



WELLS & CO

EST ▲ 1876



Why Partner With Wells & Co.?

A guide to running a pub with Wells & Co.



Our New Brewery Is Coming

Exciting news – following the sale of our Havelock St brewery to Marston's in 2017, we're now hard at work on our new home.

Work has begun at the Fairhill site, just off the A6 in Bedford, on our new 30,000 hectolitre brewery which should be operational by summer 2020. "This new brewery will allow us to meet the changing tastes of the nation's beer drinkers, by developing a new range of beers in a smaller, more artisanal brewing environment than our previous facility," Peter Wells explains.

The Fairhill location is of strategic importance to us, and is part of our foundation for the future of our business as a brewing family and pub company. Not only does it provide excellent access to major roads in and out of Bedford to service our pub estate, it also gives direct access to the Bedford Oolite aquifer, which was famously tapped by our brewery founder Charles Wells. We've been using the natural mineral water from that well in the production of our beers since 1902.

In addition to the brewery, the site will also house a new Wells & Co. Visitor Centre for brewery tours, an on-site bar and a venue for conferences, events and functions. Peter adds: "Wells & Co. has been part of the community in Bedford for the last 140 years, and this new complex will not only provide our 60 employees with a new home, but also be a focal point for surrounding businesses and residents to enjoy. We are excited to bring our vision to life."

Wells & Co. is a name that has been synonymous with high quality brewing and great pubs since 1876.

Over 140 years of brewing expertise has helped grow a small family business in Bedford into one of the UK's most respected pub companies and brewers. We take great pride in our heritage, still promoting the same values as our founder Charles Wells to this day, focusing on quality and innovation but keeping our consumers at the heart of everything we do. Although the company continues to evolve, we still remain a family business with the Wells family firmly at the helm.

We pride ourselves on the individuality of our sites; each of our Pub Partners is different, so each and every Wells & Co. pub you visit will offer a truly unique pub experience - but one thing you will always find is a warm welcome and a great pint of beer!

We are also taking the great British pub experience across the channel, and have an expanding pub estate in several French cities through Wells & Co. France.

Find out more about what we do at www.wellsandco.com

There are many reasons why you might choose to partner with Wells & Co and take on one of our pubs. Maybe you're new to the industry and looking for a career change. Maybe you're seeking an entrepreneurial opportunity, backed by the support needed to capitalise on your own expertise. Perhaps you're an experienced manager looking to start your own venture in a pub with character, or maybe you're already 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. You want to be associated with distinctive brands and a company that values you as an individual.



Whatever your reason, you can find your perfect pub and your ideal working relationship with Wells & Co. We offer a range of business agreements and support tailored to your requirements. We have a fantastic estate of traditional English pubs at the heart of their communities, complemented by a choice of well-loved drinks brands.

We've been running pubs for over 140 years. We know that starting a successful business is about being focused on what you want, then finding a business partner who shares your goals. One that provides you with award-winning support, advice and encouragement to achieve those goals. If you agree, we'd be delighted to hear from you.

A stylized, handwritten signature logo in dark blue ink, appearing to read 'Charles Wells'.

Is It For Me?

Running a Pub – Is It For You?

The pub industry is a great place to be, but that doesn't necessarily mean that it's a good fit for everyone. Moreover, like any industry it comes with its own jargon, and if you're interested in taking on a pub of your own it's important to understand some key terminology in order to arrive at a business model that suits you.

While there are many ways to run a pub, here at Wells & Co. our focus is squarely on two models – pub partnerships and managed pubs.

Pub Partnerships

- ▲ You rent a pub for a relatively short term (normally three years with Wells & Co.)
- ▲ It's your business; you employ the bar and kitchen staff of your choice, and pay their wages. Outgoings such as utility bills, business rates, insurance and tax will also be your responsibility.
- ▲ You benefit from the expertise and resources of Wells & Co. Retail Development Managers, Marketing, Finance and Customer Support teams; we've outlined the help on offer in the Business Support section of this guide.

Depending on your experience, your level of funding and the pub in question, we'll offer you either a Fixed Term Agreement or a Renewable Tenancy Agreement. The difference between these two financial agreements are outlined on p.13 of this guide, but they also share several traits in common:

- ▲ You'll buy all drinks products from Wells & Co., and will typically receive some level of discount on these products.
- ▲ Both you and Wells & Co. will have specific repair, maintenance and compliance responsibilities for the pub.
- ▲ When you take on the pub you will purchase the fixtures and fittings, glassware and existing stock.
- ▲ You will also pay a deposit (a personal guarantee will also be required if you are operating a limited company) your first month's rent and service charge in advance of taking on your pub business and training and administration fees. A full breakdown of these costs will be provided as part of the recruitment process – there won't be any nasty surprises.

