

# Licensing Policy



**Swale**  
BOROUGH COUNCIL  
NORTH KENT COAST

# Swale Borough Council Licensing Policy

## Reference documents:

- A. Draft Local Plan 2004
- B. Community Safety Plan, 2002 - 2005
- C. Race Relations Act 1976 (as amended)
- D. Disability Discrimination Act 1995

## DUTY

Swale Borough Council is the Licensing Authority under the Licensing Act 2003 and is responsible for granting premises licences, club premises certificates, temporary events notices and personal licences in the Borough in respect of the sale and/or supply of alcohol and the provision of regulated entertainment and late night refreshment.

The 2003 Act requires that we carry out these functions so as to promote the following licensing objectives:

- the prevention of crime and disorder
- public safety
- the prevention of public nuisance
- the protection of children from harm

The 2003 Act also requires that we publish a 'Statement of Licensing Policy' that sets out the policies we will generally apply to promote the licensing objectives. This 'Statement of Licensing Policy' has been prepared in accordance with the provisions of the 2003 Act and having regard to the guidance issued under Section 182 of the Act. It has been drafted in partnership with the Kent Licensing Forum and we shall continue to work with other local authorities (particularly in Kent) to ensure a consistent approach on licensing.

## 1. INTRODUCTION

1.1 The Borough covers an area of 364 square kilometres, and with a population of 125,000 people it is the fourth largest District in Kent. Much of the area is rural and includes the attractive landscape of the North Downs. The common thread to the Borough's three main towns is their connection with the waters of the North Kent coast, particularly the Swale channel. However, each has developed and maintained its own special identity and character.

1.2 We believe that there is considerable potential to increase the role of tourism in Swale, given the historic town of Faversham and the Borough's attractive countryside, long coastline and coastal waters. A further potential area for growth is also for 'business' tourism. However, a barrier to developing the tourist economy as a whole is a lack of good quality accommodation.

1.3 Faversham prospered as a market town and has continued its links with agriculture up to the present day with brewing and food processing/distribution comprising the town's main industries. Within Faversham we are keen to bring further activity and a café culture with colour and vitality into the town centre, particularly those that retain residents and visitors in the town throughout both the day-time and in the evening. Creating such an environment will not be at the expense of diversity and distinctiveness nor should it be allowed to create anti-social behaviour. The Crime & Disorder Reduction Partnership (CDRP) will continue to support strategies that allow for the growth of an economy to reinforce Faversham's unique position within Swale, whilst seeking to protect the quality of life of residents and visitors. Swale Police will support the variation of terminal hours of licensed premises within the Town Centre in order to lessen the cumulative potential for disorder and nuisance when licensed premises close.

1.4 The Island's coast became a popular destination for visitors from London in the post-war period, with caravans and chalets an important feature of the landscape. Whilst many of the parks already have facilities, these are provided only for use by the park residents. Through this policy we will encourage park operators to make these available to the wider local community.

1.5 Sheerness, the biggest town on the Isle of Sheppey, owes its origins to the naval dockyard which has since been converted to a deep water commercial port. However, there remain many listed buildings that could form the nucleus of a major tourism business. Major new industries such as steel making and pharmaceuticals have become established at Blue Town and Queenborough. In Sheerness there are a number of other services and facilities present in the town centre that help support the retail uses, and act as attractions for residents and visitors. These include health facilities, cultural facilities, leisure centre, pubs, nightclubs and restaurants. We seek to encourage these important uses, and will support proposals that add to the range of attractions. For example, any efforts to bring a cinema to Sheerness will be supported. Through the licensing policy we are keen to make the town more of an attraction to visitors to the Island, proposals that will stimulate the evening economy will be supported, but these should be aimed more at the holiday market and leisure entertainments facilities. The CDRP will seek to ensure the healthy and safe development of the Islands.

late night economy for tourists and residents, as well as ensuring the quality of life of residents living within the vicinity of licensed premises is maintained. For example it will promote "Swalesafe", a radio scheme that connects its members with the boroughs CCTV and Police, as well as expect relevant premises to engage fully with new legislation regarding the employment of Door Staff.

1.6 Sittingbourne prospered as a market town, but has since focused on industries such as brick making and paper manufacture. We support the objective of consolidating and expanding Sittingbourne's position as a retail, business, cultural and civic centre for multi-purpose visits. Central Avenue, Roman Square, and the Avenue of Remembrance, are the focus for the towns civic, administration, leisure, and cultural functions. The CDRP will encourage the development of pubs and nightclubs within the Town in locations that cause least intrusion to residents and businesses, within the night time economy.

