

# Building Successful Businesses Together



## Code of Practice

Version 2 June 2010



# Foreword - Delivering the Great Pub Experience with Charles Wells

**Charles Wells Ltd was founded in 1876 and has grown to its current position by concentrating on excellent levels of quality and service.**

The company now incorporates Wells and Young's Brewing Co Ltd and Charles Wells Pub Company, both based in Bedford. It's the largest independently owned brewery in the Country, providing a wide range of speciality beers to meet every taste, including Wells Bombardier, the Drink of England. The pub company has been recognised for our outstanding support and relationship with licensees by consistently being shortlisted in The Publican Awards for the last four years and taking the coveted title of Pub Company of the Year (200+ tenanted/leased) in 2009 and again in 2010.

We don't operate any managed houses in the UK and have an entirely tenanted and leased estate. Within that, our aim is to be the first choice for customers and consumers and recognise that we can only be successful if you, our customers, are also successful. We constantly review our business model to make sure that we remain as flexible as possible to meet our customers' needs so that, in turn, you can provide a great pub experience for your consumers. Whilst your Charles Wells brewery pub is your business, we'll provide the help and advice that you need to develop it into a long-term and profitable venture.

The relationship between brewery pub company and licensee is unlike any other and we believe it's about working together to maximise the trading capability of any particular pub. Our business model is developed from honest and open communication with our customers and we'll continue to put excellent customer service at the heart of everything we do. Our Code of Practice is only the start of our relationship with you and sets out what you can expect in the future. But we always welcome feedback and discussion to improve how we can build sustainable businesses together.



# Working with Charles Wells Pub Company

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# Introduction - WHY CHARLES WELLS PUB COMPANY IS FIRST CHOICE FOR CUSTOMERS AND CONSUMERS

We've been running pubs for over 130 years so have built up a wealth of knowledge on how to deliver a great pub experience. But success doesn't come as a right just because you've been in business for a long time - you have to constantly review how you operate, what your target market wants and how you deal with your associates.

Charles Wells Pub Company has developed a clear trading plan by listening to our licensee customers and incorporating their feedback into our evolving business model. As Pub Company of the Year for two years running, we've received particular commendation for the support we provide for licensees and the relationships we develop with them. This has grown from having an open approach to our company values and ambitions.

## OUR VISION

First Choice for Customers and Consumers

## OUR MISSION

We deliver a Great Pub Experience through a partnership with our Customers based on trust and openness and our award winning support ensures your business has a sustainable and profitable future.

## OUR VALUES

Our values and behaviours are central to the way we do business and ensure that our approach is clear and consistent. They are:

### Inspiring Leadership

- Our leaders provide clarity of purpose and shared vision, inspiring individuals & teams to build a sustainable high performing organisation
- They operate with authenticity, honesty & integrity
- Leadership is no one person's preserve, we all play our part as leaders to ensure we take ownership for the customer and consistently deliver results

### Passionate about Customer Service

- We put the customer ahead of everything we do... we go the extra mile to do things right for them to ensure they are equipped to deliver the great pub experience

### Winning by Teamwork

- People working together for one purpose is the source of our strength and success

### Respect & Recognition

- Respect and recognition for individual initiative and personal growth

## Continuous Learning & Improvement

- Continuous improvement in all that the company does – in ideas, in quality, in customer satisfaction, banishing bureaucracy as we go

We give each pub an appropriate trading style that will determine its direction and give it visible branding. We carry the Charles Wells name so consumers know they can expect quality.

In identifying an appropriate model, we recognise that the trading style of an individual pub is determined by the following factors:

- Location - the position of the pub and its surroundings
- Demographics - the age and income profile of the people living in this location
- Size - the size of the building and any development potential
- Competition - what other competition there is in the area
- Other external factors - whether any development/building works etc are planned that could affect the other criteria

By selecting the right style for each pub and implementing the key operating standards of that style we deliver the Great Pub Experience for the consumer.



**This is a two-fold process.**

**Physical** - we monitor the quality of the offer that the pub provides against four key objectives that determine the success and profitability of the pub business and have developed expert help and support from Head Office to assist licensees in achieving success in these areas:

- Licensee profitability - through sales development activity and careful cash management
- Quality of the product
- Retail standards and marketing within the pub
- Personal development and training needs of the licensee and their staff

**Emotional** - how does the pub feel when you walk in? Is it welcoming and bubbling with atmosphere? The emotional side is harder to define, but is driven by your values, behaviour and attitude and those of your staff.

- Inspiring Leadership
- Passionate about Customer Service
- Winning by teamwork
- Respect and Recognition
- Continuous Learning and Improvement

By developing the trading styles structure and support services, we can help deliver and measure long term sustainability and hence achieve our vision to become First Choice for Customers and Consumers.





# 1. First steps in choosing your pub

## Making the choice between managed, tenancy, lease or freehold

There are four main routes into running a pub which, in simple terms, can be summed up as follows:

- **Freehold** - Buying a freehold business takes a large amount of capital but is then yours to run independently, taking all the risks and rewards
- **Managed** - As a manager you receive a salary while the pub owner retains all the income and profit of the business
- **Lease or Tenancy agreement** - Usually require less initial outlay and you retain the profits from drink and food sales etc but are normally tied to purchasing drinks from the pub company.

Charles Wells offers lease or tenancy business opportunities in the UK.

## Business, Finance and Marketing plan

Before taking a lease or a tenancy agreement, you'll be required to complete a business, finance and marketing plan for your chosen pub. This sets out your ideas for developing the business, how it will perform against competitors and your cash flow forecast for the first year.

We make the following information available to assist in the preparation of your business plan but recommend you refer to your independent advisors, the Federation of Licensed Victuallers Association (FLVA) green paper, Association of Licensed Multiple Retailers (ALMR) benchmarking report and your Retail Development Manager for further support:

- Business, finance and marketing plan template
- Shadow Profit and Loss Account (see appendix 1). This will include details of all known existing income streams and estimated costs (based upon Charles Wells and industry benchmarking reports). Calculations will be made using the prices you will be charged for drinks products at the existing published rates
- Details of drinks purchases made by the business from Charles Wells in the last three years
- Current net price list in operation for drinks products after any applicable discounts are applied
- Full details of our business support services and any associated costs
- Details of any forthcoming material changes of which Charles Wells is aware at the time
- Estimated start up costs for your business, including (but not restricted to) fixtures and fittings, security deposit, training, stock and glassware, independent advice charges and working capital. Please note that you will be required to provide proof of funding before an agreement can be signed

## Independent Advice

Before we can formally offer a lease or substantive tenancy agreement you must be able to demonstrate that you have taken independent professional advice in the preparation of your business, finance and marketing plan.

Charles Wells Ltd may waive this right if you're able to demonstrate that you're qualified (through experience) to produce an appropriate business plan or if you represent a company of sufficient standing.

When signing a lease agreement with us or assigning your lease, you must appoint legal representation to advise you of the implications and to complete the lease/lease assignment on your behalf.

You should also consider taking professional advice at any time there are proposed changes to your commercial terms, including rent appraisals, or variations to your tenancy or lease agreement.

## 2. Tenancy and Lease Agreements to Suit Your Business

### Fixed Term Agreement

A Fixed Term Agreement provides an opportunity to get first hand experience of running a pub without committing to a longer term agreement. In some cases, it may allow new entrants with limited funds to agree lower in-going costs and flexibility in purchasing the trade inventory.