Managed

If running a tenanted pub is not for you at this stage, a role in one of our managed pubs would see you paid as an employee of Wells & Co.

A managed house role can be a great intro to the wider pub industry; if this sounds appealing, learn more at wellsandco.com/pubs





WANDERING
RAMBLER
PROJECT

Rambler Special Ale

4.3%

BREWED IN COLLABORATION WITH
Charles Wells & Co. 

LIMITED EDITION

no. 06

NOTE:
See website for full details.

THE
DRAGON
Granpton

BC

Business Support

How Will You Support My Business?

Running own pub can be a (very rewarding) challenge. We're here to help. With Wells & Co. you'll benefit from a support package tailored to your individual needs, helping you to look after your pub and grow your business, and featuring the following key players:

Retail Development Manager

Your Retail Development Manager (RDM) will act as your primary point of contact with Wells and Co. They'll be on hand to offer business advice, ideas and information to help you build your pub's trade and maximise your profits. With experience of your product range and the opportunity to share best practice between our Pub Partners, your RDM will become a key source of advice and support as you make a success of your business.

Customer Support

Help is just a phone call away. Our Customer Support team functions as a central point of contact, assisting with such issues as property repairs, product orders, legal compliance queries and requests for glassware or marketing materials.

Property

Our Property team are focussed on the 'bricks and mortar' of your pub; they ensure that your property is fit for purpose and will allow you to deliver on your business objectives. Before you commit to taking on a Wells & Co. pub, you'll meet with a member of the Property Development team, who will explain any maintenance responsibilities for your new pub and agree with you any repair work to be undertaken before your agreement begins.

It may be that a development or refurbishment project forms part of the initial agreement for your new pub; if so, you'll be assigned a Project Manager who will work alongside you for every step of the process:

- ▲ Assessment of your business plan (with your RDM)
- ▲ Preparation of feasibility studies and outline sketches
- ▲ Detailed design and tenders
- ▲ Inventory selection and procurement
- ▲ Control of the job on site
- ▲ Handing you back the keys, and raising a glass to success

Once happily installed in your new pub, the Property Development team remain on hand to assess, inspect and address any issues with the property for which Wells & Co. has responsibility.

Commercial Services

Our Commercial Services team co-ordinate and process all licensing applications on your behalf and assist 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.

Wells & Co. also provides a buildings insurance policy that we believe offers you the most competitive rates. What's more, you'll have no excess liability to pay in the event of a claim.

Passport to Profit

From cellar cooling to stocktaking, HR to horticulture, Wells & Co. can facilitate a range of services through internal or third-party service providers to aid the cost effective management of your business. Whether you need employment law advice, an experienced electrician, or a striking new flower display for your pub's exterior, our team are ready to assist.

Other Support Services

From reviewing your initial Business Plan, to day-to-day business-building support once you're happily installed in your pub, our Retail Sales & Marketing team have a wealth of experience and knowledge to offer. Their support takes a number of forms:

- ▲ Best practice: Our quarterly Untapped magazine allows us to share marketing best practice with our Partners, while providing a great range of promotional offers from suppliers.
- ▲ Meanwhile, our Untapped Facebook group provides a forum for Partners of Wells & Co. pubs to chat about and share best practice ideas. News, information and special offers will be posted here, and we'll also help answer any questions you may have.
- ▲ Recognition of excellence: The Wells & Co. Awards – our own awards scheme that identifies Pub Partners, and their teams, who go the extra mile in making their pubs great places to be.
- ▲ Innovation and new products: Our Wells & Co. Trade Show offers a full day of insight and products available to our Pub Partners, as well as a great networking opportunity and a chance to talk to all tiers of our business.
- ▲ Public relations: Strong media relationships allow us to amplify our Pub Partners' great work via press releases and journalist reviews.
- ▲ Trade-building: We offer a diverse range of event packages to provide off-the-shelf entertainment solutions for quiet midweek nights, complete with support from our beer brands.
- ▲ Community support: Our Eagle Aid charity scheme supports our Partners in raising money for a number of worthy causes across our pub estate.

Pub Partner Training

It's vital that we provide our Partners with the training support needed to offer their business the best chance of success. Applicants interesting in taking on a Wells & Co. pub prepare business plans which set out how they intend to operate their business; the identification of areas in which they would benefit from some targeted training is a key part of this process. A bespoke 12-month training plan is then developed for each Partner – we're able to offer education in any aspect of pub working life. Once again, we've a dedicated Training Brochure that covers each course in detail (ask us for a copy), but they include the following:

Personal Licence

Licensing law in England & Wales states that anyone who authorises the sale of alcohol to members of the public must hold a Personal Licence. Our consistently high pass rates speak for themselves – you can be confident that undergoing this training with Wells & Co. will be a sound investment in your future.

