### IN THE MATTER OF:

### AN APPLICATION FOR A VARIATION TO THE LA2003 PREMISES FOR KFC, 84 WHITECHAPEL HIGH ST E1 7QX

### BUNDLE OF DOCUMENTS UPON WHICH THE APPLICANT WILL SEEK TO RELY AT THE HEARING ON 13 OCT 2015

| 1. | Training and policies                                     | pp 1- 27   |
|----|---|------------|
| 2. | CCTV coverage   | p 28       |
| 3. | Correspondence re panic button                            | p 29       |
| 4. | Signage   | pp 30 - 31 |
| 5. | Awards  | pp 32 33   |
| 6. | Photographs of premises, nearby Burger King and surrounds | pp 34 – 42 |
| 7. | Correspondence to date with those making representations  | pp 43 - 56 |





### Conflict Management Awareness

Aim: to create a safer environment for teams and customers

## Module 1 – Avoid conflict and reduce risk



### This programme is intended to help you to:

- Avoid conflict and reduce risk
- Awareness and positive service delivery
- Dealing with escalating conflict



### Definition of workplace violence

Workplace Violence is any incident where a person is:

- abused
- threatened or
- assaulted

...in circumstances related to their work.



### **Key Messages:**

- KFC views all such behaviour as unacceptable and encourages employees to report incidents
- Physical assaults on employees are rare
- KFC has a duty to reduce these risks to its employees.
   Security guidance and training form part of this
- As employees you also have a legal duty to keep safe and must follow KFC guidance and procedures





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### Risk reduction

Effective risk reduction involves activity undertaken at both an organisational and individual level. The activities may be categorised under these broad headings:

- Preventive (proactive and preventative) response
- Reactive (interpersonal) response





### Risk reduction

Effective risk reduction involves activity undertaken at both an organisational and individual level. The activities may be categorised under these broad headings:

- Primary (proactive and preventative) response
- Secondary (interpersonal) response





### **Preventive Responses**

This refers to action that can be taken to **prevent** conflict situations arising or **reduce** their likely frequency.

- Organisation level includes establishing policies, safe systems of work, carrying out risk assessments and providing employees with necessary training.
- Individual level includes understanding the risks, complying with safe practice guidance/procedures and putting training and learning into practice.

Preventive action is a continuous process

### Reactive Responses

This refers to action taken when there is a problem to **prevent conflict escalating**.

 It typically involves the use of interpersonal skils, defusing and calming strategies, or team tactics to de-escalate and normalise a conflict situation







### Conflict Management Awareness

# **Module 2 – Awareness and Positive Service Delivery**





### Introduction

Important to be aware of how fear, anger, frustration affect humans:

- 1. How it affects you when you are dealing with a difficult situation
- 2. How it affects the other person / people involved
- 3. How good service delivery will reduce the risk of conflict





# Emotional rational mind

# The more emotional we become – the less rational we are







### **Emotional and Rational Mind**

The mind is balanced between the side that feels and the side that thinks:

- the emotional mind is the one that feels
- the rational mind is the one that thinks

When we are upset, angry or feel threatened, our emotional mind quickly takes over and we lose much of our ability to rationalise and think clearly. This happens to you as well as the customer.





### **Common triggers**

Triggers are often small things that, when combined with other problems, spark off aggression

Remember CHAMPS





# Triggers are often small things that, when combined with other problems, spark off aggression.

e.g. waiting for orders, wrong orders, unclean toilets, tables not clear:

- That they are not being valued (kept waiting, not being acknowledged, etc.)
- Not being listened to, or taken seriously
- Embarrassed
- Insulted
- That people are laughing at them
   That they have lost face

Young people in groups are particularly sensitive to how they look in front of their friends



### **CHAMPS** is important to reduce triggers like these:

**C**leanliness

Hospitality

Accuracy

Maintenance

**Product** 

Speed





### **Self-control**

Some things help prevent people from behaving in an unacceptable manner, e.g. abusing and assaulting others





Certain things prevent people from behaving badly and these are known as inhibitors. We know that not everybody gets violent when they become angry. This is because we have inhibitors based on:

- Self-control
- Personal values
- Fear that the other person will fight back
- Being arrested, taken to court, losing job

Alcohol is a risk factor as it reduces inhibitions and can make people unpredictable.





Response

CHOICE

Stimulus

# Stimulus – response

We have choice about how we respond





A stimulus is anything which might cause us to feel that we are being victimised or treated unfairly. For example when a customer says, "Call yourself a fast food shop! This service is rubbish!".

As employees we cannot control every situation or remove all the triggers – but we can often influence the outcome of it by the way we choose to respond.

Our choice is important because every choice has a consequence between escalating the situation better or worse.

When we are feeling angry, emotionally tense, we might easily do something or say something that will make

things worse.

What behaviour by us might annoy the customer further?

Not listening, not giving eye contact, not being helpful or polite, making them look silly (especially in front of others) or ignoring them.

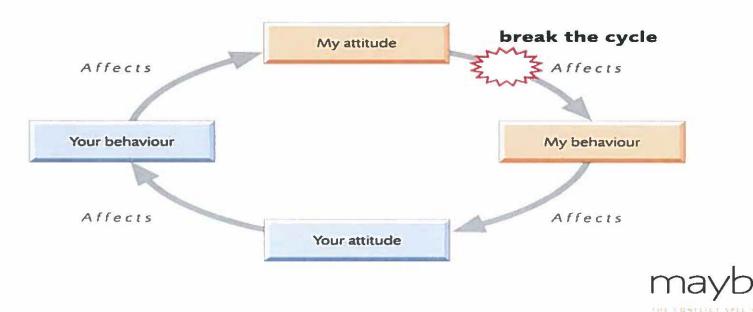
### Four moments of truth

- Greeting
- 2. Taking order
- 3. Delivering
- 4. Thank and goodbye





# Attitude and behaviour cycle





1 Imagine a situation, where a regular customer complains about them for no reason. What would you feel about that person?

