

RESPONSE TO REPRESENTATION

Application to Vary Premises Licence No. 31765

Zebu Butcher's

Dear Licensing Support Officer,

Re: Premises Licence No. 31765 - Zebu Butcher's, 38 Sapcote Trading Unit, Dollis Hill, NW10 2DJ

We write in response to the formal representation submitted to Brent Council on 16 September 2026 concerning the application to vary Premises Licence No. 31765.

We have carefully considered the matters raised in the representation, including the concerns expressed in relation to the four licensing objectives. Our response to those matters is set out below.

We respectfully request that the Licensing Authority consider the application on its own merits, having regard to the proposed variation, the operation and management of Zebu Butcher's, the evidence relevant to the licensing objectives and the applicable licensing framework.

1. PUBLIC SAFETY - PRIVATE CAR PARK

The private car park may, from time to time, be used as part of the external customer area with tables and chairs.

Whenever the area is in use by customers, it will be appropriately isolated from vehicle movements and supervised by staff. The car park is private and is already controlled using cones, allowing the area to be safely managed when in use by customers.

We respectfully submit that the concerns raised can therefore be appropriately addressed through responsible management and proportionate controls and do not, in themselves, justify refusal of the variation.

2. PROTECTION OF CHILDREN FROM HARM

Zebu Butcher's is a family-oriented business and the protection of children is taken seriously. The external customer area will be supervised by staff, with appropriate measures in place to manage the interaction between customers and vehicles. Children attending the premises remain under the supervision of their parents or responsible adults. We consider that the concerns raised can be appropriately addressed through sensible management controls and proportionate conditions and do not, in themselves, justify refusal of the variation.

3. PREVENTION OF PUBLIC NUISANCE

The external area will be appropriately managed and supervised by staff, with reasonable measures taken to prevent unreasonable noise or disturbance. The representation also refers generally to taxis, private vehicles, vehicle movements and people arriving and leaving. The surrounding area contains other independently operated businesses, including premises operating later hours. Furthermore, to the extent that such activity takes place on the public highway, it is not under the direct control of Zebu Butcher's and cannot automatically be attributed to our premises. The variation proposes a defined closing time of 12:30 a.m. Activity, noise or vehicle movements occurring in the surrounding area after Zebu Butcher's has closed, and which are unrelated to our premises, cannot reasonably be attributed to our operation. We respectfully submit that general or speculative concerns regarding potential noise do not, in themselves, establish that the proposed variation will undermine the prevention of public nuisance objective.

4. LIVE MUSIC AND THE PREMISES OPPOSITE

The representation itself refers to another restaurant directly opposite Zebu Butcher's which already provides live music and relies upon the existence of that operation as part of its cumulative noise argument. For the avoidance of doubt as to the premises being referred to, the establishment directly opposite Zebu Butcher's, at Unit 25 Sapcote Trading Centre, 374 High Road, London, NW10 2DH, is associated with Restaurant Bar Simprao Ltd, while Brent Council licensing records identify the premises as Recanto Kings. References below to Recanto Kings / Restaurant Bar Simprao concern those same premises directly opposite Zebu Butcher's. As the representation itself has introduced the premises directly opposite Zebu Butcher's and its live music operation as part of the alleged cumulative impact, it is important that the operation and management of the two businesses are not conflated. Recanto Kings / Restaurant Bar Simprao and Zebu Butcher's are independently operated premises, under separate management and with their own distinct operating practices, customer profiles and licensing histories. The manner in which the premises opposite has been managed, and any incidents or regulatory matters associated with it, should not be treated as evidence of how Zebu Butcher's is or will be managed. Zebu Butcher's is a food-led, family-oriented business which also operates as a butcher and grocery/retail food shop. Its nature, management, customer profile and manner of operation are materially different from those of the premises opposite. Zebu Butcher's does not intend to operate as an uncontrolled late-night entertainment venue. There is also a material distinction between the regulatory and licensing histories of the two premises. Publicly available Brent Council records concerning Recanto Kings / Restaurant Bar Simprao demonstrate previous regulatory and licensing involvement by the relevant authorities. Brent Council's public records also show that the premises has been the subject of a premises licence review brought by Home Office Immigration Enforcement. Previous complaints concerning Zebu Butcher's have resulted in visits and enquiries by Brent Council. To our knowledge, those visits and enquiries have not identified breaches by Zebu Butcher's in relation to the matters complained of. Zebu Butcher's has always sought to maintain a positive and respectful relationship with neighbouring businesses, including the premises directly opposite which has been referred to in the representation. As at the date of this response, Zebu Butcher's has not made any complaint or report against those premises, or against other neighbouring businesses, to Brent Council, the Metropolitan Police or any other