Mentoring

New to the world of pubs? Feeling overwhelmed, unsure where to start, or simply keen to avoid some of the mistakes made by so many first-time operators?

We understand. You're far from the first to experience these concerns, and - based on feedback from many other Pub Partners - we've devised the perfect solution. Our mentoring programme will place you with an experienced Pub Partner, someone excited to share their own learnings and experiences with you. The programme is custom-tailored to each of our Partners, ensuring that their specific needs and development areas receive adequate focus, and giving them a running start in their new pub.

Wells & Co. Induction Programme

The five-day Wells & Co. Course is the perfect introduction to running a successful pub. The course evolves constantly to ensure that the content is current, comprehensive and relevant to all, whether you're new to the trade or an experienced operator.

Cellar Management

This qualification, certified by the British Institute of Innkeeping, will equip you with the skills and knowledge needed to be able to ensure a consistently high standard of beer in your pub, resulting in both increased sales and significantly reduced wastage. This award will also assist you in your application for Cask Marque accreditation.

In-Pub Training

We at Wells & Co. recognise that, for some forms of training, there's simply no substitute for your day-to-day work environment. It's for this reason that we supplement our off-site training programme with a range of courses conducted in your very own pub, giving you and your team a chance to learn best practice and sharpen your skillset without leaving the familiar confines of your site.

Best In Glass

Great beer quality is at the heart of our pubs. Our Best In Glass scheme ensures that Partners are not only serving the best possible pint but also maximising yields in order to drive profit, while encouraging a proactive approach to cellar best practice and regulatory compliance.

A tie-in with Cask Marque sees each graduating site achieve their industry benchmark accreditation in the process.





VAN DER ING
BREWERY
Extra Golden Ale
4.3%
BREWERY OF CHARLES WELLS & COMPANY
Charles Wells & Company
ESTD 1830

AGLE
ESTD 1830
IFA

What You Will Need

If you're planning to enter the pub business, there are a number of things you'll need to possess:

Key Attributes

To run a successful pub, you must enjoy working with people and take pride in delivering excellent customer service. You need a strong, positive personality to relate to individuals, manage groups and motivate your team.

Personal Licence

It's a legal requirement for all pubs to be run by someone who holds a Personal Licence. If you are serious about running your own pub, get yours as soon as possible, so there's no delay when the time comes to take on your pub of choice. The good news is that we at Wells & Co. offer the BII-accredited Award for Personal Licence Holders, the first step in gaining this qualification. See page 9 of this document for more information on our dedicated training course.

Pre-Entry Awareness Training (PEAT)

Established by the British Institute of Innkeeping, the PEAT e-learning course has been designed for prospective tenants and lessees. It allows individuals to identify the main aspects of running a pub which need to be considered and investigated before signing a tenancy agreement.

If you are considering entering into a pub tenancy agreement in England and Wales, taking PEAT will give you the knowledge you need to evaluate the agreement you are considering. Undertaking PEAT is a requirement under the Statutory Pubs Code 2016. See page 9 of this document for more information on our dedicated training course.

Funding for your Business

The exact sum you'll need up front will depend on the pub in question; you'll find all the necessary info on its Business Opportunity brochure or on our website. We'll need confirmation of how much you're able to invest; in certain circumstances, we may be able to discuss other financial options to help get you up and running (see below for more details).

Business Plan

The most important element of your application – it's vital that you have a clear plan as to how you would operate the pub in question.

Your business plan should outline your vision for the pub, detail the steps you'll take to achieve it, and explain how Wells & Co. might help you to get there. The plan should highlight opportunities for growth, while assessing both your target market and your local competition. You'll also need to prepare a three-year profit and loss statement, and a cashflow statement, endorsed by your financial advisor.

Types of Partnership Agreement

Wells & Co. abides by the UK Pub Industry Framework Code of Practice (IFC) which sets out standards for pub companies regarding the interaction with their tenants throughout the life of their relationship with Wells & Co.

No matter your level of experience in the pub trade, we've a financial solution to suit:

Fixed-Term Agreement

A fixed-term agreement provides an opportunity to acquire first-hand experience of running a pub without committing to a more long-term agreement. In some cases, it may allow new entrants to the industry with limited funds to agree lower ingoing costs and flexibility in purchasing the trade inventory. This agreement is contracted out of Sections 24-28 of the Landlord and Tenants Act 1954. At the end of the period in question, there is no automatic right to renew, however a new agreement could be negotiated if you wished to continue in your pub.