Difficult, argumentative, obnoxious, rude, insulting, nasty etc.

2. What behaviour would you show towards that person because of your feelings towards them?

Not smiling, arms folded, staring, curt, get rid quickly

- 3. What the other person will feel when they see your behaviour towards them Angry, frustrated, hurt, surprised, annoyed
- 4. What behaviour the other person will show towards you because of these feelings

Not smiling, difficult, aggressive, argumentative, rude

# Break the cycle – between Team member attitude and Team member behaviour





# Blocks to communication



### Reduce blocks to communication by

- Listen carefully
- Don't make assumptions
- Look out for signs that receiver doesn't understand
- Check understanding





### Ways to communicate

words • tone • body language

It's not just what we say - it is how we say it!







FIX MY RESTAURANT

CLEANING ROTA CORE PROCESSES FORECASTING

FIGURE OF 8

DEPLOYMENT

Row wars in Taffil I really appreciable the pains a dread Awarded to Sear, Thanks polyan antstanding leadership in dillie

### TAFS Food LTD



### **Cash Management Procedures**

All customer service team members on the front counter are responsible for the cash they handle. You must adhere to the following rules:

- You will be given a cash float, for which you should sign, at the beginning of your shift and which you should return at the end of your shift, when signing off.
- Your float must be counted in front of the Shift Runner. The safe float must be counted in front of a team member. Please note the colleague team member witnessing the cashing up must be a different person every time. Any float discrepancy must be declared in the cash handling form, which must be completed and signed by both parties. If you are suspicious a fraud has been committed, you are required to immediately contact the Area Coach.
- At the end of each shift, takings should be counted by the Shift Runner (in front of a team member), monies should be placed in a sealed bag and dropped into the inner compartment of the safe and must be banked the following working day.
- Customer Service workers, who have been allocated a float should under no circumstances (even temporarily) use a colleagues' till).
- The Restaurant General Manager should perform the daily banking in front of two team members. (Please note the persons witnessing the daily banking cannot be same persons twice in a week).
- Please note keeping the safe shut at all times is the Restaurant General Manager's responsibility; leaving the safe open may be regarded as a gross misconduct offence which may lead to dismissal.
- You are not permitted to carry any cash in your pockets whilst at work. You should give any
  money to the Restaurant Manager at the beginning of your shift for safekeeping.
- You must set up your own passwords and under no circumstances should you share their Password with any team member.
- We strongly recommend that you get a third party witness whilst Management is cashing up and securing the takings in the safe.
- Shortages/overpayments (in excess of +/- £1.00) should be declared immediately to the Restaurant General Manager.

We can require you to repay to us, by deduction from pay or any other method acceptable to reasonable tosses to property or monies sustained by us, any other employee, our clients, customers or visitors. This applies when due to your carelessness, negligence, recklessness, breach of procedures/rules or dishonesty/commission of an unlawful act.

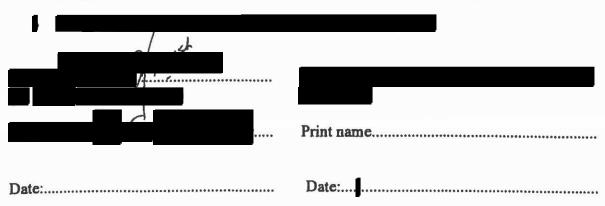
It is a condition of your employment that you comply at all times with all of our policies and procedures in particular our full Cash Management Procedures (details of which are issue separately). Please remember theft/fraud will be reported to the police and we will prosecute offenders. Any contravention to these rules may lead to Disciplinary Action been taken against you in accordance with our Disciplinary Procedures.

