons
  - vi. any faults in the CCTV system or searching equipment or scanning equipment
  - vii. any visit by a relevant authority or emergency service.
13. Doors and windows to the external driving range areas marked as C (lower ground floor) and G (upper ground floor) and the balcony area marked as M, with the exception of access and egress, shall be kept closed to prevent the breakout of regulated entertainment and noise.
14. There shall be a specified area for smoking (designated as area M the external area on the plan of the premises).
15. To prevent children accessing alcohol in Area A, staff of the premises licence holder shall be responsible for regularly clearing glassware and bottles from this area.
16. To prevent children from accessing alcohol in any of the public areas on the Lower or Upper ground floors, staff of the premises licence holder shall be responsible for clearing glassware and bottles in these areas.
17. Areas F, B & K as shown on the lower ground floor plan are to be closed to members of the public with no access or licensable activities. Should any of these areas be brought back

- into operation, the Licensing Authority will be notified by the premises licence holder to ensure this does not have an effect on the existing licensable activities being carried out.
18. Whether Areas A and H are operated by a sub tenant, the entire lower ground floor shall be managed and overseen by the premises licence holder.
  19. All areas as set out on the plan of the upper ground floor are to be managed and operated by the premises licence holder
  20. All retail sales of alcohol are to be managed by the premises licence holder.
  21. A notice shall be placed on the party room (area H) door stating 'Strictly no alcohol beyond this point'
  22. A 'Challenge 25' policy shall be adopted and adhered to.
  23. Any staff directly involved in selling alcohol for retail to consumers and staff who provide training including managers shall undergo regular training of the Licensing Act 2003 legislation (at least every 12 months). The training shall be documented and signed off by the DPS and the member of staff receiving the training. This training log shall be kept on the premises and made available for inspection by police and relevant authorities upon request
  24. The children's party room located in Area H will not be used for the consumption of alcohol.
  25. No person shall be permitted to sit on the floor, on stairs or in gangways and passageways.
  26. A capacity specific risk assessment shall be conducted by a competent risk assessor. This assessment will include holding capacity, exit capacity and the calculations to demonstrate how that was reached, the lower of the two numbers shall be the final capacity. The guidance used to reach this capacity must be quoted. This risk assessment shall be appraised annually or at the time of any building or layout structural works. The Capacity Assessment must be made available to an authorised officer upon request.
  27. A copy of the premises licence summary including the hours which licensable activities are permitted shall be visible from the outside of each entrance to the premises.
  28. The maximum number of persons permitted in the Bar Area & Restaurant (Area L) shall not exceed 350
  29. The maximum number of persons permitted in Area A shall not exceed 125.
  30. The socket outlets (or other power supplies used for DJ equipment, band equipment and other portable equipment) that are accessible to performers, staff or the public shall be suitably protected by a residual current device (RCD having a rated residual operating current not exceeding 30 milliamps).
  31. Where Area A is to be used for pre-booked events and where the event is to take place beyond midnight, the premises licence holder/DPS/management shall liaise with the Police as to whether door supervisors are to be deployed.
  32. Customers shall not be permitted to take open glass containers outside the premises as defined on the plan submitted to and approved by the Licensing Authority.
  33. Substantial food and non-intoxicating beverages (including free drinking water) shall be available during the whole of licensed hours in all parts of the premises where intoxicants are provided.
  34. On major event days at Wembley Stadium the following shall apply:
    - i. Customers shall not be allowed to congregate outside the premises.
    - ii. No glass bottles shall be handed over the bar but decanted into toughened glass or plastic vessels.
  35. The Licensee shall undertake a risk assessment of any significant promotion or event and provide a copy to the Metropolitan Police and Brent Council's Licensing Unit not less than 14 days before the event is due to take place.
  36. Where an event has taken place, the licensee shall complete a Debrief Risk Assessment Form and submit this to the Metropolitan Police and Brent Council's Licensing Unit within 3 days of the conclusion of the event.
  37. Toilets shall be checked every hour for the use of drugs and other illegal activities.

38. Notices advertising the number of a local licensed taxi service shall be displayed in a prominent position.
39. Public transport information including night time travel options shall be made available.
40. Notices requesting customers to leave quietly shall be displayed at each exit.
41. Nudity, striptease and other entertainment of an adult nature shall not be permitted on the premises.
42. No children under 16 shall be admitted unless accompanied by a responsible adult.
43. In the driving ranges (areas C and G) alcohol sales and consumption of alcohol shall terminate at 22.00 hours.
44. The flood lights on the driving ranges are to be turned off no later than 22.00 hours.
45. The premises licence holder is to arrange six-monthly meetings at the premises that can be attended by local councillors, local residents and members of the Safer Neighbourhoods Team who want to attend. Those meetings are to continue for as long as the local councillors and residents want them to continue. The first meeting should be held within six months of the date on which the variation comes into effect.



Email sent on - Sun 12/12/21 18:51

From: Gaynor Lloyd [gaynor@gaynorlloyd.co.uk](mailto:gaynor@gaynorlloyd.co.uk)

FW: Objections - Premises Licence: number 152252 Premises Licence Variation: number 22739 280  
Watford Road Harrow HA1 3TZ Licensee: Blue Ginger Bar & Restaurant Ltd ("BGBR") Trading name:  
Big Shots Golf

Dear Ms Haulkhory and Ms Legister,

**PLEASE REFER TO MY IMMEDIATELY PRECEDING EMAIL.** I am seriously concerned either that (i) the Licensing website, and one of the documents for Wednesday's Hearing is seriously misleading; or (ii) there has been an intervening application by the premises Licence Holder to extend the licensed hours and introduce off-sales since the Decision Notice of 24 September 2020, of which Licensing did not inform me when my first email on the subject of the above application made clear my understanding that it was last varied on 24 September 2020.

I had no independent way of ascertaining IF that was the case, as no Licence was displayed on the website for the application. It still seems incredible as a possibility so soon after the substantial September 2020 Hearing and the months of correspondence, etc leading up to it - and what your officers must have known were all the factors discussed.

It was only as a result of checking the Agenda item for Wednesday that I saw the "Current Licence" dated 29 October 2021, which I have never seen before, although I have asked. This "Current Licence" contains very different hours, and off licence sales.

If the hours are indeed as specified on that "Current Licence", then that only strengthens and reinforces my objections as set out in my attached letter. I would however have expressed them in more forcible terms and might have expressed them differently. **2:30 am exits from these premises on Friday, Saturday and Sunday? All licensed activities till 2pm those nights?**

It only underlines that the promises and assurances of the Premises Licence Holder in September 2020 - as conveyed by its senior Counsel, covered in witness statements, and spoken to at length by the Directors of the premises Licence holder and its fellow group company, Brent Council's tenant - were not worth a candle. *"We are the new team. " Our business model is not a party venue."* The grant of the Licence variations depended on those assurances

If off-sales again are introduced, then there would have been further objections but these need consideration. No opportunity for that.

I again protest that it is should not be for residents to struggle to be informed particularly in matters of Licensing where Brent's Licensing Policy 2020-25 make transparency key!

Subject to all the above, I now enclose my final objections to the above Application to Vary Licence 152252, as set out in the attached letter (with separate signature page in addition) dated December 11 2021. To these must be added my above comments and protests . Please acknowledge safe receipt.

In view of the number of attachments, I will send through a copy of this email without attachments so that, should this email with attachments have been blocked in the system, you will be alerted,

and can ask me to send any of the documents to comply with the time limit of 48 hours before the hearing.

Thank you.

Yours sincerely,  
Elizabeth Gaynor Lloyd

Licensing Department.  
London Borough of Brent.  
Civic Centre  
Engineer's Way.  
Wembley,  
HA9 0FJ

By email : [business.licence@brent.gov.uk](mailto:business.licence@brent.gov.uk)

December 11 2021

Dear Sirs,

**Premises Licence: number 152252**  
**Premises Licence Variation: number 22739**  
**280 Watford Road Harrow HA1 3TZ**  
**Trading name: Big Shots Golf**  
**Licensee: Blue Ginger Bar & Restaurant Ltd ("BGBR")**

1 **the name of the premises:** (as copied from the Licensing Application): 280 Watford Road, Northwick Park, HA1 3TZ

2 **my name and address:** Elizabeth Gaynor Lloyd, 16 Pebworth Road, Harrow, HA1 3UD (resident approximately 450 yards away from the premises)

3 **I wish to make further objections** to the above Application to vary numbered **22739** on the grounds set out below. I have already lodged objections on 31 October, 1, 3, 13 and 17 November, and some of the points may be repeated below.

One important point that seems to have been missed is that these premises stand on **public open space**. As far as I understand it, Brent Council has imposed a PSPO on all areas of public open space, which forbids any drinking on exterior areas. Therefore, the licence for these premises should exclude **any** areas exterior to the building (including Area M, and the golf driving range bays).

I am also now in receipt of information which was not available to me when I wrote previously. In particular, I have received an email dated 19 November from Ms Aisha T Chowdhry Head of Legal and Compliance, "Stockley and Bigshots Group" and copies of emails sent to other objectors, all sent via Business Licence (all attached for ease of reference).

These emails assert that Bigshots (Northwick Park) Ltd ("Bigshots") has *"recently acquired the underlease of the Golf course and centre from Playgolf London, and are in the process of completing the acquisition of a sub underlease of the restaurant known as Blue Zenzer from*

*Blue Ginger Bar and Restaurants Ltd. The premises licence will be transferred to Bigshots upon completion."*

Brent Council is the freehold owner of the land on which the premises are constructed, and the landlord of the premises, and thus in a position to know who is lawfully in the premises, and the party which the Council, as Landlord, can control. I have made all efforts possible to find out from Brent Council and from the Land Registry whether the assertions as to changes in ownership of the leasehold and sub-leasehold interests are correct, and no answer has been forthcoming from Brent Council. Which is disappointing as Brent's Licensing Policy 2020-2025 makes clear that the Council should be transparent with residents, and that local residents play an important part in Licensing decisions.

Because I have to submit my final objections by 48 hours before the Hearing on 15 December, I am making my objections on the assumption that what Ms Chowdhry has told me is correct - that Bigshots (Northwick Park) Ltd is now the tenant,, and that it intends to submit an application to change the premises licence holder to Bigshots (Northwick Park) Ltd from Blue Ginger Bar & Restaurant Ltd ("BGBR") **(the current premises licence holder and the Applicant for this application)** following the granting of this variation application. (I have ascertained that Ms Chowdhry is a practising solicitor and so this supports my acceptance of her assertions).

I have also ascertained that the current premises licence holder BGBR has left the premises, Blue Zenzer is "permanently closed" - **see screenshots taken on 19 November** - taken from Google and the Blue Zenzer general website.

#### **4 My first objection to reject the Application for Variation completely on the basis that it is fundamentally flawed as a Variation Application.**

4.1 The following are my reasons to ask for **rejection** of the Application:

- a) What is proposed is a substantial variation of the areas licensed.
- b) It increases capacity for drinking on the premises and maximum capacity with no reference to an appropriate risk assessment having been undertaken (although the premises are up and running in the new "trading style").
- c) It impedes the effective operation of noise reduction measures.
- d) The application is made by a premises licence holder which is a party no longer present nor operating any business on the premises.
- e) It was advertised **to the public** as being an application by a well-known and long-standing operator of the restaurant business on the premises.
- f) Without substantial reason (at any rate openly), the current operator intends to apply later to become the premises licence holder.
- g) This is a case where the public/local residents have no knowledge about the experience or operation model of the current operator.
- h) the current licence and Operational Site Management Plan (OSMP) was based - and relied - on the well-known and long-standing operator of the restaurant (also then a common director group company of the overall tenant) and its long-standing relationship with the subtenant, and personal assurances given in the 2020 Hearing

as to how the necessarily collaborative relationship to achieve the licensing objectives in a complex, multi-area'd, enclosed centre could be realised.

- i) As far as any local resident can tell, including asking Business licence for the operating schedule or OSMP put forward, no information is available yet the 2020 OSMP cannot apply.
- j) The website for the new operation reveals a completely different operating model for an out-of-town entertainment venue, and one which offers the opportunity to be hired out completely, and for the hirers to "*go mad and light up the neighbourhood.*"
- k) That operating model from the evidence of the website is completely different from the previous operation. It promotes drinking throughout the premises. It is imperative not to teach children that sport and alcohol go hand in hand. There is no evidenced way of safeguarding them from the dangers of licensed premises, particularly on the invisible lower ground floor, and driving range bays nor to protect children from over exuberant and uninhibited drinkers, who are also using the driving range with golf clubs potentially having consumed alcohol at their serviced driving bay. The nature of the premises, the various activities targeted at children, means that children may potentially stay in licensed premises for long hours of the day.

4.2 To quote from the Application for variation, "*Applications for variations of an existing licence cannot be used to vary the licence so as ... to vary substantially the premises to which it relates. If you wish to make that type of change to the premises licence you should make a new premises licence application under section 17 of the Licensing Act 2003.*"

4.3 The premises **are** varied substantially by this application. Physically, the **additional areas of the premises** for which full licensing are sought are **not only Areas B and F** but also **an additional L- shape area in the north-west corner of Area A**, and an additional **six driving range bays on the Northern end of Area G** (part of the "extra" area of Area G from the (old) current plan into the old Area F as shown) .

Although the current licensing conditions **relating to Area A** assume legal occupation by the operator of Putt Crazy, as can be seen from the **attached sublease plan for Putt Crazy**, this L-shaped area is not leased to that operator, so it is entirely unclear how that extra L-shaped area will be used. I mention this in context of the complexities of operational site management here, even when the legal ownerships were transparent at the Licensing Hearing and grant of the last variation in September 2020. **(Decision Notice attached)**

In addition, the cafe formerly at Area N on the old (current) licensing Plan is now **moved** to Area E - for which it does not have planning consent ( see later). However, works have also recently been carried out to add patio-style doors to allow for the cafe to service an external area of 13 cafe tables, shown on the uploaded (2nd) proposed Licensing Plan.

As there is no suggestion of any operating schedule, indicating how the operator of the cafe can prevent alcohol being taken onto the tables outside, regard should be had to this addition (which also does not have planning consent), which is now introduced onto the new (2nd) Licensing Plan.

The proceedings at the licensing hearing in September 2020 made it paramountly clear that the **only** place where tables might be placed on the outside of the premises was in that **part**

of Area M to the South of the building. This is to prevent noise nuisance, and promote the licensing objective to prevent public nuisance. Yet, the new licensing plan has **added 13 tables outside the cafe (Area E). There is no planning consent for the tables and new openings to the building which might lead to noise escaping is similarly prohibited.**

This is in contravention of the strict licensing objective for the prevention of public nuisance - a topic extensively discussed and agreed at the September 2020 Hearing - and clear from all planning consents to preserve residential amenity.

To add to the problems - there is the potential for alcohol consumption at these external tables. Whilst the pink colouring does not extend to that external area, Area E is coloured pink; new sliding patio doors have been inserted leading to the tables area. As far as available from the very limited documentation supplied, there is no operating schedule indicating how drinking of alcohol at those tables will be prevented.

4.4 Driving range bays. The completely changed **nature** of the 56 driving range bays in the new operation of these premises must be taken into account. I describe these later but, in brief, on two floors, there will be uninterrupted runs of individual bays with sofas, TV screens showing sports, heated and lighted and with external speakers - each floor with a long walkway at the rear, up to 6 people in each, pre-ordering alcohol as they book the bays, and with devices in each bay enabling the ordering paying for further supplies.

They were just driving range bays, in which drinking did appear to take place but not in this formalised, facilitated manner. This is a complete change of use. I am informed the Licensing Officer has not been to inspect since before the last Licensing Hearing; I do not know if the MPS Licensing Constable has. It would seem not from recent correspondence with Business licence department.

4.5 I attended the site on 15 November, as to what I could look at:

- a) The areas let to Paul Lawrence Management were shuttered off;
- b) Area B was the subject of alterations and closed to the public;
- c) The LGF driving range bays were closed off;
- d) Area F was closed off;
- e) The truncated L shape "extension" of the upper ground floor driving range (NW direction) shown on the licensing application plan (inaccurately as licensed) did not (yet) exist, the wall behind the bays being a straight run.

4.6 No one seems to have taken into account the safety aspect of combining activity driving golf balls, drinking and having children around (where golf clubs are standing in each bay, whether or not occupied)– and, on the upper floor, who has looked at the safety aspect of people who have been drinking potentially falling off the upper level, protected only (in parts) by netting?

4.7 It is completely inappropriate for this application to be made by the current premises licence holder in the circumstances outlined by Ms Chowdhry. The application should be made by the current operator. Bigshots (Northwick Park) Ltd is now the tenant, and BGBR has closed down its business, and left. The fact that it may suit, for example, the

financial arrangements between the parties that BGBR grant a sub underlease to the new operator rather than Bigshots (Northwick Park) Ltd simply taking a surrender of BGBR's underlease, is no reason to delay a licensing application being made by the party which is **has actually been running** the licensed premises since October, and which seeks an extension of the premises in which alcohol can be sold. It appears that that operator is Bigshots (Northwick Park) Ltd. The premises are not simply "trading as" Bigshots; Bigshots (Northwick Park) Ltd is the legal occupier.

4.8 As is apparent from the Decision Notice, and the detailed notes of the Licensing hearing of 24 September 2020, the granting of the Licence variation **with then 46 conditions came out of a lengthy** hearing at which the premises licence holder was represented by senior Licensing Counsel, personal appearances and evidence given by individual directors of both BGBR and the (then) tenant, its fellow group company, Playgolf London Limited; those directors were questioned. That hearing was preceded by references supplied, legal submissions and witness statements from those directors, and the OSMP agreed based on the close working relationship - backed by contractual obligations and long-term working relationships - with the sub-tenant of part of the Lower Ground Floor. **None of these now apply.**

The previous Licence was only granted on the basis of substantial assurances by the common Directors of BGBR and the tenant of the premises, Playgolf London Limited and their character and background as substantial local businessmen

**Here, we have nothing put forward as to references or character of the current operator.** The Application was made by the current premises licence holder, who has left the premises.

4.9 The sublease of Putt Crazy's premises contained no provisions allowing the level of entry and control over those premises by its landlord required under the OSMP; a sublease grants exclusive possession and control to the subtenant, unless specifically reserved to its landlord. Not then BGBR, and reliant on the common group BGBR and the (then) tenant Playgolf London Ltd. The collaboration required would have had to have come from relationships long existing, and/or separate contractual arrangements. **The current operator has provided no evidence of how it will control Area A (with the remaining sub-tenant, Paul Lawrence Management Ltd)**

4.10 Furthermore, and very seriously when considering Brent's Licensing Policy 2020 – 25 and the importance of the involvement of local residents, it was a misrepresentation of the position to local residents as publicly advertised that the applicant was BGBR, when they had left the premises. Residents knew and trusted the assurances given at the Licensing Hearing by the Directors (and DPS) behind the locally popular Asian fusion restaurant on site since 2008 - and in its personal supervision by its directors emphasised throughout the September 2020 licensing hearing. Far from now being the real premises licence holders, they - along with the restaurant - had in reality gone.

4.11 It is notable that a further application was made after the Application of 5 October (presumably by the current premises licence holder) for a change of Designated Premises

Supervisor -a **separate application over 3 weeks later**. No-one told any of the objectors that the DPS would now be not a Director of BGBR and of the overall Tenant (Playgolf London Ltd) with its relationship of years with the Director of Paul Lawrence Management expressed to the Committee on 24 September 2020 .

4.12 I now understand from Ms Chowdhry's emails that this Designated Premises Supervisor is the Operational Manager of Bigshots. For the avoidance of doubt Bigshots (Northwick Park) Ltd has no directors in common with BGBR, nor with Paul Lawrence Management Limited, the subtenant and operators of Putt Crazy. It was left to objectors to discover that the operation of the premises had changed hands, and in what manner the premises are now being operated.

4.13 **All the three matters** should have come forward together – i.e., the extension of the premises to be licensed (including as described in paragraph 4.3 above) the change in DPS and the change of Premises licence holder, together with an appropriate explanation of how this new party will collaborate on the OSMP.

4.14 **Why** was this not all dealt with in one application, especially as Ms Chowdhry says that BGBR has gone and Bigshots (Northwick Park) is now the lawful tenant, having taken over from BGBR's fellow group company, Playgolf London Ltd?

It gives an unfortunate impression to have a **succession of 3 separate applications**, when the new operator is in full possession of the site, carrying out extensive and expensive alterations, clearly just assuming in the case of the huge sports bar area at Area F that the Licence will be granted.

4.15 The first Licensing Plan to this Variation - less than a year after the last Variation - brought in the proposed licensing of Area K - the external garden . The removal of Area K from the **previous** application was offered up by the then applicant., and the points extensively discussed and emphasised by the senior Licensing Counsel instructed on behalf of the applicant. That first plan was changed in November - after initial objections were raised by residents. However, Mrs Chowdhry's email to me contains the following statement (paragraph 5): "*there is no intention to license Area K **at present** and that area will remain closed off for users of the facility. We will consult with residents and local stakeholders **when developing plans for this area going forward.***" So much for the removal of Area K in the previous Licensing Hearing **in exchange for** the September 2020 variations; does the operator have no understanding of the position, no knowledge of the history and well-documented objections from local residents about the use of that external area and the noise nuisance - or of the planning position here?

4.16 It is quite clear from the website <https://www.bigshotsgolfuk.com/> (which shows the nature and extent of the operation, apparently already in being at the time of the application or very imminently thereafter) that this application is a Bigshots operation. The Licensing drawing was prepared for a Bigshots company - probably Bigshots International (*Client BSI*) of which Ms Chowdhry is a director. Ms Chowdhry may have been the party to whom the maker of the drawing addressed queries on issues such as whether the cafe was



intended to be licensed on the first version of the licence plan which was uploaded to the Licensing website.

4.17 The proposed additions are substantial, although the application imprecise and inadequate in its descriptions. The arrangements further include provision of alcohol via roving waiters and waitresses. The revised configuration of the 56 driving range bays is laid out with sofas, screens, heaters, lights, ordering devices, loudspeakers. The website makes it clear that, in each of those bays, parties including children can order alcohol in advance as part of their booking.

4.18 On the grounds that it increases capacity for drinking on the premises, it should be refused.

4.19 The new configuration of the golf driving range bays with their screened off 6 person party bays will **obliterate the noise reduction method under the previous Licence of ensuring the doors to the bays are closed**. Each of the bays have TV sports screens and external loudspeakers and face out over the open fields. Hiring for parties is available on the website.

Residents already heard noise from the bays when they were just for driving golf balls. Has anyone done an acoustic assessment of the addition of screens, and external loudspeakers and up to 330 people on those two external areas? In addition, the area onto which patrons drive golf balls has been radically changed - elevated with material on which I and Cllor Perrin at least have doubts, artificial grass and who knows what technical equipment underneath? it may be of no relevance whatsoever but no details are supplied.

It is entirely unclear that anyone from Brent Council has been to inspect or take recordings of the noise generated. Ms Chowdhry in her email to Mr Shah paragraph 4 seems simply to dismiss the matter. "**Outside noise from external licensed areas well close to residential property and an acute care facility: The external areas (bays) have always been licensed and we do not believe that there will be any increase in the noise levels.**" Where is the evidence on which Ms Chowdhry and others ("we") base belief? Is there any understanding of the change in practical use of these bays or indeed of the area?

4.20 Furthermore, this pays no regard to the content of Brent's Licensing Policy 2020 – 25 and "sensitive premises": "*In particular, consideration should be given to whether proposals may have a disproportionate impact in **residential areas** or near to sensitive premises such as nursing homes, older people's accommodation, **hospitals**, hospices, **schools**, childcare facilities or **places of worship**.*" These premises are surrounded by the public open space/Metropolitan open land, residential areas, a major hospital, a large school and a church.

