



A GUIDE TO THE PUBS CODE ETC REGULATIONS

PUNCH
Pubs. People. Possibilities.

WHAT IS THE PUBS CODE?

The Pubs Code etc Regulations 2016 were introduced by the Government in July 2016 to provide a legal framework for governing the relationship between Pub Owning Businesses, such as Punch, and their tied Publicans. The Pubs Code is applicable to any Pub Owning Business that operates at least 500 tied pubs in England and Wales.

The core principles of the Pubs Code are to ensure fair and lawful dealings by Pub Companies with you as their tied pub tenants and that you should be no worse off than if you were operating under a Free of Tie model.

The Pubs Code is governed by the Pubs Code Adjudicator (PCA). The PCA has been appointed to enforce the Pubs Code. This includes carrying out arbitrations on disputes that are referred to the PCA and investigating suspected breaches of the Code. The PCA office can provide information about your rights, the Code and its processes, but cannot advise you about your individual circumstances. You might want to seek independent professional advice about your case. There are recognised and accredited trade bodies that offer initial advice at no cost, whether you are a member or not.

Contact the Office of the Pubs Code Adjudicator

- **Complete an online enquiry form**
- **Email:** office@pubscodeadjudicator.gov.uk
- **Call:** 0800 528 8080 to request a call back
- **Send post to:** Office of the Pubs Code Adjudicator, 4th Floor, 23 Stephenson Street, Birmingham B2 4BJ United Kingdom

Keep up to date with Pubs Code and PCA news

- **Sign up to website email alerts**
- **Follow the PCA on Twitter , Facebook and LinkedIn @pubscodepca**



YOUR RELATIONSHIP WITH PUNCH UNDER THE CODE

The Code governs the relationship between you as a tied pub tenant and Punch as a Pub Owning Business. At no point during your tied relationship should you suffer any detriment as a result of attempting to exercise your Code rights. If you feel that this has not been the case, you are within your rights to refer such matters to the PCA office.

The Code acts to provide you with rights and Punch with responsibilities in a range of areas such as meeting notes, provision of information, insurance arrangements, handling of rent events and your access to exploring a free of tie arrangement via the Market Rent Only provisions.

MEETING NOTES / VISIT RECORDS

As a tied Publican with Punch you have access to a wide range of support functions. Different teams within Punch including your Operations Manager, Property Manager, Catering Development Managers etc, are available to help you build and maintain a successful pub business.

As outlined in the Pubs Code any representative from a Pub Company who carries out discussions in relation to rent, repairs and any other matter relating to your current or future business plan must formally record the meeting held. All Punch representatives are committed to providing you with a copy of the meeting notes taken within 48 hours of your meeting, the notes should be a clear, concise reflection of the meeting.

Should you not agree with any of the content detailed in the meeting notes you should contact the relevant representative to discuss this so that amendments can be made where appropriate to result in a mutually agreed record of your meeting.

PROVISION OF INFORMATION


A clear intention of the Code is that you should be able to make fully informed decisions about your business. Prior to any tied publican committing to take on a tied business Punch are required to provide the prospective publican with all of the required information (often referred to as Schedule 1 information) deemed necessary to enable a fully informed business decision to be made.

This includes (but is not limited to) information such as the Punch Services Guide, a copy of the premises licence, relevant price lists, a schedule detailing the condition of the property, template agreements as well as a copy of the Pubs Code. This intention to ensure fully informed business decisions are able to be made is continued within further areas of the Code.

INSURANCE PROVISIONS

Punch will continue to arrange your Building Insurance as per the terms of the agreements in place. In line with the Pubs Code we will continue to advise all Publicans annually prior to the insurance renewal and we will provide you with a copy of the policy. This will be provided at least 21 days prior to the new policy taking effect. As we have done for over 10 years, we will continue to offer a price match service allowing our tied publicans the opportunity to obtain a lower premium in the event that a suitable and comparable cover can be obtained on the open market at a cheaper price.

Should you successfully obtain a premium which is less than what you pay through Punch and the level of cover is suitable and comparable then we will refund the difference.

A close-up photograph of a person's hand holding a black pen with a gold-colored tip, pointing at a pie chart on a document titled 'Financial plan'. The pie chart is divided into four segments: a large blue segment labeled '30%', a smaller orange segment labeled '15%', a green segment labeled '30%', and a small red segment labeled '5%'. The document also features a bar chart with blue bars of varying heights. In the background, a white mug and a laptop are visible on a wooden desk. The text 'For further information regarding this please speak to our Legal and Estates department on 01283 502060.' is overlaid on the left side of the image.