1.7 Within the rural context, through the licensing policy, we seek to encourage the use of licensed premises to provide improved or new services/facilities for the rural communities, including those for arts and entertainment provision. Additionally, we will support proposals that will help maximise the use of existing public and private community services and facilities, including those that would make them available for wider public use. The village pub is seen as the hub of the local community. The CDRP will seek to protect the quality of lives residents living in the vicinity of licensed premises within rural areas. For example it will encourage the responsible use of motor vehicles to and from licensed premises through both education and enforcement.

1.8 Through this Licensing Policy we aim for:

- the introduction of better and more proportionate regulation to give business greater freedom and flexibility to meet their customers' expectations;
- greater choice for consumers, including tourists, about where, when and how they spend their leisure time;
- the encouragement of more family friendly premises where younger children can be free to go with the family;
- the further development within communities of live music, dancing and theatre, both in rural areas and in our towns;
- the regeneration of areas that need the increased investment and employment opportunities that a thriving night-time economy can bring; and
- the necessary protection of local residents, whose lives can be blighted by disturbance and anti-social behaviour associated with the behaviour of some people visiting places of entertainment.

1.9 The **bold** sections of this Policy indicate matters we are seeking to emphasise. When assessing applications, we must be satisfied that the measures proposed in the applicant's operating schedule will achieve the necessary outcome.

1.10 However, it should be recognised that this policy covers a wide variety of premises and activities carried on in them including theatres, cinemas, restaurants, pubs, nightclubs, private members' clubs, village halls and

community centres, as well as off-licences, fast food outlets, late night cafes etc. For this reason, this policy cannot detail all the factors that influence the achievement of the licensing objectives nor can this policy detail all the control measures that may be appropriate.

**1.11 In respect of the four licensing objectives, applicants are asked to demonstrate that sufficient measures, as detailed in their operating schedule, will be implemented, relevant to their premises/event. Additional measures may be necessary for specific events which are likely to attract large audiences.**

**1.12 When considering applications, we will have regard to this policy, Government guidance issued under Section 182, the Licensing Act 2003 and any supporting regulations. We will also seek proper integration with local crime prevention, planning, transport, employment and cultural strategies.** The Licensing Committee will receive reports on cross cutting issues to ensure that they are aware of the overall strategic position of the Borough.

1.13 This does not however undermine the rights of any person to apply under the 2003 Act for a variety of permissions and have the application considered on its individual merits, nor does it override the right of any person to make representations on any application or seek a review of a licence or certificate where they are permitted to do so under the 2003 Act.

1.14 Applicants and those making representation in respect of applications to the Council have a right of appeal to the Magistrates' Court against the decisions of the Council.

1.15 If no relevant representations are made on an application for a premises licence or a club premises certificate, the licence/certificate will be granted and the only conditions attached will be in accordance with the operating schedule as proposed and those mandatory conditions under sections 19-21 of the Act.

**1.16 Licensing is about the appropriate control of licensed premises (or qualifying clubs), temporary events, the people who manage them or hold personal licences within the terms of the 2003 Act. Where representations are made, we will make objective judgements as to the need for conditions to be attached to a licence (or certificate) to meet the licensing objectives. Any such conditions will focus on the direct impact of the activities taking place, on those attending the premises and those living or working in the vicinity of the premises.**

1.17 When considering any conditions, we acknowledge that licensing cannot be used for the general control of anti-social behaviour of individuals once they are beyond the direct control of the licensee. However, other controls may be appropriate, to tackle unruly or unlawful behaviour of consumers. These include:

- Partnership working with the Kent Police, (and other agencies as appropriate) to promote enforcement of the law concerning disorder and antisocial behaviour, including the issuing of fixed penalty notices
- Discretionary powers to designate parts of Swale where alcohol may not be consumed publicly

- Partnership working with businesses, transport operators and the Council to create a safe and clean environment

1.18 We seek to avoid duplication with other regulatory regimes (e.g. planning, health and safety at work, environmental protection, disability discrimination and Fire Safety). However it is expected that the grant or variation of planning permission would be resolved before a licence application is made.

1.19 With the exception of the approval and review of our Licensing Policy, decisions on licensing matters will be taken in accordance the approved scheme of delegation shown in Appendix A. This scheme of delegation is designed to produce timely, efficient and effective decision-making.

