

A Great Pub Experience



Code of Practice



BII BENCHMARKING and ACCREDITATION SERVICES

Judged to be a clear statement of this company's code of practice for lessees and tenants





Foreword

At Charles Wells Pub Company, we've learned a lot about running pubs over the last 130 years. But we're not content to sit back and rely on our reputation to guide us through to the next century.

We're an established company with family values and principles but we're also ambitious and confident in what we do. We're determined to continue running the successful pubs that we're recognised for and always strive to improve the way we work, the quality of our operations, the support we provide and the customer service we give our retailers.

After all, we know that if we want our business to grow, our licensees have to run successful pubs and that's why we listen and act on what our customers and their consumers tell us they want.

We work with our retailers to identify the target market and appropriate trading style for their pub. Then we can help drive sales and profit to deliver a commercially robust and sustainable business that provides a great pub experience. But asking someone to work with you and trust you is a big step when you're setting up in trade, so it's important that you know what we stand for and how we conduct our business.

Our Code of Practice explains what you can expect if you sign an agreement with Charles Wells Pub Company and how we will work together in the future. It also clarifies the commitment to quality and service that we expect of you in return.

Here's to a long, fruitful and profitable business relationship that creates that great pub experience.

Anthony Wallis

Anthony Wallis
Managing Director

Working with Charles Wells Pub Company

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Our Code of Practice for Your Peace of Mind

1. Why Choose Charles Wells Pub Company?

Charles Wells Ltd has been brewing beer and running pubs for over 130 years and retains its commitment to openness, quality and excellent customer service. As the parent company of Wells and Young's Brewing Company and Charles Wells Pub Company, it boasts the largest privately owned brewery in the country and an award winning pub company of 250 distinguished pubs.

These Charles Wells pubs are as individual as the people who run them. That's why we offer a range of agreements designed to suit the individual circumstances of each licensee. This Code of Practice sets out the support and benefits you can expect from Charles Wells Pub Company and the responsibilities and obligations you will be taking on if you choose to run a Charles Wells pub.

We are fully committed to operating all our agreements in accordance with our Code of Practice which has been developed to clarify the procedure and support programme offered to you, our business partners. We also expect our licensees to commit to this Code.

There are many reasons why you might choose to run one of our pubs.

- You're new to the industry and looking for a career change
- You want a move where you'll get the right support to bring out your own expertise
- Perhaps you're an experienced pub manager looking to start your own business in a pub with character
- You want to be associated with top brands and a company that values you as an individual
- You're an entrepreneur building a business empire
- You want a flexible working relationship with a company that respects your business insight. One that backs you up with the support that's right for you



Whatever your reason, you can find your perfect pub and your ideal working relationship with Charles Wells Pub Company. We offer a range of business agreements and support tailored to your requirements. We have a growing estate of traditional English pubs at the heart of their communities and a comprehensive, award winning induction programme, all combined with a choice of well loved brands from our family brewery. We think we have what you're looking for.

If you want to run a successful business you need to be focused on what you want. With over 130 years experience in running pubs, we know it's just as important to find a business partner who not only shares your goals but also provides you with the support, advice and encouragement to achieve them.

Award Winning Product Range

We provide a complete one-stop shop for all your drink requirements including:

- our own established portfolio of award winning ales including Wells Bombardier, Young's Bitter, Courage Directors and Wells Eagle IPA
- a choice of national lager, cider, stout and mineral brands including Corona Extra and Red Stripe
- a range of quality wines and spirits supplied through our own specialist supplier Cockburn and Campbell

See www.charleswells.co.uk for information on our full range.

2. Lease and Tenancy Agreements to Suit Your Business Goals

Tenancy or lease - the choice is yours. We offer a range of business agreements designed to suit individual operators and the different business opportunities available. Charles Wells does not operate managed houses, but further information on opportunities within managed estates is available at www.mypubliflife.com

Easy Start Agreement

This agreement is suitable for new entrants into the trade who have limited access to finance. You're contracted out of the Landlord and Tenant Act but have low start up costs with some flexibility on purchase of the inventory. The agreement will run for an agreed set period, typically one to three years, and either party can give one month notice. This arrangement, as with the Introductory Agreement below, provides an opportunity to gain first-hand experience of running a pub before committing to a longer term agreement.