authority. We mention the premises opposite only because the representation itself has introduced its operation as part of the cumulative impact argument. The existence of live music at both premises does not make their operations equivalent. Nor should the characteristics, incidents, regulatory history or management of the premises opposite be attributed to Zebu Butcher's. If the premises opposite is relied upon as part of the cumulative impact argument, the distinction between the two independently managed businesses must equally be recognised. Accordingly, Zebu Butcher's should be assessed on the basis of its own proposed operation, its own management and its own licensing history. The application should be determined by reference to Zebu Butcher's own circumstances and the evidence relevant to the licensing objectives.

5. RECORDED MUSIC AND OUTDOOR MUSIC

The proposed hours for recorded music are those set out in the variation application and will be determined by the Licensing Authority. The concerns raised regarding potential noise nuisance associated with the external area have already been addressed under Section 3 above. Any music associated with the premises will be appropriately managed, with reasonable measures taken to prevent unreasonable noise or disturbance. We respectfully submit that the concerns raised can be appropriately addressed through responsible management and, where considered appropriate by the Licensing Authority, proportionate conditions, rather than requiring refusal of the variation.

6. PREVENTION OF CRIME AND DISORDER

The concerns raised under this section relate principally to the potential for disorder arising from the proposed hours and activities. Zebu Butcher's is a food-led, family-oriented business and will continue to be responsibly managed, with appropriate measures taken to prevent and address disorder should any issue arise. The proposed hours for the sale of alcohol are those set out in the variation application and will be determined by the Licensing Authority. We respectfully submit that the proposed variation should be assessed by reference to the actual operation and management of Zebu Butcher's and the evidence relating to the premises, rather than on the assumption that extended hours or the availability of alcohol will, in themselves, result in crime or disorder.

7. LATE-NIGHT OPENING

The representation objects to the proposed closing time of 12:30 a.m. and appears to treat the closing time of the premises and the hours for licensable activities as if they were the same. They are not. The hours during which premises are open to the public are distinct from the hours authorised for individual licensable activities. Zebu Butcher's also operates as a butcher and grocery/retail food shop, in addition to its other activities. Accordingly, the fact that the premises may remain open until 12:30 a.m. does not, in itself, mean that the sale of alcohol, regulated entertainment or any other licensable activity will continue throughout that entire period. The hours sought for those activities are separately identified in the variation application. This distinction is reflected in the statutory licensing framework, which separately identifies licensable activities and the other hours during which premises may be open to the public. We respectfully submit that the proposed closing time should therefore be considered in the context of the actual nature and operation of Zebu Butcher's and should not, in itself, be treated as evidence of likely nuisance or disorder.

8. OUTDOOR ALCOHOL CONSUMPTION

The representation raises concerns regarding the consumption of alcohol within the external area forming part of the private car park. As already addressed under Section 1 above, whenever the external area is in use by customers, it will be appropriately isolated from vehicle movements and supervised by staff. The fact that the area forms part of a private car park does not, in itself, establish that it cannot be safely and appropriately managed as an external customer area. Any consumption of alcohol in that area will be subject to the terms of the premises licence. We respectfully submit that the concerns raised do not, in themselves, justify refusal of the variation.

9. ACCESSIBILITY AND TOILET FACILITIES

The representation raises matters concerning accessibility and toilet facilities. Those matters must be considered within the appropriate regulatory context. Accessibility, building requirements and toilet provision may engage regulatory regimes separate from the licensing process, depending upon the particular circumstances and applicable legal requirements. Zebu Butcher's will comply with applicable legal requirements and cooperate with the relevant authorities where

appropriate. For the purposes of the present application, we respectfully submit that the Licensing Authority should determine the variation sought by reference to its likely effect upon the licensing objectives and should avoid treating matters governed by separate regulatory regimes as, without more, a basis for refusing the variation.

10. PLANNING

The representation itself acknowledges that planning and licensing are separate regulatory regimes. Accordingly, the present application should be determined under the Licensing Act 2003 by reference to the variation sought and its effect upon the promotion of the licensing objectives.