#### **Policy period**

1.20 This Policy Statement takes effect on the 7th February 2005 and will be subject to regular review, remaining in force for a period of not more than 3 years. (Minor revisions have been made with effect from 1st January 2007)

## **2. APPLICATION & ENFORCEMENT**

#### **Advice and Guidance**

2.1 Pre-application discussions are **positively encouraged** and we will seek to mediate between applicants and others who may make representations. Where an applicant considers that mediation will help the process they are asked to discuss their proposal with the Council. Once an application has been submitted, there are fixed timescales to determine the application, which may restrict the opportunity for mediation. This is particularly important for larger temporary event notices (TEN) and we would encourage a minimum period of 28 days to consider such applications, however, the minimum requirement as outlined in the act is 10 days.

2.2 Appendix B provides details of organisations, trade associations and reference literature that may be useful in preparing an application or representation.

#### **Application Process**

2.3 To improve efficiency all applicants and those submitting representations are encouraged to use our online service [www.swale.gov.uk](http://www.swale.gov.uk) Hard copy applications or representations should be submitted to:

**Licensing Section  
Swale Borough Council  
Swale House  
East St  
Sittingbourne  
Kent, ME10 3HT**

#### **Enforcement**

2.4 We are responsible for wide range of enforcement services aimed at safeguarding the environment and the community and at providing a 'level playing field' on which businesses can trade fairly. The administration and

enforcement of the licensing regime is one of these services. We fully support the principals of the Government's Enforcement Concordat designed to ensure effective and efficient public protection services. We are committed to accord with the principles of good enforcement practice by carrying out our regulatory functions in a fair, open and consistent manner.

2.5 Whenever possible enforcement agencies will give early warning to licence holders of any concerns identified at premises. If such advice is not heeded then this may lead to a formal review of the licence.

2.6 Responsible authorities and/or residents living in the vicinity of a venue can trigger a review of a premises licence and they will normally be expected to present evidence to a hearing. We do not normally expect more than 1 review within any 12 month period on substantially similar grounds except where it arises following a closure order.

2.7 The Enforcement Concordat is based on the principles that businesses should:

- receive clear explanations from enforcers of what they need to do and by when;
- have opportunities to resolve differences before enforcement action is taken - unless immediate action is needed;
- receive an explanation of their rights of appeal

2.8 We recognise the interests of both the people of Swale and businesses and will work closely, with partners, to assist licence holders to comply with the law and the four licensing objectives it seeks to promote. However, proportionate but firm action will be taken against those who commit offences. We have set clear standards of service and performance that the public and businesses can expect. In particular, a licensing enforcement policy has been created that explains how we will undertake our role as Licensing Authority and how the principles of effective enforcement will be achieved. This policy is freely available as are details of our complaints procedures. These documents can also be viewed on our website: [www.swale.gov.uk](http://www.swale.gov.uk)

2.9 We have established protocols with the enforcing agencies to provide for the targeting of resources towards high-risk premises and activities that require greater attention, while providing a lighter touch in respect of low risk premises that are well operated.

### **3. LICENSING OBJECTIVES**

3.1 The following sections set out our Policy relating specifically to the four licensing objectives:

- **The prevention of crime and disorder**
- **Public safety**
- **The prevention of public nuisance**
- **The protection of children from harm**

3.2 Conditions may be attached to licences where considered necessary for the promotion of the licensing objectives. Conditions will not be attached unless relevant representations are received and only then if considered necessary.

They will be tailored to the individual style and characteristics of the particular premises and events concerned. These conditions will normally be drawn from Model Pools of Conditions.

3.3 In the following sections we have defined the intended outcome (in bold type). Each section then lists the influencing factors on the achievement of that objective but, because of the wide variety of premises and activities to which this Policy applies, the lists provided should not be considered exhaustive. Applicants should know their premises best and will wish to address all aspects relevant to the individual style and characteristics of their premises and events.

3.4 Each section also lists possible control measures, but again is not intended to be an exhaustive list. Many control measures achieve more than one objective but have not necessarily been listed under each objective. Similarly, applicants will not be required to mention a control measure more than once in their operating schedule.