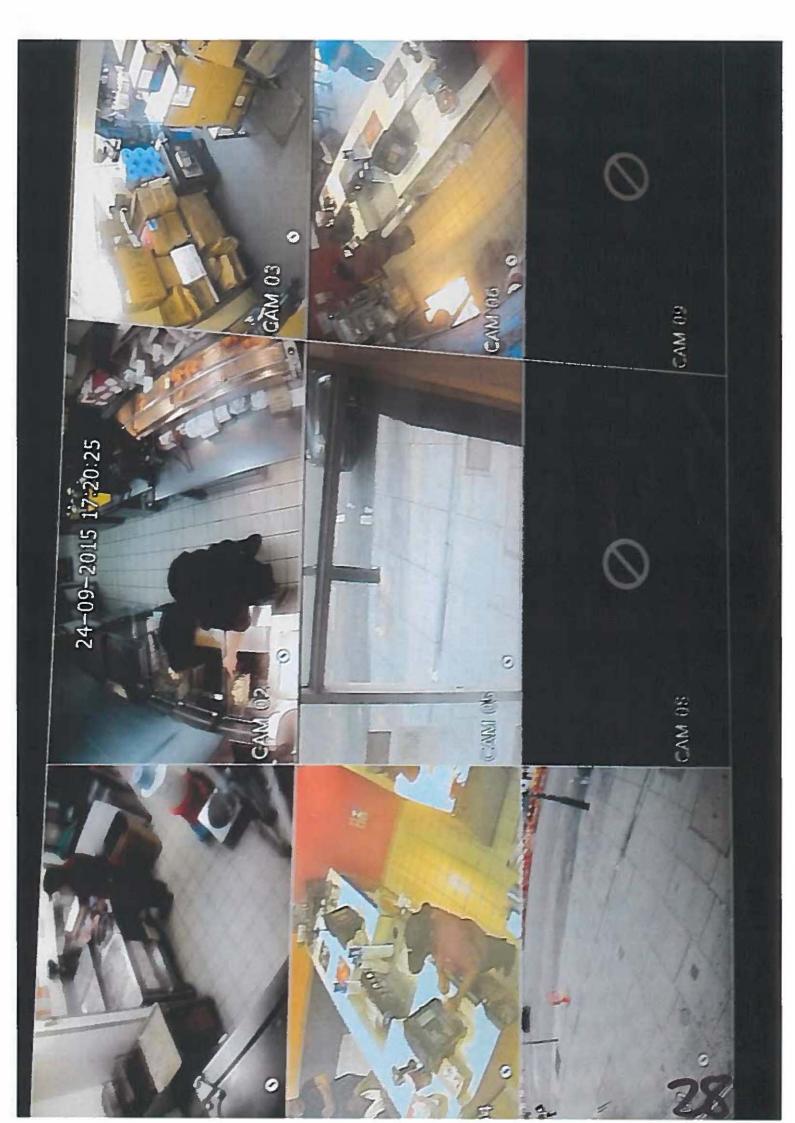
### Hygiene Policy

You are required to adhere to the following hygiene rules:

- Any exposed cut or burn must be covered with a first-aid dressing.
- If you are suffering from an Infectious or contagious disease or illness such as rubella or hepatitis you must not report for work without clearance from your own doctor.

- Contact with any person suffering from an infectious or contagious disease must be reported before commencing work.
- You must wash your hands immediately before commencing work and after using the toilet.
- Any cut or burn on the hand or arm must be covered with an approved visible dressing.
- Head coverings and overalls/uniforms, where provided, must be worn at all times.
- No jewelry, including items of a religious nature, can be worn during normal working hours for hygiene reasons.
- You should not wear excessive amounts of make-up or perfume and nail varnish should not be worn.
- If you are suffering from an Infectious or contagious disease or illness, or have a bowel disorder, bolls, skin or mouth Infection, you must not report for work without clearance from your own doctor.
- Contact with any person suffering from an infectious or contagious disease must be reported and you must have clearance from your own doctor before commencing work.





### Ramesh Chadda

From:

Steve Tracy <

Sent:

25 September 2015 12:07

To: Subject: Ramesh Chadda Panic button.

Hi Ramesh,

I would just like to confirm that the extra work as described in estimate E31672 (the fitting of a panic button) at 84 Whitechapel Road will be completed next week.

Kind Regards

Steve

### **Essex Security Services Limited**

: www.essexsecurity.co.uk

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All customers are asked respectfully to use the bins inside and outside the premises to dispose all rubbish.

In order to respect the needs of all local residents please leave the premises and the surrounding area quickly and quietly.



Members of the public are warned of the pickpockets and bag snatchers in the area and need to guard their personal belongings at all times.

