Appendix B13 – Business meeting notes, 19th August 2025

Joule's Brewery
Franchise Business Meeting Notes

Date: 19th August 2022
Tap House: White Horse, Overton
Notes:

Franchise Manager: Anna
Present: Kathy, Jim, Rachel, Anna

Current Volume	6.6BBL	Agreement Renewal Date	19th August 2022
3 Months Volume	26.4BBL	Last Property Inspection	July 2019 Booked for Sept 2022
Year to Date Volume	49.8BBL	Top Tap Status	TBC
Last Cellar Check	DUE	Cellar Score	TBC
Brewery Tour	TBC	EHO Scores on the Doors	4

Trade

Lovely to meet you both last Friday and it was good to sit down and get a full understanding of the business, how you operate, where you both are, your position at the moment and to talk through your concerns in detail. I appreciate that you have felt deflated with the numerous Operations Management team members that you have worked with over the past 2 years however I can assure you that I will endeavour to meet with you regularly, offer support and communicate frequently with you and assist with your business. As I said, this is a partnership and I want to work with you.

In January you both said that you would give it a year to see how things would go and whether or not trading the pub would be suitable and sustainable for you in the long term. We are now in August, and you are still unsure of the future and the idea of handing your 4 month notice in has been a frequent thought and discussion between yourselves.

The impending increase in energy prices this Autumn/Winter is a huge concern for you both as to how this will affect trade and bring in less trade than currently, a trading level that you are struggling to break even on.

These are unprecedented times we are in and I appreciate the pressure you may be feeling as operators of a pub in such a climate, as I mentioned in our session, I would be understanding of your decision if you were to hand your notice in but I am also keen to see how, with my support along with the Brewery support, we can assist with your business and operation of the White Horse Overton.

Trade – Actions

Kathy, Jim and Anna to discuss where we are at in our September meeting and what the long-term vision and pan for the business is.

Commercial/ Licensing/ Credit Control / Office Support

John Auld's notes from September 2020, which were emailed to you, stated that the inventory list was completed and the site walked through. Whilst I appreciate you may not have had a thorough inventory handover and explanation of procedures and requirements; we are now approaching 2 years since that business meeting and I am keen to put a line under the uncertainty of the inventory list and amount. Please can you confirm the inventory and email me with confirmation of this.

The remaining total on your trade account is now in a position where we need to look at close business management and detailed weekly P&Ls to see where outgoing costs are going. I have attached a Flash P&L for you to use weekly in order to be able to calculate accurately what your outgoing costs total, including labour and rent, in relation to your gross profit on sales. I look forward to seeing your weekly P&Ls in our next meeting where I will be accompanied by our Commercial Controller Mandy. Kathy you also mentioned that you haven't seen your accountant in a while so I strongly advise that you have a meeting with them so that you can report back on your session with them when we next meet in September.

Commercial – Actions

Anna to email Flash P&L to Kathy and Jim
Kathy and Jim to complete weekly P&Ls and to arrange meeting with Accountant

Rhythm of the Week

Trading Periods>	Noon - ??PM	?? - Close
Monday		Quiz
Tuesday		League Quiz – Dominoes and Boardgames
Wednesday		Pie Night
Thursday		Fish Night
Friday	Sausage Rolls 5pm	Karaoke
Saturday		
Sunday	12-3 Food	

Ideas Bank – and ref taphouse
Sunday Sessions – Mere Inn ref
Quiz Nights – Butchers Arms // Offley

Super Sundays – Crown Wharf
Brew and Bake – Miners Rest // Crown Wharf// Red Lion Inn
Instagram – White Horse, Shrews
Outdoor events – Duke // Miners // Mere Inn
Vinyl Night – Old Town Hall Vaults

Boardgames
Clubs and Societies
Council Groups
Festivals
Music Events
Beer Launches
Brewery Specials// Landlord Specials
Collector Card for Low trading periods
Pie & Pint
Open Mic Night – (best hosted)
Amped Acoustic Music (Pip to ref)

Actions
Anna to source suitcase for Boardgames, Kathy to source wooden traditional pub boardgames to go in them
Pip/Eve to draw up nudge board for suitcase and send with suitcase on the dray

Events & Marketing
Pip

Kathy you said that you have some nicer photos of the pub and garden compared to the ones on the website, please can you send these to Pip to update the website.