4.21 Many assertions are made by Ms Chowdhry in her various emails to objectors; some of these are highlighted below. Her email to me (paragraph 3) indicated that an OSMP would be sent to me but, unfortunately, it never has been. Similarly, the licence she stated was enclosed was not. It is not, however, an appropriate way to deal with matters which should be in the operation schedules to set them out in a series of emails to individual

objectors, some of which appear inconsistent with the Application itself - and are not, in any event, put forward by the premises licence holder so presumably not enforceable.

4.22 This serious extension of licensing should not be dealt with by a series of "variations", and assertions in emails to objectors by a party who is not the Applicant - **but by a complete new Licence application.**

I go into more detail on my above assertions and particular objection; I do this in case the Committee does not agree that this Application should be rejected as I ask. Frankly, whatever, I don't want my "*neighbourhood lit up*", as well as once again blighted by noise nuisance from a type of venue which should never be in this location

Please note that my last previous objection asked for the legal basis on which the application was being taken as a variation - so far without reply.

## **5 Maximum Capacity of the premises**

5.1 **there is no reference in the application to any increase in the capacity of the premises.** Indeed, Ms Chowdhry in her email to me (paragraph 3) says "***There is no application to increase capacity.***" Indeed - but should there be? As a concept, to a lay person, this makes no sense at all, unless they are suggesting that there will be no customers for the additional areas for which they are requesting licensing. What about the Condition as to a capacity risk assessment?

5.2 To illustrate, considering the existing (approved) maximum capacity of the premises and using the "old" Condition numbering of the current Licence to avoid confusion):

a) Under Condition 29 in the form of licence attached to the Decision notice of September 2020, and under Condition 28 in the Application: "*The maximum number of persons permitted in the Bar Area & Restaurant (Area L) shall not exceed 350*". (The wording is the same in the old and new conditions but the designations on the Licence Plan annexed to the Application indicate they must now mean Areas L **and** D)

b) Under Condition 30 in the form of licence attached to the Decision notice of September 2020, and under condition 29 in the Application: "*The maximum number of persons permitted in Area A shall not exceed 125*".

5.3 So calculations of maximum capacity – which was seen as important in the September 2020 licensing hearing, not least for interrogation on the issue of car parking (to which I come later) – are **only** supplied/ repeated as unchanged for licensed Areas L and D , and Area A (which actually has a reasonably substantial area added - the additional L shaped area which has come into the new Licensing Plan referred to above).

5.4 And that is it!

- i. **no suggested maximum capacity for the 56 driving range bays** (up to 6 persons each bay- mathematically, that looks like a maximum of 330, if the number of driving range bays is correct which needs checking); and

- ii. **no suggested maximum capacity for Area B** (This is the sports bar, with very large TV screens opposite the extensive bar, the intended audience for which is unclear: either for "*members of the public*" or "*exclusively for golfing patrons*", depending on which section of the application/Ms Chowdhry's comments you read. See, variously:
  - the comment in the licensing application against conditions 11 and 18 "*opening to the general public*";
  - the comment against Condition 9 "*exclusively for golfing patrons*";
  - Ms Chowdhry's email to Ms Wulff-Cochrane, paragraph 2 ("*the proposal is to operate a bar (with the provision of food menu) so the golfers have a dedicated area to socialise*");
  - Ms Chowdhry's email to me, paragraph 8 "**Conditions 11 and 18:** *These conditions are being suggested for omission as these areas are being bought*" [sic] "*into for members of the public as part of Bigshots golfing experience....*" (Omissions apparently "*agreed to by the local authority's representative*"; and
  - Ms Chowdhry's email to me, fifth paragraph on page 4 "*the proposed sports bar in Area B will only be open to those persons who have golf membership that it why this application seeks to removal of condition 11*")
- iii. **no suggested maximum capacity for Area F** - Ms Chowdhry in her email to me states that the bar there "*is a new proposed satellite bar that will be staffed by waiter and waitress service whilst waiting for pre-booked golfing*". It is in an area with six lines of mini bowling and pool tables and tables, "a key attraction for children", according to Ms Chowdhry - and its bar is also indicated as one of those from which the roving waiters and waitresses will operate; and
- iv. **no suggested maximum capacity for Area E (whether or not licensed)** - and the issue of the 13 external tables.

5.5 Would these issues not be important parts of any Operating Schedule? Mentions of **membership** are also quite important; as elsewhere in this letter, the premises are built on public open space, and there should not be restrictions on access to members of the public. A lifetime membership of £5 has to be paid for each person accessing the golf driving range bays; now, apparently, those without golf club membership will not be able to access Area B.

5.6 None of this is at all clear, quite possibly because the premises licence holder is the applicant but is neither on the premises nor the operator of the premises.

## 6 **Operating Schedule, Other Documents, Licensing Plan forming part of the Application, Variation details on the website**

6.1 I asked Licensing for various documents, including the current Licence, the OSPM, the Child Safeguarding Policy, which was said to be in development at the September licensing hearing. I understand they were requested by Licensing - I am now in some doubt of whom those requests were made. Certainly, none of these has been forthcoming.

6.2 If the applicant intends to use the OSPM annexed to the Decision Notice (as set out in the Submissions Bundle) to apply, then it **cannot** for the reasons set out above. An

operating schedule is used for licensing purposes to produce conditions which will be attached to the licence. It anticipates the suggestion of steps - applicable to the proposed operation of the premises - which will **promote** the four licensing objectives, and the applicant is to make sure that the steps suggested are **realistic and within its control**. If a licence is granted with conditions attached requiring the implementation of such steps, conditions will be enforceable in law and it will be an offence to fail to comply with them.

6.3 Ms Chowdhry in her email to me indicated that she had attached the current Licence. She had not. That might have contained the new Operating Schedule – although it seems slightly doubtful, in view of the continued reliance on the current premises licence holder. However, I have no means of checking if that contained a new Operating Schedule. Ms Chowdhry makes many assertions about the detailed policies and methods of operation in future of the premises but there is no indication how they form any enforceable part of this licensing application.

6.4 So where **is** the operating schedule/ OSPM for this application? The application asserts that the existing conditions are enough (with minor amendments). *"The existing conditions under annex 2 and 3 of the premises licence shall remain in supporting the safe and responsible operation of the licence under the revised plan. On this basis these variations should not have an adverse effect on any of the four licensing objectives."* Unfortunately, I do not know what *"annex 2 and 3 of the premises licence"* are, although I have asked Licensing to clarify, without response.

6.5 These comments are concerning. An application - and its operating schedule - is supposed to show how **the four licensing objectives are to be promoted**. It is of no comfort to think that the variations *"should not have an adverse effect on the four licensing objectives."* This is a completely different and much lower standard, and the assertion is not even a definite assurance about that. No actions are specified about how children will be protected in this proposed changed operation and substantial expansion of licensed areas.

6.6 A long-standing local resident who objected put the position clearly - based on the premises' physical characteristics : *" If any further areas other than the current Blue Zenzer restaurant/bar are licensed for alcohol, I would recommend that all these other areas be safeguarded at all times by obvious specific monitoring staff. The alternative CCTV solution is inadequate for monitoring large areas which are lit by artificial light. I suspect that the number of people who would be 13 required to sufficiently monitor a CCTV system covering this multiplicity of areas and may well be the same or more than required to monitor directly by staff. This is very important because of the large numbers of children who may be attracted to this potentially substantially licensed establishment. If the areas attracting children were not licensed then this requirement would be lessened substantially."*

6.7 We have now seen the website <https://www.bigshotsgolfuk.com/>. The operation is entirely different from that which previously applied. Even the picture of the Putt Crazy area - Dinosaurs and Monster Claws - shows adults drinking.

It is being promoted as an entertainment and party venue, including on the golf driving range bays – you can see from the pictures - and the "PARTY" section on the website" -"

*Book one or multiple bays and compete with family or colleagues, take over a private room, one of our onsite bar areas or **go mad and book our whole venue for an exclusive buy out and light up the neighbourhood***". (This is neither permitted by planning nor the Lease from Brent Council.)

6.8 Not only that but, as the **attached screenshots show**, it already caters for and promotes irresponsible drinking. (Small and Large parties packages – unlimited alcohol ) .

Links -

[https://uploads-ssl.webflow.com/60d2d7e1b351ee5023f500fc/61891f6bad356eb790a4bbab\\_BigShots%20Small%20Groups%20Packages.pdf](https://uploads-ssl.webflow.com/60d2d7e1b351ee5023f500fc/61891f6bad356eb790a4bbab_BigShots%20Small%20Groups%20Packages.pdf)

[https://uploads-ssl.webflow.com/60d2d7e1b351ee5023f500fc/61891f76398c3b535516392b\\_BigShots%20Event%20Packages.pdf](https://uploads-ssl.webflow.com/60d2d7e1b351ee5023f500fc/61891f76398c3b535516392b_BigShots%20Event%20Packages.pdf)

**The cover page to the 6 further screenshots as to the booking process attached** shows an option for "Unlimited drink" in the lower right hand options column.

These are in direct contravention of Brent's Licensing Policy 2020 – 25. Policy 24:  
**Irresponsible Drinking Promotions.**

6.8 The plan is defective in terms of licensing policy, and inaccurate in certain respects.

6.8.1

- *"The plan must be clear and legible in all respects and must show: the boundary of the building, including any external and internal walls and, if different, the perimeter of the premises*
- *points of access to and egress i.e. doors*
- ***location of escape routes from the premises***
- *the area within the premises to be used for each licensable activity*
- ***fixed structures including furniture and temporarily fixed objects, such as seating, which may affect escape routes***
- *location and height of any stage or **raised area relative to the floor***
- *location of any steps, stairs, elevators or lifts*
- *location of all toilets*
- ***location and type of any fire safety and other safety equipment***
- *location of a kitchen, if any, on the premises*

*You can use a legend to explain the symbols used on the plan."*

6.8.2 Where are these green highlighted items shown? It appears that variations are "schematically shown" on the plan and are "to include". "Including" is not making the above matters "clear and legible".

6.8.3 No furniture, etc is shown in the golf driving range bays. The individual bays are not even shown.

6.8.4 The **only** fire escapes shown are the two doors from Area B (problematic in another respect, in particular in the light of Ms Chowdhry's comment to me about the proposed developing plans for the licensed use of Area K) and an indication of one fire escape point in the north-west corner of Area F.

6.8.5 **There is no fire escape point shown at all in Area A**, which is alarming as this is an area predominantly for children, and contains raised structures. Area A has "absorbed" the additional L-shaped area not previously licensed and not leased to the operator of Putt Crazy.

6.8.6 There is no detail about Area H, and the fire protection arrangements in that room into which strictly no alcohol is allowed, and so the door is likely to be closed, when in use.

6.8.7 No indication of fire safety or the safety equipment, nothing as to the layout of the tables and chairs to watch the large TV screens is shown to in the "sports bar" at Area B. Area F makes vague references to "*pool tables (etc)*"; what **will** be in there apart from the 6 mini bowling alley lines, and the bar?

6.8.8 The plan is **inaccurate** in that it indicates that the licensing of Area G extends westwards into what was designated Area F on the current licensing plan. **That area is not licensed and should not be coloured pink.** It possibly should be part of the yellow colouring but not without clarifying to what that area is to be used for, as it forms part of Area G and not Area F.


6.9 The **Variation details** on the Licensing application website state "*these changes are minor in nature*". So what are these minor changes?

6.9.1 One that is **not** mentioned is the total change in the driving range, which the 56 bays address. No longer natural grassed - artificial surface but a substantially elevated, shorter area with artificial surface and tekkie equipment to provide the new competitive games briefly alluded to on the website pages. Will that competitive nature, the interactivity affect the conduct on that area, including as "fuelled" by alcohol? It may not, no-one can make assumptions- but more detail of the precise nature of the new gaming introduced ought to be made available, as these are sensitive external areas, and it will be pertinent to the operational schedules/ OSPM. It is a complete change.

6.9.2 Certainly these "minor" works have taken some long time, are suggested to be expensive, and are presumably covered by Licences for alterations approved by Brent Council as landlord and potentially BGBR if it remains in place as immediate landlord of the new operator (whoever that is. See later.) I have made enquiries but a response is not forthcoming.

6.9.3 "*the premises are being rebranded as Big Shots Golf which involves renovation of the existing internal layout of the premises on the upper ground floor only, **the lower ground floor is not affected.***" This is plainly **not correct**. The large sports bar at Area B has been completely created; previously, it was the gym and then empty for a long time – and this was set out by the premises licence holder in the September Hearing.

6.9.4 "*a cafe will be added to the reception (formerly area N) which is being redesigned to include a new reception, offices and a new bathroom block.*"

6.9.4.1 The cafe has indeed been "redesigned"; it has been completely removed from the area for which it had  planning consent (12/0316) and moved to the front of the premises. Patio doors have been added, and the licensing plan shows 13 tables outside which quite evidently will be serviced from the cafe. However, the area of those tables is **not** included within the pink colouring indicating the area to be licensed. It is marked as "Common Grounds cafe demise".

6.9.4.2 There are various aspects to this.

- a) Whether or not this cafe area (Area E) was to be licensed I queried on the **first** version of the Licensing Plan uploaded to the licensing website - **because of** the second bullet point in the footnotes to that original Plan (now substituted), which seemed to indicate the uploaded Plan was not final.) The footnotes were notes from the author of the Plan.)
- b) The 2nd bullet point said: – *"The Cafe License Demise area my understanding is this will not be licensed for the sale of alcohol (**Aisha please confirm**) if so it would not need to be outlined in red"*.
- c) The final version of the Licence plan uploaded in substitution - and attached to the emails from Ms Chowdhry to each of the objectors - **does include Area E in the pink colouring**, and therefore is to be licensed. So, presumably, "Aisha" confirmed to the plan's author that the cafe, Area E was to be licensed.
- d) BUT Ms Chowdhry (who I had thought **was** "Aisha", when I received her email) said to the Wulff-Cochrane family in her email (paragraph 5 **Common Grounds cafe**) *"there will be **no retail of alcohol in this part of the premise**. The consumption of alcohol is not a licensable activity. However, we have a robust operational plan to ensure the area is used appropriately depending on the time of day and day of the week."* I am not sure what she means by either the second or the last sentence of that paragraph. However, it is not now clear that the applicant **includes** the cafe area in the area to be licensed, **and this should be clarified urgently**.
- e) if what Ms Chowdhry said to the Wulff-Cochrane family in her email was wrong, however, and the Licensing Plan's author complied with instructions and the cafe **is** meant to be licensed, it seems highly likely that patrons of the cafe **will** take their alcoholic drinks out onto those outside tables. How will this be prevented? Will this depend on *"the time of day and day of the week"* as referred to in Ms Chowdhry's comment?
- f) **Brent Council has imposed a PSPO on all areas of public open space, on which these premises stand, which forbids any drinking on exterior areas**. Therefore, the licence for these premises should in any event exclude the exterior cafe tables, and, in its capacity as landlord, Brent Council should require the removal of the patio doors to the cafe. (Policy 10 - Brent's Licensing Policy 2020 – 25).

6.9.3 *"the driving range at Area G is to be refurbished with each base having screens, ordering kiosks, sofas and lighting"*. There are also heaters (not environmentally acceptable), and external loudspeakers (prohibited in the overall planning consent). These used to be bays for driving golf balls over an extended driving range. They are now 56 individual screened off, heated and lighted areas with new sofas, each bay having a large TV

screen showing sports, with external speakers (not permitted by planning), and individual ordering devices for alcohol and other drinks and food **to be brought to the bays**. To take an expression from the website "*Carefully crafted cocktails can be delivered to your bay.*" "*Book a booth and pre-order your drinks for wall-to-wall-sports*"

As can be seen from the screenshots, apart from having to pay a lifetime membership fee of £5, those booking the bays can pre-order alcohol, and the website does not have any problem with a hypothetical party of one adult and two Under-18s booking for three rounds of drinks. It seems also possible to order an "unlimited drinks" package. (see screenshot cover page attached above)

**This is not a "minor change" in terms of licensed premises.**

6.9.5 Ms Chowdhry refers to the concerns of the Local Residents Association re the licensed use of the premises, and its previous use as a family venue, particularly golf driving range – and this newly imposed absolute prohibition of entry by unaccompanied young people. She comments in three separate places in her response to Mr Shah representing Sudbury Court Residents Association:

a) Paragraph 1:

***"Protection of minors and young adults:... Our terms and conditions make it clear that children under 16 must be supervised by adults at all times and we will be actively monitoring the site to ensure that children are not left unattended for lengthy periods of time."*** In fact, if we are here talking about Bigshots (Northwick Park) Limited, their **terms and conditions say no such thing** – <https://www.bigshotsgolfuk.com/terms-conditions>.

b) Paragraph 9:

***"Exclusion of groups that object to alcohol: we aim to operate a fully inclusive venue and no group is going to be excluded – all types of people and families will be catered to on our site as will their dietary requirements. The bays are self-contained and any group not wishing to consume alcohol can keep their area alcohol free with ease."***

Whilst these comments are only in an email from Ms Chowdhry (who is, however, "Head of Legal and Compliance" - but not of the Applicant) rather than in an Operating Schedule, it does not give any reassurance on how the (to be) applicant will be complying with the licensing requirement **to promote the protection of children**. It is, apparently, **the responsibility of the individual patrons, not the premises licence holder, which is supposed to promote the protection of children.**

The application simply contains no specific assurance on the protection of children in a venue which now specifically aims to attract a **mixed audience to areas scattered throughout with bars, including in premises closed off to the public.**

It even imposes **membership fees** at least for use of Areas C,G - and potentially B. Has any detail of this been requested or given?



As above, Putt Crazy on the website is illustrated by photographs of adults drinking; the driving range bays for mixed adult and under-18s parties; Area F (paragraph 1 Ms Chowdhry's email to me) "*The bowling area will be a **key attraction for children**.*" The absence of any additional provisions in the Application that anyone will be promoting the protection of children.

c) Paragraph 5 of the email to Mr Shah:

**"Exclusion of unattended young people from the premises because of the almost total Licensing of the building:** *I would be grateful for further clarity on this concern. In our view it is vital to the health and safety of our younger customers that **they always be accompanied and supervised by an adult**. This would remain policy irrespective of whether or not this application is granted."*

Why does the operator believe it is "**vital to the health and safety of our younger customers**" in this venue *that **they always be accompanied and supervised by an adult*** ? **What** are they to be protected from? Surely this illustrates that the licensing objectives and Brent's Licensing Policy 2020-25 Section 9 is not complied with - and the operator is not promoting the protection of children if it aware its operation causes such risk to them.

**This needs explanation to the Committee.** This is a building on public open space - the freehold of which is owned by Brent Council representing its residents. It is on protected Metropolitan Open Land with limited lawful uses. It has never previously required its younger patrons to be protected from activities on site.

Even leaving that very important point aside, and with all due respect, Ms Chowdhry entirely misses the point made by residents. Young people who found the premises a "safe space" no longer can use it.

The venue was previously used, and much appreciated, as a venue which could be visited by young people - unaccompanied, where their "responsible adults" felt they could safely be left.

The changes imposed by this new operation **completely prohibit our young residents from accessing the premises without an adult**. One of the few safe places where young people could go to enjoy themselves, where the adults felt they were safe. **At a stroke** that has been removed, and Bigshots is entirely oblivious. It is not a point to which **the Council** should be oblivious, the freeholder of the piece of public open space which should be accessible to all, and whose lease expressly prohibits exclusions.

It is notable that, at the September Hearing, the DPS did not even know how many underage people came in just to play golf. (Page 15) - as they "had just taken over."

This is a also point raised by the Wulff-Cochrane family in their objections - and indeed raised by them in their objection to the 2020 application but not, apparently, then taken by the Committee . Their grandchildren had regularly used the golf driving range, being

dropped off there to enjoy themselves without supervision. This is, of course, an area of public open space, and people should not be banned from using it, whether on grounds of age or otherwise.

It is hardly promoting **the protection of children to exclude them from any sporting activity which is the "justification" for this development on Metropolitan Open Land, nor is it in accordance with Brent's Licensing Policy 2020-25 (section 9).**

Ms Chowdhry's email to the Wulff-Cochrane family goes into more detail on exclusions, and in her rationale her first point is commercial "dependent on bookings".

Her paragraph 6: *"**Separation of bays for children:** Operationally we cannot guarantee this as it would be **very much dependent on bookings**. However, every effort will be made to group bookings for families to a particular area, **where possible**. Please note that minors are not allowed in the premises without a supervising adult and not able to access the venue post 8 PM in any event. During busy periods and the children's birthday parties etc, separate areas will be demarcated for them. There is a high level of visible staff presence to ensure areas are clear and conditions are robustly followed and enforced. Each bay is self-contained and if no alcohol is bought by that bay, then the bay is effectively alcohol free."*

Ms Chowdhry's reference to putting families in a particular area where **possible** rather indicates that Bigshots appreciates there may be a child protection issue. While she carefully says that minors cannot **access** the venue post 8 PM, the booking screenshots I have provided show they can certainly be **in the premises** after that. We have no operating schedule to explain the staff ratio details or where they will be stationed to monitor, and how all that will work.

## **7 Planning**

7.1 As above, Brent's Statement of licensing policy 2020 – 2025 makes it quite clear that planning and licensing must align. Councillor Perrin has dealt extensively in his final objection with the many planning issues which arise. I support his objections on those grounds - but I also make a specific point re the cafe at paragraph 7.8 below.\*

7.2 I would, however just add that this is a development on Metropolitan Open Land. Under the terms of Brent's own local plan Section 10 and policies on Open Space; the London plan Section 7.17, and the NPPF (Green Belt to which MOL is analogous), MOL is afforded strong protection against *"inappropriate development"*.

7.3 A planning consent approved by Brent Council was rejected by the Mayor's office for commercial uses very much less extensive than will be reflected by the operation of these premises as now envisaged.

7.4 In my view, these cumulative changes may come within the definition of a *"material change in the use of such a building"* as set out in Category 3 D of The Town and Country Planning (Mayor of London) Order 2008 and as such may be referable to the Mayor.

7.5 There is certainly potential harm to MOL.

## 7.6 See 10.6.2 local plan:

*A presumption reiterated and reinforced in The draft London Plan with a commitment to; “...resist development on Metropolitan Open Land (MOL) unless it is clearly ancillary to the enjoyment of open space. Ancillary uses will only be acceptable where they do not have an adverse impact on the openness of MOL.” (Policy 3D.10)*

*Both RPG3 and The draft London Plan support LPAC's (now replaced by the GLA) Strategic Advice which contains indicators for the identification of MOL. Metropolitan Open Land is defined as any strategic open land, publicly or privately owned, with or without public access, which fulfils one or more of the following criteria..*

Northwick Park has been designated and protected as MOL.

7.7 There are only **limited uses for buildings on MOL**, and the uses put forward for this building do not come within these criteria for acceptable uses on MOL.