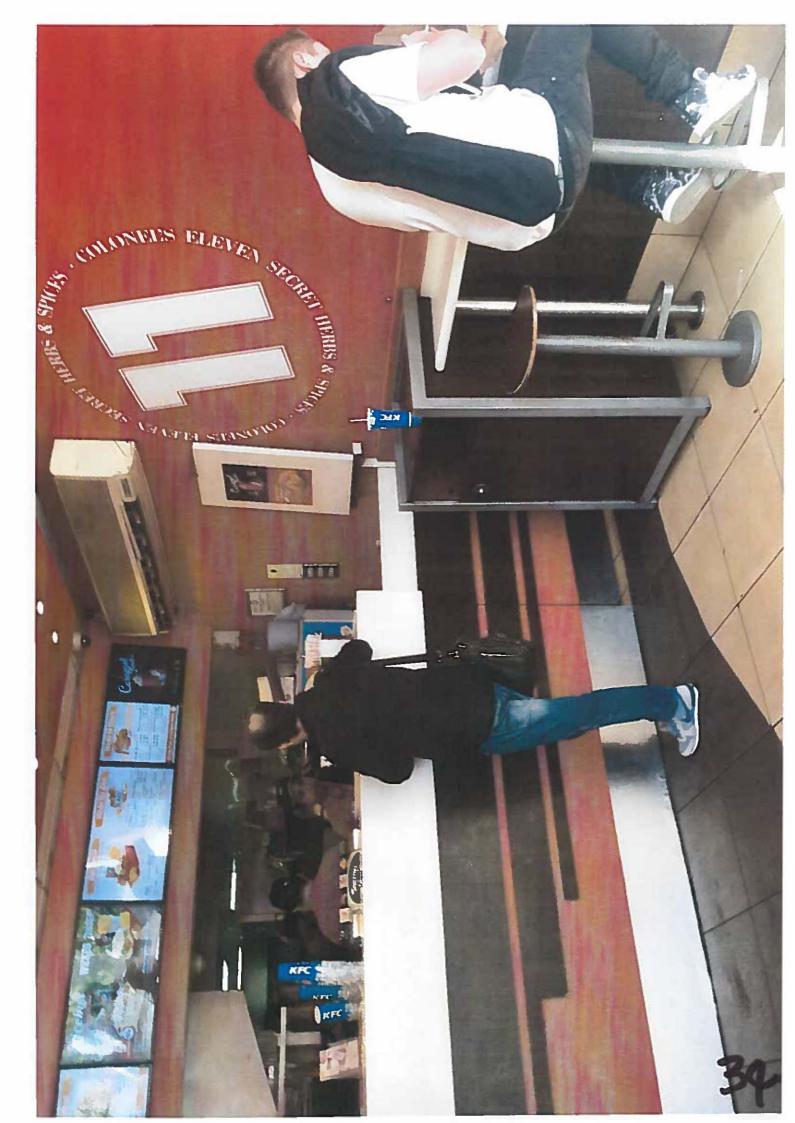


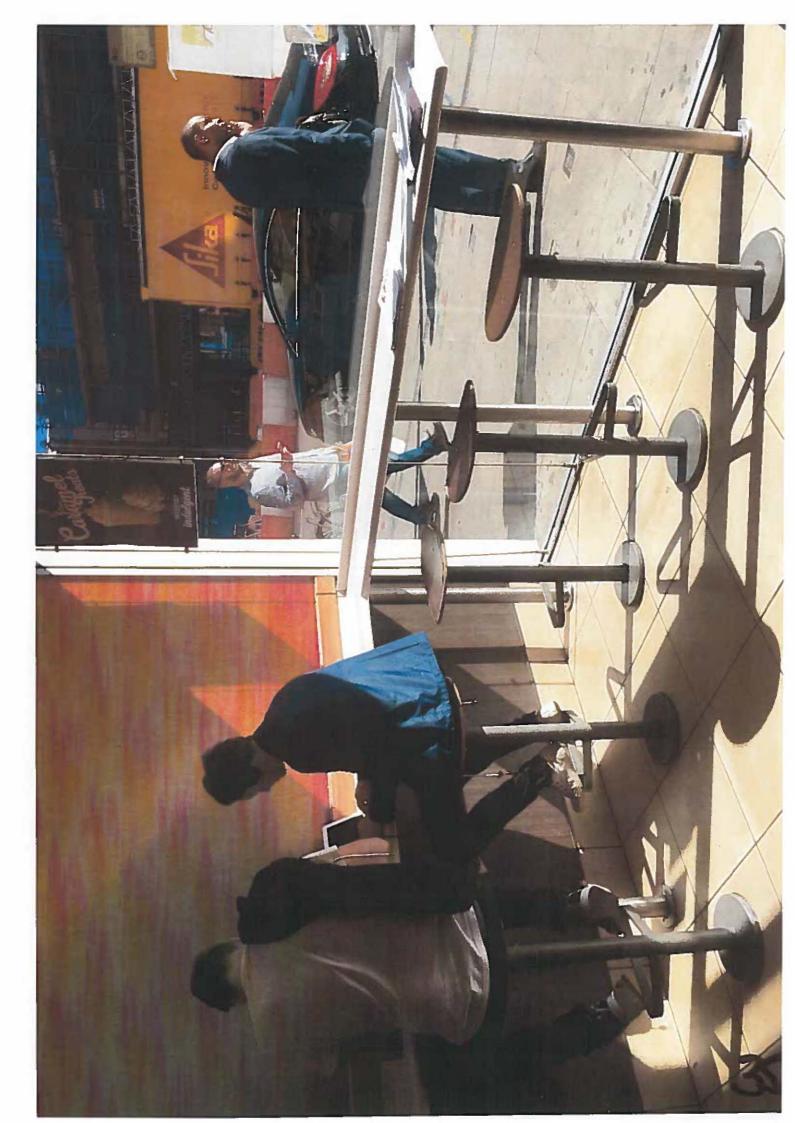


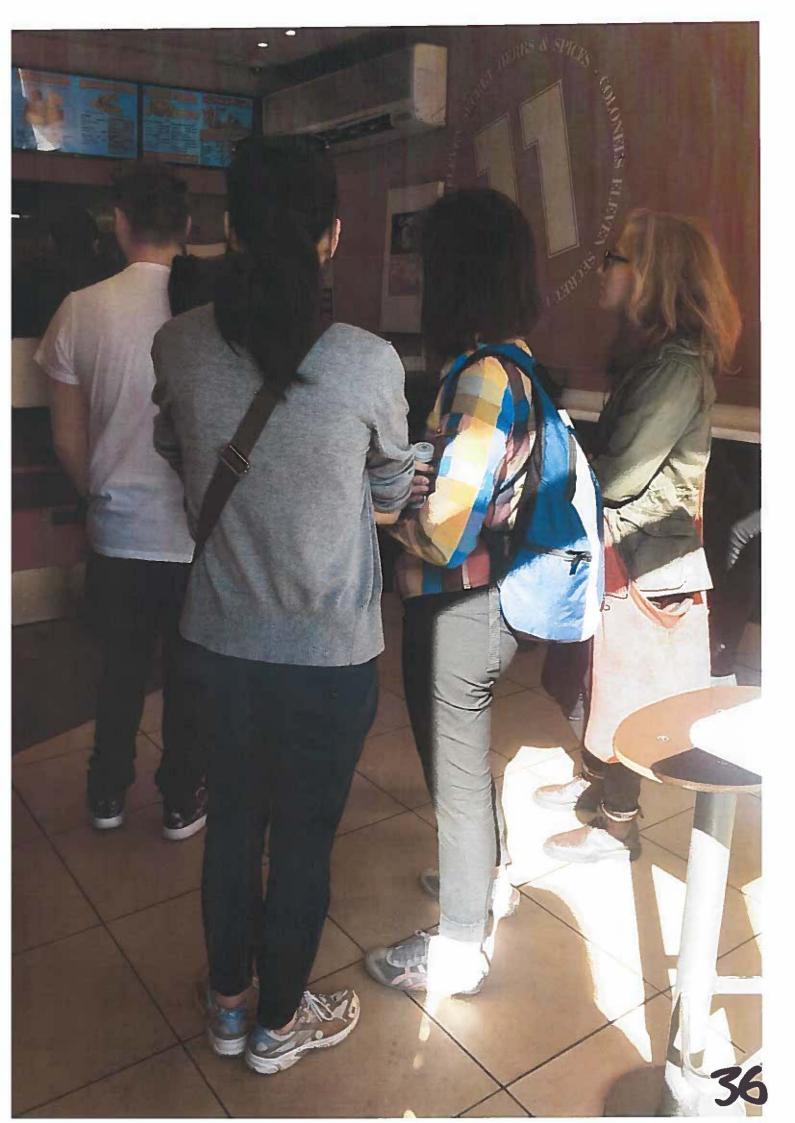