Introductory Agreement

Ideal if you're new to the pub trade but want to gain experience and confidence before making a long term commitment. The agreement will run for a set period (usually one or three years) and is contracted out of the Landlord and Tenant Act. Either party can give notice at regular intervals within the agreement.

Classic Tenancy Agreement

This is the preferred choice for many of our retailers. A fixed three year agreement gives you security of tenure under the Landlord & Tenant Act and in most cases an option to renew every three years.

Assignable Lease

Suitable for pub retailers looking for longer term investment, Assignable Leases offer an opportunity to benefit financially from the rise in value of the business through the goodwill you create. The lessee is normally responsible for all repairs, except structural repairs, and redecoration of the premises and your lease can be assigned (sold) to a third party after three years.

You should initially contact your Retail Development Manager to discuss what is involved in the assignment process and you will receive guidelines outlining the procedure to follow and listing the information required from you.

We reserve the option to purchase the lease at your stated sale price. Should we decline to purchase the lease, the company will not unreasonably withhold permission for you to sell to the buyer of your choice. However, we will require them to submit a business plan. They will also need to demonstrate that they have the necessary skills, finance and experience to run the business.

You should be aware that although you may sell to the person of your choice, you remain in law responsible for the agreement and its obligations should that person (but not subsequent assignments) suffer business failure. It is however possible to remove this responsibility through negotiation with the company prior to the assignment being completed.

The details of each agreement will be explained to all Licensees at the interview and prior to appointment, along with the extensive commercial support package that underpins them.

Independent Advice

Prior to entering into any agreement, we recommend that prospective Licensees seek appropriate independent advice from lawyers, surveyors and accountants. This advice should also be sought during the term of the Agreement if necessary.

You should also tell us whether you have taken such advice, or have chosen not to do so.

Licensees are normally expected to use one of our nominated accountancy companies for a period of at least 12 months unless we are satisfied that a suitable alternative is in place. The financial information provided to any of our nominated companies will be shared with Charles Wells Pub Company to enable your Retail Development Manager to work with you in developing a sustainable and profitable business.

When entering into an assignable lease, we are only able to progress if a solicitor has been appointed to process the lease to completion on your behalf.

3. Rent Calculation and the Drinks Tie

Method of Calculating the Initial Rent

The initial rent level will be based on:

- agreed projected turnover; and
- a profit and loss calculation based on the realistic trading potential of the pub (which may be higher or lower than the pub is currently achieving).

The precise details of the assessment for the initial rent will be shared with you, discussed fully and a written copy provided. You will be free to question the calculation and debate the constituent parts with our representative responsible for letting the pub.

We will consider 'stepping' the rent if it is considered that some time is required to enable the new licensee to build the trade to the agreed realistic trading level.

The rental calculation is designed to reflect the nature of the agreement being entered into.

In normal circumstances the initial rent will apply for three years. The same calculation methodology will be used at subsequent rent reviews. We do not operate 'Upward only' rent reviews.

Rent Reviews

The first rent review will normally be due 3 years after the commencement of the new tenancy or lease and will reflect the market conditions and terms of the Agreement at the time of the review. The rent negotiations process for both tenancies and leases will begin 6 months before the end of this 3 year period or the next review date in the case of an assignment.

All trading circumstances will be considered at the review and the rent will be based upon the fair maintainable turnover level for the pub when operated by a competent licensee. This ensures that exceptional performance will not be penalised, and poor performance will not be subsidised.

A profit and loss account produced by your Retail Development Manager and including fair maintainable trade will form the basis of the rent negotiations. This calculation will be fully disclosed to you and a written copy provided. You will be free to question the initial calculation and debate the constituent parts with the Charles Wells Pub Company representative responsible for agreeing the rent review.

You can take independent advice from a chartered surveyor at any time and you can instruct a surveyor to negotiate on your behalf if you wish. If you do instruct a surveyor to act for you then you will be responsible for paying their fees.