### OS2 ACCEPTABLE USES ON MOL

*The predominantly open character of Metropolitan Open Land will be preserved. Uses which may be acceptable on MOL are restricted to:*

- *Public and private open space and playing fields;*
- *Agriculture, woodlands and orchards;*
- *Rivers, canals, reservoirs, lakes, docks and other open water;*
- *Golf courses;*
- *Allotments and nursery gardens;*
- *Cemeteries; and*
- *Nature conservation.*

*10.6.5 The above list is a broad indication of the type of uses acceptable on MOL. However, not all uses are acceptable on all sites. For example, while golf courses are normally an acceptable use, this may not be so if they conflict with other MOL uses such as nature conservation or where they conflict with policies protecting areas of high landscape value (see for example Policy [OS16](#)).*

*10.6.6 Occasionally limited development in the form of buildings may be required to enhance the use of MOL for open space use. For example, changing rooms may be necessary to increase the recreational value of a particular open space. Policy [OS3](#) ensures that building on MOL is limited to such circumstances.*

### OS3 DEVELOPMENT ON MOL

*Within Metropolitan Open Land development will not be permitted unless:*

*(a) Any proposed building or use is complementary to the land uses listed in Policy [OS2](#); and*

*(b) Any development is small in scale and is required to preserve or enhance activities associated with the particular open space.*

***OS12 DEVELOPMENT ON SSSIs AND SITES OF METROPOLITAN, AND BOROUGH (GRADE I) NATURE CONSERVATION IMPORTANCE***

*Development will not be permitted on or adjacent to Sites of Special Scientific Interest and Sites of Metropolitan and Borough (Grade I) Nature Conservation Importance shown on the proposals map, unless it is demonstrated, that there will be no adverse effect on nature conservation.*

The DUCKER site is adjacent.

**\* 7.8** As to the cafe in the reception area, the only planning consent for this cafe (12/0316) was in **Area N on the current Licence Plan** – not, for the avoidance of doubt, the Licensing Plan now presented with this application. So there is **no planning consent for the cafe** as shown on the Licensing Plan for the application.

7.8.1 Consent 12/0316 in any event contained conditions to preserve the ancillary nature of the cafe to the golfing use. It was intended to deal with the problem that Blue Zenzer would not open early enough to deal with the early morning golfers. The conditions were:

*1) hot and cold drinks, cold and reheated snacks only*

*2) hours 7.30 to 23.00 Sunday to Thursday 7.30 to midnight Sat and Sun or at any time the existing golf driving range and golf course not in operation unless agreed in writing by Brent."*

7.8.2 So, even then, there was no planning consent allowing for the **sale of alcohol** in Area N on the "old" Licensing Plan.

7.8.3 However, there was a further condition that even that limited unlicensed use was not to commence until certain conditions were complied with. They were not, and the planning consent was effectively taken away by **an Article 36 order** because of over a decade of non-compliance.

7.8.4 The conditions were: *"The proposed cafe use shall not commence until all the works agreed under planning referencenumber:1 2/2110 as part of the submission of details pursuant to conditions Condition 3 (laying of topsoil and grass); Condition 4 (details of landscaping) and **Condition 6 (parking management plan) of planning permission dated 22/12/2006** (LPA Ref: 06/0768) for the creation of an overflow car-park and a grassed area for special-events parking, have been fully implemented to the satisfaction of the Council. Reason: To ensure that the parking arrangements are properly managed and in the interests of proper planning."* **presently incomplete.**

7.8.5 This is important because, as per Brent's Licensing Policy 2020 – 25, page 3 **Planning**: *"Although, Licensing and Planning are separate regimes, **consents from both must be in place to operate legally.**"*

## 8 Objection on the basis of the unknown "character" of the new operator/intended premises licence holder

8.1 I make this ground of objection, because nothing has been put forward by way of reference, details of previous experience of running any form of licensed operations, or other business for the new operator- or any information at all. A company set up in October 2019, and the only accounts - which are for a dormant company - filed on 29 September 2021 and made up to 31 October 2020.

8.2 by way of contrast, the extreme importance afforded in the September Licensing Hearing to the person and character of the premises licence holder, the tenant of the premises and personal relationships between the common directors of the premises licence holder, BGBR and the tenant - and the sub tenant, operator of Putt Crazy. The directors were significant local businessmen, who had been running the restaurant on site then for 12 years, with a reputation locally, and the brand within the restaurant much appreciated amongst our local residents and always well-run. (We thought - the drug problems in the car park and the lack of police notification were "news" when we heard in the Licensing Hearing.)

8.3 even against that background, the granting of the Licence variation in September 2020 was based on the **personal appearance and assurances of two of the four Directors of the premises Licence holder and tenant of the building**. They made very substantial legal submissions, provided references. One of the Directors was the DPS. Appreciating the seriousness of the application, they were represented by one of the most senior Licensing Counsel, of over 25 years' experience in the licensing field, Mr Gary Grant of Frances Taylor Chambers. Only last month Mr Grant was awarded a Fellowship of the Institute of Licensing. Mr Grant made it clear how seriously the applicant took the responsibility of controlling these premises. During the Hearing, they discussed the operation, and additional conditions were offered, agreed and added. They offered – in order to get the licence - **a reduction in hours, a removal of off-licence sales, and a removal from their application of Area K**.

**The Applicant's Counsel then** confirmed their business model was not a "*party venue*" causing nuisance. (page 13) That was not the business model aimed for - so what is the business model now aimed for?

The "greatest indication" that the Applicant in 2020 was the reduction in hours. What do we have now: a party venue to "*light up the neighbourhood*"? Will the next thing be a reversion to the previous terminal hour - of which (as the residents said then) they were not even aware, as they thought the only licensed area was the restaurant run by BGBR since 2008?

The most useful point of looking back at the Hearing notes is Mr Grant's comments that - if it were turned into a party venue causing havoc "*All parties have the right to review the Licence*." But why should we residents constantly be having to battle this? Let us hope that we residents will not find that necessary and this Application will be refused - but good to know we can.

The September 2020 Licensing Hearing lasted over three hours. We objectors had faith in the assurances made. Meetings were to be scheduled quarterly with residents and Councillors; the SNT were to be invited.

8.4 At that meeting it was the first time we heard references to drug use in the car park; further reports on these were to be brought back to these meetings, and the method of dealing (taking car numbers) to be taken to the SNT and a modus operandi in future agreed. Sadly, no meetings ever took place but, as I said in my original objections, it would have been a mark of good faith by BGBR - and would seem key for any new operator - that objectors, the local residents association and the SNT had been contacted at any point for a meeting. Of course, it didn't happen, and, from the further investigations I have made, and looking back on interim correspondence, it seems that this proposed transfer to the new operator may - even as the Licensing Hearing took place - have already been in progress.

Whether or not it was, no such meetings were ever arranged to explain about the new operation on site. Further, we recently ascertained that, although an invitation was given to one local Councillor (or possibly two) by the new operators on 15 August 2021 - and one of the Local Councillors responded by saying that that was a good idea and that all three councillors should be invited to view the premises, no invitation came back. No email was sent to the 3rd Councillor, Keith Perrin who was one of the objectors at the 24 September Hearing.

8.5 whatever may be the case about the past, it is obvious that the **character** and previous experience of the premises licence holder is crucial. **Absolutely nothing is known of the party now operating the premises, or its character.** Where else do they run licensed premises, for example – or indeed any other business?

8.6 Ms Chowdhry refers to the "Stockley and Big Shots Group." This presents another puzzle. The overall golf course website <https://northwickpark.golf/> (bottom of homepage) – which also refers to eating and drinking facilities on site – states that it is operated by **Stockley Park Golf Club Limited**. Who are Stockley Park Golf Club Limited? Clearly **not** the party to whom the Lease has been assigned. What is **their** involvement, what aspect of the business do they run - and what businesses do they operate which might assist in understanding the personality, character and business experience of the new operators?

8.7 I have nothing to go on but looking at the two current websites, which, as above, in the case of "Bigshots", it will be clear I find most alarming and inappropriate for this site, and in particular how the licensed aspect of the business will be run. It is also concerning that the two websites for Bigshots (Northwick Park) Ltd and Stockley Park Golf Club Limited give conflicting information about who the operator is.

8.8 Apart from the two websites, the only resource on which I can rely is information gleaned from the public records on Companies House. So I looked at the two companies (Bigshots (Northwick Park) Ltd and Stockley Park Golf Club Ltd ) on Companies House, from which I find Bigshots (Northwick Park) was only set up in 2019, and is a dormant company - so self-evidently is conducting no business at all. Which again is a puzzle in view of the amount of the apparent investment in major works on site.

8.9 I looked at further records. Although I have been long retired, in my professional life, I was a commercial property partner in a city firm of solicitors, specialist in development, and Landlord & Tenant management and default. In particular, I am aware of how my commercial clients examined applications to assign leases of commercial premises to newly formed companies, and what we, as solicitors, looked at when dealing with defaults - which were often comparable in terms of research. As solicitors, we always looked at the corporate history, especially of key directors (especially when sole directors) and other companies they have formed. I have looked at various Companies House records. I am absolutely **not** reassured from such researches, respect, and have written separately to the Council.

8.10 Bigshots (Northwick Park) is a very new, dormant company with no evidence of previous operations put forward. The character of the operator is vital as demonstrated by the previous hearing, and the 46 conditions applied. References should be supplied, reassuring evidence of business experience, and the application should be made by the parties now running the operation. As can be seen from the proceedings of the last Licensing Hearing, the character of the Applicant premises licence holder was seen as vitally important. We also need to understand the legal powers to control Area A, in completed legal documents consistent with whatever the operating schedule/OSPM actually is.

## **9 Objection on the basis of the conduct so far and intended of the new operation, as evidenced by the Bigshots website**

9.1 Although the premises have only been in operation since October under the new ownership, we already have a disturbing example of activity prohibited under the Licensing Policy. Please see attached screenshots referred to above re the irresponsible alcohol promotion in "packages", and bay hire.

Policy 24 Brent's Licensing Policy 2020 – 25 and the encouragement to binge drinking – see page 37 "*Binge drinking can lead to drunkenness on the premises or in the vicinity and can be encouraged through irresponsible drinks promotions such as encouraging people to consume more alcohol than planned or to consume more alcohol in a short space of time*". Alcohol sales can be booked in advance in parties including children. That same series of screenshots illustrates that the operator shows no regard for the end of use time condition in Condition 44 in the closing down of the driving range bay at 10pm (**I could book an hour slot from 9:30pm**)

9.2 The website shows that this venue is about entertainment - the flashing images are predominantly not about golf or sporting activities but partying and in various cases drinking. The whole design of the website presents a very distinct image of the activities on site, a lot of pictures of young people partying with alcohol. I have absolutely no objection to young people having a good time. However, an out-of-town location like this is totally unsuitable for licensed premises of this size. There are reasons why licensed premises are in town centres.

9.2.1 **the police are there.** They are not here, in this area of open space, fields, residential properties, a church and abutting a hospital and an SSSI area.



9.2.2 **public transport is available.** At the Licensing Hearing, the director/DPS said in answer to questions that - even with that operation - **60% of the patrons of the site used cars.** The site has a very low PTAL rating and the website actively promotes it car parking. What evidence has the operator supplied of travel use to this new operation? Where is it?

9.3 The vocabulary used on the website promotes drinking. "*Carefully curated cocktails can be delivered to your bay.*" *Book a booth and pre-order your drinks for wall-to-wall-sports*" and as below.

"PARTY - Shot takers, Game Changers.""

## Shot Takers, Game Changers



*We make the party happen. Special event? Special friends? Work do or Christmas social. Book one or multiple bays and compete with family or colleagues, take over a private room, one of our on-site bar areas or go mad and book our whole venue for an exclusive buy out and light up the neighbourhood. Whatever the occasion, we can make it more fun."*

None of the local residents could ever have imagined that the whole premises could be hired out for people to "go mad" and "light up the neighbourhood." Totally inappropriate for the building on public open space and MOL – and illustrates that the operators have absolutely no understanding of this designation.



9.3 Amongst those activities are activities directed specifically at children and young adults: Putt Crazy with its dinosaurs; the photos on the website show people drinking in that area. The new mini bowling alleys, the "*pool tables, etc*" (whatever that means) in Area F - "*a key attraction for children*", although the bar in Area F is also said to be a waiting area for pre-booked golf. The licensed cafe (Area E) for mothers and babies.

Ms Chowdhry's emails make it clear that **the operator is not prepared to take steps to separate out areas in the driving range bays for children**; everything will depend on "booking" – i.e. commercial benefit over the protection of children. The whole premises will have a mix of adults and children, and Ms Chowdhry's emails make it clear that it will be the **responsibility of the adults bringing the children to protect them – not the operator/premises licence holder. Hardly a way to promote the licensing objective.**

9.4 There is nothing to indicate how, once within the premises, if parties of adults and children go in, how the children will be protected - though staff may keep an eye that children "*are not left unattended for lengthy periods of time.*" There is nothing to show how the Licensing Objective to protect children will be **promoted** by the operator. If anything Ms Chowdhry's emails sadly illustrate the opposite: that it will be the responsibility of the adults bringing the children to protect them. Certainly - as those emails tacitly recognise - CCTV cameras and "trained staff " cannot do this alone.

The plan has bar areas everywhere - next to the "pool tables, etc", in Putt Crazy, and, when you book the driving range bays, you can order alcohol in advance (even if there are under 18's in the party); the bays contain devices for paying on the spot.

9.5 Children will be in all of these areas, exposed to drinking by adults in their own bays, in adjoining and surrounding bays and along the long open runs of the driving range bays on upper and lower levels. With 56 bays, how are the roving waiters and waitresses and of the staff going to keep clearing glasses, and prevent children from drinking and/or safe in the circumstances I have outlined above? Ms Chowdhry's comment on page 15 is telling : "*it is " **vital to the health and safety of our younger customers**" in this venue **"that they always be accompanied and supervised by an adult"** ?.*

9.6 There is obviously also a further safety angle. Golf clubs are there already provided in stands; some bays may be empty. Children may wander along and pick them up; golf clubs are very dangerous. In their own bays, people will be driving golf balls - backswings in a bay where up to 6 people could be present - there are sofas but they may not be sitting all the time. Alcohol consumption blunts judgement.

9.7 At the upper levels, what is to prevent people falling off, apart from netting (which is not even in place at the end on the top floor)? They would fall onto hard surface many feet below. If the members of the committee had not been to the premises, the above can be seen in part on one of the illustrations on the website.

9.8 What is the area shown on the plan **not** protected by netting (apparently to be opened up as part of Area G and included in its pink colouring - the short bend westwards at the Northern end of the top level of the driving range bays? It is clearly intended to be part

of the separate golf range "demise" (perhaps separately let), as shown by the markings on the plan but how can any of this be **properly assessed from the Licensing Plan** – as is necessary to comply with licensing law? In any event, it is inaccurately shown as already licensed when it is not - see above (paragraph 6.8.8)

9.9 The licensing officer had not - at last enquiry - been to look at the premises, which is concerning - and the alterations were then continuing.

9.10 The website shows that there **will be** parties, including on the driving range bays - areas external to the building. The Committee will note the extensive representations made about the licensing made of external areas in the previous licensing hearing. This goes to noise nuisance. And the operator's business model was definitely not "a party venue". What reliance to be placed on that now?

9.11 Similarly, the re-appearance of Area K to be licensed, less than 12 months after the Licence granted on the basis of a "swap-out" of Area K , etc to get the Licence.

It was only as a result of my and other early objections that the "phase 2" licensing of the "bear garden" was rapidly removed from **this** application and a new plan substituted removing Area K. Yet, the barrister acting for the premises licence holder at the 24 September hearing made a great point of the fact that **Area K was not being the subject of an application to licence.**

We were told then that it was to be secured off, and that there was no possibility of patrons exiting onto it. At that point, of course, Area B was not licensed, and formed a natural barrier to patrons exiting onto Area K. **Condition 18** said that details of any arrangements to lead to such licensing were to be brought forward, *"to ensure this does not have an effect on the existing licensable activities being carried out"* – that is, in this case, to make sure that patrons did not access that external area and create noise. No details of any such arrangements, or comfort as to any effect from opening up Area B are given.

And of course, the proposal alleged to be agreed to take out Condition 18 completely failed to notice that Condition 18 protected the position of residents on Area K.

Worse, Ms Chowdhry now tells me that there are *"developing plans"* to license Area K but local residents will be consulted.

This is simply not acceptable, and sadly indicates that the new operator may pay scant regard to all those solemn assurances we residents were asked to accept - and did accept - at the September 2020 licensing hearing.

It is even worse, if, as now seems now likely, the applicant made those assurances whilst already in negotiation with the "Stockley and Bigshots Group" to exit the property. I hope we local residents were not taken for fools.

9.12 Even with Area K ostensibly removed (at least for now), we have two large "fire exit doors" from the new "sports bar" in Area F. How will **they** be secured in future from spill out

from this huge bar area, if licensed, especially in the summer? They can't be fastened off if they are fire exit doors.

As compared with these two large fire exit doors, right by the large bar, Area F has only **one small fire exit door** at the far north-west corner, **and Area A - predominantly for children – appears to have no fire exit indicated at all.**

## 10 LICENCE CONDITIONS - CONSIDERATIONS AND CHANGES

10.1 I highlighted in my first objection letter the fact that this application appeared to repeat the Licence Conditions from the September 2020 Decision notice, although there were discrepancies between the current licence plan then approved, and the Licensing Plan put forward for this Application. Some changes were made to the plan, in particular the key, when the substitute plan was uploaded but they did not deal with substance in some cases - and the necessary changes to the conditions simply arising from the terms of the Application made. Maybe the change of owner was unknown to the Licensing officer but the Applicant was duty bound to make full disclosure or at least not to mislead (if it did)..

10.2 I note that Ms Chowdhry states in her email to me (page 4 , second paragraph) that all 46 conditions on the premises licence had been reviewed with Brent Council's licensing officer, Ms Figueiredo but I tentatively suggest the following issues should be considered. To avoid confusion, I referred to the old licensing conditions numbers (set out in the Decision Notice), simply because there are various references to conditions being taken out.

Condition 4 & 5 –covered by the Application - Areas B and F should be added in, as indicated on page 2.

Condition 7 - this has been removed but, in fact, if Area E is licensed and has an equivalent storage of alcohol, perhaps this condition should be retained and the reference to Area N be replaced by Area E, as both are licensed cafe areas in open reception, accessible through sliding patio doors. (Of course, the alcohol may be stored in the kitchen to which this abuts – and so there may be no concern but it needs to be clarified (especially in light of the introduction of new openings by patio doors)).

Condition 9 – amongst the comments in the variations section on the licensing website, there is a comment against Condition 9. What does "*to include areas (f)*" mean? Does it mean **the bar** in Area F (which needs to be marked as for example "Area J" is ), as an extra area from which waiters and waitresses will operate, or does it mean that Area F will be served by waiters and waitresses throughout the area? Is the reference to the "whole of the" LGF to be modified by the addition of the words"(excluding Area B)"? For whom do all the waiting staff work?

Condition 10 - **there are no staff of the premises licence holder any longer.**

Condition 11 – the difficulty here is of understanding what, from a legal occupation point of view, has happened to Areas B and F? Are they being sublet to a third party, who might

therefore come into the OSMP "collaboration"? The point of having this Condition as we understood it was to look at the overall effect - details were needed. No information has been provided on the basis of which the deletion of this Condition can be made.

Condition 12 – the early part of this objection deals extensively with how no operations management policy document has been provided, with the uncertainty of the lease running the premises, the conflict with the identity of the Applicant. There is no evidence of any policy having been updated, although there may have been a change in the sub tenant or tenant, as is the case according to Ms Chowdhry.

Condition 13 – Ms Chowdhry says that she is not aware of any incidents; the licensing officer has reported not to have visited the premises because she is unaware of any incidents. The licensing hearing last September heard of drug-taking in the car parks but the local Safer Neighbourhood Team are not aware of any reports having been made then or since. Instead of anecdote, has anyone looked at the incident log, which covers a great many circumstances, including malfunctioning CCTV systems, on which so much of the protection appears to depend.

Condition 14 – as above, now that the 56 driving range bays are equipped as set out above with external loudspeakers – and, as illustrated by the screenshots can be booked for an hour starting at 930 on a weekday evening. There is no noise nuisance protection. The noise will be coming from **the driving range bays which are on the outside**. No one appears to have looked at the acoustic effect of that against the concrete building, or the operator's alterations and raising of the surface of the driving range with artificial surface built up with unknown materials, including hard-core etc.

Condition 15 – in the Licensing Hearing, it was stated that, whilst Area M included a walkway along the front of the building (western elevation), the only reason that area was licensed was because smokers would be walking along there with glass in hand to get to the southern part of the building within Area M. In fact, **tables** now sit on **that** Western part of area M. The noise nuisance from patrons outside the premises was intended to be protected by Conditions. Additionally, under this new application, the licensed cafe will have 13 tables outside to add to inappropriate external use. **Condition 15 is no longer fit for purpose, and needs amendment.**

Condition 16 - children can access alcohol going forward **not only in Area A but also Area F** which is, as above "*the key attraction for children*". Further "*the cafe area intends to cater to mothers with babies*"; presumably may have other children and, being **Area E**, is also licensed (unless it isn't – see paragraph 6.9 (c) above). Children can also access alcohol in **Area C** and **Area G** – the driving range bays. What if the golf club members/patrons bring children with them? Will they be allowed into **Area B**? There are confusing references (as set out above) to Area B being available generally to members of the public. There is, of course, no operating schedule or OSMP to give any guidance on this.

**As above, there are no staff of the premises licence holder any longer.** So this Condition 16 certainly seems to require some amendment.

**A larger question is why is the whole of Area A licensed at all?** This is an area devoted to children's activity: Putt Crazy. Self-evidently, there are plenty of other places to drink in the venue. Bar Area J is quite separate. Why cannot the tables within Area A **simply not be licensed** in order to protect the children using Putt Crazy? Should an opportunity not be taken to look at this as the applicant seeks **to add** areas to the licence?

Condition 17 - this condition talks about "*any of the public areas*" on either floor; should this refer to any other area not licensed? **As above there are no staff of the premises licence holder any longer.**

Condition 18 – I note that, apparently, the licensing officers have agreed to the removal of this condition. However, I cannot understand this agreement. Although the Licensing Plan has been amended since original uploading with the Licence Application, and – once again – Area K taken out of **this** licensing application, **Condition 18 must remain and refer to Area K.**

This is particularly the case in view of the comment I have mentioned above by Ms Chowdhry on her "group's" "*developing plans for this area*". To which residents will continue (I have no doubt) to have the greatest objection and, in any event, the PSPO points set out elsewhere apply.

In any event, the importance of this Condition seems to have been ignored. It was specifically included (as set out in the Condition) so that, in the event of any proposals to bring Areas F and B into operation the Licensing Authority had to be notified "*to ensure this does not have an effect on the existing licensable sensible activities being carried out.*"

The additional areas will, of course, massively increase the capacity for drinking in these premises; the website indicates the whole thing is becoming a party venue and is even available for wholesale renting out "to light up the neighbourhood". Cumulative effects must be considered, particularly in an out-of-town location where there is no policing for licensed premises. Councillor Perrin has gone into some detail on this aspect in his objection, and I view it as extremely important for the good and amenity of this neighbourhood, and public open space.

Condition 19 – Condition 19 will need to be extended to any other areas which may be operated by a sub tenant (potentially "Cafe License Demise ", Area F, Area B, "Player Ground Bay Licence demise"). Apart from this hypothetical situation (which needs to be covered by keeping the reference to sub tenants), the premises licence holder has changed/will change as soon as this variation is granted!

Absolutely no evidence of binding contractual arrangements between the current operator and the sub tenant of Areas A and H has been presented, although there is some indication in Ms Chowdhry's email to me that contractual arrangements are being pursued but it is unclear with whom. (In her paragraph 2, she says: ***Legal Control over areas: There are legal agreements under way that are in the process of being completed.***")

However, her representation in her email to me (paragraph 2) that matters are covered because "*the PLM area is serviced by BGBR/BS and therefore full operational oversight and control is maintained*", is legally incorrect. PLM area means Area A, Putt Crazy, lawfully sublet to Paul Lawrence Management Ltd, and an examination of that sublease does not show that PLM's direct landlord has **any** right to such "*control and oversight*" through the exceptions and reservations in the sublease. The Sublease to PLM goes into matters of contractual detail as to provision of food and drink - so it would have been an appropriate place for overall licensing control in this very sensitive matter where PLM run a children's oriented operation - but I cannot see it does.