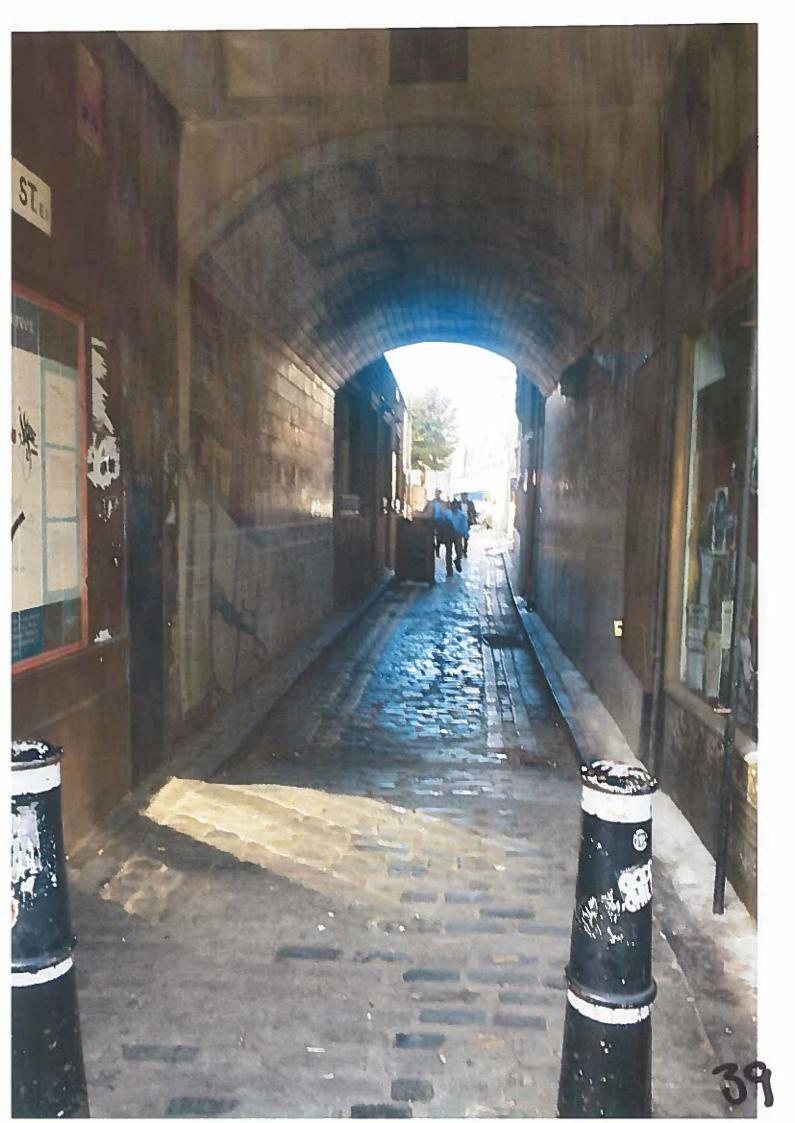


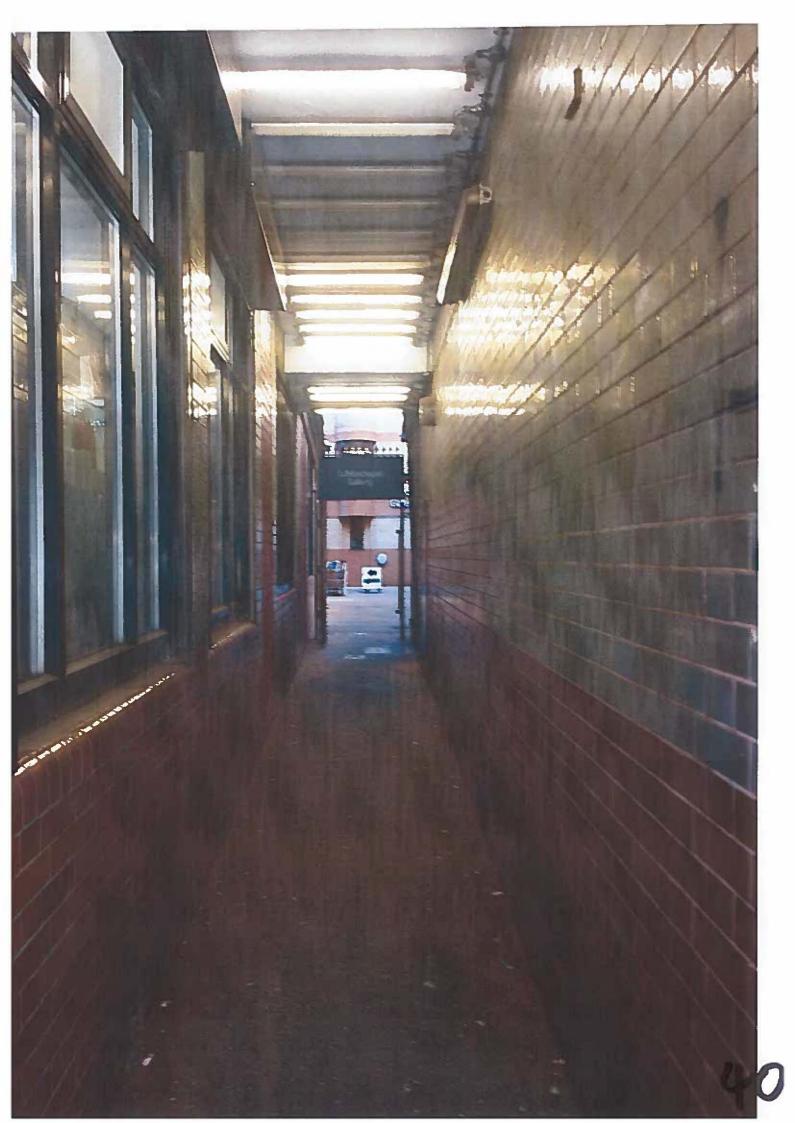
This scheme is operated in partnership with your local authority