Renewable Tenancy

Our renewable tenancy is typically reassessed every three years; this is the minimum term that you must commit to your business, with rent appraisals agreed on a three-year cycle. Notice to leave the pub must be given at least six months before the renewal date. With security of tenure via the Landlord and Tenants Act, the renewable tenancy is typically suited to Partners with some experience of running their own tenanted pub business and access to a sufficient level of funding.



Applying for a Pub with Wells & Co.

Personal Licence and Pre-Entry Awareness Training

Both are prerequisites for anyone looking to take on their first pub; see page 9 for more info on the courses we offer.



1 See what's available

View our current selection of pubs available to let at wellsandco.com/pubs/opportunities

You'll be supported throughout the application process by our Recruitment Coordinator and the pub's Retail Development Manager.

2 Application & First Interview



Once you've decided to register your interest in taking on a Wells & Co. pub, the next step is to complete an application form and credit check paperwork. Our Recruitment team can help you here; they can be reached on **01234 244453**.

Once we've had a chance to consider your application, you may be invited to attend an initial interview. This will give you and us the opportunity to learn a bit more about one another.

3 Confirmation



After your first interview, you might be ready to take on a pub business opportunity straight away. If this is the case, your next step will be to formally view the properties we feel could be suitable for you. If we don't have a suitable vacancy at that point in time, we'll keep your details on file (subject to your agreement) for a maximum of one year, and be sure to contact you as soon as the right opportunity presents itself.



4 Business Plan & Second Interview

Once a suitable opportunity is identified, we'll ask you to prepare a Business Plan for the pub in question. This is your opportunity to explain to us how you will run the business, and maximise its potential over time. Our Business Plan document is written in plain English (ask us if you'd like to see a copy at any point), and we'll provide templates, details of the pub's previous trade and any other assistance you might need to complete it. Your Business Plan and financial status must be verified by an accountant, and you'll need to supply proof that you have taken independent professional advice on your financial plan.

Once your Business Plan is complete, you'll have the opportunity to present it to the Retail Development Manager responsible for the pub at a second interview, where you can expand on your proposed plans for the pub. By this stage you'll need to provide proof of identity, proof of funds, and a copy of your certificate following completion of the BII's Pre-Entry Awareness Test.

5 Appointment



If your application has been successful, we'll send you a document (known as a Commercial Summary) detailing the terms we've agreed with you to date. It's essential that you take professional advice at this stage, to ensure you fully understand the agreement on offer and your obligations in taking on your new business. You'll then attend our five-day induction course (Wells & Co. Partner Induction Programme – outlined on page 9 and in our separate Training Brochure), which will help prepare you for your new business venture and introduce you to a number of key Wells & Co. team members. If you need any additional training prior to taking on your pub, we'll arrange this with you prior to the handover.

6 Commercial Meeting



The final step is for us to visit your new pub together. We'll highlight any essential repairs to be performed before the date you start in the pub, and sign the Commercial Summary. We'll introduce you to all the Business Support functions outlined earlier in this document. Our solicitors will then draw up a formal agreement, which will also be signed prior to your start date.



Useful Contacts

The British Institute of Innkeeping | www.bii.org

The professional body representing individuals working across the licensed hospitality industry, the British Institute of Innkeeping (BII) supports its members throughout their careers with a wide range of valuable member benefits.



We at Wells & Co. strongly recommended British Institute of Innkeeping (BII) membership to all of our Pub Partners, so much so that we'll pay your first year's membership for you.

Cask Marque | www.cask-marque.co.uk

Since 1997 Cask Marque has been ensuring that the cask ale you drink in pubs in the UK has been in perfect condition. Our 45 qualified assessors make over 20,000 visits to pubs each year in England, Scotland, Wales, Europe and even America to check the temperature, appearance, aroma and taste of Britain's favourite drink.

Visit a Cask Marque accredited pub and you are guaranteed to receive a great pint of cask ale.



Independent Family Brewers of Britain (IFBB) | www.familybrewers.co.uk

The Family Brewers represent all that is best in the world of British pubs and British beers. For generations these businesses have carefully nurtured and improved their properties, to provide a warm welcome and great beer, and often a bite to eat or a place to stay.



Licensed Trade Charity | www.licensedtradecharity.org.uk

First established in 1793, the Licensed Trade Charity (LTC) assists pubs, bar and brewery people when they are in need of help. They offer practical, emotional and financial assistance to the estimated 250,000 people working in the licensed trade in need of such support each year.





WELLS & CO

EST ▲ 1876

The Eagle Brewery, Havelock Street, Bedford, MK40 4LU

Tel: **01234 244453** or email: **retailtraining@wellsandco.com**

All information contained within this brochure is correct at the time of going to print.