Pip – Kathy and Jim have a lot going on in the pub but I think we can assist with the marketing material for it, please can we get some artwork put together for the following:

Monday Night Quiz 7:30pm start every Monday – Free Chips in the break, snowball rounds, prizes, £5 per team
Tuesday Night Boardgames – written on a nudge board similar to RL
Wednesday Night - Joule's Pie and Pint Night - £12
Thursday Night – Joule's Battered Fish and Chips Night – fresh off the boat! £12
Friday Night – Sing A Long!

I am thinking posters for Quiz, Pie Night, Fish and Chips Night

Can we also arrange for 2 A Boards to be delivered to site and for Eve to draw these up (Kathy please note Eve is on annual leave so these A Boards will be with you w/c 5th September
A Boards so 4 sides of art:
1)White Horse, Overton
What's On This Week?
Monday - Sunday down the side with space for Kathy to infill
By Joule's You'll Be Welcome along the bottom

2) Join us for Joule's Pie and Pint Night!
Every Wednesday Evening
£12
This Week's Tasty Pie: *space for Kathy to insert weekly flavour*

3)Fresh off the Boat! Thursday Night Joule's Battered Fish and Chips Night £12

4) Sausage Rolls A Boards

Actions
Kathy to send photos to Pip
Pip to update website images
Pip to create artwork for rhythm of the week
Eve to write up A Boards (w/c 5th Sept on return from annual leave)

Property

A property assessment of the site hasn't been completed since 2019 and Kathy and Jim's main concerns are regarding the amount of works they have had to contribute to the pub. Firstly, we have confirmed a property assessment to be completed on the 15th September. Ahead of this date, have you had any annual certs done since your tenancy in 2020? Please see below:

Boiler Service
Cellar Cooling
Chimney Sweep
EICR
Emergency Lighting
Extraction Cleaning
Fire Alarm
Fire Extinguishers
FRA
PAT Testing

A list has been compiled of the works they have carried out. Kathy please can you provide me with the cost of the works that you have completed, from this I can look to see what can be taken off of our outstanding trade account once cost checked.

The roof tiles have been an ongoing issue and the quotes that Kathy compiled have not followed through and are refusing to do the works due to the height. Rachel, please can you book Ron to go and assess the roof and tiles.

Jim raised concerns over the heating system and radiators and commented how they do not have zones. Rachel, please can you arrange for Dirk to visit the pub to assess all radiators, service the boiler whilst he is there and to also look at the gas, it may need an isolation switch (LPG gas)

In your last email to Rachel, you mentioned that Jim had fixed the electrics in the kitchen and that you would provide an invoice for this. Kathy please can you send this through to me as soon as possible.

Certificates - it is your responsibility to keep these certificates up to date and provide Joule's Brewery with copies.

Cert	Date Last Done	Frequency

Boiler Service		Annually
Cellar Cooling		Annually
Chimney Sweep		Annually
EICR		5 Years
Emergency Lighting		Annually
Extraction Cleaning		Annually/6 Monthly
Fire Alarm		Annually
Fire Extinguishers		Annually
FRA		Annually (Review)
PAT Testing		Annually
Underfloor Heating		Annually
Sky Lights		Annually

Actions

Kathy to provide total cost of maintenance work completed, I cannot waive some of the trade debt without this.

Rachel to arrange works required with Ron and Dirk

Kathy to send through electrics invoice from kitchen works

Forward Planning – What are we focusing on?

Property Assessment in September
Trade Debt Payment Plan
White Horse Business Controls

NEXT MEETING DATE: 15th September 2022 10:30am

Appendix B14 – Resignation email from Kathy to Brand Operations Manager, dated 5th September 2022

From: Kathy Jones <whitehorseoverton@yahoo.com> Sent: 05 September 2022 07:42 To: Anna Brakel <anna@Joule'sbrewery.co.uk> Subject: White Horse Overton

Good morning Anna, I hope you are well?