For further
information
regarding this
please speak
to our Legal
and Estates
department on
01283 502060.

RENT ASSESSMENTS & PROPOSALS

Under the Code there are very specific requirements for additional information to be provided when providing a rent assessment or rent proposal (these can be found within Regulation 16 and Schedule 2 of the Pubs Code). The required information is, again, intended to ensure that a fully informed business decision is able to be made.

As the Royal Institution of Chartered Surveyors (RICS) set the guidelines for rent valuation of public houses, all rent assessments or rent proposals will have been inspected and assessed by a RICS qualified surveyor and prepared in accordance with the RICS valuation guidance.

Punch can assist you in understanding your rent proposal and associated rights, however, we would always advise that you seek independent, professional and qualified advice from an accredited source on these matters.

RENT ASSESSMENTS & PROPOSALS ARE PROVIDED AT THE FOLLOWING EVENTS

- Prior to taking on a new tied pub agreement
- A periodic or contractual rent review
- Renewing a protected agreement

PERIODIC OR CONTRACTUAL RENT REVIEWS

There are specific time-lines prescribed when dealing with providing a rent assessment proposal (RAP) in conjunction with any periodic or contractual rent review. Under the Code, Punch are required to provide a RAP at least 6 months prior to the contractual rent review date. Best practice guidance would be for this to be sent out at least a month in advance of this deadline to enable meaningful and professional discussions to take place regarding the RAP being made. Further to this, if you have not had a rent review concluded for more than 5 years then the Pubs Code allows you the opportunity to request a rent review to be carried out and provided to you within 21 days.

A rent assessment proposal must include:

- Information about the change in rent
- A detailed assessment of how the rent has been arrived at by way of a forecast Profit and Loss statement (inc. impact of unsaleable liquid through operational waste or cask sediment)
- Further Information which is reasonably available to the Pub Company detailed in Schedule 2 of the Pubs Code
- Any further relevant information which would enable you to fully understand the proposal and to negotiate the new rent.

If through meaningful discussion we have been unable to reach agreement regarding the tied rent, then the terms of the lease allows the option to agree to refer the matter or, if agreed, to the Pubs Independent Rent Review Scheme (PIRRS).

RENEWING A PROTECTED AGREEMENT:

A protected agreement is a lease or tenancy agreement which has what is known as security of tenure. A legal right to renew your agreement under the Landlord & Tenant Act 1954 subject to your landlord, Punch, not opposing the renewal on any statutory grounds.

When entering the final 12 months of a protected agreement either party is able to serve legal notices regarding their intentions for the lease expiry. Punch are able to serve a notice under Section 25 of the Landlord & Tenant Act 1954 stating our intention to either offer a new lease term or oppose a new lease. If Punch are offering a new lease the Section 25 notice will detail the proposed terms, if Punch are opposing a new lease the Section 25 notice will detail the statutory grounds/reasons for the opposition of a new lease.

In the absence of receiving any Section 25 notice, a publican entering into the final 12 months of their protected agreement has the right to serve a notice under Section 26 of the Landlord & Tenant Act 1954 stating their proposed grounds for a new lease term as well as the ability to service a notice under Section 27 of the Landlord & Tenant Act 1954 confirming their intention to not renew their lease, should this be the case.

As with all legal matters, Punch strongly advise that you obtain your own legal advice on such matters. Where parties are looking to agree a new lease/tenancy term, the requirements concerning provision of information under Schedule 2 alongside a rent proposal for an agreement renewal are very similar to the requirements detailed above for periodic or contractual rent reviews. However, where information has already been provided in the course of business between Punch and the tied publican, and such information has not materially changed, there is not a requirement to provide this information again.

Again, as with the periodic or contractual rent reviews, if we are looking to agree a new lease/tenancy term but cannot reach agreement regarding the tied rent, then the matter can still be referred under the dispute resolution clause within the lease, or, if parties agree, via the Pubs Independent Rent Review Scheme (PIRRS). Please be aware that we will not pursue third party resolutions in relation to tied rent reviews whilst you have a live MRO procedure ongoing.

When dealing with any rent negotiations Punch would advise that it is important to seek independent, professional and qualified advice from an accredited source regarding such matters.