Arbitration and Rent Disputes

If we cannot agree on a rent after the Charles Wells Pub Company representatives have reviewed the figures, you can ask an independent expert to set a rent based on the open-market value of the pub (as it would have been on the date of the rent review). The expert must be agreed by both parties and selected from the Royal Institution of Chartered Surveyors approved list.

The timetable and costs for the process will be set by the independent expert. The decision will be final and binding on both parties.

For any non-rental disputes, the matter will be referred to the appropriate Pub Company Director and from there upwards to the Pub Company Managing Director and Charles Wells Ltd Chief Executive for a final decision.

Lease Assignments

After a fixed time period (usually 3 years) an assignable lease can be sold to another operator. Our consent is required in order to assign the lease. Timely considerations are given to the request and the following criteria are considered.

- Completion of appropriate business plan
- Ability to provide a premises supervisor with a personal licence
- Satisfactory credit check and bank references
- Completion of a condition survey of the property

The lessee is responsible for co-ordinating and driving the sale of the lease. Guidance notes are available to support you through the assignment process.

We will give timely consideration to a request to assign. If you are assigning a lease, this is your transaction and you are responsible for instructing all the necessary professionals and paying their fees and driving the transaction forward.

The Drinks Tie

A full drinks tie is applicable with all drinks purchased from Charles Wells Ltd. This means that you can only buy beer, cider, stout, wines, spirits, pre-mixed spirits, minerals, fruit juice, water and postmix from the company. Your agreement and the enhanced support you receive reflect the responsibilities of a full tie. We treat any breaches of the tie very seriously and will take action wherever necessary.

We reserve the right to install flow meters into all our pubs to both monitor trading levels and provide licensees with valuable trading information and quality observations.

Fruit Machines, Pool Tables and Jukeboxes

Income from 'Amusements with Prizes' (AWP's) and 'Skill with Prizes' (SWP's) machines is shared on a 50/50 basis after rent, with the cost of appropriate licences and permits being shared. Pool table and jukebox income will be shared on the same 50/50 split. The income from all of these machines will be taken into account for rental calculation purposes.

Charles Wells Pub Company will provide a list of approved suppliers for all amusement machines and reserves the right to review arrangements for vending and cash machines for new licensees on an annual basis.



4. Decoration and Maintenance of Pubs

A well decorated and maintained pub keeps customers coming back. We make an ongoing commitment to improvement projects that ensure our pubs are the envy of all.

We have a dedicated team of in-house specialists who offer advice and support on repair concerns, property improvements and compliance issues. The team are heavily involved with refurbishment projects and work closely with our retailers. Our estate consists of circa 250 pubs and we are always looking to add new, good quality properties.

Quality is important to us because we know it's important to our customers. We invest millions of pounds in our pubs every year to attract consumers and create the ideal environment to make them feel at home. The Property Business Unit, or our agent, will also offer advice on complying with legal requirements and carry out an annual property and compliance audit on your pub. There may be a charge associated with this audit.

If you become a Charles Wells Pub Company tenant, we will provide you with a 'Schedule of Repair Responsibilities' at the time of our formal offer of a particular pub. Repair responsibilities differ by agreement type. In general, Charles Wells Pub Company is responsible for the main structure of the building.

Licensees are responsible for all minor repairs as detailed on their schedule. For longer assignable leases, the licensee has more responsibility for repairs. Your Retail Development Manager will discuss these 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. This is normally undertaken as appropriate every five or six years. For longer leases, Licensees are responsible for decoration of the whole building, usually every five years.

Pubs let on Charles Wells Pub Company's introductory and classic tenancy agreements benefit from internal and external decoration.

Dilapidations

A schedule of dilapidations will be prepared before any licensee vacates a pub. If restitution of the property cannot be agreed, independent and binding arbitration will be obtained from the Royal Institution of Chartered Surveyors.

A schedule of improvements to be made by Charles Wells Pub Company for the ingoing licensee will be issued with responsibilities and timescales clearly stated. On granting a new lease, the schedule of repairs, lessees responsibilities and timescales will be agreed and incorporated into the lease agreement.