This agreement is for a fixed period of time and is contracted out of sections 24 to 28 of the Landlord and Tenants Act 1954. At the end of that period there is no automatic right to renewal and a new agreement would have to be negotiated between both parties if you were to continue in your pub.

### Standard Tenancy

The Standard Tenancy is renewable every three years and this is the minimum time that you must commit to the business with rent appraisals agreed on a three year cycle. You have security of tenure through the Landlord and Tenants Act and the standard tenancy is typically suited to licensees with some trade experience and who have access to appropriate levels of funding.



### Assignable Lease

The Assignable Lease also provides security of tenure, is renewable and is suited to experienced operators who want a business they can develop and then sell on (assign) at a future date. Assignable leases are usually available for a period of 10 years or more and there is generally an initial period of three years during which the lease cannot be sold (assigned).

All but major structural repairs are usually the responsibility of the lessee though some recently acquired pubs have a fully repairing and insuring obligation that would pass on at lease assignment. You are strongly recommended to undertake a full structural survey of the property prior to entering into the lease to allow you to fully understand your liabilities and the impact on the valuation of the lease.

A dilapidations fund is set up for lease agreements which you would pay into on a monthly basis to ensure funding is available if required for repairs and maintenance. If you assign your lease you will sell on the balance of the fund to the assignee which would not normally exceed £10,000.

If you sell (assign) the business after the initial three year period, you'll be obligated by way of your lease agreement to enter into an Authorised Guarantee Agreement (AGA). This guarantees to pay Charles Wells (upon request) any monies due under the terms of the lease, that aren't paid by your successor. The guarantee remains in place until your successor sells on the lease although you can negotiate a Deed of Release from this obligation at the time of assignment and legal advice must be taken before proceeding.

### 3. Ending your agreement with Charles Wells Ltd before its full term

#### Requests to Surrender a Tenancy or Lease Agreement

In exceptional circumstances, such as bereavement or illness, Charles Wells may allow you to surrender your trading agreement although this will normally be dependent on appointment of a successor to your business on a substantive tenancy or lease agreement. In these cases, we will work with you to find a leaving date that is agreeable to us both.

If a surrender of your agreement is accepted, it will be brought to an end by an Agreement to a Deed of Surrender. You'll also have to provide your last three years profit and loss accounts and any other relevant information and corresponding consent to give access to any prospective successor so that they can produce an appropriate business, finance and marketing plan.

You'll be responsible for any costs associated with the surrender and are strongly advised to seek professional advice if you're considering the surrender of your tenancy or lease agreement.

#### Assigning Your Lease

If you wish to sell (assign) your lease, it's your responsibility to obtain an independent valuation, market the business and recommend your successor. Consent to the sale (assignment) will not be unreasonably withheld by Charles Wells. However, the appointment of a successor is based upon whether they meet a number of specific criteria that include:

- satisfactory credit checks, bank and trade references if any
- viability of their business, finance and marketing plan which must be based upon professional advice
- proof of their funding
- experience relevant to the business
- completion of accredited British Institute of Innkeeping (BII) training and Charles Wells Induction Programme
- holding a Personal Licence
- have copies of your profit and loss accounts for the last three years together with any other relevant data which you must supply to them

The buyer (assignee) is strongly recommended to have a structural survey of the premises undertaken and negotiate any identified works with you before assignment as this could have an impact on the value of the business.

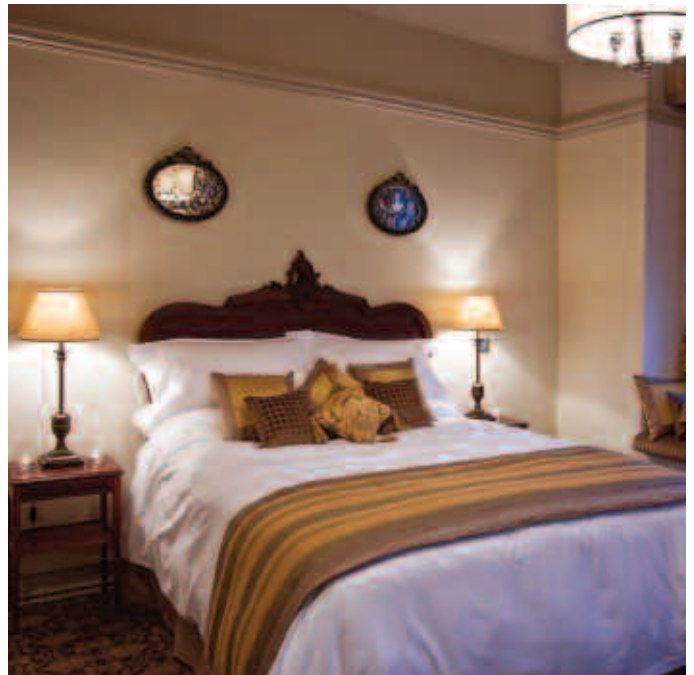
All parties must instruct legal representation to complete the assignment on their behalf.

At the time of assignment both the seller (assignor) and the buyer (assignee) will be provided with a guide to assist in progressing the sale. This clearly sets out the estimated timescales and advises of the costs for which you will be liable within the assignment. We request that you provide early notice of your intention to assign and market your lease so that we have an appropriate time to prepare a dilapidations report. You must also undertake to refer your successor to their obligations under this Code of Practice.

#### Cooling Off Period

For customers who've never run a pub before, a cooling off period of six months from the commencement date is available. However, you must give notice of your intention to leave after six months within the first three months of your agreement and you'll have to sign a Deed to Surrender so that we can find a successor. You may be responsible for administration, valuation and recruitment costs with full conditions included in a side letter.

The cooling off period is applicable to all standard tenancy, lease and fixed term agreements.



## 4. Rent Appraisal

Rents are appraised for both new lettings and rent reviews in accordance with the Royal Institution of Chartered Surveyors (RICS) revised Valuation Information Paper and the British Beer and Pub Association (BBPA) Code of Practice to which we are bound.

Rent appraisals are based on the fair maintainable trade (FMT) for the site - that is, the profit the business could realistically be expected to make with a competent operator running the pub in normal conditions. The following areas will be considered (where appropriate) to reach a rental figure, ensuring good performance is not penalised and poor performance is not subsidised:-

- Income from sales of drinks
- Income from food sales
- Income from accommodation
- Overheads and staffing costs based on actual costs, Charles Wells and industry benchmarks for the trading style of the business
- Current market conditions
- Comparable properties
- The known rateable value, where available, or a value based on FMT
- Price you pay for drinks products (net of discounts)

The following will be disregarded when achieving the rental figure:-

- Licensee goodwill - i.e. the trade generated as a result of your individual performance above and beyond the fair maintainable trade for the business
- Licensee own improvements - any property improvements or repairs you make that are in excess of your obligations under the terms of your agreement will be disregarded, provided a Licence To Alter was granted on behalf of Charles Wells Ltd before proceeding
- Gaming machine income, where this is shared with Charles Wells



In the case of rent reviews you'll receive notification of the commencement of the rent appraisal process with a copy of the Charles Wells Code Of Practice approximately 8 months prior to the rent review date (see appendix 3). This notification will give you the opportunity to provide your most recent business profit and loss accounts for consideration within the appraisal.