Such legal rights are crucial and inherent to proper and effective control. There may be rights of entry in connection, for example, with the exclusive catering arrangements with BGBR which may or may not be enforceable by Bigshots (depending on the legal relationship) but that is not the same. I appreciate that I make technical legal points but Conditions under a licence are enforceable, and breaches are offences. No attempt has been made to show how this will work. Without enforceable arrangements, this Condition **is** unenforceable.

Condition 20 - currently, as set out in Ms Chowdhry's emails, this Licence condition cannot be complied with. The premises licence holder has gone.

Condition 21 – similar point as for Condition 20.

Condition 27 – this states that a **capacity specific risk assessment shall be conducted by a competent risk assessor**. Please see paragraph 5 above. In particular, Ms Chowdhry says that **there is no application to increase capacity**. This makes absolutely no sense and does indicate that condition 27 is not being complied with. This is a serious matter. It is even more serious if the applicant seeks to escape the requirement to **make** such a capacity specific risk assessment.

Condition 29 and Condition 30 – this goes again to the issue of capacity. Whilst presumably these figures have been agreed for those two areas, despite the change of operation, where are the conditions that deal with the maximum number of persons permitted in the other areas now being licensed, or indeed considers the individual golf driving bays, and the self evident maximum of 330 (if my calculation of the number of driving bays is still correct)?

Condition 32 – although this is an existing condition, how can Area A be used for events **taking place beyond midnight**? In any event, should this condition not apply to all licensable areas being hired out beyond the licensed hours (though there is the half hour post midnight tidy-up period)?

Condition 43 – as above, it is completely unacceptable on public open space that children should be prohibited entry to these premises. See also below references in Brent's Licensing has Policy 2020 – 25 as to exclusion of children Section 12 (9. Measures to protect children from harm page 16)

Condition 44 – the operator already appears to be in breach of this (see screenshots on bookings to 10:30 PM). The condition should be strengthened to ensure – as was set out in the hearing as an assurance by the then DPS – **all persons on the driving range bays must vacate at 10 PM, and last orders being enforced at either at 9:30 PM or 9:45 PM.**

Condition 45 – it is not only the floodlights on the driving range which need to be turned off but all the additional lighting that has now been introduced into the individual driving bays, and the condition must be amended.

Condition 46 – Counsel for the premises licence holder in September 2020 offered quarterly meetings. With the new operation, and the fact that no meetings at all have been held (not even to explain to local residents the complete change of operator and operation style), perhaps quarterly meetings might be appropriate. The first meeting should certainly not have to wait six months IF this application is granted (which obviously I hope it will not be in all the circumstances I have set out in this lengthy objection email)..

**Two further conditions should be imposed, as no operator of the site has ever complied with planning in providing a management plan for the use of particular areas.**

A        The 2007 planning consent for the restaurant (Areas L and D) only permitted use of and tables on Area M (South end of the building), if a management plan was agreed with the Council. This was to protect the amenity of local residents. It has never been agreed or (I believe) ever put forward by the operator for agreement with the Council as planning authority. Its agreement and compliance should be a matter of discussion with local residents, and a **condition of licensing.**

B        As to car parking, the operator is in flagrant breach of the tight parking conditions which were imposed, because these premises are on Metropolitan Open Land.

Ms Chowdhry's email to the Wulff-Cochrane family (paragraph 4) indicates the car park can "accommodate up to 120 cars". Only because the operator has unlawfully taken out a dividing fence specifically built to divide off a strictly defined "special events" area. In the September 2020 Licensing Hearing, assurances were given about car parking – and the then DSP questioned about numbers and the car parking area. As per page 14 of the Decision Notice, the director/DSP said that "*the further overflow \*\*is not used and gated*". [\*\*This is in fact the grassed special events parking area.]

As a separate issue arising from over-parking even as far back as 2012, problems of parking on the centre's internal access roads arose. These were to have been dealt with by the construction of bollards and the laying of railway sleepers to prevent parking on the centre's access road pavements. This was imposed as a condition on the planning consent for the (unlicensed) cafe-bar (in Area N - old Licensing Plan to 2020 Hearing) in 2012. **The installation of the bollards and sleepers was never done.** (See also paragraph 7.8 above concerning the cafe having lost its planning consent by virtue of the Article 36 Order, and that a new consent application has to be made.)

The dividing fence between the overflow car park and the **grassed special events parking area** (which the Director/DSP misleadingly described as the "*further overflow*") must be reinstated along with the required grass surfacing to comply with planning.

The special events area can only be used on designated days during the year for a maximum of 24 "special events" and requires an agreed Management Plan. Further, planning consent for use of the Special Events Area is subject to the agreement of the management plan.

Compliance with - and production of - both these management plans should be a condition of the Licence to reduce public nuisance. No operator of this site has ever taken any notice of this condition of planning. At least it's being imposed as a Condition of any alcohol Licence would give an effective remedy and promote the licensing objective of preventing public nuisance.

## 11 Data Protection

11.1 The Information Commissioner gives guidance on the use of CCTV <https://ico.org.uk/media/for-organisations/documents/2619985/ico-opinion-the-use-of-lfr-in-public-places-20210618.pdf>. **Children's images** are being captured and retained for a month. The terms and conditions <https://www.bigshotsgolfuk.com/terms-conditions> and privacy policy <https://www.bigshotsgolfuk.com/privacy-policy> make it clear that it is Bigshots (Northwick Park) Ltd which controls entry and exclusion to the premises.

As Bigshots (Northwick Park) Ltd deals with data, it will also be the data controller for the CCTV cameras which are a fundamental part of the Licence Conditions.

The golf course website: <https://northwickpark.golf/>, as above, indicates that the golf centre is "operated by STOCKLEY PARK GOLF CLUB LIMITED, registered in England & Wales (04680302), registered office 166 College Road, Harrow HA1 1RA."

However, a company called Northwick Park Golf Ltd is the data controller under Stockley Park Golf Club Limited's privacy policy. <https://northwickpark.golf/privacy-policy/>; ditto the terms and conditions <https://northwickpark.golf/terms-conditions/>.

In view of the sensitive personal data collected by CCTV, and the fact that it includes children's sensitive personal data, captured using live facial recognition techniques, it is important to clarify exactly **who** is the data controller for that data

11.2 There is nothing in the Privacy Policy on the website of either company which gives notice to children concerning the recording of their images (sensitive personal data) in **terms which they can understand**. It is hard to tell which of the two companies is the data controller for that CCTV imagery, and there appears to be no specific CCTV policy which is a legal requirement of the information Commissioner. This should be conditioned, and covered in the OSMP.

## 12 Promotion of the 4 Licensing Objectives

Because the Committee will not have before them my objections to the previous applications to vary Licence number 152252, which was heard on 24 September 2020, I am



repeating in this letter/email the content of those objections which remain applicable. The short intervening period of operation since 15 October 2020 has been one of COVID restrictions, when the premises have either been completely closed, or partially closed for alterations which are not complete, freshly undertaken or in train.

Further – as pointed out on numerous occasions above, the premises licence holder has de facto changed, albeit that it does not put its name on this application.

### **Protection of children from harm**

a) As to the concern caused by the change of use causing exclusion of children from the premises, I refer to this great deal above, and it is important to our local residents.

**But first I would repeat the question I raised on Page 15 following a comment by Ms Chowdhry :**

"Why does the operator believe it is " **vital to the health and safety of our younger customers**" in this venue **"that they always be accompanied and supervised by an adult" ?** **What are they to be protected from?"**

How is this operator **promoting** the Licensing objective of protecting children from harm - apart from banning them without an adult and requiring they are always accompanied and supervised in a venue they always previously could use?

b) However, the issue of the proportionality of excluding children from premises also features in policy statements in Brent's licensing policy.

c) The entirety of page 15, section 9 seems directly on point. It is not reflected in the current licensing conditions as simply transferred forward, which, as I have outlined above, is simply inadequate. Although offered to me by Ms Chowdhry, I have never seen the OSMP; according to Licensing, neither has Licensing. She could say that I didn't write back which is only fair. However, I had asked for this via Licensing so I would have thought that, if one had been agreed with Licensing, they would have sent it to me.

I am afraid my time has been very consumed trying to understand exactly what is going on , as will be evident by the extreme length of my objections.

d) Please read section 9 of the Policy against the various comments I have made above on this subject:

*"The Council takes the protection of children from harm seriously and **expects all licence holders and staff employed on licensed premises to do so as well. Applicants for new licences and variations are expected to address this in detail in their operating schedules. Existing licensees are advised to review their policies regularly to ensure that they are still relevant for the nature of the premises. The wide range of premises that require licensing means that **children can be expected to visit many of these, often on their own, for food and/or entertainment. Generally, the Council will not seek to limit the access of children to licensed premises unless it is appropriate to protect children from harm.*****

*The Council will **judge the merits of each application before deciding whether to impose conditions limiting access of children to individual premises.** While the **Council wishes to see the development of family friendly environments,** it may consider imposing conditions in the following circumstances:*

- *Where adult entertainment is provided*
- *Where there have been convictions of current management for serving alcohol or with a reputation for allowing under-age drinking*
- *Where there is a strong element of gambling on the premises*
- *Where the exclusive or primary purpose of the service provided is the consumption of alcohol.*

*The Council will consider all or any of the following options when dealing with a licence application where limiting the access to children is considered appropriate to promote the protection of children from harm:*

- *Limitations on the hours when children may be present*
- *Limitations on ages below 18 years*
- *Limitations of exclusions when certain activities are taking place*
- *Presence of sufficient adults to control the access and egress of children and to ensure their safety*
- *Full exclusion of people under 18 years when any licensable activities are taking place*
- *Limitations to parts of the premises to which children may have access.*

*Where a significant number of children are likely to be present, a licensee should ensure that adequate number of staff are present to control their access, egress and safety. The number of staff required should be assessed by the licensee taking in to account the number of children to be present, the type of event, characteristics of the premises and any other relevant factor(s). The Council recommends that, while the aforementioned factors will determine the number of staff required, the sufficient number of adults present should be calculated at a rate of one adult for every 50 children or part thereof. Where there is a balcony the rate shall be one adult for every 30 children or part thereof. Nothing in this policy shall seek to override or duplicate child supervision requirements contained in other legislation. However, the Council will take into consideration (where appropriate) the measures taken by applicants to ensure that staff who have any contact with children are appropriately checked to ensure that they pose no risk to children. It may be appropriate to obtain enhanced disclosure checks from the Criminal Records Bureau in some cases. Brent Council supports the Challenge 25 Scheme, Brent's Age Restricted Goods Responsible Trader Scheme and similar proof of age schemes and will expect applicants to address this within their risk assessment in respect of determining access to premises or sale of alcohol to young persons.*

e) where has the Council taken into account the wishes of local residents that their young people should continue to be able to access a facility – the driving range – which had a sporting activity on site, which young people could enjoy, and where their parents could leave them with confidence? Now, their access is completely prohibited, because neither the operator nor the Council appear willing to limit licensed areas for the protection of children. The provision of sporting activities in these premises was fundamental to its being an appropriate use of MOL but this needs a serious re-examination. The use seems to have materially changed.

f) nonetheless, children are positively **encouraged** on site – "*a key attraction*", Putt Crazy, family bookings of driving range bays, the cafe for mothers and babies. Also plenty of attractive sports screen entertainment. But the operator puts **all the responsibility on the responsible adults who brought the children into the premises to look after them - responsible to supervise them**. Staff might wake up if a child appeared to have been "*left alone for a lengthy period of time*" but who will be watching as children move between areas of the site? Will somebody constantly be watching all the CCTV? Even if they are, is that adequate? And what are the privacy protection issues here? Where is the policy; where are patrons advised about the type and extent of CCTV monitoring?

g) There is no indication of any **promotion of the protection of children** in any documentation. The application simply says that the existing conditions suffice. No mention of enhanced disclosure checks, no mention of numbers of staff, no mention of how children's safety will be procured including physically in respect of the hazards in the golf driving range bays.

h) Challenge 25 - though helpful for young people who might get into trouble - is of no application in context of the "protection of children from harm."

i) The clearance of glasses and bottles from tables is no more than would be expected for a well-managed and busy bar (including for a healthy public order preventive purpose of not having loose glassware and bottles about). However, beyond stopping children draining those glasses/bottles of left over alcohol, it does not seem a very potent tool to protect children from harm, when their activities in the areas will be embedded amongst standalone bar premises and tables - and, of course 56 driving bays, including on the lower ground floor potentially full of drinking parties. There is a real danger of under-age drinking.

j) Re CCTV : there are many different discrete, enclosed areas within the building - the applicant mentions supervision of patrons between floors. What does the applicant have in mind/fear? I do not know how the toilet areas are "policed"; there is nothing about this in the application. Clearly CCTV would be inappropriate per se in the toilets but some serious thinking needs to be done to protect children in a large mixed use and fully licensed premises. The applicant does not appear seriously to have approached this from a safeguarding point of view. Which body would provide the safeguarding?

k) Whilst only anecdotal, I am told by friends, e.g. in educational and indeed public house environments, CCTV is suggested to be a most unreliable means of tracking unlawful activity and easily avoided by those who wish to do harm.

l) However, CCTV was specified as one of the **primary** means of safeguarding amongst the 46 conditions in the Licence Decision Notice of 24 September 2020. The venue has now had opportunity to show how this has worked; has the Licensing inspector now been to the premises and made inspections of the CCTV footage which, of course, has to be destroyed at regular intervals to comply with data protection.

m) on my site visit, I did not notice any prominent CCTV signs, warning visitors of the **Live Facial recognition CCTV** in operation at entry to the premises. As above, I could not check the position as to particular areas but children need special protection in the matters of data protection, and live facial recognition is a subject on which the Information Commissioner has this summer issued an Opinion. <https://ico.org.uk/media/2619985/ico-opinion-the-use-of-lfr-in-public-places-20210618.pdf> Capturing the images of children is a matter for serious attention, and compliance and should come within the issue of safeguarding and protection of children. Who will be looking at the images of children and young people on the CCTV?

n) **Recognition of difficulties because of the physical configurations of the premises**

In the case of the previous application granted on 24 September 2020, the applicant recognised *"concerns raised in relation to the shared access on the lower ground floor, and supervision of customers between both the floors that there is a requirement for additional control measures to promote the 4 licensing objectives and a series of additional conditions are provided under the operating schedule section M in this application"*.

Those concerns went further than "just" the operating policies between (then) BGBR and PLML, and extended to the *"supervision of customers between both the floors"*

It is very important to note that - **from a visibility point of view - this is an enclosed centre**. It was designed as a golf course building and a driving range - not extensive licensed premises.

Areas A & H - for use by children - and the lower level of driving range bays - are on the lower ground floor within that enclosed centre, **not visible to the general public**. Neither of the levels of driving range bays are visible, behind substantial doors - and how much supervision by staff will take place? A very great deal will depend on the "management" of these areas to achieve the licensing objectives. As above, we have no detail of any form of operational site management plan.

#### **Licensing Objective: Prevention of Public Nuisance**

My objection is on the basis of the likely effect that this application will have on my life, and that of my neighbours, by reason of Public Nuisance. I have given some detail of these concerns by direct example above. It is important to understand that, because of Covid, activity at the Centre has been much curtailed. Even with the operation before Bigshots took over, we had not had chance, therefore, as yet to see the effects of the previously increased areas of user and traffic/parking.

Parking generation was also a topic on which September committee undertook detailed questioning, as can be seen from the Decision. No detail is given in the Application of the anticipated extra numbers of people who will be attracted to the site if Areas F and B are opened and licensed in the way suggested, and there are already signs that activity will be taking place outside the premises.

The nuisance I envisage arises from:

i) **Noise.**

Even with the lack of clarity over the plan, it will be immediately apparent that virtually the whole of this building will be licensed for the sale of alcohol and other licensable activities music live & recorded, dance, films, attracting many people to essentially an out-of-town entertainment centre. There is no parking room on site for all these extra uses. Patrons will use the surrounding streets, which have no parking restrictions. Patrons of licensed premises often park away from site anyway to avoid the attention of those who might wish to check their alcohol consumption. Not that this area is policed at night; it is not in a town centre.

They will park on our streets; they will return late at night to their cars and we will be awoken. People may be intoxicated; they may be very loud but, at night, on our streets, even conversation at relatively low level is disturbing. I know we are lucky to live in such a quiet area but the land on which these premises set is both Metropolitan Open Land, and Public Open Space and development on it is not supposed to be a large commercial drinking and entertainment venue.

Noise will come out of the premises itself. It was simply not constructed for this kind of activity. It was constructed for a centre ancillary to golf use, of concrete construction, and the original planning only included an ancillary cafe, together with offices, including for the Middlesex Golf Union. **There is no sound insulation.**

Accordingly, Condition 14 was attached to the September 2020 decision, ensuring that external openings be kept closed to the maximum possible. All that protection will essentially be rendered useless by the bringing to the exterior **56 parties of up to 6, with all the facilities specifically described above.** Conditions were imposed that the driving range lights would be turned off, no alcohol would be served in the driving range bays after 10 o'clock - but just making these 56 external areas comfortable for use, drinking and chatting will inevitably give rise to more noise.

The detail of the application and the simple carry- forward of the conditions for a **totally** different operation ("Party venues not our business model") give no protection.

Drinks are brought to the seats, pre-ordered as a condition of booking. Carefully curated cocktails can be ordered - or drinks to a booth with wall to wall sport.

Again, bays face out onto open fields, and the noise can be heard on the adjoining residential streets abutting Northwick Park, at the Church which abuts, across the fields to the School on the Hill - and of course the acute ward blocks of Northwick Park Hospital and its A&E department.

A further serious concern is the constant attempt to license Area K, the external garden area, taken out as a condition of getting the variation last September, put in for this latest licence, taken out again on first objections, and for which *plans* are being *developed* to bring it back in. This constant "pushing the boundaries" has been the pattern in the increasing "entertainment" use, far from the permitted purposes for Metropolitan Open Land

(remembering that Licensing must align to Planning as specified within the Brent Licensing Policy).

If the intention is to license Area K (abutting Area B) for alcohol and other licensed activities, this is completely unacceptable. The golf course building is in an area of Public Open Space, surrounded by fields and one road, albeit major distributor road - over all of which noise travels, particularly at night, and the residents have experience from the early days of the building of how very noisy that is. Licensed activities, private parties, karaoke, discos took place (unauthorised) including in this area of "bear garden" and the nuisance was extreme. Which was put a stop to by the Council, as freeholders. But, in those days, Brent Council had more Environmental enforcement.

Previous licensing applications have received objections about noise nuisance if the exterior of the premises is used, and conditions have been imposed to limit exterior use, and ensure that openings to the exterior are kept shut – see condition 14 to the Licence.

It is notable that, as part of the September 2020 Decision the applicant's Counsel said *"Area K is known as the bear garden. It was an outside licensed area. That will be removed from the licence as result of this application and the public will be prevented from accessing it."*

Then, **just over a year later**, Area K appears to be edging back in. Saying "Phase 2" means nothing; it actually says everything. Death of protection of our peace by successive cuts. Condition 18 specifically stated that what is now Area K would be closed to members of the public with no access or licensable activities.

All those assurances in the September hearing about the way that the business would be run – that what we have experienced over the years before they took over should be forgotten about. The new team. It now transpires that those Directors giving the assurances may even have been already negotiating with the new operator. It is very unfortunate. If users of the sports bar in Area B come out through the two large opening doors into Area K, it will be used.

The Council's environmental service has completely diminished since the days when residents were forced to complain by the noise coming out of the building. Once there is any escape into area K – even if ostensibly unauthorised - we will suffer the consequences, without remedy. We will suffer very significant noise nuisance but it will be amplified by its link to the "sports bar", and its giant screens and attraction of people to watch major sports events. Everyone enjoys sporting events but **we will not enjoy the level of noise** that they can generate, particularly where alcohol is freely available.

The Council's noise control officer in June 2020 confirmed that the premises are "within a significantly residential area". My home backs onto the farm fields and, at night-time, with little traffic and the acoustic across open space, noise from what will become an out-of-town entertainment centre will easily carry and be a disturbance of sleep, completely changing the (precious and rare residual agricultural and outdoor sporting) green space character of the area.

The September 2020 Committee questioned **the use of Area M**, and were told that it was simply a smoking area and that licensing was needed because people might be outside with a glass of alcohol. See page 16 of the Decision, paragraph 2. Condition 14 makes it clear that doors to that Area are to be kept closed to prevent the break out of regulated entertainment and noise. It is quite unacceptable that this necessary protection should be opened up.

## ii) **Nuisance from numbers attending the premises**

The September 2020 Licensing Committee interrogated the numbers of persons which will be in the premises; Conditions 29 and 30 (current Licence numbering) refer to the existing conditions on the premises licence as to maximum numbers.

The total maximum number of persons permitted in Areas L and A was 475. This application will add persons in Area B, F and the driving range bays and the cafe - but **no idea of numbers is given**; Ms Chowdhry says "***There is no application to increase capacity.***" But the capacity must increase. **Condition 27 requires a new risk assessment. Where is it?**

The concept of the new operation is a fully licensed entertainment venue. Based on past experience - and the poor public transport rating, visitors will come by car; there is not enough car parking space on site. Ms Chowdhry says, that, once the car park is full, patrons will be turned back at the entrance. Where are they going to go? Onto our local streets.

This is a **centre of town use**, for good reason – it can be properly policed and will have adequate public transport, discouraging car use. The use is not one suitable for a piece of designated Public Open Space, parkland right in the middle of a significant residential area, for which the building was never designed, with very poor public transport. Car parking provision was strictly controlled by the Planners for the very reason that the building is sited on Metropolitan Open Land, and affected by those policies. All this is set out in various retrospective planning consents for the premises

In the Decision, page 14, one of the directors referred to people taking drugs in the car park, and that the staff had been told not to approach any but to record the registration number and report to the police. What has been the position since? Is this still a problem?

The committee will hopefully carefully read the accounts in the Decision, including the nuisance caused in the adjoining Church car park. The church and the vicarage adjoin the golf course a short distance from the building and noise from which would clearly be heard in the church, and church Hall. When the applications were made, the vicar was leaving, and the new vicar has only very recently arrived.

There is also the issue of noise for those attending the premises **on entering and exiting** - particularly during the period after pubs and restaurants close - which arrivals can be envisaged as at varying times after 11. It may also encourage driving to the premises, the prospective patrons possibly having already had drink. This entry and exit will go on until final exit after closing time. There may be all day patrons. There may be stragglers leaving.

People will have been drinking - these are standalone bars for the late night licensing. Could the Officers please list any licensed bar/pubs in the area with licensing hours past 23:00 that are not in designated Town Centre Locations?

### iii) Nuisance from parking on our streets

Apart from the noise referred to above, and the nuisance at night, with so many extra people attending the centre, our streets will be parked up. We already get overflow parking from the hospital because there are no parking restrictions. Parking **on site** is very tight, stringent conditions under the planning for car parking, and full details of that is set out in the Decision, and in Councillor Perrin's final objection to this application.

The directors confirmed at the September Hearing that about 60% of their customers drive; what are the estimated numbers which will come from this additional use at the different times of day? **No travel plan has been prepared, nor any surveys undertaken - nor any formal evidence supplied by the Applicant or the current operator.**

**No formal travel plan has been taken since the early 2000's when the user was as a golf course, golf driving range and an unlicensed small ancillary cafe (with "an average of 20 users").** The other actual uses at the time were unauthorised by planning, and therefore not included in the briefing for the travel survey by the then operator.

The Committee in September 2020 interrogated the issue of parking very closely; now we will have these large additional licensed areas, if approved.