11. CUMULATIVE IMPACT OF THE APPLICATION

We acknowledge the representation's argument that the application should be considered as a whole rather than each proposed change being considered in isolation. We agree that the overall operation should be considered. However, considering the application as a whole does not mean simply adding together each potential concern identified in the representation and treating the combined concerns as established harm. The relevant question is the likely effect of the proposed variation when considered in the context of the actual nature, management and operation of Zebu Butcher's and the measures in place to promote the licensing objectives. The representation characterises the application as an intensification from a butcher/deli into a larger hospitality and entertainment operation. That description does not fully reflect the nature of the business. Zebu Butcher's will continue to operate as a butcher and grocery/retail food shop alongside its food-led and hospitality activities. The proposed variation does not, in itself, transform the premises into an uncontrolled late-night drinking or entertainment venue. The representation identifies a number of potential concerns relating to the external area, alcohol, music, opening hours, noise, public safety and crime and disorder. Those matters have been addressed individually above. When considered together, they should still be assessed by reference to the actual proposed operation and the evidence relevant to the licensing objectives, rather than on the assumption that each potential risk will necessarily materialise and combine to produce the harm alleged. The representation also relies upon the existence of another premises directly opposite which provides live music. As addressed under Section 4 above,

Recanto Kings / Restaurant Bar Simprao and Zebu Butcher's are independently operated businesses under separate management, with different operating practices, customer profiles and licensing histories. The operation, management, incidents or regulatory history of the premises opposite should not be attributed to Zebu Butcher's when assessing the cumulative effect of this application. Zebu Butcher's has always wished to maintain a positive and respectful relationship with neighbouring businesses. However, incidents or regulatory concerns arising from the operation of another independently managed premises should not create a presumption against a separate business seeking to operate responsibly and obtain the appropriate authorisations for its own premises. Each business should be assessed on its own conduct, management, operating arrangements and licensing history. Zebu Butcher's should not be disadvantaged because incidents have occurred at, or regulatory concerns have arisen in relation to, another independently operated premises in the same area. It is important to distinguish between identifying a potential risk and establishing that the proposed operation is likely to undermine one or more of the licensing objectives. The existence of several potential concerns does not, merely by their number, establish cumulative harm. We respectfully submit that the application should therefore be considered as a whole, but on its own merits, by reference to the actual variation sought, the nature and operation of Zebu Butcher's, its management and the evidence relevant to the licensing objectives.

12. REQUEST FOR REFUSAL

The representation requests that the variation be refused in its entirety and specifically seeks refusal of eight identified elements of the application, including the proposed external area, outdoor seating and alcohol consumption, the proposed alcohol hours, opening hours, recorded music, live music and what is described as the overall "intensification" of the premises. Each of those matters has been addressed in the relevant sections of this response. We respectfully submit that the fact that the representation seeks refusal of each individual element does not, in itself, establish that those elements, either individually or collectively, will undermine the licensing objectives. We respectfully submit that refusal of the variation in its entirety would be disproportionate where specific and identifiable concerns can appropriately be addressed through proportionate and enforceable licensing conditions. The concerns raised in the representation must be considered by reference to the actual variation sought, the manner in which Zebu Butcher's operates and the evidence relevant to the licensing objectives. The number of potential concerns raised does not, by itself, establish that the proposed variation will result in the harm alleged or that refusal of the application in full is necessary. Zebu Butcher's should be assessed by reference to its own operation, management and licensing history. As set out above, concerns, incidents or regulatory matters associated with other independently operated premises should not be attributed to Zebu Butcher's or used as a substitute for evidence concerning Zebu Butcher's itself. Zebu Butcher's has consistently cooperated with Brent Council whenever concerns have been raised, including facilitating visits and responding to enquiries concerning the premises. To our knowledge, those visits and enquiries have not identified breaches by Zebu Butcher's in relation to the matters complained of. Zebu Butcher's has also sought to respond appropriately to matters raised by Brent Council and to cooperate with any reasonable requirements or guidance communicated by the relevant authorities. That history of cooperation is relevant when considering the manner in which the premises is managed and the applicant's continuing commitment to working constructively with the Licensing Authority and the responsible authorities. The representation alternatively requests that, if the Licensing Authority is minded to grant any part of the application, robust and enforceable conditions should be considered. The Licensing Authority has the ability to determine what measures, if any, are appropriate and proportionate for the promotion of the licensing objectives. Where a specific and identifiable

concern can appropriately be addressed through a proportionate and enforceable condition, that provides an available regulatory means of addressing that concern without necessarily requiring refusal of the relevant part of the application or of the variation in its entirety. Zebu Butcher's remains willing to cooperate constructively with the Licensing Authority and the responsible authorities in relation to any specific licensing concerns identified through the proper licensing process. For the reasons set out throughout this response, we respectfully submit that the representation does not establish that refusal of the eight identified elements, or refusal of the variation in its entirety, is necessary or proportionate. We therefore respectfully request that the Licensing Authority determine each aspect of the application on its own merits, by reference to the variation actually sought, the evidence relevant to the licensing objectives and the individual circumstances, operation, management and licensing history of Zebu Butcher's.