All proposed rents are presented for approval to the Charles Wells Commercial Panel (see appendix 2) by your Retail Development Manager who will arrange to meet you within five months of the review date to explain how the rent valuation was calculated. Prior to this meeting you'll receive a Rent Appraisal Pack to include:-

- Shadow Profit and Loss Account (see sample in appendix 1)
- All known drinks purchases for the last three years to include a breakdown by category (ie beer, ciders, wine, spirits and minerals)
- Any other information used to appraise the rent

If the rent is agreed both parties sign a Rent Memorandum which formally sets the rents until the next stated review date. The new rent comes into effect on the rent review date.

### **Rent Disputes and Arbitration**

If you can't agree the rental valuation you should set out your reasons in writing to the Director of Operations within 28 days of the rent negotiation meeting with your RDM, enclosing copies of your last three years Profit and Loss Accounts. The Director of Operations will contact you within 14 days to arrange a meeting and if the rents still can't be agreed a referral will be made to the Commercial and Property Director who will consider the rent appraisal.

If this referral does not reach settlement, licensees and pub companies who have reached final offer and have been unable to resolve a rent review may defer to the industry approved Pubs Independent Rent Review Scheme (PIRRS). PIRRS offers an accessible, independent, low cost rent review resolution service. Capped fees enable licensees and pub company to resolve disputes in a fair and timely manner.

Upon jointly agreeing to resolve a rent review dispute via PIRRS both parties will be required to renounce any right to arbitration or referral to original final offers by signing a deed of variation.

Licensees and landlords must then contact the PIRRS administration team to request the PIRRS information pack and application form.

Licensees will be asked to begin proceedings by completing their PIRRS application form and selecting their preferred independent valuer from those nominated by The PIRRS Board. ([www.pirrscheme.com](http://www.pirrscheme.com))

If a disputed rental valuation is not referred to PIRRS then either party may refer the matter to arbitration or independent expert as set out in the terms of the lease. Both parties will be bound by the valuation set by the expert and will be liable for costs set by PIRRS at the time of the referral.

Charles Wells does not operate an upward only rent review policy. If your tenancy or lease agreement contains an upward only rent review clause this will not be enforced and you may apply to vary this clause by way of a side letter or Deed of Variation but you would be liable for any costs associated in the preparation of this Deed.

### **Rent Indexation**

Charles Wells will not apply Indexation to any rents that are reviewed on a three yearly or more frequent basis. However, we may apply Indexation on an annual basis to rents that are reviewed less frequently, either upwards or downwards in accordance with the Retail Price Index (RPI).

Any customer whose current agreement allows Charles Wells to apply indexation can request, in writing, to have their agreement reviewed and changed, provided their rent is reviewed at least every three years. If your rent is reviewed less often, consideration will also be given to waive RPI provided you agree to a three yearly rent review through a Deed of Variation. Charles Wells reserves the right to pass on any third party costs associated with varying any tenancy or lease agreement.

### **Material Changes/Business Difficulties**

If you experience a material change to your circumstances or a business difficulty beyond your control you should contact your Retail Development Manager immediately to discuss any support that may be available for your business. You'll be required to provide your most recent Profit and Loss accounts and information relating to the impact of the material change of circumstances to your business so that we can fully review your situation and provide the most appropriate support. In these circumstances you may be eligible for a rates reduction. Our retained Rating Agents will help you with this process free of charge.

## 5. Drinks Purchasing Obligations

### Trading tie

You will generally be required to purchase all drinks products from Charles Wells' nominated suppliers, to include; beers, ciders, stouts, wines, spirits, minerals, flavoured alcoholic beverages, fruit juice and water. However, you may be able to buy some spirits and minerals out of the trading tie by agreement at your rent appraisal discussions.

Subject to entering into a "Micro Brewed Corkage Agreement" and meeting specified criteria, customers may purchase an agreed amount of one cask ale (from a micro-brewery producing less than 15,000 barrels per annum) out of the trading tie. In such cases, a corkage fee is payable to Charles Wells and a minimum target will be set for the supply of Charles Wells composite drinks purchases. At the time of going to print, the corkage fee is £65 per 36 gallon barrel equivalent.

Further details of the scheme and the current corkage fee are available on request from your RDM.

### Price lists

You'll be provided with a price list for all drinks products, which shows the net price of the products after any off invoice discounts have been applied. Any changes to prices during the year will be notified in writing, giving four weeks notice of own brewed beers. Duty and VAT fluctuations (increases and decreases) will be passed on when implemented by the presiding Government.

### Discounts

There are a number of discount schemes available and your RDM will discuss these with you and advise you on your most appropriate scheme. As a general rule, the greater the discount you receive on drinks purchases (which are variable), the higher your rent will be, which is a fixed cost. This is a representation of the relationship between the wet (drinks) rent and the dry (property) rent. When discussing the relevant discount scheme, you should remember that the lower the discounts that are applied, the fixed costs of the property rent will be lower making your known outgoings clearer to forecast whilst the wet rent varies positively or negatively according to your purchase of tied products.

Discounts are negotiated prior to letting a pub and as part of all rent appraisals.

### Trading Terms

Our normal trading terms for all drinks, subject to satisfactory references, are for full payment to be made 14 days after delivery by direct debit. For rent and service charges, payment is made monthly in advance by direct debit.





### Monitoring & Breach of the Trading Tie

Charles Wells Ltd reserves the right to install flow monitoring equipment in any of its pubs. This equipment measures the volumes of draught products dispensed compared against the draught volumes purchased from Charles Wells and its nominated suppliers and also measures the frequency of line cleaning, giving an indication of the serve quality of your beers.

Information relating to trading patterns is also available from these sources and will be provided on request. This trading insight can assist business development when shared at the regular business review meeting with your RDM, aiding staffing plans, identifying promotional opportunities and so on. The trading tie can also be monitored through sales data, buying patterns, value of wet purchases stated within profit and loss accounts, the frequency of ordering and other means. Charles Wells reserves the right to audit drinks stock at any site and this may be by way of a third party who will provide a letter of authority from Charles Wells to undertake the audit. The auditor will undertake a full inventory/listing of the stock at the site and take photographic evidence of any unauthorised drinks products not purchased through Charles Wells. The findings will be discussed at the time of the audit and followed up at a meeting with your Retail Development Manager.

If dispense monitoring data suggests a breach in the purchasing of draught products, the equipment will, in all instances, be calibrated by the manufacturers to ensure that it is providing accurate readings.

If a breach of the trading tie is suspected, your Retail Development Manager will arrange a meeting to discuss the evidence that's available. If the breach is confirmed, you'll be required to enter into an agreement to recommence purchasing from Charles Wells immediately and to comply with purchasing obligations in the future, in accordance with your agreement. You will be charged for any third party costs, including the calibration of equipment, if a breach is confirmed.

On the first occasion that a breach of the trading tie is confirmed any loss of profits will generally be deferred. Should a subsequent breach be identified, a further meeting will take place to review the evidence and, if substantiated, all lost profits (including the previous deferred losses) will be charged to you 28 days after that meeting. Loss of profit is the revenue that Charles Wells has lost as a result of tied drinks products being purchased from an unauthorised third party.