It is with great regret that we've taken the decision to leave the White Horse. You know from our recent meeting that we have concerns about the viability of the business and the condition of the building. While we had hoped to continue we have received our quarterly electric bill, which has gone up from £600 a month to £2500 a month. This will get worse when the energy cap changes next month and this, together with the 1000 litres of oil it takes to heat the building every month, will make the pub unaffordable especially with the changes we're already seeing in people coming out.

When we took on the pub John did say that Joule's would be flexible on the notice period and our plan is to close on Sunday 2nd October, before the energy prices change again.

I know we're due to meet in a fortnight anyway but if you want a chance sooner let me know.

Regards

Kathy
Sent from Yahoo Mail for iPhone

Anna Brakel
FW: Inventory List - White Horse Overton
To: White Horse Overton

6 September 2022 at 16:30

Hi Kathy,

I appreciate that the energy prices are causing you a lot of concerns over the operation of the sites however we are hoping to hear news from the government soon regarding business support and we as a brewery will be working closely with each site on a 1-1 basis as to what support we can offer. We can go into the details when we meet in person on the 15th and by this point, we will have a clearer understanding of government support on the utility increase.

Thanks again and please be assured we are here to work with you and support you.

Best,

Anna

From: Kathy Jones <whitehorseoverton@yahoo.com>
Sent: 06 September 2022 16:24
To: Anna Brakel <anna@joulesbrewery.co.uk>
Subject: Re: Inventory List - White Horse Overton

Thanks for clarifying. The issue we have, which is what prompted us to give things up, is the quarterly electricity bill which we received last week. It is £7500 for the period May to August and the September to December bill will be significantly more as the cap is lifyed. I don't have that kind of money sitting around to pay it and can't run the pub if they disconnect us.

Sent from Yahoo Mail for iPhone

On Tuesday, September 6, 2022, 4:16 pm, Anna Brakel <anna@joulesbrewery.co.uk> wrote:

> Hi Kathy,
>
> Yes, so the rent would still be charged but a percentage of that would pay off the trade account, whether it's 50% or 75% I just need to calculate the numbers first and have the list from yourselves regarding what costs you have put into the business in terms of maintenance on entry (reference the list you sent to Rachel). This would be a 6-month holding deal essentially so even if the pub sold within 2 months, I would honour the 4 months of rent off the trade account. If there was an instance that the pub wasn't sold after 6 months (which is very unlikely) then it would be rent free after 6 months. We would give you a minimum of 4 weeks' notice from sale as well to allow you ample time to leave the site.
>
> Many thanks
>
> Anna

Appendix B16 – Email from Brand Operations Manager to Kathy, dated 22nd September 2022

From: **Anna Brakel** anna@joulesbrewery.co.uk
Subject: White Horse, Overton - Exit
Date: 22 September 2022 at 16:48
To: White Horse Overton whitehorseoverton@yahoo.com
Cc: Mandy Gough mandy@joulesbrewery.co.uk

AB

Good Afternoon Kathy and Jim,

Following on from our Video Call Meeting last week on the 15th September where our Commercial Controller Mandy Gough was also present, I wanted to write to you in regard to the remainder of your tenancy and your agreement with Joule's Brewery in relation to receiving your notice on the 5th September 2022, I can confirm as per our signed agreement, your Tenancy will end on 5th January 2023.

As discussed, our aspiration was to agree a holding deal with you which would help clear your outstanding trade account debt which is now £29,884.52 however this hasn't been achieved. Our primary concern is the pub and you've confirmed that you are planning on ceasing trading on the 2nd of October when the cap hits.

We'll take a look at your figures in good faith, we'll be more generous if you hand the pub in good condition but there will be dilapidations and the inventory value will be costed at a depreciated rate.
We won't be able to resolve this now as it takes time and as you have prepared and valued list of works you completed to the property which total the amount of your trade account debt, this will need to be assessed in detail and the works reviewed.

If you are planning on leaving the site and ceasing trading from the 3rd October then I will need you to confirm this in an email please. From there we can acknowledge that you have not served the notice period and have therefore breached the tenancy agreement.

Please can you confirm that Jim and yourself will no longer be trading the site from the 3rd of October 2022, if this is indeed your intention, we will need to arrange collection of keys to ensure the safety and security of the pub.