CONCLUSION

We have carefully considered and responded to each of the matters raised in the representation. The representation concludes by characterising the proposed variation as a "substantial intensification" which is said to be inappropriate for the physical characteristics of the site and the surrounding industrial area. We respectfully submit that neither that characterisation nor the general description of the surrounding area establishes, without evidence relating to the proposed operation, that the variation will undermine any of the licensing objectives. The industrial character of the surrounding area is a relevant feature of the locality, but it is not, in itself, a basis for concluding that the proposed variation is inappropriate. Its relevance must be assessed in the context of the particular premises, the activities proposed, the actual characteristics of the locality and the likely impact of those activities upon the licensing objectives. Zebu Butcher's will continue to operate as a butcher and grocery/retail food shop alongside its food-led and hospitality activities. The application should therefore be considered by reference to what is actually proposed, how the premises is actually operated and managed, and the evidence relevant to the licensing objectives, rather than by attaching a general characterisation to the premises or the surrounding area. If the application is considered cumulatively, that assessment should consider the operation as a whole. This includes not only the potential concerns identified in the representation, but also the manner in which the premises is managed, the measures available to promote the licensing objectives and Zebu Butcher's history of cooperation with Brent Council and the responsible authorities. The concerns repeated in the representation's conclusion concerning the external area, vehicles and pedestrians, alcohol, music, noise, public safety, crime and disorder, accessibility, toilet facilities and planning have each been addressed in the relevant sections above. Repeating those concerns collectively does not, without supporting evidence, establish that the proposed variation will undermine the licensing objectives. Zebu Butcher's has consistently cooperated with Brent Council when concerns have been raised and has sought to respond appropriately to matters brought to its attention. To our knowledge, visits and enquiries arising from previous complaints have not identified breaches by Zebu Butcher's in relation to the matters complained of. We fully recognise the importance of the four licensing objectives and remain committed to the responsible management of the premises and to constructive cooperation with

the Licensing Authority and the responsible authorities. Where a specific concern is identified, the Licensing Authority has the ability to consider what measures, if any, are appropriate and proportionate to address that concern. We respectfully submit that potential concerns should be assessed according to the evidence relating to them and their relevance to the licensing objectives, rather than being treated collectively as sufficient reason, without more, to refuse the entire variation. Zebu Butcher's respectfully asks to be assessed on its own operation, management, conduct and licensing history. Matters arising from independently operated neighbouring premises should not be attributed to Zebu Butcher's, nor should the existence of other activity in the surrounding area create a presumption against this application. This approach is consistent with the statutory guidance issued under section 182 of the Licensing Act 2003 which was in force at the time this variation application was made, as well as Brent Council's Statement of Licensing Policy 2025-2030. The applicable Section 182 Guidance expressly provides that "each application must be considered on its own merits". It further provides that conditions attached to licences and certificates must be tailored to the individual type, location and characteristics of the premises and events concerned. The Guidance explains that this individualised approach is important in order to avoid the imposition of disproportionate and overly burdensome conditions where there is no need for them. It also provides that licensing conditions should be proportionate, justifiable and capable of being met. Brent Council's Statement of Licensing Policy 2025-2030 reflects the same individualised approach. It provides that each application submitted to the Licensing Authority is to be judged on its own merits and states that there is no "one-size-fits-all" approach. It further recognises the importance of finding the appropriate balance between promoting the four licensing objectives and implementing conditions that properly fit the particular business model. Those principles are particularly relevant in the present case. The representation seeks refusal of multiple individual elements of the proposed variation and ultimately requests refusal of the application in its entirety. The breadth of that objection does not alter the requirement for the application to be assessed on its own merits, having regard to the individual circumstances of Zebu Butcher's and the promotion of the licensing objectives. Accordingly, the concerns raised should be assessed by reference to the evidence relating to Zebu Butcher's itself and to the actual nature, management and proposed operation of these premises. General assumptions arising from the surrounding area, or matters concerning the

operation, incidents or regulatory history of independently managed neighbouring premises, should not be treated as a substitute for that individual assessment. For all of the reasons set out in this response, we respectfully request that the Licensing Authority determine the application on its own merits, having regard to the actual variation sought, the nature and operation of Zebu Butcher's, its management and licensing history, the evidence relevant to the promotion of the four licensing objectives, the applicable statutory guidance issued under section 182 of the Licensing Act 2003 and Brent Council's Statement of Licensing Policy.

Yours faithfully,