However, you have a right of appeal and if you want to challenge the findings you should set out your reasons in writing and send them to the Director of Operations who will arrange a meeting with you to review the dispute.

The same course of action will apply to suspected tampering with dispense monitoring equipment.

## 6. Gaming Machines and Associated Products

Income from gaming machines and associated products (such as pool tables, jukeboxes, SWP machines) is normally shared on a 50/50 basis (after supplier deductions) between you and Charles Wells. Your share of all machine income is not included in rent appraisals unless you have an exceptional arrangement where gaming income is not shared with Charles Wells. Collections from machines are made every 7-14 days, dependent on the level of income.

If you want to receive the total machine income (after supplier deductions) at the time of collection a revised agreement can be negotiated that will include an increased rental valuation to reflect this adjustment. Supply of gaming machines and associated products must continue with suppliers nominated by Charles Wells.

You are required to use machine supplier/s and consultants nominated by Charles Wells for the provision of this equipment, data analysis, overseeing security and general advice. Machine consultancy is provided to our customers free of charge.



## 7. Property matters

A well decorated and maintained pub keeps customers coming back and we're always looking to add new, good quality properties. We make an ongoing commitment to improvement projects that ensure our pubs are the envy of all giving your business a competitive advantage.

### Decoration and maintenance of pubs

Our team of in-house specialists offer free advice and support on repair concerns, property improvements and compliance issues. The team are heavily involved with refurbishment projects, working closely with our customers throughout.

We invest in our pubs to attract consumers and create the ideal environment to make them feel at home. The Property Team, or our agents, will also offer advice on complying with legal requirements and may carry out an annual property and compliance audit on your pub from time to time or as necessary.

In general, Charles Wells is responsible for the main structure of the building but repair responsibilities differ by agreement type. When you're formally offered a Charles Wells pub, you'll be provided with the appropriate 'Schedule of Repair Responsibilities' which details the minor repairs you're responsible for. Customers taking an assignable lease will generally have the greatest repair responsibility but these will be discussed with you before you make a commitment.

In tenancy agreements, Charles Wells Pub Company is responsible for the decoration of the exterior and public areas of the pub but licensees are responsible for decoration of domestic areas. Licensees with longer lease agreements, however, are usually responsible for decoration of the whole building and can utilise their dilapidations fund for qualifying repairs.

Any capital developments requiring investment from you and Charles Wells will follow an agreed process. Following preliminary discussions with your RDM, an agreement in principle will form the basis of negotiations to agree the scope of the project, level of investment and uplift in rent resulting from the project. The revised terms will be discussed at a Commercial Panel meeting and confirmed to you in writing when approved and a Deed of Variation or alternative form of legal agreement (dependent on the level of investment required) will be signed by both parties.

If you wish to make any property improvements or repairs that are in excess of your obligations under the terms of your agreement, you should discuss these with your RDM and a Licence To Alter must be granted on behalf of Charles Wells Ltd before proceeding.



### Schedule of condition and dilapidations

Prior to termination of an agreement, an independent schedule of dilapidations is prepared and discussed with a member of the property team, with the cost of the independent surveyor being met by the licensee. Any works that must be undertaken prior to their termination date are agreed and will be checked by Charles Wells before that date. If the agreed works are not carried out or are carried out to an unacceptable standard we reserve the right to charge a cash alternative.

If you disagree with the independent survey of works required, you should raise your concerns with the property team. If you're unable to come to an agreement, you should provide full details of your dispute in writing to Richard Burt, Commercial and Property Director of Charles Wells Pub Company, who'll arrange to meet with you to discuss your concerns and aim to reach an agreeable resolution.

A further meeting can be arranged with Anthony Wallis, Managing Director, if you're still not able to reach a satisfactory conclusion.

Before taking on their pub, incoming customers attend a commercial meeting which includes a discussion on property matters to ensure responsibilities and timescales are clearly understood. The costs of any inventory that you will be expected to purchase on taking your pub will be clearly shown on the business opportunity details and discussed with your RDM and at the Commercial Meeting prior to making a final commitment.

On the sale (assignment) of a lease, Charles Wells will organise a schedule outlining any outstanding repairs as an added service and this will be made available to any potential assignee for discussion with the seller as part of their negotiations on the premium payable.

## 8. Check before you sign

### Commercial Meeting Prior to Taking Your Pub

The Commercial meeting provides an opportunity for you to ask any questions you have in relation to your agreement or the support services available and to make sure you fully understand the obligations of the agreement you're entering into. If you have any concerns that can't be resolved at this meeting or subsequent discussions, you can get further specialist advice or withdraw from the agreement completely.

At the Commercial Meeting, you'll meet your RDM to discuss your business, finance and marketing plan, the Charles Wells Code of Practice and the items which form the Heads of Terms reflected in your agreement which will include:

- ✓  
 Ensuring that you've completed the approved BII Pre-Entry Assessment Training (PEAT) and answer any questions arising from it

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  - Making sure that you've attended, or are booked onto, the Charles Wells induction course, CRISP, as this is a mandatory condition of taking your pub and for which there is a delegate charge. The course provides a comprehensive introduction to the industry, our support services and how we work with you to build sustainable businesses together. If you haven't attended, or made arrangements to attend, CRISP within three months the pub can only be held on a Tenancy at Will agreement or an Agreement to Lease and all product discounts may be withheld ([www.charleswells.co.uk/home/training](http://www.charleswells.co.uk/home/training))

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  - Your RDM will ensure that the proposed agreement, by which you will occupy and operate the pub business and the initial length of tenure, is appropriate to your experience, your circumstances, the trading style and potential of the pub

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  - All matters relating to rents, including the rent appraisal, shadow profit and loss account and the last three years trade figures - see "Rent Appraisal". Rent payments are normally made monthly in advance by direct debit

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  - The Premises Licence which you normally hold will be explained, the restrictions fully discussed and a copy provided

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  - Making you aware of any known enforcement orders on the pub

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  - Our Gaming Machine & associated product policy will be explained, highlighting the appropriate types of machine for your property, your financial obligations and the external consultant advice available free of charge
- ✓  
 The number, style and siting of gaming machines in your pub will also be discussed

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  - Confirmation of your drinks purchasing obligations, how these purchases are monitored and what happens if your obligations are breached - see "Drinks Purchasing Obligations"

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  - A review of our drinks prices and the discounts you'll receive, ensuring these are accurately incorporated into your business plan

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  - An introduction to our extensive product range, including the speciality beer selection from Wells and Young's and the award winning Cockburn and Campbell wine portfolio

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  - Confirmation that the required level of ingoing investment is available and the anticipated investment that will be required in the business in the future to ensure your cashflow forecasts are realistic

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  - The security deposit, which is generally calculated as 1 months rent and two weeks drinks purchases or to a minimum of £5000. The deposit and dilapidation fund attracts interest at 1% below the Bank of England base rate but no less than 2% and is repayable when you leave your Charles Wells pub, subject to all invoices and payments being cleared in full. A statement of interest is sent each year showing how much interest has been added to your security bond

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  - We'll clarify the approximate value of the trade inventory and how purchase from the outgoing licensee is completed. We'll also recommend the appointment of a licensed trade valuer to value and oversee the inventory and make any compliance checks on it on your behalf

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  - Confirmation of the ingoing costs as specified on the business opportunity details