MARKET RENT ONLY (MRO)

MRO is a right under the Pubs Code for tied Publicans, at specific stages in your relationship with Punch, to explore an opportunity to operate a Free of Tie agreement which would only require you to pay Punch for your rent and building insurance. Under the Pubs Code there are specific requirements which need to be met in order to exercise the right to explore an MRO option. The avenues for exploring this option occur in conjunction with the following events. These are also known as 'MRO Events':

- A significant increase in prices of a product or service which the Publican is tied for, as defined in the Pubs Code.
- A Regulation 7 trigger event occurs as defined in the Code.
- The receipt of a Rent Assessment Proposal relating to a contractual/periodic rent review
- Receipt or Service of valid legal notices regarding a protected agreement expiry or renewal. (receipt of a valid s.25 notice or service of a valid s.26 notice)

Further to this, if you have not had a rent review concluded for more than 5 years then the Pubs Code allows you the opportunity to request a rent review to be carried out. The receipt of a rent assessment proposal in this process acts as a trigger for MRO in the same way as those received in relation to a contracted/periodic rent review.

MRO PROCESS

Should you choose to exercise your rights in relation to obtaining a MRO option there are strict requirements outlined in the Code which you will need to be aware of.

- MRO event occurs
- You now have a period of 21 days to submit a valid MRO request to Punch

(the 21-day period starts the day after the MRO event)

- Please visit the PCA website where you can find some useful fact sheets and relevant templates to help you with your application.
- Punch will acknowledge your application within 7 days and review the validity of the request.

- Punch will provide you with a full response within 28 days
- If your request is deemed invalid, you will receive a notification and the reasons for our decision.
- If your request is deemed valid you will receive our MRO Proposal Pack, detailing our proposal for you to take up a Free of Tie MRO arrangement and our reasoning for the terms being offered.
- If you disagree with our decision on the validity of your MRO request or you do not receive a response within 28 days, you have 14 days to make an arbitration referral to the PCA.
- Once you have received our MRO Proposal Pack, we enter in to a statutory 3-month resolution period. During this time, we should endeavour to engage in meaningful discussion around the proposal to resolve any queries or provide any clarification required.

NEGOTIATION

The resolution period is 3 months, starting the day after you receive Punch's full response. You can decide to end the resolution period early, but it must last for at least 21 days, if you decide to end the resolution period early you must give Punch 7 days' notice.

Within 7 days of the end of the resolution period Punch can choose to send you an updated full response to reflect the negotiations, this is known as the updated period of response.

If, having discussed your concerns or queries with Punch, you still wish to dispute the MRO proposal you have a period of 21 days starting with the day after the end of the 7-day updated period of response to make an arbitration referral to the PCA office.

You may make a referral to the PCA regarding the MRO terms and/or the MRO rent. If you wish to make a referral on MRO terms and MRO rent, you must firstly refer the MRO terms to the PCA. Once a decision has been reached by the arbitrator on MRO terms, you will have 21 days from the day after the arbitrator's decision to refer the MRO rent to an Independent Assessor (IA)

If you wish to make a referral regarding MRO rent only, you will have 21 days starting with the day after the end of the 7-day updated period of response to make a referral to the IA.

More information on this process can be obtained from the PCA website.

CONCLUSION

Once you have had the opportunity to resolve any disputes concerning MRO terms or rent figures you will have a finalised MRO option and be required to make a decision as to whether you wish to take up this option or remain on your existing tied agreement. Once a decision has been communicated, or in the event that such options lapse, you will receive a notification confirming your MRO process has come to an end. As part of this communication you will receive a questionnaire from the PCA office to obtain your feedback on the MRO process, this should be completed and returned to the PCA via the contact details provided.

They are many things that should be taken into consideration when deciding about whether MRO is best for you and your business. Given the strict requirement of the MRO process and in order to make a fully informed decision about the benefits of both your existing agreement and the MRO proposal, we would encourage you to take independent professional advice from an accredited and reliable source in regard to this matter. If, alongside your application for MRO, you also have a tied rent event open for consideration and negotiation we would encourage you to maintain open communication with your Commercial Estates Manager (CEM) across all options being considered.