3.5 We expect the control measures, referred to above, to be based upon a risk assessment of the premises, events, activities and the customers expected to attend (e.g. their age, number, etc.). Whilst we may not require such risk assessments to be documented, (other than where required by other legislation), we consider such documentation to be good practice and a useful tool in the instruction and training of staff. It is also a sound basis for review by the licence holder, in the event of an application for variation or a response to changing circumstances/conditions at the premises being required.

3.6 Additional measures may be necessary for specific events (e.g. popular live band) which are likely to attract larger audiences and/or audiences of a different nature, and which can have a significant impact on the achievement of the licensing objectives. **Reference can be made in an applicant's operating schedule, where applicable, to such occasions and the additional measures that are planned in order to achieve the licensing objectives.**

3.7 **We consider the effective and responsible management of the premises, instruction, training and supervision of staff and the adoption of best practice to be amongst the most essential control measures for the achievement of all the licensing objectives. For this reason, we would wish these elements to be specifically considered and addressed within an applicant's operating schedule.**

3.8 **The occupancy capacity for premises, and events as appropriate, is also considered to be a helpful factor in the achievement of the four licensing objectives, (except in respect of premises licensed for the consumption of food and/or alcohol off the premises). We would wish the issue of occupancy capacity to be considered and addressed within an applicant's operating schedule and, in some instances, especially those high volume venues and those with regulated entertainment, will agree a maximum occupancy capacity, based on the applicant's assessment within their operating schedule.**

3.9 The design and layout of premises are important in determining capacity, as is the availability and size of exits within recommended travel distances. Other factors should also be considered when assessing the appropriate capacity for



premises or events. These might include:

- First aid rooms/holding areas for night clubs
- The nature of the premises or event
- The nature of the licensable activities being provided
- The provision or removal of such items as temporary structures, such as a stage, or furniture
- The number of appropriately trained staff available to supervise customers both ordinarily and in the event of an emergency
- The customer profile (e.g. age, disability)
- The attendance by customers with disabilities, or whose first language is not English
- Availability of suitable and sufficient sanitary accommodation
- Nature and provision of facilities for ventilation
- Installation of CCTV to Kent Police Specification

3.10 The agreement to a capacity for premises or events should not be interpreted as a requirement to also provide permanent monitoring arrangements such as doorstaff, attendance clickers or maintenance of attendance records. We recognise that the person in charge at the premises can often readily assess the capacity of premises without resort to such measures. **However, where the capacity is likely to be reached (such as on known busy evenings) and particularly where a special event or promotion is planned, the applicant will be expected to detail the additional arrangements that will be put in place to ensure that the capacity of the premises is not exceeded.**

#### Prevention of crime and disorder

3.11 We are committed to further improving the quality of life for the people of Swale by continuing to reduce crime and the fear of crime together with anti social behaviour. Section 17 of the Crime and Disorder Act 1998 introduced a wide range of measures for preventing crime and disorder and imposed a duty on Swale Borough Council, Kent Police, Kent County Council and others to consider crime and disorder reduction in the exercise of all their duties. The Licensing Act 2003 reinforces this duty for local authorities.

3.12 The promotion of the licensing objective, to prevent crime and disorder, places a responsibility on licence holders to become key partners in achieving this objective. Applicants are asked to demonstrate in their operating schedule that sufficient measures will be implemented to prevent crime and disorder on and where possible in the vicinity of their premises.

3.13 When addressing the issue of crime and disorder, an applicant is asked to demonstrate that all relevant issues have been considered. This may include:

- Underage drinking
- Drunkenness on premises
- Public drunkenness
- Drugs
- Violent behaviour
- Anti-social behaviour
- The use and control of appropriate vessels or containers for drinks both

- inside and on the highway and public areas
- Membership of Swale Safe or alternative pub watch scheme
- The use of SIA registered door staff

3.14 The following examples of control measures are given to assist applicants prepare their operating schedule, having regard to their particular type of premises and/or activities:

- Effective and responsible management of premises
- Training and supervision of staff
- Adoption of best practice guidance (e.g. Safer Clubbing, the National Alcohol Harm Reduction Strategy Toolkit and other voluntary codes of practice, including those relating to drinks promotions e.g. The Point of Sale Promotions published by BBPA)
- Acceptance of accredited 'proof of age' cards and/or 'new type' driving licences with photographs
- Provision of effective CCTV in and around premises
- Employment of Security Industry Authority licensed Doorstaff
- Provision of toughened or plastic glasses
- Provision of secure, deposit boxes for confiscated items ('sin bins')
- Provision of litterbins and other security measures, such as lighting, outside premises
- Pubwatch

3.15 If selling alcohol your operating schedule must nominate a Designated Premises Supervisor (DPS). **We will normally expect the DPS to have the day-to-day responsibility for running the premises.** In exceptional circumstances, the police may object to the nomination of a DPS where they believe that such an appointment would undermine the crime and disorder objective.