Kind Regards,

Anna Brakel
Brand Operations



Joule's Brewery I Great Hales Street I Market Drayton I TF9 1JP I 01630 654 400 I 07412481179

Good Evening Kathy,

I am sorry to hear that you feel you have lost faith that anything discussed with a Joule's Brewery representative will be followed through, I did feel as though after our August session and handover of management to myself on the 19th of August along with my business notes that followed, we were moving towards a productive partnership. However, before our next scheduled meeting where a property assessment was due to be completed, you emailed with your notice to end the tenancy agreement. As a result of this notice being served along with the discussion which we had in that the White Horse Overton would be a Taphouse that we would be looking to sell, our focus has now moved towards the sale of the site, which was originally held back and kept off the market after you shared your enthusiasm with Jason that you wanted to give the site an opportunity to excel at the start of 2022.

Regarding the credit, John Auld stated in his business meeting notes in August 2020 that he credited your account with £1730 of beer credits and it also states that you were not being charged with rent for the first couple of months and that blonde was credited x 1 tub a week and also credited for the Rugby Promo Cards. Can you please explain which other credits you were referring to?

I have spoken with Eve and Mandy about the uplifting of the Beer Club that as delivered in error and Eve will investigate this immediately. Alternatively, you can email Eve directly regarding any deliveries / orders.

Following on from our August session, we had arranged for a plumber to assess the heating efficiency at the pub. Our focus following on from your notice ending the Tenancy agreement has now moved to the preparation of sale for the White Horse. We are no longer looking to invest for the future.

From the business meeting notes in July held by Rachel, the last information documented was that you had obtained a quote for the roof repair and cherry picker and that the actions needed to be done were for you to chase the quote in order for the works to be completed, a cost which Joule's Brewery would cover as per our Tenancy Agreement. I have also seen emails from Jason which ask for updates from yourselves on a date when, the roofer of whom you obtained a quote from, would be coming to site to complete the repairs and invoice Joule's thereafter. The email correspondence shows that the work was signed off and invoices were to be sent to Joule's and you were to arrange for the work to be completed. After our meeting in August, I had also arranged for one of our trade contacts to assess the roof damage however you served notice, and our focus of the site then switched to the sale.

The holding deal was proposed that over the 4 month notice period, 50% of your weekly rental payments would go towards paying off the trade debt on your account and after the 4 month notice period, if the site had still not been sold, we would continue a rolling holding deal in which the weekly rent payments would go towards the trade account debt to ensure that this is paid off.

The costed works you have sent me total £23,098 and we cannot accept these costed values, they will need to be valued by a third party and cannot be signed off your trade account debt at present. We'll take a look at your figures in good faith, and we'll be more generous if you hand the pub in good condition but there will be dilapidations and the inventory value will be costed at a depreciated rate.

I am happy to continue with the above holding deal proposal in order for you to be able to clear down the trade account debt and continue trading during the notice period, the works you have sent us will need to be valued by a third party before any amount is confirmed and signed off from the debt.

Kathy, whilst I appreciate you are still keen to work with us, can you please confirm whether you are willing to go ahead with the holding deal proposed, however I must stress that this will require regular payments from you on a weekly basis for both rent and beer otherwise the debt on your trade account will only increase without close management. As your trade account debt now stands at £30,402.11, an immediate payment plan must be put in place, whether that be through you agreeing the holding deal or after you leave the site on the 3rd October should you choose this route.

If your intention is to close the site on Sunday 2nd October, then I will need you to confirm that you are ceasing trading the pub from the 3rd October as we will need to arrange collection of keys to ensure the safety and security of the pub.

Many thanks

Kind Regards,

Anna Brakel
Brand Operations



Appendix B18 – Email from Kathy to Brand Operations Manager – repayment proposals, dated 27th September 2022

From: Kathy Jones <whitehorseoverton@yahoo.com>
Sent: 27 September 2022 20:44
To: Anna Brakel <anna@joulesbrewery.co.uk>
Cc: Mandy Gough <mandy@joulesbrewery.co.uk>
Subject: Re: White Horse, Overton - Exit

Thank you for your email Anna. I had hoped we could speak before I placed the beer orders for this week but as you've been busy elsewhere we will now not be leaving on the 2nd but will be looking at the 9th if we cannot reach an agreement that will keep the pub open as a going concern while it it is on the market.