FEATURES OF YOUR EXISTING TIED AGREEMENT

- Expert professional advice and support from your Punch Operations Manager who has a focus on growing outstanding pub businesses.
- Access to a dedicated Business Support Team, on hand to help address queries relating to the day to day running of your business
- Marketing support and materials available with expert market knowledge, consumer insight, supplier support and key learnings shared through the Punch Campaign Club and Publican marketing magazine, The Round.
- Access to the Punch Buying Club, an industry leading pub business support tool and 24/7 online shop with an extensive range of drinks, snacks and business essentials available to purchase for your business.
- The ability to benefit from fantastic food menus with expert advice and support from a dedicated catering team.
- Industry leading training, e-learning and workshops available at The Academy and through Punch's online platform and App

FEATURES OF A COMMERCIAL FREE OF TIE/MRO AGREEMENT

Under the a Free of Tie/MRO agreement, you will no longer be obliged to purchase products via Punch, you will have the freedom to purchase products on the open market and from suppliers of your choosing.

Further to this you will not be restricted to the products available via Punch stocked price lists and will be able to stock whichever products you are able to obtain via suppliers operating on the open market.

You will run your pub business as a free of tie operator and your relationship with punch will become a solely landlord and tenant commercial relationship. You will no longer be entitled to the support and services Punch provide to tied publicans and will be free to source such support and services from the open market.



A large, stylized pineapple graphic is positioned on the left side of the slide. It features a diamond-patterned body and a crown of leaves, rendered in a dark teal color that matches the background.

MARKET RENT ONLY (MRO) FAQ'S

MARKET RENT ONLY (MRO) FAQ'S

WHAT HAPPENS ONCE YOU SUBMIT A MRO REQUEST/NOTICE?

Upon receiving your MRO notice or request it will firstly be acknowledged and then reviewed by your Commercial Estates Manager (CEM) as to its validity. Should your MRO notice be deemed valid you will receive a full response within the 28 days deadline detailing our MRO proposal. Should your notice be deemed invalid, you will be notified of this in a timely manner explaining the reasons for this decision (these usually relate to a notice being out of the prescribed time, in an incorrect format or due to there not having been a statutory trigger event enabling a MRO request/notice to be submitted). Should you have any questions regarding your MRO request you are able to raise these with your Punch Operations Manager (OM) or CEM at any time.

YOUR MRO PROPOSAL

Will my MRO have to be via a new lease, or can it be a deed of variation?

The Code is not definitive as to how MRO can be achieved, Punch may offer a MRO proposal by way of a new lease or a variation of your existing lease terms. Whichever method is proposed, Punch will provide the reasoning for choosing to adopt that approach as part of the full response/MRO proposal.

HOW LONG WILL MY MRO TENANCY BE?

There is a statutory minimum condition that the proposed MRO agreement cannot be for a period shorter than your remaining agreement term. You may be offered a MRO agreement for a longer term than this but, again, regardless of the term being proposed Punch will provide the reasoning behind the approach being tabled.

WILL THE TERMS IN THE MRO PROPOSAL BE THE SAME AS THOSE IN MY TIED TENANCY?

No, you are taking the opportunity to explore a differing trading relationship with Punch. The terms proposed will reflect this. The terms of the proposed MRO tenancy should be reasonable and cannot be terms that are uncommon in free of tie agreements. Again, Punch will provide reasoning for the terms being proposed on a case by case basis.

HOW WILL MRO NEGOTIATIONS BE CARRIED OUT?

Once you have received your MRO proposal, we advise that you take the time to fully consider the options being proposed. There is a statutory 3-month resolution period in which we can discuss the terms being proposed, however, given the tight time scales for referral (should we not be able to agree terms between ourselves) we strongly suggest arranging a meeting with your CEM within the first 2 weeks of the proposal being provided.

WHO WILL MANAGE MY MRO NEGOTIATIONS?

Your MRO negotiations will primarily be managed by your CEM, your OM may also wish to be involved in such negotiations. At any point during the process you should be free to discuss your MRO proposal with both your CEM and your OM

WILL I BE REQUIRED TO HAVE A BUSINESS PLAN?

Punch would always advocate producing a business plan whenever there could be material change to your trading arrangement. However, Punch do not insist on a business plan being produced prior to your MRO agreement progressing or completing.

WILL MY RENT PAYMENT FREQUENCY OR MY DEPOSIT LEVEL CHANGE?

Potentially, this could vary from agreement to agreement. The proposed MRO terms and the changes they would mean for you will depend on your existing agreement terms. Punch will provide reasoning for the terms being proposed on a case by case basis. Both your CEM and your OM would be happy to discuss the potential impact to you and your business that the differing trading relationship would bring.