3.16 Certain temporary events are not required to be licensed. Such events must notify the Council and Police using the Temporary Event Notice procedure. However, depending on the nature and location of the event, they may have serious crime and disorder implications. Organisers of these events are asked to submit their notification 28 days prior to the event to enable the police and the Council to work with them to identify and reduce the risk of crime and disorder.

3.17 Where we consider that the exhibition of a film may encourage or incite crime or lead to disorder, or stir up hatred or incite violence towards any section of the public we may give notice to the holder of the premises licence prohibiting the exhibition.

### **Public safety**

3.18 **We are committed to ensuring the safety of any person visiting or working in licensed premises. Applicants are asked to demonstrate in their operating schedule that sufficient measures will be implemented to ensure public safety, relevant to the individual style and characteristics of their premises and events.**

3.19 When addressing the issue of public safety, an applicant is asked to

demonstrate that all relevant issues have been considered. This may include:

- The maximum numbers on the premises
- The age, design and layout of the premises, including means of escape
- The licensable activities to be provided, in particular the sale or supply of alcohol, and including whether those activities are of a temporary or permanent nature
- The hours of operation (differentiating the hours of opening from the hours when licensable activities are provided)
- Customer profile (e.g. age, disability)
- The use of special effects such as lasers, pyrotechnics, smoke machines, foam machines, etc.

3.20 The following examples of control measures are given to assist applicants when preparing their operating schedule:

- Suitable risk assessments
- Effective and responsible management of premises
- Provision of a sufficient number of people to secure safety on the premises with appropriate training and supervision
- Adoption of best practice guidance
- Provision of effective CCTV
- Provision of toughened or plastic glasses
- Implementation of crowd management measures
- Regular testing (and certification where appropriate) of procedures, appliances, systems etc.
- Pubwatch

### **Prevention of public nuisance**

**3.21 Licensed premises have the potential to cause public nuisance by the nature of their operation. We wish to ensure, through conditions if necessary, that residents and other businesses are not exposed to such nuisance.**

**3.22 We intend to interpret 'public nuisance' in its widest sense, and include such issues as noise, light, odour, litter and anti-social behaviour, where these matters impact on those living or working in the vicinity of the premises.**

**3.23 We will normally operate stricter conditions, including controls on licensing hours, where licensed premises are in residential areas. High streets with flats above the ground floor are also regarded as residential.**

**3.24 In the case of shops, supermarkets or filling stations selling alcohol, we will normally permit the sale of alcohol during their normal trading hours.**

**3.25 Applicants are asked to demonstrate in their operating schedule that sufficient measures will be implemented to prevent public nuisance.**

3.26 When addressing the issue of public nuisance, an applicant is asked to

demonstrate that all relevant issues have been considered. This may include:

- The location of premises and proximity to residential and other noise sensitive premises, such as hospitals, hospices and places of worship
- The hours of operation, particularly after 23.00hrs
- The nature of activities to be provided, including whether those activities are of a temporary or permanent nature and whether they are to be held inside or outside premises
- The design and layout of premises and in particular the presence of noise limiting features
- The occupancy capacity of the premises
- The availability of public transport
- Last admission time

3.27. The following examples of control measures are given to assist applicants in preparing their operating schedule:

- Effective and responsible management of premises
- Appropriate instruction, training and supervision of those employed or engaged to prevent incidents of public nuisance
- Control of operating hours for all or parts (e.g. garden areas) of premises, including such matters as deliveries
- Installation of soundproofing, air conditioning, acoustic lobbies and sound limitation devices
- Management of people, including staff, and traffic (and resulting queues) arriving and leaving premises
- Liaison with public transport providers
- Siting of external lighting, including security lighting
- Management arrangements for collection and disposal of litter
- Effective ventilation systems to prevent nuisance from odour

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

3.28 We encourage family friendly premises, but the risk of harm to children remains a paramount consideration when determining applications. The relaxation in the Licensing Act allowing children greater access to licensed premises is seen as a positive step, which is designed to bring about a social change in family friendly leisure. Clearly this relaxation places additional responsibilities upon licence holders and parents or other adults accompanying children.