Advise on the liabilities of Stamp Duty Land Tax (if applicable), how you calculate the amount due and how to pay ([www.hmrc.gov.uk/sdlit/calculate/calculators.htm](http://www.hmrc.gov.uk/sdlit/calculate/calculators.htm))

---

Provide you with details of a consultant who can advise you on minimising the costs of your Phonographic Performance Ltd (PPL) and Performing Rights Society (PRS) commitments

---

A comprehensive review of the property issues and repair responsibilities and the opportunity to discuss your independent condition survey of the property with our Estate Manager

---

We'll advise you of any proposed property development plans, the likely impact on your business and how these will impact on your profit potential

---

Details of any material changes that may affect or are affecting the business that we're aware of such as changes to our own or competitor pubs, housing developments, road planning etc. Please note, Charles Wells does not implement restrictive covenants on any of its pubs that are sold

---

A summary of the energy advice available and our recommendations on how to make energy savings and where to get additional information

---

Clarification of the business support services available from our nominated suppliers or in-house specialists. The costs (where applicable) and how to draw on these services will be confirmed

---

We'll explain your obligations under the Transfer Of Undertaking Of Protection of Employment (TUPE) including ensuring the outgoing licensee meets their legal requirement to provide a full list of employees, their terms and conditions and any outstanding legal issues

---

At the Commercial meeting we explain the costs for the service charge and any additional support services that you may wish to take.



## 9. Business Support Services

Charles Wells provides a range of services through internal or third party service providers to support your business.

A number of services are provided free of charge but any costs that are associated with business support will be collected by way of a monthly service charge. A full breakdown of costs is provided to new customers when they produce their business, finance and marketing plan. Existing operators are provided with this information on an annual basis, at the time of any third party service provider price increases or on request.

Standard services are applicable to all agreement types except where indicated below and we also offer a range of optional services which may be beneficial for your business.

### **Mandatory Business Support – recharged through the service charge**

#### **Insurance**

Charles Wells Pub Company provides a buildings insurance policy that we believe gives the most competitive rates for our customers, who have no excess liability in the event of a claim. The costs associated with buildings insurance are included within your service charge.

However, if you're able to achieve a more competitive rate on a like for like basis, we'll analyse your written quotation and, subject to meeting the conditions, will match this price through an amended service charge.

Our Property Team co-ordinates any buildings insurance claims with the insurers, loss adjusters and building/associated contractors as required in order to get your business trading again as soon as possible.

You'll be responsible for arranging all other insurance cover to include trade fixtures and fittings, stock and personal effects at the premises, Public and Employers Liability Insurance, loss of earnings, gaming machine cash box contents and any other insurance you consider necessary. You must register our interest in each case and provide us with an annual copy of your insurance policies.

#### **Cellar Cooling**

This service includes two maintenance visits per year and out of hours breakdown cover and the cost is included in the service charge but replacement of your cellar cooling is paid for by Charles Wells.

### **Licensing Co-Ordination (Premises, Gaming & Personal Licences)**

Every year all licensed premises have to pay a licensing fee to the relevant local authority. To relieve you of the formalities and help spread the cost, Charles Wells makes this payment on behalf of our customers and collects the payment across the year through the monthly service charge.

Our Commercial Services Team co-ordinates and processes all licensing applications on your behalf and assists in any licensing issues or disputes that may have an impact on your business.

This co-ordination service is provided free of charge as added value support to your business. Any third party charges or fees, such as advertising, authority and solicitor fees, licence variation, DPS changes, licence subject to review etc must be met by your business.

### **Heating & Hot Water Services -**

Standard and fixed term Tenancy Agreements only

Heating and hot water systems (including boilers, water heaters and gas fires), must be serviced on an annual basis. Charles Wells Pub Company arranges for this service to be undertaken by qualified engineers on a flat fee, regardless of the number of boilers, water heaters or gas fires at the site. We also follow up any resulting repairs and ensure that appropriate certification is in place.

### **Periodic Inspection Report Electrical Installation**

Standard and Fixed Term Agreements only

An occasional inspection of the electrical installation is required to be carried out by law. Charles Wells Pub Company arranges for an NICEIC qualified electrician to conduct these inspections and a report on any remedial repairs required will be submitted to us. Charles Wells is responsible for any essential works undertaken within the hard wiring but you will be required to meet inventory costs. We will also arrange for the appropriate certification to be issued to you.

## **Additional Mandatory Business Support**

during the first year of your agreement

### **Accountancy**

Good financial controls are crucial to the success of any business. Our nominated trade accountants are industry specialists and provide a range of accountancy and payroll services to your business at competitive rates.

The services of our recommended supplier, or a comparable alternative of your choosing, are mandatory in the first year of your initial agreement with Charles Wells to provide cashflow reports, monthly management accounts, break even calculations, profit and loss accounts and a monthly balance sheet.

By sharing this information with us, your RDM can make sure your business review meetings are as supportive and profitable as possible.

### **Stocktaking**

A professional stocktaker will give you better control of your stocks and help you maximise your profits. They provide advice on product mix and pricing, menu content for food stocks and a targeted analysis of your sales to ensure you're achieving an appropriate profit margin.

Our nominated stocktaker is an industry specialist, working closely with your accountancy provider and the service of a recognised stocktaker is mandatory in the first year of your initial agreement with Charles Wells.

## **Additional Optional Business Support**

(charges payable through the service charge)

### **Line Cleaning Service**

We believe that the quality of your draught beers is one of the elements that contributes towards providing a great pub experience for your consumers and a significant point of difference you have over supermarkets and off licences. Our line cleaning service, in conjunction with industry experts Cask Marque, also offers cellar management and beer quality advice.

This service is part funded by Charles Wells to assist our customers in achieving optimum product quality and details of charges for this service are available on request.

### **Floral Displays & Garden Maintenance**

The external appeal of your pub is essential in attracting consumers into your business and is the first opportunity you have of standing out from your competition. Our nominated specialists provide a planting and garden maintenance service customised to your needs and details are provided when you enter the business or are having an external redecoration scheme.

### **Employment & HR Advice**

Online HR and Health & Safety advice is available to you through [www.pub-hr.co.uk](http://www.pub-hr.co.uk) at a favourable subscription rate negotiated for Charles Wells' customers and you should contact the supplier direct to take advantage of their services. You can also gain help and advice through membership of professional bodies such as the British Institute of Innkeeping (BII) or Federation of Small Businesses (FSB).

### **Health & Safety**

A comprehensive Health & Safety manual is provided free of charge to every pub during the CRISP training course or on changeover day. Additional health and safety advice is also available online and can be accessed by logging onto the exclusive Charles Wells extranet via [www.charleswells.co.uk](http://www.charleswells.co.uk).

## Additional services provided Free of Charge:-

### Gaming Consultancy & Machine Management

Gaming machines and associated products are an important source of income to many pub businesses. The service of Machine Consultants is provided free of charge and they can make a significant contribution to your business through:

- achieving competitive machine rents
- driving service levels
- advising on the most appropriate machines for your business
- maximising income
- protecting against fraud and rogue machine suppliers

### Business Rates Assessment

It's important to review your business rates on a periodic basis to ensure you're not overpaying. Our asset managers, Gerald Eve, undertake this service on your behalf and the cost is met by Charles Wells.