WILL MY BUILDINGS INSURANCE PREMIUM CHANGE?

There should be no impact to your buildings insurance premium you pay via Punch solely as a result of you exploring or converting to a free of tie (FOT) MRO arrangement.

WILL MY REPAIR OBLIGATIONS/LIABILITIES CHANGE UNDER THE MRO AGREEMENT?

The common repairing liabilities contained in commercial free of tie arrangements are full repairing obligations, the impact on your business that this brings will vary on a case by case basis and will depend on your existing agreement terms. Both your CEM and your OM would be happy to discuss the potential impact to you and your business that the differing trading relationship would bring. Will I still benefit from the Punch support and services under the MRO agreement?

In choosing to take an MRO agreement you are opting for a differing trading relationship with Punch. As you will no longer be tied to purchase products via Punch you will no longer benefit from the support and services Punch provide to their tied publicans.

WILL THERE BE ANY UPFRONT COSTS IF I MOVE TO A MRO AGREEMENT?

You will be responsible for any professional fees you incur during this process. You will also need to settle any existing trade account balances as part of transferring to the new trading relationship under the MRO agreement. You may be required to pay rent in advance or increase your deposit level, however, this will vary on a case by case basis and will be discussed with you by your CEM or OM.

WHAT WILL HAPPEN WITH MY EXISTING REPAIR OBLIGATIONS/DILAPIDATIONS LIABILITY UNDER MY CURRENT AGREEMENT IF I MOVE TO A MRO AGREEMENT?

You will continue to be responsible for any repair obligations/dilapidations for which you are liable under your existing agreement. A dilapidations report will be produced by an independent third-party surveying firm instructed by Punch. Your obligations identified within the report will remain with you and carry over onto your new MRO arrangement by way of an agreed schedule of dilapidations. If the dilapidations report identifies items requiring immediate attention (due to safety or compliance issues), Punch as a responsible landlord would expect you to address these as a matter of urgency and will discuss such items with you to ensure they are resolved.

IF I DECIDE TO PROCEED ONTO A MRO AGREEMENT, DOES ANY PART OF THE TIE REMAIN?

No, MRO is the opportunity to explore a differing trading relationship with Punch which is not subject to any tie for products. Upon moving to a MRO agreement your relationship with Punch will become a solely landlord and tenant relationship with the freedom to purchase products on the open market and from suppliers of your choosing.

I HAVE A LONG LEASE AT PRESENT WHAT TERM WILL I BE OFFERED ON EXPIRY OR AT RENT REVIEW IF I OPT FOR MRO?

The Code is clear in regard to the statutory minimum term, being equivalent to the remaining term of your existing agreement. Should you look to explore MRO in connection with a rent review you will be presented with a MRO proposal at least equivalent to your remaining lease term. If you explore MRO on lease expiry, assuming Punch are not opposed to granting a new term in accordance with rights under the Landlord & Tenant Act 1954, you will be presented with a MRO proposal for a new term. Regardless of the trigger point for MRO, Punch will provide the reasoning for the length of MRO term being offered.

WILL I STILL BE TIED FOR GAMING MACHINES?

No, as above, MRO is the opportunity to explore a differing trading relationship with Punch which is not subject to any tie for products. Upon moving to a MRO agreement your relationship with Punch will become a solely landlord and tenant relationship with the freedom to purchase products on the open market and from suppliers of your choosing.

I HAVE RECEIVED MY MRO PROPOSAL AND HAVE SOME CONCERNS ABOUT THE TERMS BEING OFFERED, WHAT CAN I DO?

We would always advise you to discuss your concerns in a timely manner with your CEM or your OM in the first opportunity. Further to this we would recommend seeking professional, qualified and independent advice from an accredited source to assist with any concerns regarding terms being proposed. Should we not be able to agree terms between ourselves you have a statutory right to refer any disputed terms to the Pubs Code Adjudicator (PCA) for arbitration. However, it is important to stress that there are deadlines in making such a referral, please refer to the information provided on the PCA website.

WILL MY RENT CHANGE IF I OPT FOR MRO?

As part of your MRO proposal you will be presented with a new rent figure based on the new FOT trading relationship. FOT rents are usually higher than tied rents due to the higher achievable gross profit margins in the business model. You will be presented with a rent representing a free of tie opportunity at your subject property.

HOW WILL THE MRO RENT BE ASSESSED?