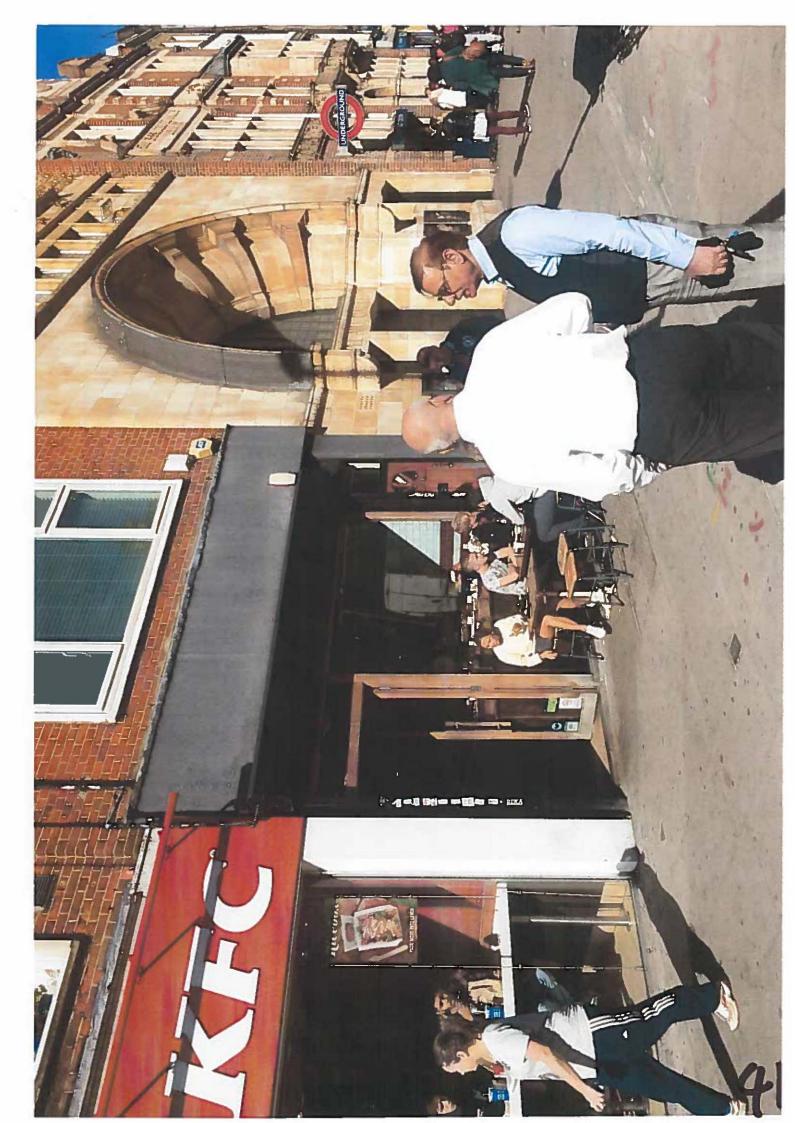
# FOOD HYGIENE RATING



VERY GOOD









From:

Anna Mathias

Sent:

29 September 2015 15:28

To:

Andrew Heron

Cc:

Subject:

Re: Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX

Thank you.

Sent from my iPhone

On Sep 29, 2015, at 3:20 PM, Andrew Heron

> wrote:

Dear Ms Mathias,

Thank you for your email.

I can confirm that I will be in attendance.

Regards,

Andrew Heron Licensing Officer

Licensing Section
London Borough of Tower Hamlets
Mulberry Place (TC)
6<sup>th</sup> Floor Mulberry Place
5 Clove Crescent
London, E14 2BG

Tel: 020 7364 2665 Fax: 020 7364 6935

www.towerhamlets.gov.uk

From: Anna Mathias

Sent: 29 September 2015 14:42

To: Andrew Heron

Subject: FW: Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX

Dear Alan and Andrew,

Please see attached Notice of Hearing. Would you be able to meet with myself and my client at the hearing venue at, say, 17.30 on the day?

I look forward to hearing from you.

Kind regards,

Anna Mathias

**Barrister and Associate** 



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From: Simmi

Sent: 29 September 2015 14:17

To: Anna Mathias

Subject: RE: Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX

### Dear Anna

Please find attached the notification letter for the Licensing Sub Committee meeting on 13<sup>th</sup> October 2015 which will be considering the application for KFC, 84 Whitechapel High Street.

A hard copy was sent to you via post yesterday.

Kind regards

Simmi

Simmi Yesmin
Senior Committee Officer
Democratic Services
London Borough of Tower Hamlets
Mulberry Place
5 Clove Crescent
London E14 2BG

towerhamlets.gov.uk

Web: www.towerhamlets.gov.uk/committee

From: Anna

Sent: 23 September 2015 12:39 To: Mohshin Ali; Simmi Yesmin

Subject: Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX

Dear Mohshin and Simmi,

I understand that a hearing date has yet to be set. I will be submitting documents to support the applicant's case next week and should be grateful to receive a full set of the representations made and the date for hearing as soon as possible.

Many thanks and kind regards,



From: Anna Mathias

Sent: 14 September 2015 14:23

To: 'Andrew Heron'

Subject: RE: Your representation in respect of the application to vary the LA2003 preises

licence for KFC, 84 Whitechapel High St, E1 7QX

Thanks Andrew – let's be in touch again once the hearing date is set. As I say, I note what you say about hours and I am aware that you will not withdraw your representation, but in the meantime, if there are any specific areas that you would have expected us to cover by way of condition that we have missed, I'd be happy to put any suggestions to my client before the hearing.