3.29 The protection of children from harm includes the protection of children from moral, psychological and physical harm and, in relation to the exhibition of films, or transmission of programmes or videos, this includes the protection of children from exposure to strong language and sexual expletives. In certain circumstances children are more vulnerable and their needs will require special consideration. This vulnerability includes their susceptibility to suggestion, peer group influences, inappropriate example the unpredictability of their age and the lack of understanding of danger.

3.30 Whilst children may be adequately protected from harm by the action taken to protect adults, they may need special consideration and no policy can anticipate every situation. When addressing the issue of protection of children

from harm, an applicant is asked to demonstrate that all relevant issues have been considered. These may include:

- Purchase, acquire or consume alcohol
- Be exposed to drugs, drug taking or drug dealing
- Be exposed to gambling
- Be exposed to activities of an adult or sexual nature
- Be exposed to incidents of violence or disorder
- Be exposed to environmental pollution such as noise or smoke
- Be exposed to special hazards such as falls from height

3.31 The following examples of control measures are given to assist applicants when preparing their operating schedule:

- Effective and responsible management of premises
- Provision of a sufficient number of people to secure the protection of children from harm with appropriate training and supervision
- Adoption of best practice guidance (Public Places Charter)
- Limitations on the hours when children may be present, in all or parts of the premises
- Limitations or exclusions by age when certain activities are taking place
- Requirements for children to be accompanied by an adult
- Use of accredited 'proof of age' cards and/or 'new type' driving licences with photographs
- Drinks promotion and packaging in accordance with the "Portman Code of Practice"

3.32 In the case of film exhibitions, we expect licensees to implement measures that restrict children from viewing age-restricted films classified according to the recommendations of the British Board of Film Classification (BBFC).

3.33 Where regulated entertainment is provided there should be the presence of an adequate number of adult staff to supervise the children and protect them from harm whilst on the premises. Where children are present as performers, we will normally want an adequate number of adult staff to be responsible for the child performers. The staff should be suitably screened to work with children.

## Appendix A

### Agreed Delegations

#### To Sub Committee (3 members)

- Application for a personal licence if objection made.
- Application for a personal licence where a person has unspent convictions - all cases.
- Application for a premises/club premises licence if representation is made.
- Application for a provisional statement if representation is made.
- Application to vary a premises/club premises licence if representation is made.
- Application to vary the DPS if the police object.
- Application for transfer of premises licence if the police object.
- Application for interim authority if the police object.
- Application to review a premises/club premises licence - all cases.
- Decision to object when the Council is a consultee and not the Licensing Authority.
- Application for a Temporary Event Notice when the police object.

#### To an Officer

- Application for a personal licence with no objection.
- Application for a premises/club premises licence with no representation.
- Application for a provisional statement with no representation.
- Application to vary a premises/club premises licence with no representation.
- Application to vary the DPS with no police objection.
- Application to transfer a premises licence with no police objection.
- Application for a Temporary Event Notice with no police objection.

**Decisions on whether representations or applications are frivolous, vexatious or repetitive should be made by an officer in consultation with The Borough Solicitor and The Chairman of The Licensing Committee.**

## Appendix B

### Contact Information

Licensing Section Swale Borough Council Swale House East Street Sittingbourne Kent ME10 3HT Tel: 01795 417364	Kent Rural Community Council (Village Halls) 15 Manor Road Folkestone Kent CT20 2AH Tel: 01303 850816
Police Licensing Officer Faversham Police Station Church Road Faversham Kent Tel: 01795 433005	Noise Pollution Team & Environmental Services Swale Borough Council Swale House East Street Sittingbourne Kent ME10 3HT Tel: 01795 417196 Out of Hours 07881 817601
Swale Fire Safety 2 St. Michaels Road Sittingbourne Kent ME10 3DN Tel: 01795 423487	The Gaming Licence Board Berkshire House 168/173 High Holborn London WC1V 7AA Tel: 0207306 6200
Social Services Directorate Kent County Council Brenchley House 123/135 Week Street Maidstone Kent ME14 1RF	Performing Rights Society 29/33 Berners Street London W1P 4AA Tel: 020 7580 5544
Kent Magistrates Courts The Court House Palace Avenue Maidstone Kent ME15 6LL Tel: 01622 683559	Phonographic Performance Ltd. Ganton House 14/22 Ganton Street London W1V 1LB Tel: 020 7437 0311