Insurance

The Licensee is responsible for making arrangements to insure the fixtures and fittings, stock and any other personal effects at the premises. Public Liability Insurance up to £2 million, Employee Liability Insurance, Consequential loss and loss of licence cover are also your responsibility. Charles Wells Pub Company will insure the Buildings and this is recharged to you via the Service Charge (see section 5 – Flexible support for your business).

You should always seek independent professional advice on insurance and all legal and financial matters before taking on a lease.





5. Flexible Support for Your Business

Running your own pub can be very rewarding but running your own business is also a challenge. At Charles Wells Pub Company we develop individual support packages so we can 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 like to work closely with you to provide the support you need to make your business a long term success.

Retail Development Managers

You'll be supported by a Retail Development Manager (RDM). They'll be your main contact with us and you'll usually see your RDM once every six weeks. Their job is to offer business advice, ideas and information to help build your trade and improve your profits. They also link you to the range of other support teams available to you. We have one of the lowest RDM to pubs ratio in the industry to ensure you get the support you need, when you need it.

Business Support Manager

If you need advice on pricing, stocktaking, tills and other money 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. These might include property repairs, licensing, account queries, ullage policy and similar requests.

Retail Marketing Team

The Marketing team can provide support in every area of your business. You can call on them to help you identify additional trading opportunities and the tools to make it happen. This could include development of marketing action plans, tried and tested promotions or achieving local media coverage.

You will have access to online support including the 'Marketing Toolbox' and 'Profit on a Plate' food solutions which provide practical ideas and templates to grow your business. The Marketing team also organises events and forums where you can learn and share ideas with other licensees.

Deliveries and Technical Services

Deliveries and beer raising support are provided by our own teams so that we can ensure you receive a reliable, qualified and informed service. Cellar cooling costs, including servicing, are included in the monthly service charge.

Licensees must clean the 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 licensees are not compliant, a charge will be made to ensure the lines are cleaned.

Amusement & Prize Machine Management

An important source of revenue deserves specialist advice. Therefore you'll have access to a specialist consultant to help you achieve maximum return from your machines.

Wine Sales Development

A dedicated wine specialist is available to work with you. Using their advice and experience you can explore all areas to develop wine sales within your business. You will also be given access to our online drinks programme, 'Profit in a Glass' which provides information on the wines available, food matching and training information for your staff.



RED WINES	Available by the glass			
	125ml	175ml	250ml	Bottle
Miralvalle Tempranillo	£1.86	£2.60	£3.71	£11.14
<small>Central Spain The Tempranillo offers a wine resembling Rioja in a Sin Crianza style. Aged in American oak for 6 months, it reveals ripe black fruit, a velvety structure and hints of vanilla, tobacco and spices</small>				
Paso Del Sol Merlot	£1.73	£2.43	£3.47	£10.40
<small>2006, Central Valley, Chile Dark cherry red colour with a vibrant nose with aromas of red berries and eucalyptus. Light colored, well-rounded on the palate, medium-bodied with good length and soft elegant finish.</small>				
Monte Lindo Malbec Merlot	£1.94	£2.71	£3.88	£11.63
<small>2007, Mendoza, Argentina Powerful and full-bodied wine with plenty of soft tannins. Rich ripe blackcurrant, liquorice and subtle spicy flavours with a long vanilla finish from the French oak barrels.</small>				
Montepulciano D'Abruzzo	£1.75	£2.46	£3.51	£10.53
<small>2006, Le Collezioni, Italy This wine has an intense bouquet of violets, roses and dried raisins; palate shows ripe intense berry fruit with a sweet fig and raisin finish.</small>				

Template Three - Recommended for Destination Food Houses (18 wines)

Additional Support

In addition, we provide access to services for:

- Employment and HR advice through the www.pub-hr.co.uk website at favourable subscription rates
- Finance and Accounting assistance through one of the nominated accountants, who offer favourable rates
- Training in the BII Grade 1 accredited Eagle Training Centre, including the award winning CRISP induction programme at the advertised rates
- Stocktaking – this vital service can be provided through a recommended supplier at licensee cost
- Health & Safety guidance through the comprehensive Health and Safety Policy Manual provided free of charge to every licensee and available online through the company extranet, with additional advice available from the Health and Safety Manager
- Licensing, with premises licence variations being administered by the commercial team, with costs shared
- Rating Assessments and appeals are handled by Gerald Eve, our nominated experts free of charge

We're committed to ensuring our support packages evolve to meet your changing needs so that we remain your first choice of pub company.