Brent Council's lease to Playgolf London prohibits *"anything which may be or become a nuisance annoyance or cause damage or inconvenience to ... occupiers of any Neighbouring Property or the public."*

I set the above out - again to illustrate that the premises were built on an out of town site. Northwick Park is designated as Metropolitan Open Land ("MOL") with all the protections on use which that designation attracts, which were reflected in the Lease from Brent Council and all the planning decisions.

It is also a large area of designated Public Open Space in an area with a shortage of open space; it is in a park. Such a location was never intended for large, prominent premises licensed for music, dancing, "music dance", films, restaurant use, standalone bars premises, alongside outdoor sports areas where there is a risk of drink spilling out into those areas at night - together with all the attendant noise, nuisance, traffic, highway danger & parking problems.

It was intended to have a use (essentially linked to **outdoor sport**), and one appropriate and sympathetic to the context and close proximity of not only a major hospital, a School and a Church & church hall - but also large residential estates **not buffered** (for sound, etc) by buildings in between.



The building actually constructed was bigger, higher and different from that authorised by the original planning consent, and the uses more extensive. Planning Consents for additional uses were added over the years, in the initial years retrospectively, one after an appeal to PINS, and in each case opposed by many residents.

All of the relevant additional use planning consents (whether retrospective or not) have contained conditions - the planning purposes of which Conditions were variously "*Not to damage the amenity of the area.*"; "*Not to damage the local amenity*"; "*to remain functionally linked to the primary use as a golf centre*"; "*to control the use of the restaurant activities and their potential impact on the Metropolitan Open Land*". A further condition was to prohibit "*private functions that exclude members of the public or any golf Centre user or require purchase of ticket to enter*". Again, remembering that Brent's Licensing Policy 2016 requires that Licensing and Planning are aligned.

**A further recent addition - the acoustic effect of which is unknown – is replacing the natural grass of the driving range with artificial surface, and raising the ground level to create another form of driving range activity.** The precise nature of the material used to raise the ground level is unknown. The precise operating mechanisms under that artificial grass are unknown; details on the website referred to technical game play. There may be absolutely no problem but details should be supplied of whether they will have any effect as to noise generated when the two levels of driving range bays are in operation, with competition encouraged.

iv) **Nuisance in terms of Traffic generation, dangers, and overflow parking concerns**

The same point about **experience** from the opening of the Centre applies to my concern re the likelihood of nuisance from additional traffic, danger on the busy Watford Road from illegal U-turns and parking problems for residents on nearby estates roads being generated.

I have referred just above to the new risks of a **well advertised late night licensed property in a prominent location**. Experience in neighbouring streets is that existing patrons (wishing to avoid being seen leaving the existing licensed restaurant in a car) park on nearby streets and return on foot, so as to avoid immediate attention.

Subsequent problems of parking on the centre's internal **access roads** arose. These were to have been dealt with by the construction of bollards and the laying of railway sleepers to prevent parking on the centre's access road pavements. This was imposed as a condition on the **planning consent for the (unlicensed) cafe-bar (in Areas E & N). The installation of the bollards was not complied with.**

Our adjoining residential roads have no CPZs - no form of parking restrictions on them. The attractions will bring large parties and family outings, which the Centre's parking will not be able to accommodate. At night, there will be the risk of parking by patrons arriving and leaving late, parking away from the Centre on our residential streets to avoid attention on leaving licensed premises in cars, especially in the early hours of the morning. We are lucky - our streets are very quiet but, of course, that exacerbates the noise nuisance.

### **Licensing Objective of prevention of Crime and Disorder**

We suffer from illegal traffic manoeuvres on Watford Road; there are multiple minor crashes which occur around the centre, caused by the traffic island, and U-turns and entry into the farm gateways and the Pebworth Road bell-mouth to turn round. There are also the exacerbated dangers of drinking and driving. The premises will be accessed by vehicles; public transport - apart from night buses - will not be available at the later hours.

We locally have problems of drug user and drug dealing in quieter areas, such as the end of Pebworth Road, where I live - and there are particular and persistent problems on Northwick Park by the Pavilion and the Pimple off Pasture Road. Policing this is not easy over open fields and parkland. The Decision Notice refers to the report by the DPS of drug-taking in the car park.

The local church, St Cuthbert's car park suffers unfortunately from sexual activity in the car park, which is thought by the SNT police and the Church to be linked to prostitution.

Late night drinking every night from standalone bars, out of the eye of town centre policing with plenty of avenues of escape, is potentially a risk, and a draw for potentially unlawful activity, and/or fighting.

I should be glad to know if our local SNT police have a view; problems are ongoing and persistent but this extension of licensed late night use must have the potential to render the problems greater.

### **Licensing Objective Public Safety**

I am concerned by the prospect of Northwick Park becoming a destination of choice for late night drinking and parties with unlimited alcohol.

Northwick Park Hospital is nearby. It has an A& E department, and the all night buses travel along Watford Road. Pedestrians do walk Watford Road late at night. The bus stop at Carlton Avenue, the Green is well used. I have referred above to what happens in St Cuthbert's Church car park, which adjoins. There is a public footway which goes on a dogleg along the side of the Church towards the fields; this is not lit at night, and the Church and vicarage suffer from nuisance. I do not happily envisage the complete change in the character of the area which will come about if this application is granted.

I have referred above to the potential safety hazards with the combination of drinking parties in the driving range bays, the availability of golf clubs in all bays – including empty ones – and the potential fall hazard.

I hope that this application will be rejected, and the whole position on licensing of these premises examined, in light of the history outlined above.

Thank you.

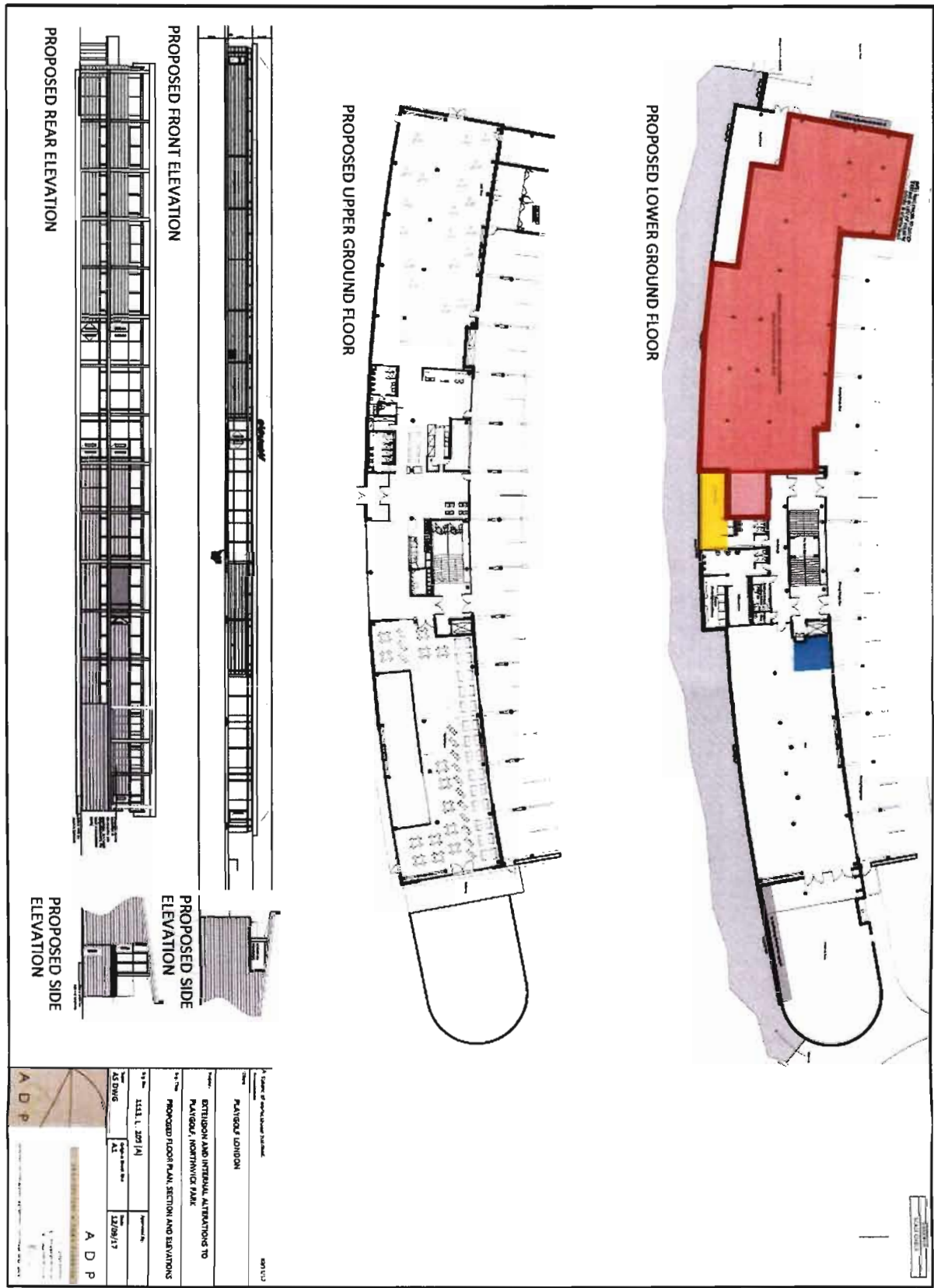
Yours faithfully,

Elizabeth Gaynor Lloyd  
16 Pebworth Road,  
Harrow,  
HA1 3UD  
gaynor@ gaynorlloyd.co.uk  
(07801) 058882

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*M. J. J. J.*

PLAN 1





Underlease

Dated 30<sup>th</sup> October 2019

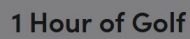
relating to Lower Ground Floor, Northwick Park Golf Course, Watford Road, Harrow

- (1) Playgolf London Limited
- (2) Paul Lawrence Management Ltd

Bowling & Co Solicitors  
62 Broadway  
Stratford  
London  
E15 1NG

t +44 (0)20 8221 8000  
f +44 (0)20 8519 5504  
e info@bowlinglaw.co.uk  
dx 5405 STRATFORD (LONDON)  
www.bowlinglaw.co.uk

Ref: HY/024976-0012



Play golf with up to **6 people** in your c

What do I get?

- ✓ 1 hour of golf
- ✓ Price per bay is £20.00 for max 6 guests

### Why BigShots UK?

- Interactive family entertainment
- Access to premium quality dining from an
- The highest quality tech in our RiaShots powered

from **£3.33** p.p.

You won't be charged yet.


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Add these extras to your booking


3 people

22/11/2021





Don't forget your Membership!  
**£5.00 p.p.**  
Calculated for 3 people

  
3 people




2 drinks ( house wine, beer, soft drinks)  
**£10.00 p.p.**  
Calculated for 3 people

  
3 people



2 drinks ( house wine, beer, single spirit & mixer...  
**£13.00 p.p.**  
Calculated for 3 people



Select your time!

  VISA  Apple Pay

powered by  
**brig**

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[Go back](#)

[Next step](#)

## Select your check-in time!

This is when we expect to see you at our location

[3 people](#)

[22/11/2021](#)

### Available times:

07:45	09:00	10:15	11:30
12:45	14:00	15:15	16:30
17:45	19:00	20:15	21:30

[Next step](#)

  VISA  Apple Pay

powered by  
**briq**

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## Your details

☒ Private ☐ Business

First name \*

Last name \*

Email address \*

Phone number \*

Do you want to add a voucher code or gift card? Optional

Enter your voucher code here

Add code

☐ I accept the [general terms and conditions](#). \*

Do you have any questions or comments for us?

Optional

22 November 2021 (21:30)

3 people

1 Hour of Golf	3	£6.67	£20.00
----------------	---	-------	--------

<b>Subtotal</b>	<b>£20.00</b>
Tax 20%	£3.33

<b>Total</b>	<b>£20.00</b>
	£6.67 p.p.

Go to confirmation

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< Go back

## Pay

How would you like to pay?

☒ Credit card

22 November 2021 (21:30)

3 people

1 Hour of Golf	3	£6.67	£20.00
Don't forget your Membership!	3	£5.00	£15.00
2 drinks ( house wine, beer, soft drinks)	3	£10.00	£30.00
Subtotal			£65.00
Tax 20%			£10.83
Total			£75.83
			£25.27 p.p.

Go to confirmation



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[Go back](#)

## Pay booking

22 November 2021 (21:30)

3 people

1 Hour of Golf	3	£6.67	£20.00
Don't forget your Membership!	3	£5.00	£15.00
2 drinks ( house wine, beer, soft drinks)	3	£10.00	£30.00
<b>Subtotal</b>			<b>£65.00</b>
Tax 20%			£10.83
Amount to be paid			£65.00
<b>Total</b>			<b>£65.00</b>
			£21.67 p.p.

Card holder name

Credit card

Pay with Credit card

Apple Pay Google Pay Visa Mastercard

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Sort by Relevance

**Number of people**  
How many people will join the activities?

**Adult**  
Age >18

**Child**  
Age <18

**Date**  
When do you want to pay us a visit?

Date

**Peak / Off-Peak Hours**  
What period of the day you want to visit us?

☐ Peak Hours

☐ Off-Peak Hours

**Play, Drink & Eat**  
Choose the best option for you!

☐ Golf and Food

☐ Golf

☐ Unlimited Drinks



**1 Hour of Golf**

• 1 hour of golf • Price per bay is £20.00 for max 6 guests

1h 15m

from **£3.33** p.p.

[View deal >](#)

[I want this](#)



**1 Hour of Golf - Weekend**

• 1 hour of golf • During weekends  
• Price per bay is £40.00 for max 6 guests

1h 15m

from **£6.67** p.p.

[View deal >](#)

[I want this](#)



**2 Hours of Golf - 9AM to 5PM**

• 2 hours of golf • Weekdays from 9AM to 5PM  
• Price per bay is £40.00 for max 6 guests

2h 15m

from **£6.67** p.p.

[View deal >](#)

[I want this](#)

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# LARGE GROUPS

## EVENT PACKAGES

### THE BIG SHOTS CROWD PLEASERS

#### FOOD PLATTER

Mini sliders • basket of wings  
with a choice of dips • coleslaw  
halloumi sticks • salad  
nachos (v) • fries



**4 BOTTLES OF WINE /  
12 BEERS\***

RECOMMENDED FOR GROUPS UP TO 6

**£250**

### THE BIG SHOTS BELLY BUSTERS

#### FOOD PLATTER

Variety of tacos • basket of wings  
with choice of dips • mini sliders  
quesadillas (v) • Philly Cheesesteak  
nachos (v) • hot dogs • churros  
selection of fries



**8 BOTTLES OF WINE /  
24 BEERS\***

RECOMMENDED FOR GROUPS UP TO 12

**£500**

### THE BIG SHOTS GO BIG OR GO HOME

#### FOOD PLATTER

Variety of tacos • basket of wings  
with choice of dips • mini sliders  
quesadillas (v) • Philly Cheesesteak  
hot dogs • churros • selection of fries



#### UNLIMITED

Beer • wine • prosecco • soft drinks  
for 1 hour\*

RECOMMENDED FOR GROUPS UP TO 18

**£750**

PACKAGES DO NOT INCLUDE GOLF OR THE £5 PP MEMBERSHIP FEE

\*(house wine, beer, single spirit & mixer, soft drinks)

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# SMALL GROUPS

MAXIMUM GROUP SIZE 18 PEOPLE

## TEEING OFF

Page 95



**2 DRINKS\***



**£10<sub>PP</sub>**

## ABOVE PAR

### FOOD

Choose from a selection  
of our delicious pizzas,  
burgers or  
tasty hot dogs



**2 DRINKS\***

**£25<sub>PP</sub>**

## HOLD THE BUGGY

### FOOD

Choose from a selection of  
our delicious pizzas,  
burgers or  
tasty hot dogs



**4 DRINKS\***

**£35<sub>PP</sub>**

## THE GAME CHANGER

### FOOD

Choose from a selection of  
our delicious pizzas,  
burgers or  
tasty hot dogs



**UNLIMITED DRINKS  
FOR 1 HOUR\***




**£45<sub>PP</sub>**

PACKAGES DO NOT INCLUDE GOLF OR THE £5 PP MEMBERSHIP FEE

\*(house wine, beer, single spirit & mixer, soft drinks)

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See photos

See outside

Permanently closed

## Blue Zenzer

4.0 ★★★★★ 946 Google reviews

££ · Italian restaurant


**Located in:** [Playgolf London](#)

**Address:** Playgolf London, 280 Watford Rd, Harrow HA1 3TZ

**Menu:** [bluezenzer.com](#)

**Phone:** 020 3226 1195

[Suggest an edit](#) · [Own this business?](#)

 **Send to your phone**

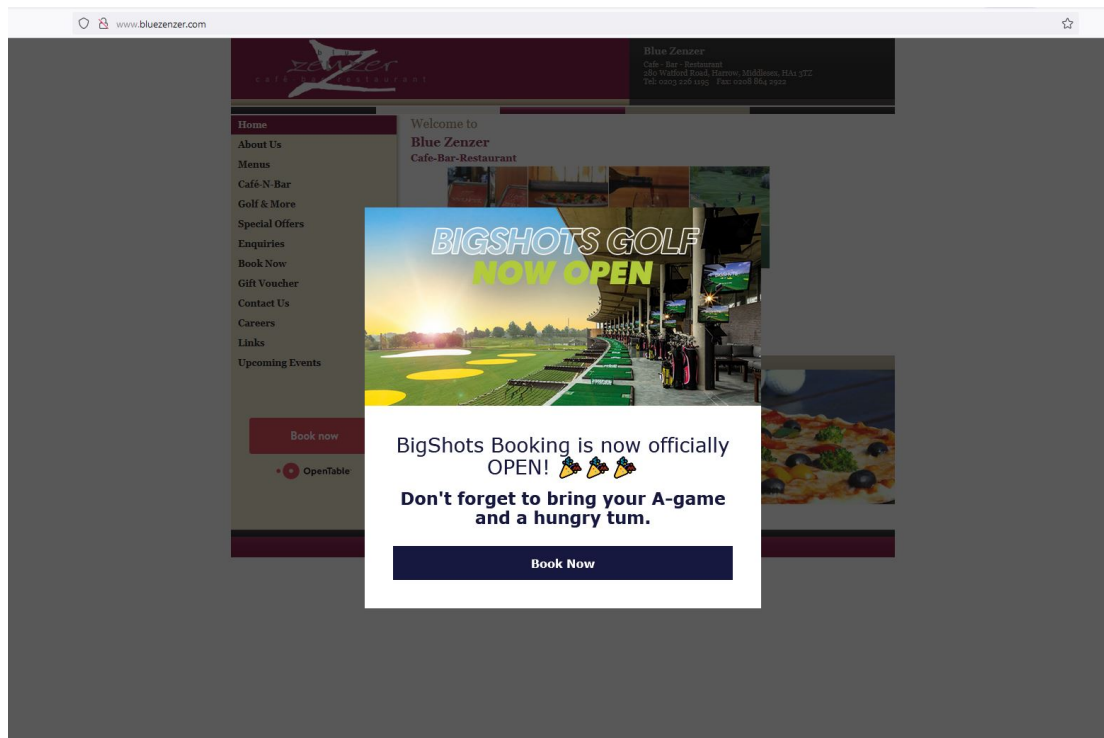
Send

### Reviews from the web

<a href="#">Facebook</a> <b>4.4/5</b> 42 votes	<a href="#">Foursquare</a> <b>6.1/10</b> 39 votes	<a href="#">OpenTable</a> <b>3.9/5</b> 67 reviews
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Reviews ?

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# **Supporting documents for a licensing sub committee hearing 15.12.21**

**BigShots Golf, 280 Northwick Park Road,  
Harrow HA1 3TZ.**

# Index

Item	Document title	Page number/s
1	Witness Statement of Dominic Taylor	003
2	Photos of Internal and External Areas of Premise	011
3	Ordnance Survey Location and Lease Map, & Aerial Map of Big Shots and the Surrounding Area	020
4	Diagram Structure Showing Freeholder / Leaseholder / Sub-leaseholders	023
5	Food & Beverage Menus for Big Shots Café and Restaurant	025
6	Operational Site Management Plan	035
7	CCTV Policy	041
8	Child Safety Policy	047

# **1. Witness Statement of Dominic Taylor - Managing Director Big Shots Golf**

**Witness Statement of Dominic Taylor - (Managing Director  
Big Shots Golf UK Limited)**

**Dominic Taylor**

1. I am the Managing Director for Big Shots (Northwick Park) Limited and have held this position since June 2021. I make this statement in relation to the application to vary the premises licence and to assist members of the licensing committee at the licensing hearing on 15<sup>th</sup> December 2021.
2. As a summary I previously worked (July 2019 to May 2020) as the Chief Operations Officer for Rock Up Ltd indoor climbing and adventure centres. I was in charge of transitioning the business from a small start up to a scalable, efficient structured company with centres in Whitely, Birmingham, Hull, Watford, Sheffield, Grays Thurrock and Rushden.
3. Between (Dec 2014 to March 2019) I was employed as the National UK Director of Operations for Topgolf Group Ltd, UK.
4. Overall I have twenty plus years' experience at senior management level in the UK Leisure and hospitality sector.

**Who is Big Shots Golf?**

5. The principal activity of Big Shots (Northwick Park) Limited the company is the operation of the golf centre at Northwick Park.
6. Bigshots (Northwick Park) Limited are the operating company that have acquired the legal rights to operate the Big Shots golf brand in the UK and holds a UK wide license which was acquired from Bigshots Golf International Limited. This company has in turn acquired a UK and Europe license (and Asia and Africa) from the master license holding company in the United States of America.



**What is the relationship between Big Shots and the current licence holder Blue Ginger Bar and Restaurant Ltd?**

7. Big Shots (Northwick Park) Limited, on 8<sup>th</sup> June 2021 acquired the underlease of the external Golf course and the majority of the internal areas from Playgolf London (including the external driving range). The company are in the process of completing the acquisition of a sub underlease of the restaurant known as Blue Zenzer from Blue Ginger Bar and Restaurants Limited. These changes do not affect the Putt Crazy Golf area on the lower ground floor that is under lease by Paul Lawrence Management Ltd. A diagram is provided in our document pack that schematically shows the relationships between the freeholder, leaseholders and sub leaseholders.
8. The premises license will be transferred to Big Shots (Northwick Park) Limited upon completion of the sub underlease from Blue Ginger Bar and Restaurant Ltd but for the meantime they continue to hold the premises licence.
9. BGBR have authorised this application for a variation to the premises licence as there is an agreement in place to regulate operation of the premises on a day to day basis.
10. BGBR have also authorised the change of the dps (designated premises supervisor for alcohol sales) to a Mr Daniel Riley who is the Operations Director of Big Shots (Northwick Park) Limited in order to ensure proper supervision of the premises license is applied across the site.
11. In relation to comments by objectors of not being notified of the change in the dps it is my understanding the change was only required to be notified to the licensing authority and Brent police and no other party.

**What is the purpose of this application to vary the premises licence?**

12. Bigshots Golf have already committed to delivering a regenerated golfing and leisure facility at Northwick Park. To achieve this Big Shots have expended a considerable amount of money approximately £2.8M to refurbish the entire upper and lower ground floors of the premises with a view to providing a new venue that is appealing to all age's groups, serves as a community facility and provides excellent sporting opportunities for both Brent and Harrow boroughs.

13. Part of these refurbishments relate to bringing back into operational use Areas F to provide facilities for mini bowling, pool and snooker tables and a mini bar for the provision of alcoholic and non-alcoholic beverages and to bring area B back into use as a bar for the use of golfers.
14. Refurbishments have also extended to new interior décor including new floors, refurbished toilets, and new kitchen.
15. The driving ranges have been equipped with new technology in areas C and G such as interactive screens that show information on a game of golf including interactive targets, speed of each golf ball, spin rate, launch angle. In addition to improve the outdoor golfing experience new seating and heating has been installed throughout each of the driving ranges.
16. Details of refurbishments are shown in the photomontage document included in our document bundle.

