

The Black Horse,  
Hertford Road,  
Enfield,  
Middlesex

To Whom It May Concern

Dear Sir/Madam,

Renewal of Licence – The Black Horse

My name is Wendy Glasgow. I have been working in the licensing trade for 30 years and have had a personal licence since 2008. Previously I had appeared at the Magistrates' Court and been approved as a licensee. I have worked at the Premier Inn on the Park at Enfield Lock. I used to run the Temple Bar at Waltham Cross and ran a number of other little pubs during my career.

I am delighted to be given the opportunity to run the Black Horse and become the new DPS.

The Temple Bar was very similar to the Black Horse and it looks as though it had similar problems to the ones I have been asked to deal with I have dealt with difficult customers in the past. I have also had to deal with Travellers who refused to leave at the Premier Inn and there were all sorts of issues there.

I have read through the papers with regard to review and agree with the sentiments behind the conditions proposed both by the police and the licensing authority. I understand Mrs Busurk and her solicitor have had constructive discussions with regard to a slight amendment of the conditions which I fully endorse and support.

It is my wish to take the premises forward as an outlet suitable for persons of all ages. We certainly want to take the premises forward as a food driven premises and to that

end I have asked a former work colleague Josephine Wilson to come on board as my kitchen manager. In fact we have booked her in to take her personal licence holders exams on the 10 November.

I am also reviewing the whole set up and hope to have new induction manual for new staff to be incorporated into existing refresher training as soon as possible.

I am also prepared to arrange refresher training for drugs awareness for all staff together with refresher licensing training.

Jo Wilson holds her NVQ level 3 in catering and hospitality, a certificate in health and safety, health and hygiene, used to be a team leader for me responsible for training new staff.

I have asked our solicitor to take on board the initial training packages with a view to taking this on myself with Jo on a regular basis.

This is a great opportunity, I feel there is much scope for the development of this business and that I can deal with the problems that have been encountered effectively.

I will attend the hearing on Wednesday in support of Mrs Busurk, and will try and arrange for the new induction manual to be available for the hearing.

Yours faithfully,

A handwritten signature in blue ink, appearing to be 'W Glasgow', written in a cursive style.

Wendy Glasgow