It is in both of our interests to ensure your pub is a successful business venture. To support you in achieving this, Charles Wells Pub Company will provide a high level of business support, some of which will be provided through an annual service charge which is payable in monthly instalments. You should confirm the cost of the service charge with the Retail Development Manager when you are putting together your business plan.

The service charge covers the following obligatory elements:

- Cellar Cooling Service
- Building Insurance
- Boiler Maintenance (tenancies only)
- NICEIC electrical test (tenancies only)

The following, though not exhaustive, demonstrates the additional support that is available, with any additional costs that may be applicable being confirmed by your Retail Development Manager:

- Procurement Benefits
- Short Term Loans for Business Purposes
- Menu Planning
- Pub design and development
- Interior Design
- Planting schemes
- Wine List planning
- Demographic analysis
- Line cleaning

Accurate costs for each of these will be made available prior to appointment as far as possible. All Licensees can take advantage of all the above and business advice provided by the Retail Development Manager through regular meetings.

6. Training for Running a Successful Pub

Each pub requires different skills to operate. That's why we try to 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. The Eagle Centre is our purpose built Grade One British Institute of Innkeeping Awarding Body (BIIAB) approved training facility in Bedford. From here we offer an unrivalled programme of award winning training to meet everyone's needs although we may also recommend additional training elsewhere if it is deemed to be of further benefit. For details of training costs, please speak to your Retail Development Manager when putting together your training plan.

Charles Wells Retail Induction Support Programme (CRISP)

CRISP was introduced in 2007 and won the British Institute of Innkeeping National Industry Training Award (NITA) for best induction programme in a non-managed estate. The NITA's recognise excellence in industry training standards. CRISP is a five day programme and is normally compulsory for all retailers wishing to take a Charles Wells pub tenancy or lease. The course provides a comprehensive introduction to running a pub and offers help, advice and 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 retailers. 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 attendee from any particular pub. The current prices for all our training courses are available online at www.charleswells.co.uk/training, in our training brochure or by phoning 0500 003 308.

Ongoing Training

After your initial induction, we design a training plan with you matched to your needs and those of your business to fill any gaps. This could include practical skills such as cellar management; developing your management techniques and marketing skills; or demonstrating your commitment to responsible alcohol retailing by enrolling your staff on awareness courses. There are a number of catering courses that we would recommend for your consideration and we can offer advice on kitchen layout and equipment required for your operation.

We can also provide details of your local PubWatch.

Whatever you need, we can provide the right training for you and your team. You can draw on our experience, learn new ideas to boost your business and gain nationally recognised qualifications.

Once you're in your pub, we'll keep you updated about training opportunities for you and your staff.

Your business reviews with your Retail Development Manager will also help to identify further training needs.

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
- Foundation Degree in Professional Licensed Retailing

For more information on any of our courses, see our 'Training for your Future' brochure or visit www.charleswells.co.uk





7. Application Process and What to Expect

First Steps

You can view the current pubs to let at www.charleswells.co.uk and sign-up to receive notifications by email of new opportunities that match your criteria.

You can also meet us at one of our informal open events and we'll answer any questions you may have. We're happy to discuss general issues or provide further information on particular opportunities that we have available. Details of these events are posted on our website www.charleswells.co.uk, or from the Customer Support Team on 0500 003 308.

Personal Licence

If you're planning to run a pub you'll need a Personal Licence. If you don't already have one, you should take the necessary steps now to avoid delays later on. The minimum qualification you'll need is the National Certificate for Personal Licence Holders (NCPLH). This is a one day course with an exam at the end of the day. For information on getting a Personal Licence and training courses available with Charles Wells, please look at www.charleswells.co.uk or call our Customer Support Team on 0500 003 308.