#### **The issues raised by Councillor Perrin and Resident objectors**

17. **Perception of facility as primarily a ‘drinking venue:** The premises is not intended to be a vertical drinking establishment as overall the provision of alcohol will be ancillary to the provisions of golf, other entertainment and food. We have created several different areas on both the upper and lower ground floors to ensure that we cater to the needs of as many people and families as possible for example in Area F the mini ten pin bowling and pool table area will be a key attraction for families and children. In Area E the Grounds café area intends to cater to all visitors especially families and those wanting an informal hot beverage and snack. The updated main restaurant in Area D will be available for all customers to sit and relax with a choice of hot and cold meals and beverages as detailed on the restaurant menu included in our document pack.
18. In relation to the refurbished driving ranges although alcohol can be ordered by customers from new electronic order points all alcohol will still be served by waiter/waitress service. The concept of the proposed bunker bar on the lower ground floor in area B is to primarily allow those golfers who want to enjoy alcoholic and non-alcoholic beverages to be able to in an informal area.
19. **Planning permission:** Although not connected with this application to vary the premises

licence we have conducted our own checks with Brent Planning Authority. It is understood that the current use of the site as a golfing range with a restaurant, car park and ancillary uses has the relevant planning permission. The variations proposed to the premises licence will not change the predominant use of the site from a golfing range.

20. **The plan and opening of area F & B.** Both of these areas have been closed and disused for approximately 6-7 years.
21. **Area F** was originally a retail golf store. The plan to open Area F does increase the capacity of the venue for licensed activity however this is in conjunction with new sporting activities (mini ten pin bowling, pool tables) in that area.
22. **Area B** was previously a gym, the proposal is to operate a bar serving both alcoholic and non-alcoholic beverages with televisions (with the provision of a food menu) so that golfers have a dedicated area to socialise. These areas can be seen in context on the scaled plan dated 27/09/21 AD 05 GA (M) which was amended to provide greater clarity to the licensing authority and interested parties who have made representations.
23. **Area K** is an external area that is not proposed for development and will not be licensed or open to customers. The most up to date plan reference AD 05 GA(M) now reflects this.
24. The amended plan AD 05 GA(M) incorporates areas that were updated as granted under a minor variation in September 2021. These changes included on the restaurant side (areas L D, and N) where the original Blue Zenzer bar was repositioned and the kitchen re-modelled and expanded to permit larger service of the new and expanded Big Shots hot and cold food menu. A new café known as Common Grounds was added to the reception area (formerly Area N – now lettered Area E) which was re designed and refurbished to include a new reception, offices and a new bathroom block. The driving ranges at Area C & G were refurbished with each bay having screens, ordering kiosks, sofas and lighting.
25. These changes were the first made since September 2020 and were considered as a minor variation in nature by Brent council because they only sought to change the layout of an existing licensed area on the upper ground floor at areas E, N,D, L and G and did not propose any extension to the retail sale of alcohol or any other licensable activity.
26. **Capacity of the premise:** The existing capacities of the premises from a licensing

perspective only relate to Areas L, A and no other parts of the building. In relation to the question from objector parties on the capacity of the driving ranges these are likely to be 174 for the upper driving ranges in area G and 156 for area C. Overall we would only permit a maximum of 720 customers (*this maximum includes the existing capacities for areas L and A under conditions 28 and 29*) to be on the premises at any one time presuming full capacity in all areas of the venue.

**27. Noise from outside spaces and indoor events, excessive hours close to residential properties and an acute care facility:**

The main building that houses the licensable areas and the car park is located approximately 0.4 – 0.5 miles away from the nearest residential houses. There is also a clear boundary between the golf premises and Northwick Park Hospital. To provide context to this we have provided an ordnance site map which is included in our document pack.

**28. Exclusion of groups that object to alcohol:** Big Shots Golf aim to operate a fully inclusive venue and no group is going to be excluded- all types and people and families will be catered to. The bays are self-contained and any group not wishing to consume alcohol can keep their area alcohol free with ease.

**29. Variations to licensing conditions:** All of the 46 conditions on the current premises licence were reviewed with Brent council Licensing representative Susana Figueriedo as part of this officers official capacity as a responsible authority. The only conditions that are to be varied would be condition 17 (on the most up to date licence dated 29 October 2021 following approval of a minor variation application) if Areas F and B are bought back into operation subject to this application to vary the licence being granted. Area K would remain out of bounds to members of the public and condition 17 would continue to reflect this.

**30.** The remaining conditions under annex 2 and 3 of the licence are not proposed to be altered or omitted from this variation if it were to be granted by the sub committee.

**31. Concerns with parking at the premise:** Neither Big Shots Golf or Blue Ginger Bar and Restaurant are aware of any drug dealing or anti-social behaviour by customer vehicles in the main or overflow car parks. There is a robust car park management process in place for both car parks and this includes the use of ANPR (automatic number plate recognition)

and CCTV surveillance to monitor vehicles and to deter criminal or anti-social behaviour. The car park is also well illuminated.

32. With reference to those comments from resident objectors relating to antisocial vehicle movements including burn outs, doughnuts on our car parks and roads, plus circuit racing and drag runs these do not occur in the main or overflow car park or anywhere else in the boundary of the site.
33. Big shots have increased the capacity of the car park so it can accommodate up to 120 cars. During busy periods the car park will be manned by two car park marshalls with high visibility clothing and connected to a radio communication system to ensure there are no tail backs to the main Watford Road. We are mindful that we are next to a hospital and have developed these procedures to ensure that there are no blockages caused on the key route to and from the hospital. Cars will be turned away at the entrance if the car park is full, in line with this.
34. **Protection of Children from Harm:** We already have a number of control measures on both the upper and lower ground floors to protect children from harm. For example children are not allowed in the premises without a supervising adult, children are not able to access any part of the venue after 8 pm on any day, during busy periods and for children's birthday parties separate areas will be demarcated. To enforce and maintain these control measures – staff maintain a visible presence to ensure areas on both the upper and lower ground floors are kept clear and conditions 15 and 16 relating to the protection of children from harm are maintained.
35. **Operational Policies:** Big Shots have redrafted the previous operational policies to cover operation of the site, child protection, and use of CCTV. These policies are approved by me as the Managing Director and my management team at Big Shots Golf UK.

**To conclude we plan to deliver a regenerated golfing and entertainment facility at Northwick Park that adds value to the borough of Brent by attracting customers and employees to the only golf centre in the borough. As can be seen from the photos provided we have expended a considerable amount of money on refurbishing the premises with new equipment, décor and layout. The objective is and shall continue to**

provide a venue that is appealing to all age groups, serves as a community facility and provides excellent sporting opportunities.

**Statement of Truth**

This statement consisting of 7 pages signed by me is true to the best of my knowledge and belief.

**Print Name:** Dominic Taylor

**Signature:** Electronic signature *Dominic Taylor*

**Dated:** 11/12/21

## 2. Photographs of Internal and External Areas of the Premise



# Photographs of the premises.

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Big Shots Golf Centre

280 Watford Road, Northwick Park, HA1 2TZ

12/1/2021





Photo 1: External entrance to the premise

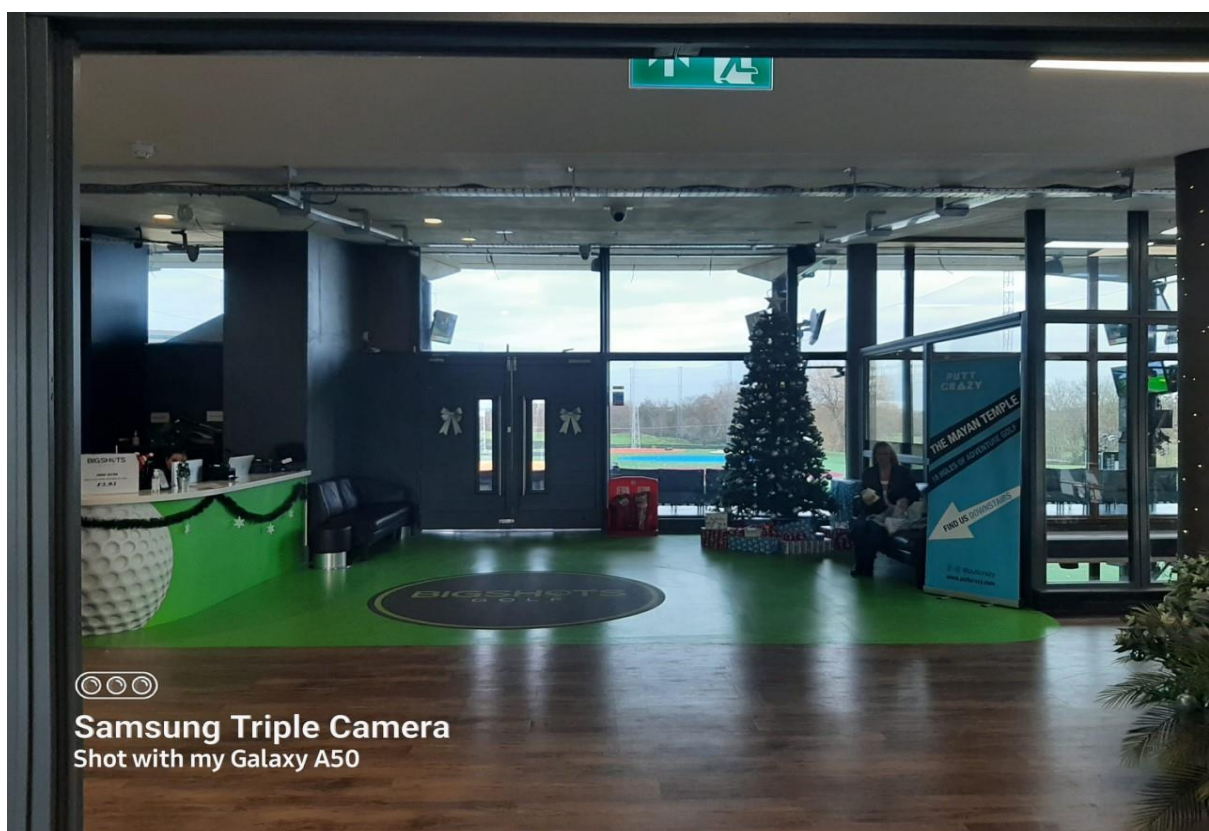


Photo 2: Internal foyer to the premise (upper ground floor)





Photo 3: Common Grounds Café (upper ground floor)



Photo 4: Entrance to bar area and restaurant (upper ground floor)





Photo 5: Restaurant dining area with food servery counter (upper ground floor)



Photo 6: New kitchen area (upper ground floor)





Photo 7: The driving range area (upper ground floor)



Photo 8: The driving range looking outwards (upper ground floor)





Photo 9: The bunker seating area (lower ground floor)



Photo 10: The bunker bar area (lower ground floor)





Photo 11: The driving range (lower ground floor)



Photo 12: Looking out onto the driving range (lower ground floor)





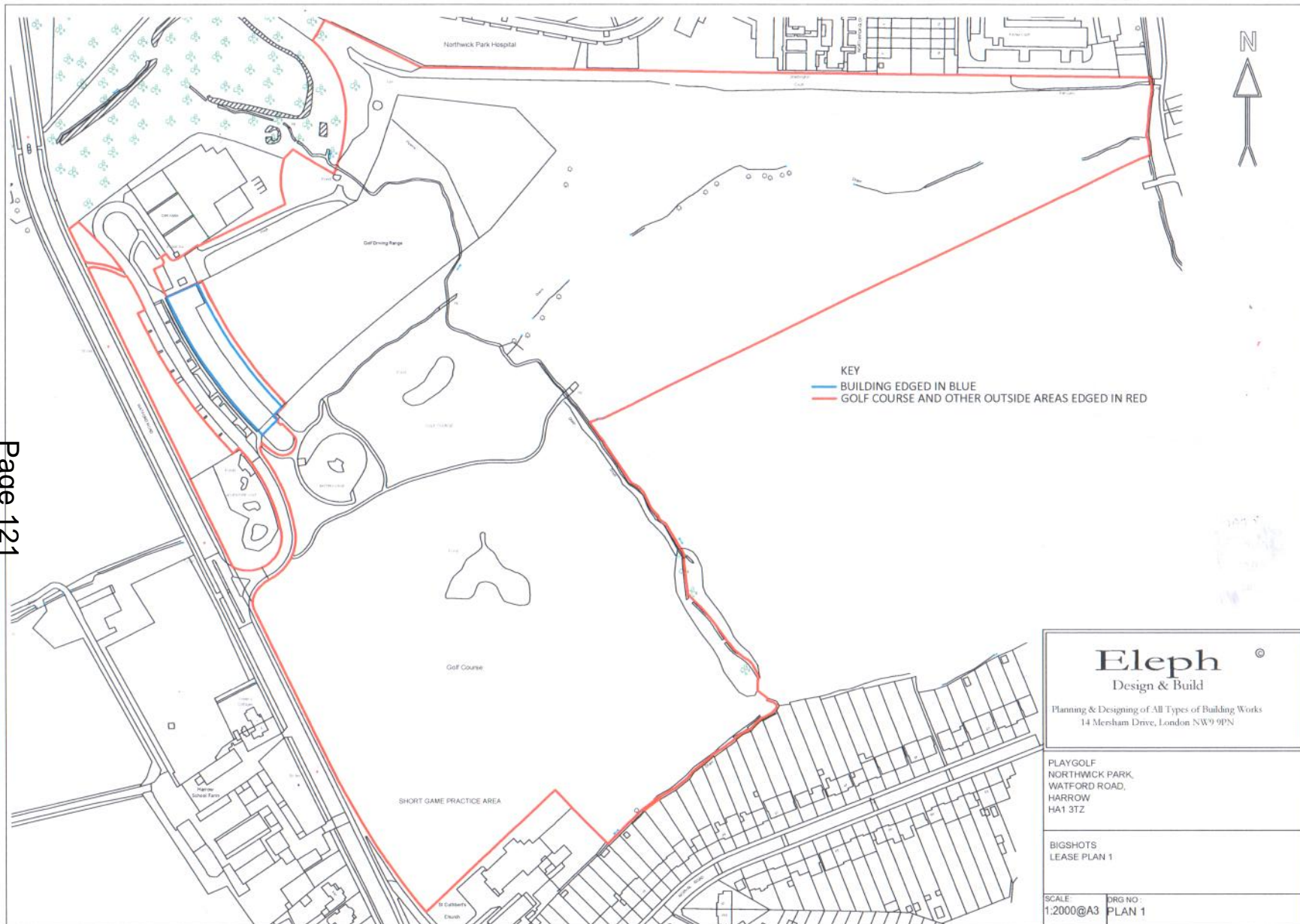
**Photo 13: The main Car Park**



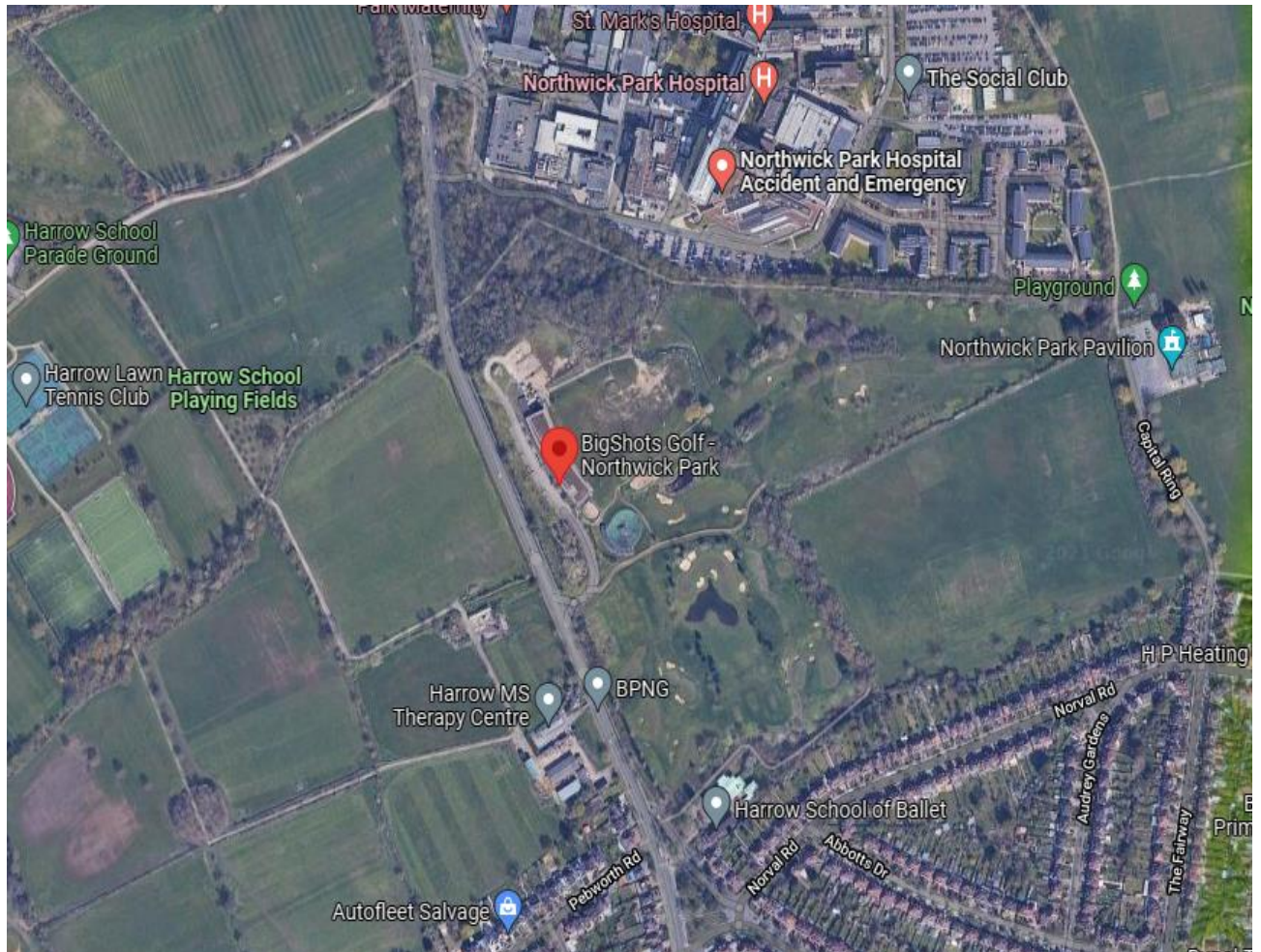
**Photo 14: The overflow Car Park**

# **3. Ordnance Survey Location and Lease Map, & Aerial Map of Big Shots and the Surrounding Area**





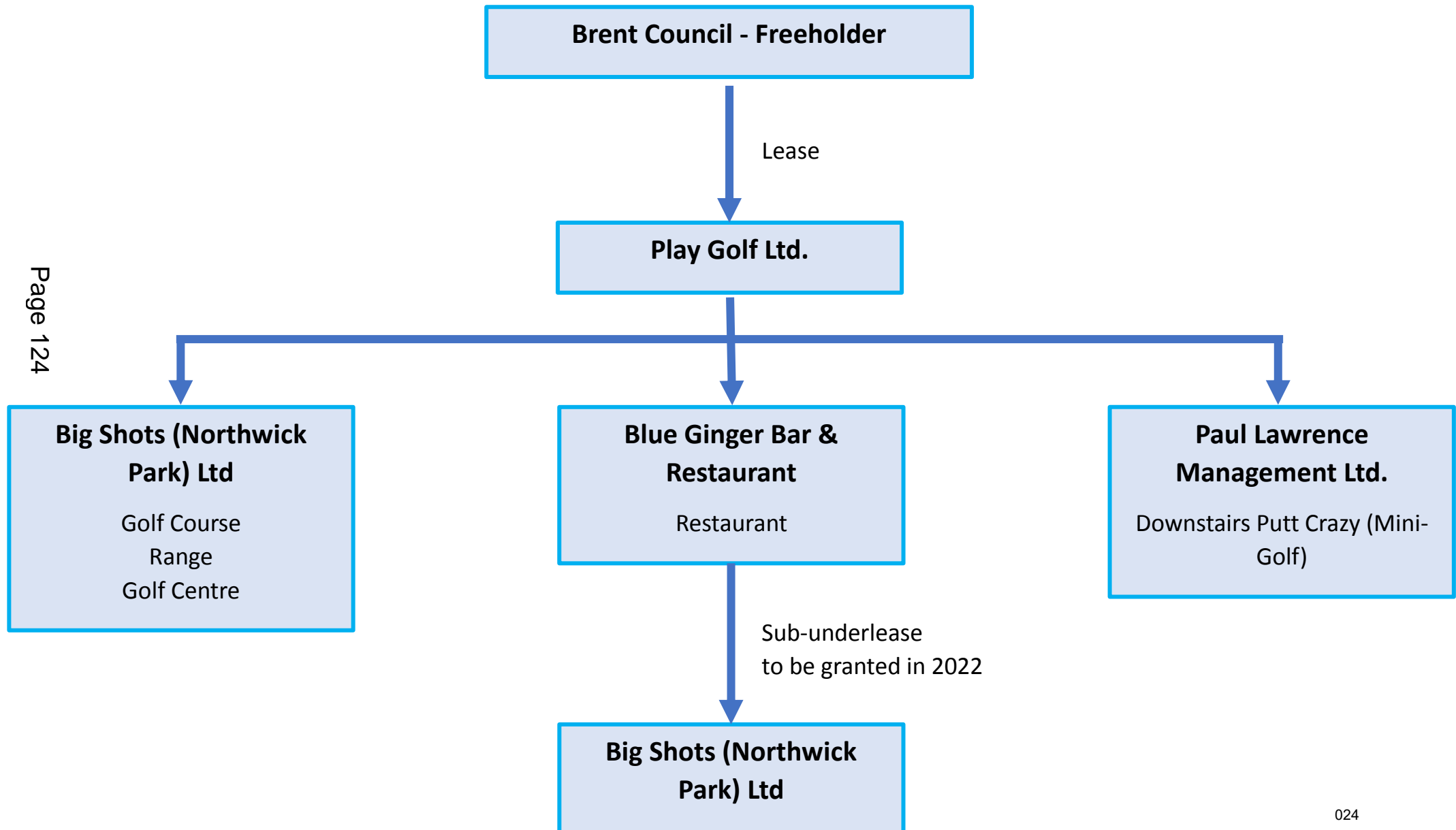
## Aerial Map of Big Shots Northwick Park and the surrounding area.



Copyright © The Geoinformation Group Map Data - Google Maps

## **4. Diagram Structure Showing Freeholder / Leaseholder / Sub-leaseholders**

**Details of Freeholder/Leaseholder/Sub lease holders**



## 5. Food Menu for Big Shots Café and Restaurant



NU

Page 126

BIGSHOTS  
GOLF™

ME

WE ARE **SOCIAL**

f  @BIGSHOTSGOLFUK #BIGSHOTSGOLFUK

**EAT**  
DRINK  
PLAY



## ALL DAY BRUNCH

<b>GRILLED SOURDOUGH TOAST <span>V</span></b>	<b>5</b>
ADD: Butter, Jam, Marmalade or Honey.	
<b>BACON OR SAUSAGE</b> (Vegan or Pork Sausage) ADD EGG 1.5	<b>6</b>
<b>BACON, SAUSAGE &amp; EGG</b>	<b>9</b>
<b>AVOCADO LOVER <span>V</span></b>	<b>10</b>
Toasted Sourdough with Smashed Avocado served with Salsa Verde and Chilli Flakes.	
OPTIONAL ADD POACHED EGG OR SMOKED BACON	<b>2</b>

<b>BUTTERMILK CHICKEN WAFFLE</b>	<b>11</b>
<b>CHEF'S RECOMMENDATION!</b> This has to be tried to be believed. Crispy Buttermilk Chicken Thighs on our Signature Waffle with Soft Poached Eggs and Canadian Maple Syrup.	

