

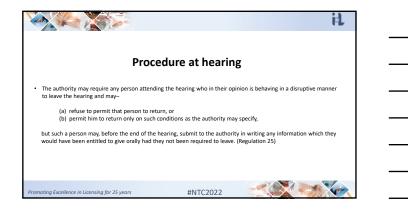


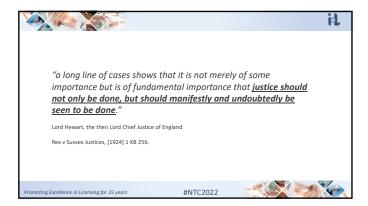
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	Proce	edure at hearing	g		
	Licensing Authority can determine but must of	utline at the outset (Regulation	ns 21 & 22)		
	 A hearing shall take the form of a discussion lessense cross-examination shall not be permitted to consider the representations, applicat 	unless the authority considers		uired for it	
	The authority must allow the parties an equal representation (Regulation 24)	maximum period of time in wh	nich to exercise their rights of		
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	Familiarity breeds conte	mpt		
	Use of first names. Referring to 'Our' officer Using past cases for comparison purposes. Discussing application without all parties p Complaint over chateau-owning Middlesbr	resent.	cost £5k	
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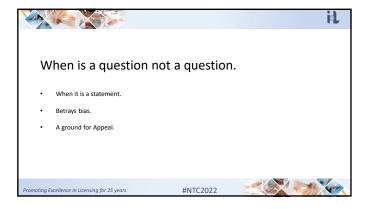
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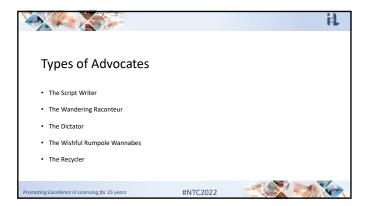




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	The Value of Questions	
	Proper questions can never undermine the purpose of the hearing.	
	Questions can reveal real issues of the case.	
	Questions can create clarity and identify common ground.	
	Questions can reveal hypocritical and illogical arguments.	
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	The Weight of Evidenc 9.43 (s.182 Guidance) The authority's diventing appropriate for the promotion of the intended to achieve. Separating irrelevant from relevant. Misplaced loyalties and personal agendas	etermination should he licensing objectives		
	 Cost of making bad, unjustified decisions. 			
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	are their role, re the bound	
Licensing Officer – Presenting Report Licensing Officer – As Responsible A Committee. Legal Advisor to the Committee. Responsible Authorities Person(s) making Representation. What do you do?		
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	www.john-gaunt.co.uk
Thank you!	0114 266 8664
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All speakers views are their own and not necessarily the views of the IoL