### Energy Advice

Advice on reducing your carbon footprint and your energy bills is available through the BII preferred supplier, [www.energyhelpline.com](http://www.energyhelpline.com). They offer impartial price comparisons and the volume of supplier switches they negotiate often means they have the best rates available in the market. As an industry specialist, they are widely acknowledged for their work in helping licensees avoid the traps that some energy companies set for small businesses.

### Brewery tours

A tour of the brewery is provided free of charge on request to your RDM for you and your consumers and includes a tour, buffet supper and sampling of our award winning product range.



## 10. Flexible Internal Support for Your Business

Running your own pub can be rewarding but running your own business can also be a challenge. Charles Wells Pub Company offers individual support packages to meet your individual requirements. Our customers' needs are at the heart of everything we do and we never forget how important you are to our business. We work closely with you to provide the support you need to help develop long-term successful businesses together.

### Retail Development Managers

You're supported by a Retail Development Manager (RDM) who'll be your main contact with us. Their job is to offer business advice, ideas and information to help build your trade and improve your profits. The business review form introduced during the CRISP course will form the basis of a quarterly meeting they have with you to understand and develop your business. On average they will visit your business every six weeks, or be represented by other experts in specific fields (finance, marketing etc) from our internal support team.

They'll advise you on your performance against the key measurements for your trading style and discuss feedback from our Eagle Eyes mystery visitor programme to help ensure that your business flourishes. They help identify any training needs and link you to the range of other support teams available to you.

Your RDM will also discuss your involvement in local community activity and responsible alcohol retailing initiatives and provide details of your local PubWatch scheme.

We believe that the development of our RDM's is of paramount importance to help support your business and we commit to delivering the appropriate training and personal growth programmes to provide the best RDM's in the industry. They will hold the BII Diploma or Certificate in Licensed Hospitality and the BII/BBPA RDM course qualification, once available, or an equivalent.

### Business Support Manager

If you need specific advice on pricing, stocktaking, tills and other financial issues, your RDM will ask the Business Support Manager to visit you.

### Customer Support Team

Help is always just a phone call away. The Customer Support Team is a central point of contact for your enquiries including property repairs, account queries, deliveries and similar requests. They will also advise you on our ullage policy – a copy of which is available on request.

### Retail Marketing Team

The Marketing team provides support by building on the key elements of your business, finance and marketing plan by identifying additional trading opportunities and the tools to make them happen.

This might include development of marketing action plans, tried and tested promotions, loyalty schemes or achieving local media coverage. Our quarterly magazine 'Drive your Profit' details all supplier offers, new product information and promotional ideas for key dates.

You have access to our online support including 'pubtoolkit' a new tool that enables you to create your own promotional materials including personalised banners, posters, menus, tent cards and order these items at cost effective rates. The site also provides advice and support on marketing your business and maximising your sales.

The Marketing team organises events and forums where you can learn and share ideas with other licensees and meet suppliers to discuss their latest products and offers.

### **Wine Sales Development**

A Wine Development Manager dedicated to Charles Wells' licensees offers advice and experience to help you explore all areas of wine sales development. You can also use our exclusive online drinks programme, 'Profit in a Glass' which provides information on our wine portfolio, food matching, staff training, storage and marketing advice and this is accessed through a link on our website.



### **Technical Services**

Beer raising equipment and support are provided by our own teams to ensure you receive a reliable, qualified and informed service.

Customers must clean their beer lines with an approved fluid once a week. The costs associated with this quality assurance procedure have been factored into rent calculations and if you aren't compliant, a charge will be made to ensure the lines are cleaned. To maintain and serve beers at their highest quality, you may prefer to subscribe to our line cleaning service.

### **Drinks orders and deliveries**

Our telesales team provides a "one stop shop" for all your drinks orders, and will call you on a pre-arranged day each week to take your order. Emergency "top up orders" are also available for which a charge may be payable. Your telesales contact will advise you of the latest promotions you can claim from our "Drive Your Profit" promotional publication which you'll receive on a quarterly basis.

Your drinks products will be delivered to you within a pre-defined time window by Kuehne & Nagel Drinks Logistics (KNDL) which is a leading drinks logistics provider. Our Customer Support Team is available to answer any questions you may have relating to your delivery.

## 11. The Retailers' Academy Training

Each pub requires different skills to operate; that's why we match your skills and ambitions to the most suitable pub for you. However, we also believe that ongoing training is essential for running a successful pub and a profitable business.

Our courses are run at either The Eagle Centre, our British Institute of Innkeeping Awarding Body (BIIB) Grade One accredited facility or at our Lakeview headquarters. Our programme of award winning training is designed to meet everyone's needs although we may recommend additional courses or support as appropriate. We therefore recommend you put together your training plan in consultation with your RDM as they will confirm current course costs and any discounts, free places or external funding sources available.

### Charles Wells Retail Induction Support Programme (CRISP)

CRISP was introduced in 2007 and won the BII National Industry Training Award (NITA) for best induction programme in a non-managed estate. NITA's recognise excellence in industry training standards and CRISP's ongoing development has resulted in twice more being named a finalist. In 2010 the content and delivery of CRISP received industry endorsement when it was accredited under the BII Good Practice Recognition Scheme (GPRS).

CRISP is a five day programme and is normally compulsory for all customers taking a Charles Wells pub. It provides a comprehensive introduction to running a pub and offers help, advice and relevant qualifications. As it's tailored specifically to Charles Wells Pub Company you'll get to know us and our operating style from the start.

If you've never run a pub before, CRISP also offers an opportunity to spend time with one of our existing customers. These mentors are a crucial element of the scheme, showing you what's involved in running the bar, the back office and raising operational issues for you to think about. Mentors offer further advice from their own experience and give you a realistic insight into running your own pub before you commit yourself.

There is a charge to attend the CRISP course, with discounts for more than one delegate from any particular pub. The current prices for all our training courses are available online at [www.charleswells.co.uk](http://www.charleswells.co.uk), in our retailers' academy training brochure or by phoning 01234 244421. In following years, customers and their staff can attend six modules of CRISP each year free of charge to help develop their business.

### Ongoing Training through our Retailers' Academy

After your initial induction, you should design a training plan matched to your needs, those of your business and your staff. This might include practical skills such as developing your management techniques and marketing skills or demonstrating your commitment to responsible alcohol retailing by enrolling your staff on awareness courses.

Through our retailers' academy training, you can draw on our experience, learn new ideas to boost your business and gain nationally recognised qualifications.

Once in your pub, we'll keep you updated about training opportunities for you and your staff. Your business reviews with your RDM will also help to identify further training needs and nationally recognised qualifications available include:

- National Certificate for Designated Premises Supervisor
- Award in Responsible Alcohol Retailing
- Chartered Institute of Environmental Health, Food Safety in Catering
- Wine and Spirit Education Trust Certificate in Wine Hospitality
- British Institute of Innkeeping Advanced Certificate and Diploma in Licensed Hospitality

For more information on any of our courses, see our retailers' academy training brochure or visit [www.charleswells.co.uk](http://www.charleswells.co.uk).

### Responsible Alcohol Retailing

We are committed to meeting the four licensing objectives and the industry's new mandatory licensing conditions to encourage responsible drinking within a safe and enjoyable environment. We cover areas of good practices within CRISP and regularly update you on new initiatives, schemes and legislation through our Eagle Star newsletter.