Kind regards

Anna Mathias
Barrister and Associate

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From: Andrew Heron

**Sent:** 14 September 2015 14:13

To: Anna Mathias

Subject: RE: Your representation in respect of the application to vary the LA2003 preises licence for KFC, 84

Whitechapel High St, E1 7QX

Dear Ms Mathias,

Thank you for your email.

You opinion on the matter of leaving sections of the Operating Schedule blank is duly noted, it's one I have never heard of before. You are entitled to repeat that argument to Members at the Hearing.

If I am able to arrive earlier, I will see you before the Hearing.

Regards,

Andrew Heron Licensing Officer



Licensing Section
London Borough of Tower Hamlets
Mulberry Place (TC)
6<sup>th</sup> Floor Mulberry Place
5 Clove Crescent
London, E14 28G

Tel: 020 7364 2665 Fax: 020 7364 6935

www.towerhamlets.gov.uk

From: Anna Mathias

Sent: 11 September 2015 16:24

**To:** Andrew Heron **Cc:** Carole Collingwood

Subject: RE: Your representation in respect of the application to vary the LA2003 preises licence for KFC, 84

Whitechapel High St, E1 7QX

Dear Mr Heron.

I don't think I was saying that they are not relevant – a) is the "general" box, so I suppose that we could have simply repeated everything there. Equally, much of what we have put in b) and d) might fairly also be said to address public safety, so the fact that we have not repeated matters again in box c) does not in itself, I would suggest, mean that the application fails to address this objective. It follows that I do not agree that the application fails to address the licensing objectives.

I have noted you position on hours, and to be honest I did not anticipate that you would withdraw-however I think it would be useful to sit down and have a brief discussion before the hearing, in the interests of partnership working etc. PC Cruickshank has been kind enough to indicate that he would meet us half an hour before the hearing, so I suspect that this will be at the hearing venue, rather than on site. I will confirm once the hearing date has been set and would be very pleased if you were able to attend at the same time.

Kind regards,

Anna Mathias
Barrister and Associate



33 Cavendish Square, London, W1G 0PW

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From: Andrew Heron [m

Sent: 11 September 2015 16:13

To: Anna Mathias



**Subject:** RE: Your representation in respect of the application to vary the LA2003 preises licence for KFC, 84 Whitechapel High St, E1 7QX

Dear Ms Mathias,

Thank you for your email.

I am uncertain what you mean by sections (a) and (c) not being 'relevant to this type of application'. The four licensing objectives are relevant to all applications. You've left part of them blank, therefore you have not adequately addressed them, regardless of how much detail you've put in other sections. Just because this time you've filled in more sections, whereas your client left them all blank previously, is still inadequate.

The hours remain excessive. I would not be as concerned if the hours were to midnight each night. However, the fundamental point remains that the premises lies within the Cumulative Impact Zone (CIZ) and therefore I will be maintaining my representation and brining the Application to the attention of Members of the Licensing Sub Committee. The Operating Schedule should also be mitigating any potential impact on the CIZ, which at this time, it fails to do.

I understand that Alan Cruickshank has said that he is willing to attend a meeting with your client, please advise me of that time and date and I will see if I can attend. However, be reminded that I do not intend to withdraw my representation.

Regards,

Andrew Heron Licensing Officer

Licensing Section
London Borough of Tower Hamlets
Mulberry Place (TC)
6<sup>th</sup> Floor Mulberry Place
5 Clove Crescent
London, E14 2BG

Tel: 020 7364 2665 Fax: 020 7364 6935

www.towerhamlets.gov.uk

From: Anna Mathias

Sent: 10 September 2015 17:05

To: 'Andrew.'

Cc: Carole Collingwood; Licensing@towerhamlets.gov.uk

Subject: Your representation in respect of the application to vary the LA2003 preises licence for KFC, 84

Whitechapel High St, E1 7QX

Dear Mr Heron,

I write with reference to the above, which I received today, the contents of which are noted. You have raised the fact that we have left sections a)-c) of the application form blank. However you will see from the attached that we have in fact completed sections b), d) and e) (those relevant to this type of application) at some length. This was one reason why I advised that the initial application be withdrawn and a more complete one submitted in its place.

Given the above, and the fact that, as you concede, the hours applied for have been significantly pulled back from those originally sought, I wonder whether you would be prepared to meet briefly with my client and myselfon site

to discuss the application, in advance of any hearing? My client is keen to initiate dialogue with responsible authorities and interested parties.

I hope that this will be of interest and look forward to hearing from you.

Many thanks and kind regards,

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From:

Sent:

30 September 2015 10:20

To:

Anna Mathias

Subject:

Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX

Yes, no problem

From: Anna Mathias [mailto

**Sent:** 30 September 2015 09:34 **To:** Cruickshank Alan D - HT

Subject: RE: Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX

Alan,

I can do this, but let me check with the client. It would be useful to meet on site.

Kind regards,

Anna Mathias

**Barrister and Associate** 



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From:

Sent: 30 September 2015 09:22

To: Anna Mathias

Subject: Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX

Hi Anna

How about next Wednesday about 2pm somewhere near Whitechapel High St?

Alan

From: Anna Mathias

Sent: 30 September 2015 09:19 To: Cruickshank Alan D - HT

Subject: RE: Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX



Hi Alan, I'd be happy to meet briefly before that at, say, 4pm?

Anna Mathias
Barrister and Associate



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From:

Sent: 30 September 2015 08:46

To: Anna Mathias

Subject: Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX

### Hi Anna

I think this might be impossible as I am already at the committee with a complicated review and planning to meet my barrister two hours prior to the hearing.

Essentially there will be no change in our position.

Best wishes

Alan

From: Anna Mathias

Sent: 29 September 2015 14:42

To: Cruickshank Alan D - HT; Andrew Heron

Subject: FW: Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX

Dear Alan and Andrew,

Please see attached Notice of Hearing. Would you be able to meet with myself and my client at the hearing venue at, say, 17.30 on the day?