For clarity I have set out our proposal below, I'm sure you'll be able to pull out the key points without me needing to highlight them in bold font.

1. The costs of work completed to open up the business be credited to our trade account as agreed in our recent meeting (I don't have the figure to hand but it was in the region of £5k)

2. The inventory costs be removed from the trade account and held separately for review when we leave, taking into account any depreciation

3. The value of the additional works we have completed is held on record with a view to you getting the works assessed and agreeing a fair payment when we leave.

4. The value of our trade account as at Sunday 25th September be removed from the trade account and be held separately for discussion alongside point 3 above when we leave.

5. That from Monday 26th September we continue to run the pub until at least the end of our notice period at a rate of £0 rent.

6. We commit to paying our beer account weekly to ensure the "new" trade account is clear and that we use the money saved from the rent payments to ensure the heating and lighting costs of the business are covered.

Please can you confirm a time on Wednesday when we can discuss this proposal and agree either that we keep the business open and secure or, alternatively, we agree a date in October when we will return the keys and hand the property back.

Thanks

Kathy

Sent from Yahoo Mail for iPhone

Appendix B19 – Email from Brand Operations Manager to Kathy re repayment proposals, dated 30th September 2022

From: **Anna Brakel** anna@joulesbrewery.co.uk
Subject: RE: White Horse, Overton - Exit
Date: 30 September 2022 at 09:40
To: Kathy Jones whitehorseoverton@yahoo.com
Cc: Mandy Gough mandy@joulesbrewery.co.uk

AB

Good Morning Kathy,

Thank you for your email, I have laid out a revised proposal in this email. It is in your best interest to serve your notice period, bringing your end date of your tenancy agreement to the 5th January 2023. With your outstanding trade account debt and the works completed that you have costed and sent to us, this is not something that I will personally get involved with. Mandy our Commercial Controller will handle the accounts and settlement agreement.

I have considered your proposal and I suggest that you continue serving your full notice period at £0 rent and pay for beer weekly, this payment must be phoned in to Mandy each week. I also suggest that you make a weekly payment towards the trade account debt, [redacted] trade account over the remaining duration of your notice period. I strongly advise that you engage with this payment plan to show good will which Mandy will take into consideration when putting together a settlement upon exit. If you do not accept this £200 payment towards the account debt, then please do say, you can continue to operate the site at £0 rent and pay for beer, but I strongly advise that you do pay the £200 as choosing not to will result in a larger settlement.

If you can confirm the above proposal I have outlined on that back of your suggestion, we can proceed with you serving the remainder of your notice period and a full exit handover will be completed upon exit in January which will consist of dilapidations, inventory, stock take etc.

Mandy will be able to meet with you over the next 14 weeks to start the settlement process and work with you on a payment plan and validating the works completed.

Regarding the sale of the site, we have a 3D Tour provider that we would like to have access to the pub on the 4th October, can you please confirm that you will be able to let them on site to complete the works? I will pass forward your contact details so that they can call you on that morning and I will get a confirmed arrival time from them.

Many thanks

Anna

Appendix B20 – Email from Kathy to Brand Operations Manager, dated 4th December 2022

On 4 Dec 2022, at 12:02, Kathy Jones <whitehorseoverton@yahoo.com> wrote:

Good morning Anna

I write as I've had no response to my email of 29th November and text of 1st December advising you that if you are to hold back on processing beer deliveries we will have no choice but to close the pub and cease trading.

We have run out of Carling and will shortly run out of both Wolpertinger and Staropramen leaving us with no lager. The Moon Madness is almost gone and I've just put on the last cask of Blonde.

You will recall that we wanted to leave at the end of September as we could see trade going down and we were concerned about the winter bills due to the size and inefficiency of the building, particularly the need to use around 1000 litres of oil a month to keep the place warm. We agreed that we would draw a line under any outstanding monies owed up to the end of September, with a view to reviewing these when we left against the work we have done to the pub, and agreed I would pay every Wednesday for the beer delivered the previous week. At the time I advised you and Mandy that I'd suggested a Wednesday as that's the day when all card payments from the weekend go into the bank but that if it was a poor weekend it might be a Thursday. As predicted, we've had several very poor weeks and I've paid a few days late. As things stand on Wednesday 7th December I will pay the beer bill for w/c 21st November which, while a week later, is still no later than if I were paying on a direct debit cycle.