## 12. Disputes In Relation To This Code of Practice

If you think that any aspect of this Code of Practice has not been followed you should, in the first instance, set out full details of your complaint in writing to Peter Wells, Sales & Marketing Director of Charles Wells Pub Company, who'll arrange to meet with you to discuss your concerns and aim to reach an agreeable resolution.

A further meeting can be arranged with Anthony Wallis, Managing Director, if you are still not able to reach a satisfactory conclusion.

If you believe that Charles Wells has not adhered to this code in it's dealings with you and, having failed to obtain resolution following the company dispute procedure you may contact BIIBAS. BIIBAS will pass on this information to Charles Wells and use its good offices to ensure, as far as possible, that there are no misunderstandings or personality issues that are standing in the way of a more fruitful dialogue between the company and the lessee or his representative.

BII Contact: BIIBAS Scheme Secretariat, Wessex House,  
80 Park Street, Camberley, Surrey, GU15 3PT.  
Telephone 01276 684449  
Website [www.biibas.com](http://www.biibas.com)

## 13. Further information

For further information on any aspect of our business or specific questions in relation to this code, please contact Customer Support on 01234 279105 who will direct your query to the most appropriate person.

## 14. Alterations to the Code

This code of practice follows the pub industry Framework Code of Practice developed by the British Beer and Pub Association, BII and the Federation of Licensed Victuallers Associations. It has been accredited by BII Benchmarking and Accreditation Services Ltd (BIIBAS) and is not capable of being unilaterally altered. Any future revisions will be carried out in consultation with BIIBAS.

## 15. Signatures

The Charles Wells Code of Practice should be signed by both parties signifying that they have both understood and agreed the terms and obligations set out in the company code.

Customer Name (Block Capitals)

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Customer Signature

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Retail Development Manager (Block Capitals)

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Retail Development Manager Signature

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Charles Wells Director (Block Capitals)

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Charles Wells Director Signature

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# 16. Appendices

## Appendix 1 - Shadow Profit and Loss Account for wet led trading on 90 wet/10 dry split

House Name \_\_\_\_\_

Location (Town/village) \_\_\_\_\_

SALES		Gross Sales (Incl VAT)			Net Sales (Excl VAT)	
Sales		Sales split	Weekly	Annual	Weekly	Annual
	Wet	90%	2,982	155,064	2,538	131,969
	Food	10%	331	17,212	282	14,649
			<u>3,313</u>	<u>172,276</u>	<u>2,820</u>	<u>146,618</u>
<b>Other Income</b>						
	Accommodation	0%	0	0	0	0
	other	0%	0	0	0	0
			<u>3,313</u>	<u>172,276</u>	<u>2,820</u>	<u>146,618</u>
<b>GROSS PROFIT</b>						
			GP %	Annual		
	Wet		50.6%	66,776		
	Food		50.0%	7,324		
				<u>74,101</u>		
	Accommodation		100.0%	0		
	other		100.0%	0		
				<u>74,101</u>		
<b>DIRECT EXPENSES</b>						
<b>Staff costs (excl Manager)</b>				<b>Annual</b>	<b>% of Turnover</b>	
				14,955	10.2%	
Rent			11,000		7.5%	
Business Rent (90% of total rent)				9,900	6.8%	
Business Rates (House specific)				4,386		Ratable Value 11,250
<b>Service Charge</b>						
Options please choose	Standard	Band	A	1,127		
	Accountancy	No	0			
	Stocks Wet	No	0			
	Line Cleaning	No	0			
				<u>0</u>	0.0%	
<b>Utilities &amp; supplies</b>						
	Utilities (incl water)		8,944		6.1%	
	Waste disp/Hygiene		2,199		1.5%	
	Telephone		586		0.4%	
				<u>11,730</u>	8.0%	
Insurance				740	0.5%	
Equipment Hire				147	0.1%	
Direct costs				2,932	2.0%	
Marketing, Promotions etc				4,105	2.8%	
Satellite (Optional £3-£13k linked to RV)				0	0.0%	
Garden & Flowers (Optional £500 to £2,500)				0	0.0%	
Printing & postage				293	0.2%	
Training (Yr 1 CWPC training £425 - 700)				0	0.0%	
Vehicle & Transport costs				1,026	0.7%	
Sundries				293	0.2%	
				<u>9,536</u>	6.5%	
<b>Professional Fees</b>						
	Stock taking		800			
	Accountancy		2,500			
	Legal Fees	0	1,000			
	Other Professional Fees		1,000			
				<u>5,300</u>	3.6%	
Bank Charges				440	0.3%	
Interest and Financing costs				0	0.0%	
Repairs				2,199	1.5%	
Inventory & Vehicle Depreciation				1,906	1.3%	
<b>Total Direct Expenses</b>				<b>61,479</b>	41.9%	
<b>Profit/Loss before Machine Income</b>				<b>12,622</b>		
Machine income				3,247	2.2%	
<b>Profit/Loss including Machine Income</b>				<b>15,869</b>		
	Conversion			10.8%		
<b>Divisible balance (P/(L) excluding Machine Income &amp; Rent)</b>					<b>22,522</b>	
Total Rent as a percentage of this balance					48.8%	

These figures for income, margins and expenditure are provided without prejudice and are taken from a number of houses across our estate that meet this criteria. They are not based on any one house in particular and are for illustration purposes only and are by no means a guarantee of income.

## Appendix 2

In addition to your Retail Development Manager the following are members of the Commercial Panel that appraises the rent:-