Application Form

Once you've decided that you want to apply for a Charles Wells Pub Company tenancy or lease, you'll need to complete an application form. You can apply online at www.charleswells.co.uk or by post by requesting an application form from the Customer Support Team on 0500 003 308.

Please complete your application as fully as possible and give our Customer Support Team a call on 0500 003 308 if you have any queries.

Initial Interview

When we've had a chance to consider your application, you may be invited to attend an initial interview. This will give you and Charles Wells Pub Company the chance to learn more about each other. You will also have the opportunity to ask any questions you have.

Confirmation

After the initial interview, we'll write to you with the outcome of your application. If you are ready to take on a business opportunity straight away you'll need to formally view the properties we agree could be suitable for you. If we don't have a suitable business opportunity available immediately we'll send you details of any suitable opportunities as they arise.

If you're not quite ready to run your own pub, we may suggest some training that would assist you in making future applications. We can also offer the opportunity to get first-hand experience of what it's really like to run a pub by working alongside one of our current licensees through our mentoring scheme.

Business Plan and Second Interview

If a suitable opportunity is identified, we'll ask you to prepare a business plan for the pub. You'll need to include your ideas for developing the pub's potential. You must also include the source of funding for purchasing the business and any developments that may be needed. We're happy to provide advice on preparing your plan and will supply any information we have that might help you.

This can include:

- Wet sales volume figures for the last three years (unless recently purchased)
- An estimate of the turnover we think should be possible
- Any proposed developments for Charles Wells pubs, in the pubs' vicinity
- A copy of the Current Premises License and Operating Schedule and details of any condition imposed in the Licence
- Information of any relevant Representation made against the Licence
- Any known planning issues that could effect trading potential and any restrictions on the uses to which the premises could be put
- The company's current price list
- Estimated costs to set up the business
- Purchasing obligations and trading terms (e.g. credit) including discounts is applicable
- Training needs and associated costs

Please Note: No warranty can be given that any figures indicating level of trade will be maintained.

For a lease assignment, the outgoing lessee would provide audited accounts as part of the assignment negotiation process and lessees should ensure that all overheads are included within their business plan, to ensure that the true value of the lease is reflected.

If you'd like further guidance, you can download a sample business plan from the application process section of our website (www.charleswells.co.uk).

When you've completed the business plan, we'll ask you to present it to the Retail Development Manager responsible for the pub at a second interview. You'll also be asked to expand on your proposals for the pub.

The above process is the normal method of acquiring a lease or tenancy but may vary under certain circumstances.

Appointment and Commercial Meeting

At the commercial meeting we will discuss:

- Rents
- Service charge
- Property issues and repair responsibility
- Code of Practice
- Development plans (if any) and your investment
- Discount policy applicable on beer and cider
- The Premises Licence
- Bond – normally 2 months rent + 2 weeks purchasing liability, with a minimum bond of £5,000 required. The bond is returnable plus interest at 2% below the Bank of England standard variable rate at end of agreement if all terms met
- Inventory (which you will buy from existing retailers)
- Premium (if applicable)
- Insurances
- Line cleaning and Brulines equipment
- TUPE (Transfer of Undertaking for Protection of Employment)
- LTSD (Land Tax and Stamp Duty)
- Any other issues relating to the sale of the lease

We will also require details of your solicitor at this meeting if you are acquiring or selling a lease.

We will retain and you will receive a signed copy of the points covered in the commercial meeting and these will form the basis of your agreement.

You'll be expected to attend our Bill NITA award winning five day retailer induction course (CRISP). This will help to prepare you for your new business venture and you'll meet a number of key Charles Wells Pub Company staff. The induction programme also offers the chance to spend time with one of our experienced retailers in their pub. If you need any additional training before taking the pub, we'll arrange this with you prior to the changeover.

You then take over your own pub.

Congratulations!

About this Code of Practice

The Code of Practice will be subject to an annual review with changes being submitted to the Bill Benchmarking Committee for approval as appropriate.

We are a family Company that wishes to be 'First Choice for Customers and Consumers'. As a highly valued Customer, we are committed to ensuring that your new business venture is a success.

Adherence by both parties to this Code of Practice will help us both achieve our common goal.



CHARLES WELLS
PUB COMPANY

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