Please can you therefore confirm on Monday morning (5th December) whether we will be able to place an order for delivery this week.

We have Christmas party bookings on 7th, 9th, 19th, 21st, 22nd and 25th December so I hope you will appreciate the need to let these customers know as soon as possible if we need to cancel their bookings. While I have got used to you waiting days to reply to any concerns I have as a tenant, I hope you will appreciate that to delay responding to this particular query would be disrespectful to Joules customers who are trying to support the pub.

I will come back to you separately with detailed comments on the surveyors report which has a number of glaring inaccuracies including:

- not going into three rooms and reporting on a cupboard that doesn't seem to exist
- quoting a price to paint the hall tiles with black gloss when they're not currently painted with black gloss
- quoting to service the gas boiler when the pub doesn't have a gas boiler
- quoting to clean the cooker and extractor hood in the function room kitchen when the room has neither
- quoting for painting in the pub kitchen when the walls are all plastic and stainless steel
- quoting for replacing carpet in the front middle bedroom when the floor is laminate

I will send across full comments in due course but in the meantime I look forward to hearing from you with regard to future beer orders on Monday.

Regards

Kathy

Sent from Yahoo Mail for iPhone

Appendix B21 – Email from Brand Operations Manager to Kathy re notice period and exit planner, dated 5th December 2022

From: **Anna Brakel** anna@joulesbrewery.co.uk
Subject: FW: White Horse Overton
Date: 5 December 2022 at 09:08
To: White Horse Overton whitehorseoverton@yahoo.com
Cc: Steve Nuttall steve@joulesbrewery.co.uk, Callum Jinks Callum@joulesbrewery.co.uk

AB

Good Morning Kathy,

Following my email to you on Monday 28th with thorough details of the exit planner ahead of your exit date on the 5th of January 2023, the end date of your 4 month notice period as stated in the tenancy agreement, I have been away on annual leave and haven't had access to emails.

I have however spoken to Callum regarding your orders and payment for beer. Since the beginning of your 4 month notice period, you have been paying zero rent and have made no payments towards outstanding debt (a figure which combines beer invoices, rent, insurance and inventory loan repayments) a breakdown is stated below and as of the 29th November is as follows:

Breakdown of outstanding debt:

Inventory
Coors Direct
Joules Factored
Joules Beer
Rent
Insurance

You are operating on a payment system for beer which allows you to order beer once the previous week's beer has been paid for. With a 100% rent concession, I would have hoped that this system would allow you to make payments for the beer ordered.

I appreciate that you have 4 more weeks of trading the site before the handover on the 5th of January 2023 at 12pm. I have spoken with Callum, and we are wanting to ensure that you can trade for the next 4 weeks, and a beer order can be placed today with a payment being made by yourself on the 7th December. Regarding drawing a line under money owed and the dilapidations report, this is something that our Commercial Controller will take over and manage the settlement and account after the exit on the 5th of January 2023. As discussed in our meeting, our focus is to complete the exit planner and get the site handed back over as per the details discussed in the exit handover document. As per the exit email, I will need a copy of your passport and forwarding address by the 16th December 2022.

Many thanks

Anna

Appendix B22 – Email from Brand Operations Manager to Kathy re handover, dated 12th January 2023

From: **Anna Brakel** anna@joulesbrewery.co.uk
Subject: White Horse Overton - Handover 6th January 2023
Date: 12 January 2023 at 14:39
To: kathy777jones@btinternet.com, White Horse Overton whitehorseoverton@yahoo.com
Cc: Vicky Colclough vicky@joulesbrewery.co.uk, Accounts Team accounts@joulesbrewery.co.uk, Callum Jinks Callum@joulesbrewery.co.uk

AB

Hi Kathy,

Thank you for meeting with Vicky and I on Friday 6th January for the handover of the White Horse Overton back to Joule's Brewery.