I look forward to hearing from you.

Kind regards,

Anna Mathias

Barrister and Associate

Woods Whur 2014 Limited



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From: Simmi Yesmin

Sent: 29 September 2015 14:17

To: Anna Mathias

Subject: RE: Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX

### Dear Anna

Please find attached the notification letter for the Licensing Sub Committee meeting on 13<sup>th</sup> October 2015 which will be considering the application for KFC, 84 Whitechapel High Street.

A hard copy was sent to you via post yesterday.

# Kind regards

### Simmi

Simmi Yesmin
Senior Committee Officer
Democratic Services
London Borough of Tower Hamlets
Mulberry Place
5 Clove Crescent
London E14 2BG

Web: www.towerhamlets.gov.uk/committee

From: Anna

Sent: 23 September 2015 12:39 To: Mohshin Ali; Simmi Yesmin

Subject: Representations and hearing date - KFC, 84 Whitechapel High Street E1 7QX

Dear Mohshin and Simmi,

I understand that a hearing date has yet to be set. I will be submitting documents to support the applicant's case next week and should be grateful to receive a full set of the representations made and the date for hearing as soon as possible.

Many thanks and kind regards,

Anna Mathias

Barrister and Associate

From:

Anna Mathias

Sent:

16 September 2015 11:37

To:

**Subject:** 

RE: KFC 84 Whitechapel High St, E1

Thanks Alan, see you then.

Kind regards,

Anna Mathias

Barrister and Associate



33 Cavendish Square, London, W1G 0PW

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From:

Sent: 16 September 2015 08:35

To: Anna Mathias

Subject: KFC 84 Whitechapel High St, E1

Hi Anna

Let's meet at the hearing

Usually at 1830, so we could meet at 1800

best wishes

Alan

From: Anna Mathias

Sent: 11 September 2015 15:45 To: Cruickshank Alan D - HT

Subject: Re: KFC 84 Whitechapel High St, E1

Alan, that was how I read you! I don't know whether it would assist to meet on site, or whether we should simply sit down for a chat at the hearing venue?

Best regards,

Sent from my iPhone

wrote:

### Hi Anna

My apologies for the confusion. I meant immediately prior to the hearing. I don't think a date has been set but I am happy to meet a half hour prior to this.

### **Best wishes**

### Alan

From: Anna Mathias [

**Sent:** 10 September 2015 16:41 **To:** Cruickshank Alan D - HT

Subject: RE: KFC 84 Whitechapel High St, E1

OK, Alan, when we have a date, let's fix this up.

All the best, Anna Mathia

Barrister an Associate

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Sent: 10 September 2015 14:36

To: Anna Mathias

Subject: KFC 84 Whitechapel High St, E1

Hi Anna

I am happy to meet just prior to the committee hearing.

**Best wishes** 

Alan

From: Anna Mathias

Sent: 10 September 2015 09:49 To: Cruickshank Alan D - HT

Cc: Licensing@towerhamlets.gov.uk

Subject: RE: KFC 84 Whitechapel High St, E1

Dear Alan.

Thanks for your reply, and I do see your point about the CIZ. However I'd have thought that it wouldn't do any harm to have a brief conversation on

site in advance of the hearing, as the hours now sought are significantly pulled back from those previously applied for and the application is much improved (I would say) by comparison with the previous one in terms of the conditions proffered – both reasons why I advised that the original application be withdrawn.

Do let me know if you are able to spare some time to attend.

Many thanks and kind regards,

Anna Mathias

**Barrister and Associate** 

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Sent: 10 September 2015 09:00

To: Anna Mathias

Subject: KFC 84 Whitechapel High St, E1

Dear Anna

Whilst I would normally encourage such a meeting, I'm not sure how beneficial it would be. It is only a few months since their last application and our concerns remain the same, including the applicant is in the CIZ.

**Best wishes** 

Alan

From: Anna Mathias [

Sent: 09 September 2015 14:15 To: Cruickshank Alan D - HT

Cc: Licensing@towerhamlets.gov.uk

Subject: RE: KFC 84 Whitechapel High St, E1

Dear PC Cruickshank,

Many thanks for your email. I apologise for the slight delay in responding: I have just returned from holiday.

My client is keen to meet with you on site to discuss the application. If you are amenable to this suggestion, and can spare the time for such a meeting, we would be available at any time from 21/9 onwards (my client is away next week).

Perhaps you'd be kind enough to let me know whether you would attend such a meeting and, if so, what date(s) and time(s) might suit

I look forward to hearing from you.

Many thanks and kind regards,

Anna Mathias

**Barrister and Associate** 



From:

Anna Mathias

Sent:

30 September 2015 14:51

To:

Subject:

for KFC, 84 Whitechapel High

Street, London E1 7QX

Dear Ms Andrews,

I write with reference to the above application as I was supplied with a copy of the Gallery's representation yesterday. I act for the applicant company and its representatives would be keen to meet with you, or another representative of the Gallery, in order to discuss and hopefully allay your concerns.

If such a meeting would be of interest, would you kindly let me know so that I can set one up?

Many thanks for your time.

Kind regards,

Anna Mathias

**Barrister and Associate** 



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From:

Anna Mathias

Sent:

30 September 2015 14:54

To:

Subject:

to the premses licence for KFC, 84 Whitechapel High

Street, London E1 7QX

Dear Mr Tiurin,

I write with reference to the above application as I was supplied with a copy of your representation yesterday. I act for the applicant company and its representatives would be keen to meet with you, in order to discuss and hopefully allay your concerns.

If such a meeting would be of interest, would you kindly let me know so that I can set one up?

Many thanks for your time.

Kind regards,

Anna Mathias
Barrister and Associate



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