<b>SCRAMBLED EGGS AND BACON WAFFLE</b>	<b>11</b>
With Maple Syrup.	
<b>BUTTERMILK AMERICAN-STYLE PANCAKES</b>	<b>11</b>
Because it's always Pancake Day at BigShots. Served with Smoked Bacon, Canadian Maple Syrup and Fresh Berries.	

<b>THE ALL AMERICAN BREAKFAST</b>	<b>12.5</b>
Yeehaw! Maple Smoked Bacon, Fried Egg, Pork Sausage, Smoky Beans, Garlic Mushroom, Minted Peas and Grilled Baby Gem.	

<b>THE FULL VEGETARIAN BREAKFAST <span>V GF</span></b>	<b>12.5</b>
Veg Delicious Maple Glazed Goats Cheese, Fried Egg, Avocado, Grilled Cauliflower Steak, Smoky Beans, Garlic Mushroom, Minted Peas, and Grilled Baby Gem. <b>(Vegan on Request)</b>	

<b>EVERYTHING AVOCADO TOAST <span>V</span></b>	<b>14</b>
Toasted Sourdough topped with Smashed Avocado, Poached Eggs, Bacon, Halloumi and Crispy Shallots.	




## TO START

<b>GARLIC BREAD</b>	<b>4</b>	<b>PANKO COATED PICKLE <span>V K</span></b>	<b>6.5</b>	<b>DUST FRIED CALAMARI <span>GF</span></b>	<b>8</b>
		With Chipotle dip.		With Pineapple & Chilli.	
<b>ITALIAN OLIVES <span>VE</span></b>	<b>5</b>	<b>PADRON PEPPERS <span>VE GF</span></b>	<b>7</b>	<b>MAC N CHEESE BON BONS</b>	<b>8</b>
<b>MOZZARELLA AND GARLIC BREAD</b>	<b>5</b>			With a delicious Truffle dip.	
<b>HALLOUMI FRIES</b>	<b>6.5</b>	<b>NDUJA &amp; MOZZARELLA DOUGH BITES</b>	<b>8</b>	<b>CHICKEN AND BACON CROQUETTES</b>	<b>10</b>
Panko coated with Paprika and Mint Sauce.		With Nduja Ketchup.		With Mustard sauce.	

## MAINS

<b>BIGSHOTS BURGERS</b>					
ALL SERVED IN A BRIOCHE BUN WITH SKIN ON FRIES					
<b>THE SPICY BIRDIE</b>	<b>12</b>	<b>BEETROOT BURGER <span>VE</span></b>	<b>12</b>	<b>THE BIGSHOTS BEEF</b>	<b>13</b>
Piri Piri Grilled Chicken, with Crumbled Goat Cheese and a Fresh Salad.		Beetroot bun with Beetroot Quinoa patty, Carrots, Baby Gem, Tomato, Onion, Avocado Cilantro Crema.		Go Big or Go Home! A delicious Beef whopper served with Smoked Bacon, Cheese and Fresh Salad.	
<b>THE BIRDIE</b>	<b>12</b>	<b>THE CAROLINA</b>	<b>12</b>	<b>THE MEXICAN</b>	<b>14</b>
Juicy Buttermilk Chicken Thighs, with Garlic Aioli and Fresh Salad and Coleslaw.		Melt-in-your-mouth pulled pork and a tangy Carolina BBQ sauce with tangy Napa slaw.		If you like it spicy this one's for you. Beef patty with Jalapeños, Tortilla, Chilli and Fresh Salad.	

<b>PIZZA</b>					
HAND STRETCHED FRESH DOUGH, BAKED IN OUR PIZZA OVEN AND TOPPED WITH FOR DI LATTE CHEESE, TOMATO SAUCE AND FRESH HERBS					

<b>THE MARGHERITA</b> 	<b>8.5</b>	<b>PEPPERONI</b>	<b>10</b>	<b>CHICKEN TIKKA</b>	<b>12</b>		
The Classic, just Cheese and Tomato.		Spicy Pepperoni and a sprinkle of Oregano.		A spicy favourite with Red Onion, Mint, Coriander.			
<b>NDUJA</b>	<b>10</b>	<b>BIG BURRATA</b> 	<b>12</b>	<b>THE BIG PIG</b>	<b>13</b>		
Spicy Sausage, Peppers and Jalapeños.		With Cherry Tomatoes and a Basil Pesto.		Bacon, Mushroom, Pepperoni and Black Olives.			
<b>VEGGIE SIZZLER</b> 	<b>10</b>						
Green Chilli, Jalapeños, Mix Pepper and Red Onion.							

## BLUE ZENZER FAVOURITES

<b>CHILLI CHEESE GARLIC BREAD <span>V</span></b>	<b>6</b>	<b>GRILLED PANEER IN GREEN CHILLI PESTO <span>V</span></b>	<b>10</b>	<b>PANEER IN CREAMY RED PESTO <span>V</span></b>	<b>10.5</b>
<b>HARA BHARA KEBAB <span>V</span></b>	<b>6</b>	<b>CHICKEN CHILLI CORIANDER PIZZA <span>H</span></b>	<b>10</b>	<b>CHILLI GARLIC PRAWNS</b>	<b>13</b>
<b>SAMOSA <span>V</span></b>	<b>8</b>	<b>SPICED CHICKEN WINGS <span>H</span></b>	<b>10</b>	<b>HOT CHILLI PANEER PIZZA <span>V</span></b>	<b>13</b>
<b>MOGO PICANTE <span>V GF</span></b>	<b>8</b>			<b>CHICKEN BURGER,KIMCHI, SALAD <span>H</span></b>	<b>13</b>
<b>PANEER SPRING ROLLS <span>V</span></b>	<b>9</b>				

## SWEETS

TIME TO INDULGE (GO ON, YOU KNOW YOU WANT TO)					
<b>SELECTION OF ICE CREAMS &amp; SORBETS</b>	<b>2.5 PER SCOOP</b>	<b>SIGNATURE SWEET WAFFLE</b>	<b>6</b>	<b>CRÈME BRÛLÉE</b>	<b>6</b>
All your favourite flavours of silky smooth dairy ice creams and refreshing sorbets. Ask your server for today's selection.		Fluffy Waffles served with delicious Pistachio Ice Cream and a Hot Chocolate Pouring Sauce. Did somebody say mmmmmmm.		Crispy caramelised shell that cracks to reveal a creamy baked Custard. Served with a Shortbread Biscuit.	
<b>BAKED VANILLA CHEESECAKE</b>	<b>5.5</b>	<b>CARAMEL CHURROS</b>	<b>6</b>	<b>MOLTEN CHOCOLATE CAKE</b>	<b>9</b>
A rich, velvety slice of sweet heaven.		Light Caramel inside and Cinnamon sugar crunchy outside. Dunk in our indulgent Caramel Sauce.		What Dreams are made of... Oozing melted Chocolate with Clotted Cream and Strawberry.	

**V** VEGETARIAN

**VE** VEGAN

**GF** GLUTEN FREE

**K** KOSHER

**H** HALAL

## SHAREABLES

<b>WINGS</b>					
ALL YOUR FAVOURITE FLAVOURS: <b>CLASSIC BUFFALO, BBQ, TEXAN OR BUTTERMILK</b>					
<b>9 WINGS</b>	<b>8.5</b>	<b>18 WINGS</b>	<b>14.5</b>	<b>32 WINGS</b>	<b>25.5</b>

<b>CRISPY RED CHILLI CAULIFLOWER <span>V GF</span></b>	<b>6</b>
With a Teriyaki dip.	

<b>LOADED NACHOS <span>V</span></b>	<b>12</b>
With Guacamole, Cheese and Tomato Salsa. GO BIG WITH: BEEF CHILLI OR PULLED PORK FOR £3	

<b>MEAT LOVERS BUTCHERS BOARD (4PP)</b>	<b>35</b>
Chicken Wings, Buttermilk Chicken Thigh, Curly Fries, Chili Prawn, Chicken Croquette, Beef Sliders with Curly Fries and Dipping Sauces.	

<b>KEEP IT GREEN <span>V</span> (4PP)</b>	<b>35</b>
Spring Rolls, Mogo Picante, Hara Bhara Kebab, Crispy Cauliflower Wings, Jumbo Onion Rings, Curly Fries, Samosa, Dhal Bhaaji.	

## JUMBO DOGS

<b>CLASSIC DOG</b>	<b>10</b>
Grilled Jumbo Sausage with Jalapeños, Crispy Onion and all the toppings.	

<b>MASALA JUMBO DOG <span>VE</span></b>	<b>10</b>
Vegan Sausage with a Fresh Masala Sauce.	

<b>DIRTY DOG</b>	<b>11</b>
Grilled Jumbo Sausage with Cheese, Bacon, Chilli, Padron Peppers and all the toppings.	

## FRIES & SIDES

UPGRADE YOUR FRIES: ADD CHEESE £1 CRISPY BACON £1	
<b>SKIN ON FRIES WITH TRUFFLE DIP <span>V</span></b>	<b>4.5</b>
<b>CURLY FRIES WITH GARLIC DIP <span>V</span></b>	<b>4.5</b>
<b>SIDE SALAD <span>VE</span></b>	<b>4.5</b>
<b>SWEET POTATO FRIES WITH SRIRACHA DIP <span>V</span></b>	<b>5</b>
<b>JUMBO ONION RINGS WITH TRUFFLE DIP <span>V</span></b>	<b>6</b>

## SALADS

<b>CHEF'S SPECIAL CAESAR SALAD</b>	<b>10</b>
An unbeatable classic: Cos Lettuce, Soft Boiled Egg and Anchovies with our special Caesar Dressing. UPGRADE WITH: CHICKEN OR HALLOUMI FOR £2	
<b>BUDDHA BOWL <span>VE</span></b>	<b>10</b>
Virtuous and Delicious, what's not to love: Quinoa, Carrots, Avocado, Cabbage, Crispy Chickpeas, Spring Onion, with Lime and Coriander Dressing.	

## LITTLE SHOTS

<b>GRILLED CHEESE SANDWICH WITH FRIES</b>	<b>4.5</b>
<b>CRISPY CHICKEN BITES WITH FRIES &amp; VEGGIES</b>	<b>5</b>
<b>VEGETABLE CRUDITES WITH AVOCADO &amp; HUMMUS</b>	<b>5</b>
<b>FISH FINGERS WITH FRIES</b>	<b>5</b>
<b>LIL' SHOTS CHEESEBURGER WITH FRIES</b>	<b>6</b>
<b>CHICKEN BURGER WITH FRIES <span>H</span></b>	<b>6</b>
<b>LITTLE SHOTS PIZZA</b>	<b>6</b>
Choose from: Cheese or Pepperoni.	

# DRINKS





# EAT DRINK PLAY

## COCKTAILS

### **BELLINI (RASPBERRY, MANGO OR PEACH FLAVOURED)** 9

Sparkling Prosecco with fresh fruit puree.

### **APEROL SPRITZ** 9

A summer crush of bitter oranges balanced with bubbles.

### **CHAMBORD ROYALE** 11

Decadent and luxurious. Jacquard champagne with Chambord black raspberry liqueur.

## MARTINIS

### **VODKA MARTINI** 9

Shaken or stirred, it can never be beaten. The classic cocktail. Vodka and vermouth.

### **FRENCH MARTINI** 9

An elegant and fruity cocktail. Vodka, Chambord and fresh pineapple juice.

### **PORN STAR MARTINI** 9

A seductive and intensely flavoured martini, combining Ecuadorian passionfruit with Madagascar bourbon vanilla, and zesty lime juice.

### **ESPRESSO MARTINI** 9

A cocktail with a kick. Vodka, coffee liqueur and espresso. *ONE IS NEVER ENOUGH.*

## BIGSHOTS CLASSICS

### **GOLFERS GIMLET (CLASSIC – LEMON OR LIME)** 9

Cîroc vodka simply blended with fresh lime, garnished with basil.

### **GIN GARDEN** 9

London dry gin with English cucumber, fresh elderflower and cloudy apple juice

### **MOSCOW MULE** 9

Deliciously fiery. Sipsmith vodka, served with spicy ginger beer and muddled lime

### **SMOOTH SWING MARGARITA** 9

(CLASSIC) Tequila, lime juice and a salt rim. *FOR EVERY CELEBRATION.*

### **MOJITO** 9

One of the world's most popular cocktails and a BigShots favourite. White rum, muddled lime and sugar with a hint of mint.

### **SIPSMITH ORANGE & CACAO GIN AND TONIC** 9

A zesty, chocolatey gin with unmistakable juniper topnotes. Mixed with tonic.

### **NEGRONI** 10

A ruby red aperitif with a sophisticated balance of bitter Campari and aromatic vermouth, mixed with gin.

## SERIOUS SIPPERS

### **JACK DANIELS BEES KNEES** 9

A Prohibition era classic bringing the colour of Southern sunshine in a glass. Jack Daniels' Tennessee honey, fresh orange and lemon juice, topped with soda water

### **THE DOMINATOR** 9

A dangerously smooth classic. Amaretto, bourbon and tequila, with a hint of honey and citrus.

### **WOODFORD RESERVE OLD FASHIONED** 10

One of the oldest American classics, traditionally made with Woodford Reserve, bitters and sugar syrup.

## TROPICAL TASTES

### **MAI TAI** 9

A totally tropical Tiki cocktail. A fruity, colourful blend of two types of rum, grenadine and fresh pineapple and orange juice.

### **BLOOD ORANGE PALOMA** 9

The taste of a Mexican holiday. Tequila mixed with tangy grapefruit, sparkling blood orange and lime.

### **PICANTE** 9

A Mexican classic that comes with a spicy kick. Tequila, fresh lime juice, chilli and coriander.

### **RASPBERRY OR MANGO DAIQUIRI** 9

White rum, fresh fruit, and lime juice blended with ice. A flamboyant drink.

### **PINA COLADA** 9

The taste of the Caribbean with a creamy blend of rum, coconut and pineapple.

**DARK N STORMY** 9  
How to drink like a pirate. Deliciously spicy blend dark rum and ginger beer with a squeeze of fresh lime.

**LONG ISLAND ICED TEA** 9  
With the same amber hue as an iced tea, but serving up a stronger brew with vodka, gin, light rum, and triple sec with Coca Cola.

**VODKA AND RED BULL WATERMELON** 9  
Summer in a glass. Watermelon Red Bull and vodka.

## PITCHERS

**MARGARITA** 36  
**GIN GARDEN** 36  
**MOJITO** 36  
**APEROL** 36

## ON TAP OR BOTTLE IT

### DRAUGHT

**INCHS APPLE CIDER** 5  
**BIRRA MORETTI** 6  
**BEAVERTOWN NECK OIL** 6  
**AMSTEL** 5  
**BRIXTON COLDHARBOUR LAGER** 6  
**GUINNESS** 6  
**HEINEKEN** 6

### BOTTLED BEER

**BREWDOG PUNK IPA** 4  
**PERONI** 4  
**DESPERADOS** 4  
**HEINEKEN 0.0** 4  
**BIRRA MORETTI 0.0** 4  
**CORONA** 4  
**BRIXTON ATLANTIC PALE ALE** 4  
**LAGUNITAS IPA** 4  
**OLD MOUT – 3 FLAVOURS** 5  
**MONDO DENNIS HOPPER** 5  
**LONDON PRIDE** 5



## SPIRITS\*

### GIN

**GORDON'S** 3  
(AVAILABLE IN PINK, ORANGE AND WHITE PEACH)  
**TANQUERAY 0.0%** 3  
**BEEFEATER GIN** 3  
**SIPSMITH ZESTY ORANGE GIN** 3  
**SIPSMITH ORANGE & CACAO GIN** 3  
**SIPSMITH**  
**TANQUERAY LONDON DRY** 4  
**TANQUERAY BLACKCURRANT ROYAL** 4  
**TANQUERAY NO 10** 4  
**TANQUERAY RANGPUR LIME** 4  
**ROCK ROSE GIN** 4  
**TANQUERAY TEN GIN** 4  
**MONKEY 47** 4  
**SCHWARZWALD DRY GIN**  
**KI NO BI KYOTO DRY GIN** 4  
**HENDRICK'S GIN** 4  
**BOMBAY SAPPHIRE GIN** 4

### VODKA

**SMIRNOFF** 3  
**SMIRNOFF RASPBERRY CRUSH** 3  
**KETEL ONE VODKA** 3  
**ABSOLUT RASPBERRY** 3  
**ABSOLUT BLUE** 3  
**STOLICHNAYA RASPBERRY** 3  
**CÎROC VODKA** 4  
**ROCK ROSE HOLY GRASS VODKA** 4  
**SIPSMITH SIPPING VODKA** 4

**FINLANDIA** 4  
**CÎROC** 4  
(AVAILABLE IN APPLE, PINEAPPLE, RED BERRY AND MONGO)

**GREY GOOSE VODKA** 4  
**BELVEDERE** 4

### RUM

**BACARDI COCONUT RUM** 3  
**BACARDI CARTA BLANCA RUM** 3  
**CAPTAIN MORGAN DARK RUM (BLACK LABEL)** 3  
**CAPTAIN MORGAN'S** 4  
(AVAILABLE IN WHITE, DARK AND TIKI)  
**CAPTAIN MORGAN SPICED RUM** 4  
**WRAY AND NEPHEW OVERPROOF RUM** 4  
**HAVANA CLUB ANEJO ESPECIAL RUM** 4  
**HAVANA CLUB 3YO RUM** 4

### TEQUILA

**CAZCABEL REPOSADO TEQUILA** 3  
**CAZCABEL COFFEE LIQUEUR** 3  
**CAZCABEL BLANCO TEQUILA** 3  
**HERRADURA REPOSADO TEQUILA** 3  
**HERRADURA PLATA** 3  
**DON JULIO BLANCO TEQUILA** 4  
**EL JIMADOR BLANCO TEQUILA** 4  
**EL JIMADOR REPOSADO TEQUILA** 4

### SCOTCH

**JOHNNIE WALKER BLACK LABEL 12YO SCOTCH WHISKY** 4  
**JOHNNIE WALKER BLUE LABEL 18YO SCOTCH WHISKY** 12

\*Prices are for a 25ml serving

## WHISKEY

HAIG CLUBMAN MEDITERRANEAN ORANGE	4
MAKER'S MARK BOURBON	4
BULLEIT 10YO BOURBON	4
BULLEIT RYE	4
BULLEIT BOURBON	4
HAIG CLUB	4
HAIG CLUBMAN GRAIN WHISKY	4
JACK DANIEL'S SINGLE BARREL RYE	4
GENTLEMAN JACK	4
JACK DANIEL'S RYE	4
SLANE IRISH WHISKEY	4
JAMESONS	4
BUSHMILLS MALT	4
WOODFORD RESERVE BOURBON	4
JACK DANIEL'S TENNESSEE FIRE	4
JACK DANIEL'S TENNESSEE HONEY	4
JACK DANIEL'S	4
MACALLAN 10	4
MACALLAN 12	5

## SINGLE MALTS

GLENFIDDICH 12YRS	4
GLENFIDDICH 15YRS	5
GLENFIDDICH 18YRS	7

## COGNAC

HENNESSY VS	4
COURVOISIER VS	4
MARTELL VS	4
REMY MARTIN VSOP	5
HENNESSY XO	13

## LIQUEURS

AMARETTO DISARONNO	3
CHAMBORD	3
FORTUNELLA GOLDEN ORANGE LIQUEUR	3
PASSION FRUIT GIFFARD	3
FRAISE DES BOIS GIFFARD	3
COINTREAU LIQUEUR	3
VEDRENNE CRÈME DE FRAMBOISE (RASPBERRY)	3
JACK DANIELS TENNESSEE APPLE LIQUEUR	4

## APERITIFS

CAMPARI BITTERS	4
PIMM'S	7
PIMM'S SUNDOWNER	7
PIMM'S NO1	7

## HARD SELZERS

WHITE CLAW (4 FLAVOURS)	4.50
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## WINE

125ML 175ML 250ML 75CL

## RED WINE

2020 MONTEPULCIANO D'ABRUZZO, BORGO SENA	4	5	8	22
2019 LONGUE ROCHE MERLOT, IGP PAYS D'OC	4	6	8	23
2017 RIOJA CRIANZA, RAMÓN BILBAO	5	8	10	29
2019 MELODIAS WINEMAKERS SELECTION MALBEC, TRAPICHE	5	7	10	28
2018 CABERNET SAUVIGNON, CANNONBALL	7	9	13	38

## ROSÉ WINE

2020 PINOT GRIGIO BLUSH DELLE VENEZIE IGT, SARTORI	4	6	8	24
2020 EMBRUJO ROSADO GARNACHA ORGANIC, BODEGAS VERUM	4	6	8	22
2020 CÔTES DE PROVENCE ROSÉ, DOMAINE DE L'AMOUR, LA VIDAUBANAISE	5	8	10	29

## WHITE WINE

2020 PICPOUL DE PINET BEAUGARAN, CHÂTEAU MORIN LANGARAN	5	8	10	29
2020 LES MOUGEOTTES CHARDONNAY, IGP PAYS D'OC	5	7	9	27
2020 PINOT GRIGIO, VIA NOVA	5	7	9	26
2020 SAUVIGNON BLANC, LANYA	6	7	8	24
2020 TREBBIANO CHARDONNAY RUBICONE IGT, FONTE DELLA VIGNA	6	6	8	22
2020 PETIT CHABLIS, OLIVIER TRICON	7	8	13	38

## FIZZ

	125ML	175ML	250ML	75CL
<b>NV PROSECCO, STELLE D'ITALIA</b>	<b>7</b>			<b>25</b>
<b>NV BRUT MOSAÏQUE, CHAMPAGNE JACQUART</b>	<b>12</b>			<b>45</b>
<b>NV BRUT MOSAÏQUE ROSÉ, CHAMPAGNE JACQUART</b>	<b>14</b>			<b>45</b>

## GUILT FREE NO ALCOHOL COCKTAILS

<b>IRISH CREAM COFFEE</b>	<b>5</b>
<b>SALTED ESPRESSO NO-TINI</b>	<b>6</b>
<b>MAI TAI SPRITZ</b>	<b>6</b>
<b>COSMOPOLITAN COOLER</b>	<b>6</b>
<b>PASSIONFRUIT OR RASPBERRY VIRGIN BELLINI</b>	<b>6</b>
<b>MOKITO /STRAWBERRY NO-HITO</b>	<b>7</b>

## SOFT DRINKS

<b>COKE ZERO/ DIET COKE / SCHWEPPES LEMONADE</b> (AVAILABLE ON DRAUGHT)	<b>2</b>
<b>SMART WATER</b> (STILL & SPARKLING)	<b>2</b>
<b>OASIS</b> (SUMMER FRUITS & CITRUS PUNCH)	<b>2</b>
<b>FRANKLIN &amp; SONS</b> (AVAILABLE IN ROSEMARY TONIC WITH BLACK OLIVE, SCOTTISH SODA WATER, GINGER BEER, LIGHT TONIC WATER, TONIC WATER)	<b>2</b>
<b>SCHWEPPES</b> (GINGER ALE & BITTER LEMON)	<b>2</b>
<b>COCA COLA</b> 20CL	<b>2.20</b>
<b>CAPRI SUN</b>	<b>2.50</b>
<b>RED BULL</b> (AVAILABLE IN WATERMELON & TROPICAL)	<b>3</b>
<b>APPLETISER</b>	<b>3</b>
<b>COCA COLA / COKE ZERO / DIET COKE / FANTA ORANGE / SPRITE</b> (330ML GLASS BOTTLE / ICON)	<b>3.20</b>

## JUICES

<b>APPLE</b>	<b>2</b>
<b>ORANGE</b>	<b>2</b>
<b>PINEAPPLE</b>	<b>2</b>
<b>CRANBERRY</b>	<b>2</b>
<b>LYCHEE</b>	<b>2</b>

## COFFEE AND TEA

SIZE UP FOR AN EXTRA £1

<b>TEA</b>	<b>1.70</b>
<b>SPECIALITY TEA</b>	<b>1.90</b>
<b>ESPRESSO</b>	<b>2.20</b>
<b>ESPRESSO MACHIATTO</b>	<b>2.25</b>
<b>AMERICANO REGULAR</b>	<b>2.60</b>
<b>LATTE REGULAR</b>	<b>2.90</b>
<b>CAPPUCCINO REGULAR</b>	<b>2.90</b>
<b>CAFFE MOCHA REGULAR</b>	<b>3.10</b>
<b>SPICED CHAI LATTE REGULAR</b>	<b>3.10</b>
<b>HOT CHOCOLATE REGULAR</b>	<b>3.10</b>
<b>FLAT WHITE</b>	<b>3.30</b>
<b>HOT CHOCOLATE DELUXE</b> (CREAM & MALLOWS)	<b>4.10</b>

EXTRA COFFEE SHOT 60P  
EXTRA SYRUP SHOT 60P





## ICED DRINKS

ICED LATTE (LARGE)	3
ICED TEA'S	3
FRUIT SPARKLERS	3
FLAVOURED ICED LATTE	4
GRANITA	4

## MILKSHAKES

VANILLA MILKSHAKE	3.75
STRAWBERRY MILKSHAKE	3.75
BANANA MILKSHAKE	3.75
CHOCOLATE MILKSHAKE	3.75
COOKIES AND CREAM MILKSHAKE	4.25
LOTUS BISCOFF MILKSHAKE	4.25



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**BIGSHOTS**  
GOLF™  
Page 134

## 6. Operational Site Management Plan



BigShots (Northwick Park) LTD

280 Watford Road. Harrow. HA1 3TZ

## **Operational Site Management Plan**

### **Introduction and Preface to this plan**

This policy sets out how we (Big Shots Golf UK) will ensure compliance whilst delivering our respective services to customers using our facilities at Northwick Park.