The MRO rent will be assessed in line with the RICS valuation guidelines. The best methodology for rent assessment is recent market transactions for comparable properties. In the absence of relevant comparable evidence, the “profits method” of valuation can be used. This is based on assessing the fair maintainable trade that is achievable from the property under a reasonably efficient operator. The rent will be representative of the achievable gross profits under a free of tie agreement and the likely rent bid achievable in the open market.

WHAT CAN I DO IF I DO NOT AGREE WITH THE MRO RENT PROVIDED?

We would always advise you to discuss your concerns in a timely manner with your CEM or your OM at the first opportunity. Further to this we would recommend seeking professional, qualified and independent advice from an accredited source to assist with any concerns regarding the rent being proposed. Should we not be able to agree the MRO rent between ourselves through meaningful negotiations then you would have a statutory right to refer the MRO rent to an independent assessor (IA) to determine the MRO rent figure. The appointed IA will issue parties with directions covering the process for resolving the rent dispute. This usually involves each party making a submission to support their position and put their case across to the assessor. The assessor will review the submissions and provide parties with their determination of the MRO rent. This is able to be appealed by either party in certain circumstances

I HAVE AN OUTSTANDING RENT REVIEW. WHAT WILL HAPPEN WITH THAT?

Punch understand that you may wish to fully explore both your tied rent event as well as MRO before you decide which option is best for you and your business. Punch will not pursue an escalation of any tied rent event whilst you are exploring the MRO process, however, we do advocate continued dialogue and negotiation on all options throughout the process.

STEPS FOLLOWING NEGOTIATION

DO I HAVE TO TAKE A MRO OPTION IF I REQUEST IT?

No, the intention of the Code is to enable you to fully understand and consider the options available to you. The decision regarding the future of your business, whether through remaining on your tied agreement or moving to a MRO arrangement, is your choice. Your ability to explore your MRO proposal is not open ended, upon fully exploring MRO you will have a period of time to confirm if you wish to accept or reject this option, after which you MRO option may lapse. Discussions will then revert to looking to resolve any outstanding tied rent events should this be required.

WHAT HAPPENS IF I WANT TO ACCEPT THE MRO OPTION?

Should you wish to accept the MRO option (assuming terms and rent are agreed) you will need to formally confirm this intention to Punch. Punch will then contact you to draw up the agreed heads of terms for the new arrangement. This will be used to instruct solicitors to draw up the relevant paperwork to document your new MRO agreement terms. Upon completion you will receive a copy of the PCA's MRO questionnaire which should be completed and returned to the PCA office.

WHAT HAPPENS IF I DO NOT WANT TO ACCEPT THE MRO OPTION?

Should you not wish to proceed with the MRO option you will need to formally confirm this intention to Punch. This will bring a close to your MRO process. You will receive a letter confirming this as well as a copy of the PCA's MRO questionnaire which should be completed and returned to the PCA office. Your existing tied agreement terms will continue, and should there be any unresolved tied rent events, we will continue to engage with you on these in order to achieve a resolution.

ENGAGING WITH PUNCH DURING YOUR MRO PROCESS

WHEN AND HOW TO CONTACT THE CODE COMPLIANCE OFFICER (CCO)?

An important part of the role of the CCO is to be available to respond to queries in relation to the Code. The CCO can discuss with you the reasons behind any decisions made by Punch under the Regulations. You can contact the Punch Code Compliance Officer at pubscodeenquiries@punchpubs.com

WHEN I REQUEST MRO WILL MY RELATIONSHIP WITH MY OM CHANGE?

No, you will not suffer any detriment as a result of exercising any of your rights under the Code. Should you feel that this is not the case we would encourage you to raise such matters in the first instance via the Punch complaints process. However, in the event that you move onto a MRO agreement it is important to stress that under the new FOT trading relationship you will no longer receive the benefit of a dedicated Punch OM supporting your business.

WHAT CAN I DO IF I DISAGREE WITH ANY OF THESE POINTS?

Should you disagree with, or simply wish to further understand, any of the points expressed in this Q&A you can raise these directly with your OM or via the Punch Code Compliance Officer at pubscodeenquiries@punchpubs.com

We hope you find this booklet helpful. Should you have any questions about your Punch agreement or general queries about the Pubs Code then please contact your Punch Operations Manager in the first instance.

For further guidance or advice, you can contact the British Institute of Inn-keeping:

Phone: 01287 684449

Email: membership@bii.org

Visit: www.bii.org

PUNCH
Pubs. People. Possibilities.