Property & Commercial Director FRICS

Directors Of Operations BA Hons

Head Of Commercial Services MCMI

Commercial Finance Manager ACMA

Finance Manager FCCA

Commercial Services Manager MCMI

Business Support Manager MILSA

Appendix 3

8 Months Prior to Rent Review

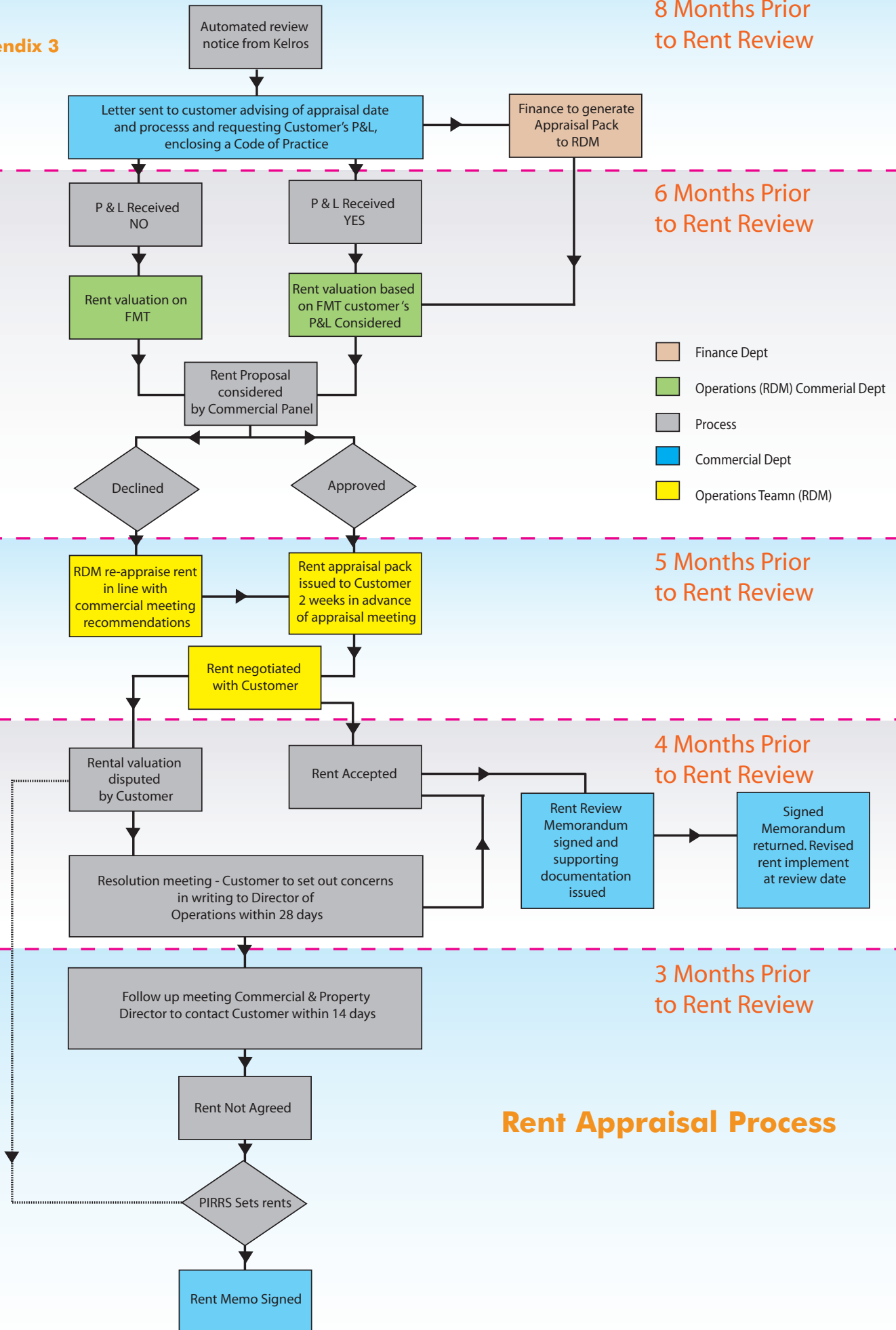
6 Months Prior to Rent Review

5 Months Prior to Rent Review

4 Months Prior to Rent Review

3 Months Prior to Rent Review

Rent Appraisal Process





# Charles Wells Pub Company

## A Glossary of Terms

### Contents:

1. General
2. Commercial / Operations
3. Property
4. Financials
5. Marketing
6. HR & Training

### 1) General

- CWPC – Charles Wells Pub Company
- BII – British Institute of Innkeeping ([www.bii.org](http://www.bii.org))
- BIIBAS – British Institute of Innkeeping Awarding Body
- NCPLH – National Certificate for Personal Licence Holders
- NITA – National Inn-keeping Training Awards
- BBPA – British Beer & Pub Association ([www.beerandpub.com](http://www.beerandpub.com))
- ALMR – Association of Licensed Multiple Retailers ([www.almr.org.uk](http://www.almr.org.uk))
- WSET – Wine & Spirit Education Trust ([www.wset.co.uk](http://www.wset.co.uk))
- CIEH – Chartered Institute of Environmental Health ([www.cieh.org](http://www.cieh.org))
- MSLTA – Milestone Accountants ([www.milestone-lta.com](http://www.milestone-lta.com))
- IFBB – Independent Family Brewers of Britain ([www.familybrewers.co.uk](http://www.familybrewers.co.uk))

### 2) Commercial / Operations

- RDM – Retail Development Manager
- DRM – Development Review Meeting
- CEC – Capital Expenditure Committee
- TPM – Temporary Pub Management
- ATL – Agreement To Lease
- AWP – Amusements With Prizes (fruit machines)
- SWP – Skills With Prizes (quiz machines)
- FMT – Fair Maintainable Trade
- FIG – Free Issue Goods
- POS – Point Of Sale or checkout is the location where a transaction occurs and is the equivalent of an electronic cash register. A POS terminal manages the selling process by a salesperson accessible interface.
- Cask Marque – ([www.caskmarque.co.uk/](http://www.caskmarque.co.uk/)). This is an accreditation scheme operated by an independent body called the Cask Marque Trust, which is a limited company and a non profit making organisation. The accreditation stands for:
  - Excellence in the service of cask ale.
  - Awarded to the licensee rather than to the pub.
  - Jointly funded by brewers and retailers.
  - Inspections made twice a year.

- Brulines – ([www.brulines.com](http://www.brulines.com)). The market leader in the precise reconciliation of till sales with delivery & dispensed volumes of beer, spirits and soft drinks. The dispense monitoring systems also monitor the quality of the product maintaining costs & profitability. The dispense monitoring, records the exact volume of liquid that passes to each font at any minute, of any hour, on any day. It recognises the brand performance of draught beers, ciders, lagers, spirits and post mix - and helps you maintain an effective line-cleaning regime.

- Ullage

Beer that is unfit for sale

■ Lease Types:

- TAW – Tenant at Will agreement
- COT – Contracted Out Tenancy
- STD – Standard Agreement
- Lease Agreement

■ Trading Styles:

- DF – Destination Food
- DCF – Destination Community Food
- DCW – Destination Community Wet
- CLW – Community Local Wet
- TC/C – Town Centre/Chameleon

### 3) Property

- EPC – Energy Performance Certificate
- EHO – Environmental Health Officer

### 4) Financials

- RPI – Retail Price Index. An inflationary indicator that measures the change in the cost of a fixed basket of retail goods.
- AOD – Advanced Off Discount
- DCF – Discount Cash Flow
- MPT – Minimum Purchase Target
- AGA – Authorised Guarantee Agreement
- MAT – Moving Annual Target (or Total)

### 5) Marketing

- MAP – Marketing Action Plan ([www.charleswells.co.uk/extranet/marketing-toolbox](http://www.charleswells.co.uk/extranet/marketing-toolbox))
- POP – Profit On a Plate ([www.profit-on-a-plate.co.uk/profit/food](http://www.profit-on-a-plate.co.uk/profit/food))
- PIG – Profit In a Glass ([www.profit-on-a-plate.co.uk/profit/wine](http://www.profit-on-a-plate.co.uk/profit/wine))
- PPC – Pay per Click, an advertising campaign with Google

### 6) HR & Training

- ARAR – Award in Responsible Alcohol Retailing ([www.charleswells.co.uk/home/training/biiab/arar](http://www.charleswells.co.uk/home/training/biiab/arar))
- STARS – Service Training And Retail Standards
- CRISP – Charles wells Retail Induction Support Programme ([www.charleswells.co.uk/home/training/charles-wells-pub-licencee-training/retail-induction-support-programme](http://www.charleswells.co.uk/home/training/charles-wells-pub-licencee-training/retail-induction-support-programme))
- ABCQ – Award in Beer & Cellar Quality ([www.charleswells.co.uk/home/training/biiab/cellar-management](http://www.charleswells.co.uk/home/training/biiab/cellar-management))
- NCPLH – National Certificate for Personal Licence Holders (<http://www.charleswells.co.uk/home/training/biiab/ncplh>)



**CHARLES WELLS**  
**PUB COMPANY**

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