The venue is to cater for existing groups of people of all ages as well as families. We want our venue to offer our customers the opportunity to enjoy good food and drinks alongside the golfing activities that they are taking part in, we are inclusive to all.

At Big Shots Golf UK - we are also committed to upholding the highest level of Corporate and Social Responsibility and to work in collaboration with our Local Community to deliver value to them.

We are required to follow the 4 licensing objectives detailed below:

- 1. The prevention of crime and disorder**
- 2. Public safety**
- 3. The prevention of public nuisance and**
- 4. The protection of children from harm.**

As the primary operator, we will be working with the collective (detailed below until such time that leases are transferred) to ensure that all these objectives are met: -

Blue Ginger Bar Restaurant LTD (the 4 Directors are: Ajaykumar Patel, Narendra Popat, Ketan Mandalia and Yashwant Hindocha); -

Paul Lawrence Management Ltd trading as Putt Crazy (Director: Ali Saud);

We will also continue to work with the Head Leaseholder: Playgolf London

As a collective, we will act in the following ways to deliver the licensing objectives which will be overseen and monitored by our Designated Premise Supervisor: - Daniel Riley, who will ensure that licensing conditions are correctly followed and enforced in the spirit of our next review



## **1. The prevention of crime and disorder**

- a. We are upgrading the existing integrated CCTV system in operation across the whole site which will meet Home Office standards and recordings will be held for at least 31 days.
- b. All site managers will be trained to access the CCTV and will be able to provide footage to the Police or other approved agencies.
- c. All toilets will be checked every hour when any part the site is open - checks will be carried out by all teams but allocated to specific individuals on a shift basis.
- d. All customer facing staff will be trained in the conditions of the sale of alcohol and will be aware of our policies in place around managing consumption.
- e. On shift Duty Managers and section Team Leaders will be responsible for ensuring staff are carrying out regular checks of the whole site to ensure that all empty glasses are collected.
- f. As a large percentage of customers to the site will travel by car, we will have clear signage and a proactive approach to discourage driving once alcohol has been consumed.

## **2. Public safety.**

- a. We will have an active car park management plan in place which will include hourly car park checks and additional measures in place when there are large scale events taking place at Wembley Stadium.
- b. In addition to car park management and CCTV- An external company will provide SIA trained security presence patrolling the entire premises covertly.

At peak times, the car park will be adequately staffed to support management of the area. There will be two-three staff members manning the car park with hi viz vests and a radio system, to avoid tailbacks on to Watford Road vehicles will be waved on rather than allowed to queue out of the car park

- d. We are also installing a parking system, to be managed by Park and Control to ensure that only individuals using the venue are parking here which will include ANPR. Customers are required to register their car via a tablet, strategically located in key areas (Reception, Put Crazy, Golfing Hut, Café etc) to discourage any undesirable behaviour.
- e. We will ensure full compliance with our fire risk assessment for the site and designated staff will receive approved training provided by our designated training

provider. This will enable (designated appointed staff) to act as Fire Wardens and ensure compliance of the recommendations detailed in the fire risk assessments.

f. We will always have Trained First Aiders on site. We will have suitable first aid equipment located at the site – this will be detailed in our first aid policy and provided by our designated training provider.

g. We will take positive action to prevent customers consuming or waiting in key exit routes (for example, sitting on the stairs or consuming alcohol in the stairwells).

### **3. The prevention of public nuisance**

a. Alcohol will only be consumed in the designated areas on the site. CCTV will be used to prevent alcohol being consumed in any car park areas or being removed from site.

b. We will have clear signage advising the following: consideration to our neighbours and signage indicating the approved smoking area(s) for the site.

c. Staff will ensure all external doors are closed to contain the noise levels

d. CCTV (include BS staff and management) will be a key tool used to deliver the above requirements.

### **4. The protection of children from harm**

a. Challenge 25 policy in place, which will include staff training for all staff on site.

b. Regular clearing of glasses in all areas of the site, which will be overseen by the Site Manager (or deputy).

c. All front facing staff will be trained to identify adults purchasing alcohol for minors. We will ensure staff are also aware of the law surrounding the service of alcohol with a table meal.

d. CCTV will be in place as per above.

e. We will encourage the Bigshots lounge and café areas to be family focussed with adults who wish to drink when not playing actively encouraged to utilise the Bunker Bar in Area B.

f. There is a missing/lost child person process implemented. All teams and duty management will be trained on this process. This will cover element of safeguarding – This appears to relate not only to children but any vulnerable person.

5. As an organisation, we believe in having modern systems in place to deliver our business operation and this is key to our success. We also recognise the importance of having real people delivering good customer service. To support this, the venue will be adequately resourced to include management presence and team leaders visible in all operating areas. This will also allow us to remain fully compliant with the licensing objective detailed above.

6. There will be always at least one Duty Manager on site to ensure full compliance with this policy in the absence of the DPS and at peak business times there will be several.

7. We will have clear systems and policies in place to ensure that the sale of alcohol is carried out correctly and in full compliance with the licensing conditions set out under annex 2 and 3 of the premises licence and to promote the licensing objectives:

a. Enhanced CCTV in all areas where alcohol is stored, served, or dispensed.

b. All staff to receive appropriate training in the sale of alcohol (further details listed in the DPS policy). As a responsible business -We commit time to ensure the entire team is trained- including the team not directly involved in dispensing or serving alcohol. This is to ensure all teams are aware of their roles.

**8. We have the following company policies to underpin this Operational Site Management Plan which are held onsite:**

1. CCTV policy; - detailing the specifics of the system and key system information:

2. First Aid policy; - AED available on site, with Key Management Team Trained to operate

3. Lone Worker policy

4. Fire Safety policy (including Fire Risk Assessment)

5. Customer removal policy

6. Dealing with incidents policy

7. DPS policy (which will detail alcohol training provided annually).

8. Noise Policy- (including playing of music and operational equipment- internal and external) This will be a detailed document to include minimum and maximum levels to include daily monitoring and upload using latest technology. This will eliminate potential for disturbance to neighbours. There is also a Risk assessment on site to cover this.

9. Detailed crisis management Policy and Procedure and Risk Assessment in place. There is also an IMT – Incident Management Team in place)

10. Health and Safety Policy

11. Food Safety Policy

12. Robust Maintenance system in place – Planned and Preventative

The above policies underpin this operational delivery plan and allow us to ensure we are providing a safe and well managed venue for our customers.

All site safety, Fire Training and First Aid training will be provided by our appointed training provider and supplier.

## 7. CCTV Policy



## CCTV Policy

### Contents

1. Introduction
2. CCTV system overview
3. Purposes of the CCTV system
4. Monitoring and recording
5. Compliance with Data Protection legislation
6. Applications for disclosure of images
7. Retention of images
8. Monitoring compliance
9. Policy Review

## Introduction

- Bigshots has in place a CCTV surveillance system. This policy details the purpose, use and management of the CCTV system and details the procedures to be followed to ensure that the company complies with relevant legislation and the current Information Commissioner's Code of Practice.
- Bigshots will have due regard to the Data Protection Act 2018, the General Data Protection Regulation (GDPR) and any subsequent data protection legislation, and to the Freedom of Information Act 2000, the Protection of Freedoms Act 2012, and the Human Rights Act 1998. Although not a relevant authority, Bigshots will operate with due regard to the surveillance Camera Code of Practice, issued under the Freedoms Act 2012 and in Particular, the 12 guiding principles contained therein
- 

## CCTV System overview

1. The CCTV system is owned and managed by BigShots. Under current data protection legislation BigShot is the 'data controller' for the images produced by the CCTV system. The CCTV system operates to meet the requirements of the Data Protection Act and the Information Commissioner's guidance.
2. The Director of Operations and the Managing Director is responsible for the overall management and operation of the CCTV system, including activities relating to installations, recording, reviewing, monitoring, and ensuring compliance with the said policy.
3. Cameras are sited to ensure that they cover the premises for the intended purpose. Cameras are installed inside and outside of the venue. To include car parks, roadways, buildings, licensed areas and externally in vulnerable public facing areas
4. The CCTV system is operational and is capable of being monitored for 24 hours aday, every day of the year. We will aim to introduce retrospective viewings daily for areas deemed high risk
5. The Director of Operations and the Managing Director is responsible for ensuring adequate signage is erected in compliance with the ICO CCTV Code of Practice. Signs will be strategically placed in key areas to notify customers and all users of the facility and members of the public CCTV is in operation. Signage to include – Confirmation the system is managed by Bigshots Golf and a contact number.
6. The CCTV system is subject to a Data Protection Impact Assessment.
7. Any proposed new CCTV installation is subject to a Data Protection Impact assessment and a privacy assessment.



## Purposes of the CCTV system

1. The principal purposes of the CCTV system are as follows:
  - for the prevention, reduction, detection and investigation of crime and other incidents.
  - to ensure the safety of staff and visitors.
  - to protect the building and its content
  - to assist in the investigation of suspected breaches of Bigshots regulations
2. The CCTV system will be used to observe the venue and areas under surveillance to identify incidents requiring a response. Any response should be proportionate to the incident being witnessed.
3. Bigshots seeks to operate its CCTV system in a manner that is consistent with respect for the individual's privacy.

## Monitoring and Recording

1. Camera monitoring equipment and screens are located in a secure and controlled area. Only trained and authorised persons will have access to this area.
2. Images are recorded and stored locally on our local servers. Additional staff may be authorised by the Director of Operations to monitor cameras sited within their own areas of responsibility on a view only basis. All authorised persons will be trained around use, accountability, and responsibility.
3. The cameras installed provide images that are of suitable quality for the specified purposes for which they are installed, and all cameras are checked daily to ensure that the images remain fit for purpose and that the date and time stamp recorded on the images is accurate.
4. All images recorded by the CCTV System remain the property and copyright of the business.
5. The monitoring of staff activities will be carried out in accordance with Part 3 of the Employment Practices Code.
6. The use of covert cameras will be restricted to rare occasions, when a series of criminal acts have taken place within a particular area that is not otherwise fitted with CCTV. A request for the use of covert cameras will clearly state the purpose and reasons for use and the authority of the Director of Operations will be sought before the installation of any covert cameras. The Director of Operations should be satisfied that all other physical methods of prevention have been exhausted prior to the use of covert recording.
7. Covert recording will only take place if informing the individual(s) concerned would seriously prejudice the reason for making the recording and where there are reasonable grounds to suspect that illegal or unauthorised activity is taking place. All such monitoring will be fully documented and will only take place for a limited and reasonable period.



## Compliance with Data Protection Legislation

In its administration of its CCTV system, Bigshots Golf complies with the General Data Protection Regulation (GDPR) and the Data Protection Act 2018. Due regard is given to the data protection principles embodied in GDPR. These principles require that personal data shall be:

- processed lawfully, fairly and in a transparent manner.
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes.
- adequate, relevant, and limited to what is necessary in relation to the purposes for which they are processed.
- accurate and, where necessary, kept up to date.
- kept in a form which permits identification of the data subjects for no longer than is necessary for the purposes for which the personal data are processed.
- processed in a manner that ensures appropriate security of the personal data, including protection against unauthorized or unlawful processing and against accidental loss, destruction, or damage, using appropriate technical or organizational measures.

## Applications for disclosure of images

### Applications by individual data subjects

- Requests by individual data subjects for images relating to themselves "Subject Access Request" should be submitted in writing to the Senior Management Team together with proof of identification.
- In order to locate the images on the system, sufficient detail must be provided by the data subject to allow the relevant images to be located and the data subject to be identified.

Where the University is unable to comply with a Subject Access Request without disclosing the personal data of another individual who is identified or identifiable from that information, it is not obliged to comply with the request unless satisfied that the individual has provided their express consent to the disclosure, or if it is reasonable, having regard to the circumstances, to comply without the consent of the individual.

### Access to and disclosure of images to third parties

- A request for images made by a third party should be made in writing to the Director of Operations or the Managing Director
- In limited circumstances it may be appropriate to disclose images to a third party, such as when a disclosure is required by law, in relation to the prevention or detection of crime or in other circumstances where an exemption applies under relevant legislation.
- Such disclosures will be made at the discretion of the Director of Operations, with reference to relevant legislation and where necessary.
- Where a suspicion of misconduct arises and at the formal request of the Investigating Officer or HR Manager/Advisor, the Operations Director or Authorised Management Team may provide access to CCTV images for use in staff disciplinary cases.
- The Director of Operation, Managing Director or Authorised Management Team may provide access to CCTV images to Investigating Officers when sought as evidence in relation to student discipline cases.
- A record of any disclosure made under this policy will be held on the CCTV management system, itemising the date, time, camera, requestor, authoriser, and reason for the disclosure.

## Retention of images

- Unless required for evidential purposes, the investigation of an offence or as required by law, CCTV images will be retained for no longer than 30 days from the date of recording. Images will be automatically overwritten after this point.
- Where an image is required to be held more than the retention period referred to the Director of Operations or their nominated deputy, will be responsible for authorising such request.
- Images held more than their retention period will be reviewed on a quarterly basis and any not required for evidential purposes will be deleted.
- Access to retained CCTV images is restricted to the Senior Management Team or authorised personnel.

## Complaints Procedure

- Complaints concerning the business use of its CCTV system, or the disclosure of CCTV images should be made in writing to the Director of Operations: Email: [itsupport@bigshotsgolfuk.com](mailto:itsupport@bigshotsgolfuk.com)
- All appeals against the decision of the Director of Operations should be made in writing to the Managing Director.

Complaints and Appeals need to be addressed as appropriate to the business address:

Bigshots Golf (Northwick Park)  
280 Watford Road, Harrow. HA1 3TZ

## Monitoring Compliance

All staff involved in the operation of the CCTV System will be made aware of this policy and will only be authorised to use the CCTV System in a way that is consistent with the purposes and procedures contained therein.

All staff with responsibility for accessing, recording, disclosing, or otherwise processing CCTV images will be required to undertake data protection training.

## Policy review

Bigshot's usage of CCTV and the content of this policy shall be reviewed every 12 months by the management team with reference to the relevant legislation or guidance in effect at the time. Further reviews will take place as required.

Dominic Taylor (Managing Director)

Signature: 

Date: 7/12/2021

Daniel Riley (Director of Operations)

Signature: 

Date: 7/12/2021

Author: Daniel Riley Page Dec 21 5 | 5

## 8. Child Safety Policy

# **SAFEGUARDING CHILDREN POLICY**

*for*

## **BIGSHOTS GOLF UK**

### **1. Introduction**

I. BIGSHOTS GOLF UK (the Company) is a company run for the following purpose:

Bigshots is established to be a one stop venue providing quality hospitality experience to all. The venue is opened to all members of the public and will offer: Restaurant, Cafe, Driving range and bars.

II. The Company is based at:

280 Watford Road  
Harrow  
HA1 3TZ

Company Number: 12240809

III. The Company has adopted this safeguarding children policy and expects every adult working or helping at BIGSHOTS GOLF UK to support it and comply with it. Consequently this policy shall apply to all staff, managers, trustees, directors, volunteers, students or anyone working on behalf of Company.

### **2. Purpose of the Policy**

I. This policy is intended to protect children and young people who receive any service from us, including those who are the children of adults who may receive services from us.

II. The Company believes that no child or young person should experience abuse or harm and are committed to the protection of children and young people and this policy is intended to provide guidance and overarching principles to those who represent us as volunteers or staff, to guide our approach to child protection and safeguarding.

### **3. The Risks to Children**

Nearly every child grows up in a safe and happy environment and it is important not to exaggerate or overestimate the dangers. Nevertheless, there are situations where children need protection including but not limited to:

- Sexual abuse;
- Grooming;



- Physical and emotional abuse and neglect;
- Domestic violence;
- Inappropriate supervision by staff or volunteers;
- Bullying, cyber bullying, acts of violence and aggression within our schools and campuses;
- Victimisation;
- Self-harm;
- Unsafe environments and activities;
- Crime; and
- Exploitation.

#### **4. Universality of Protection**

The Company recognises that:

- the welfare of the child is paramount;
- all children regardless of race, gender, religious belief, disability, age, sexual orientation or identity have a right to equal protection from harm;
- some children are more vulnerable to harm as a result of their circumstances, prior experiences, communication needs or level of dependency; and
- working with children, young people, their parents and/or guardians, carers or other agencies is essential to protecting their wellbeing.

#### **5. Safeguarding Children at Events/Activities**

I. There are three kinds of events/activities:

- (A). those open to adults and children of all ages;
- (B). those for children accompanied by a 'parent'; and
- (C). those for unaccompanied children, which are sometimes run alongside other events/activities.

II. At events and activities open to all ages, children under 16 must be accompanied throughout by an adult over the age of 18 who not only brings the child but also takes the child home again afterwards. Young people aged 16 or 17 may attend unaccompanied if they bring the written consent and mobile telephone number of one of their parents.

III. At events and activities for children accompanied by a 'parent', children under 16 must be supervised throughout the event by an adult over the age of 18 who not only brings the child to the event but also takes the child home again afterwards. If a lone adult brings more than one child, then the children will have to stay together, so that the one adult can supervise them. Young people aged 16 or 17 may attend unaccompanied if they bring the written consent and mobile telephone number of one of their parents.

IV. At events and activities for unaccompanied children, children under the age of 16 must be enrolled by a responsible adult before being left with the event leader. The enrolment must record the child's name, age and address and the names and addresses of the child's parents, plus the parents' mobile telephone numbers. Young people aged 16 or 17 may attend unaccompanied if they bring the written consent and mobile telephone number of one of their parents.

V. Both events and activities are to be defined broadly to include any occasions where the Company will be providing a service.

## **6. Disclosure and Barring**

I. The Company offers the following activities for children:

Kids Parties

Bowling

Driving Range

Cafe/ Bar/ Lounge

(All children must be accompanied by an adult)

II. Some of our activities may therefore require adult participants or adult leaders to undergo DBS and/or police checks under the Safeguarding Vulnerable Groups Act 2006. The required level of checking (if any) will broadly reflect the degree and frequency of unsupervised access given to other people's children.

III. The Company will take very seriously any allegation of impropriety on the part of any member of the Company. A member of the Company who discovers anything amiss should get in touch immediately with the following:

DANIEL RILEY- OPERATIONS DIRECTOR

IV. Allegations will be appropriately reviewed and the likely risk to children and, if appropriate, will consider banning the member from future events or revoking his or her membership or both, but only in full accordance with the rules and procedures of the Company.

## **7. Health and Safety Aspects of Safeguarding Children**

I. Before starting any event for unaccompanied children, the Team will carry out a risk assessment and then take steps to minimise all risks to health and safety. Parents and children will be made aware of any particular risks and of the steps to be taken to minimise those risks. The Team will keep a record of all risk assessments.

II. Sufficient adults must be present at any event for unaccompanied children to enable one adult to deal with any emergency while another adult supervises the children not directly affected by the emergency.

## **8. Prevention of Bullying**

We will not tolerate the bullying of children either by adults or by other children. If any incident of child-on-child bullying should arise at a the Company event, those involved will be separated immediately and the parents of the children involved will be asked to deal with the matter. The Team will review all incidents of child-on-child bullying and assess the likely future risk to children. If appropriate, the Team will consider banning a child from future events, but only in full accordance with the rules and procedures of the Company. Allegations of adults bullying children will be dealt with in accordance with this Policy.

## **9. Photographing Children**

People must expect to have their photograph taken at many of our events and we reserve the right to publish suitable photographs of those attending, along with the names of members involved.

## **10. Managing Behaviour, Discipline and Acceptable Restraint**

I. Adults supervising children at the Company events must never use any form of corporal punishment. If physical restraint is absolutely necessary to prevent injury to any person or to prevent serious damage to property, then the minimum necessary restraint may be used — but for that purpose only.

II. Unacceptable behaviour at the Company events for unaccompanied children will generally be stopped by separating the children from each other and from the group. The miscreants will be suitably supervised and will be returned as soon as possible to the care of their parents.

III. The Company may apply a further disciplinary sanction; namely the banning of the child from one or more future events over the following 18 months. Any such sanction would be determined and applied by the following officer: **DANIEL RILEY**.

IV. A parent who is aggrieved by this ban may appeal to the Company who will hear the views of all relevant persons. The decision of the Company is then final. Any such appeals should be made to, and will be determined by the following officer: **DOMINIC TAYLOR- MANAGING DIRECTOR**.

## **11. Other Policies**

This safeguarding policy should be read together with the following policies and resources of the Company:

Policies and responsibilities covered or referenced to the Company Health and Safety Policies and Risk Assessment (Lost/ Found and missing Person)  
Policy also covers the vulnerable

## **12. Legal Framework**

This policy has been drawn up in accordance with the following legislation and guidance:

- Children Act 1989
- United Nations Convention on the Rights of the Child
- General Data Protection Regulation
- Data Protection Act 2018
- Human Rights Act 1998
- Children Act 2004
- Safeguarding Vulnerable Groups Act 2006
- Protection of Freedoms Act 2012
- Children and Families Act 2014
- Children and Social Work 2017
- What to do if you're worried a child is being abused: advice for practitioners (Department of Education, 2015)
- Working together to safeguard children (Department for Education, 2018)

This Policy is approved and robustly endorsed by BIGSHOTS GOLF UK and is due for review every 6 MONTHLY.

**Dominic Taylor (Managing Director)**

Signature: \_\_\_\_\_

Date: 7/12/2024.

**Daniel Riley (Director of Operations )**

Signature: \_\_\_\_\_

Date: 7/12/2024.



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