I have attached a copy of the outgoing tenant list which requires a few actions in order to move forward on to the next step of the closure of your account with Joule's Brewery as this moves over to the Commercial team from Operations.

Certificates
Still to be sent over via email: Boiler (for the half of the boiler that is accessible as you mentioned), Window Cleaning Invoice, PAT Testing, Fire Risk Assessment. Should this not be completed a charge of £150 per certificate will be re-charged to you as stated in the Exit Handover Document.

Keys
I spoke with Claire on Friday evening who confirmed she would post the key that she holds back to us here at Head Office, if this isn't completed, the charge for this key is £500 as stated on the Exit Handover Document. I will confirm once the key has been received by us here at Head Office but I suggest that you reach out to Claire to ensure she has posted it back.

Clear Premises
There are still some items left on site that need removing:
Gas bottles
Motorbike
Oil to be emptied.

We have our Brewery Engineer who will be our Caretaker for the site during it's closure who will be on site weekly for safety checks. I will confirm with you which date this is so you can arrange to meet him on site to remove the items as soon as possible.

Trade Account

Inventory	-£	8,116.80
Rent	£	5,815.32
Insurance	£	672.00
Joules	£	5,238.58
Factored	£	180.91
Coors	£	10,378.50
	£	22,285.31

Inventory Loan
The inventory loan total which was set up when you took over the White Horse Oveton totals **£8116.80 gross**

Vicky and I did a thorough inventory check on the 6th January 2023. Business notes between John Auld and Kathy from September 2020 state that the inventory was run through in detail and accepted, including the additional purchase of a Glasswasher and

Pot wash.
I must stress, that it is not Joule's Brewery's responsibility to purchase back the inventory from an outgoing tenant, in a normal instance, the inventory loan would need to be repaid and all items removed from site. On the basis that you acknowledge accept you have a Trade Account debt of beer that requires paying, I will remove the inventory loan from your Trade Account debt, which you can see above as a credit and has not been added to the total.

Insurance
There is an outstanding aged balance to pay which requires payment, commercial team will pick this up with you.

Rent
There is a rental on your account which requires payment, commercial team will pick this up with you.

Outstanding Beer Debt on Trade Account
The largest sum on your trade account debt is beer This is beer that you have purchased and sold on at a margin and requires payment, the commercial team will pick this up with you.

In regards to the balance of your account, I will now pass this over to the Commercial team, along with all the documented business notes during your time with Joule's Brewery stating what credits you received, what free rent was issued and for how long and what works were paid to you.

Please let me know if there is anything further you feel I have missed. Any actions that now need following up will be done so by our Commercial team. Should you need to make contact with us please email accounts@joulesbrewery.co.uk

Many thanks Kathy, wishing you all the best.

Kind Regards,

Anna Brakel
Brand Operations



Joule's Brewery | Great Hales Street | Market Drayton | TF9 1JP | 01630 654 400 | 07412481179

Outgoing Tenant Check List and Handover List White Horse...

Appendix C – Mick – June 2023 – January 2024

Appendix C1 – Email from Brand Operations Manager to Mick, dated 17 May 2023

From: Anna Brakel
Sent: 17 May 2023 21:07
To: michael Burton <mickqueens@live.co.uk>
Cc: Vicky Colclough <vicky@joulesbrewery.co.uk>
Subject: White Horse Overton - Tenancy at Will Michael Burton

Hi Mick,

Great to see you today and thank you for taking the time to visit the White Horse Overton with me this afternoon, it was great to do a full site walk through so you could get a feel for the pub. It's such a fantastic site, I am extremely confident you will do well here holding it for us.

Start Date: 26th June 2023
Rent: £0
Deposit: n/a (covered by Fox Tenancy)
Insurance £40 per week
Draught product: anything from the Coors range (3 hand pulls must have JPA, JPB, JSM, 2 hand pulls for Mick to have what he wants, Worthington's no doubt!)
Price Tier: T4

I have created a to do list below, have highlighted your actions in yellow at the bottom for ease of reading! You will no doubt have additional actions. I have also arranged for a free tub of Pale, Blonde and Monk on your first order as a thank you for taking on the site and getting it up to standard with the clean and courtyard jetwash / weeding!

Hoping to get all of the below ticked off before you go on holiday on the 16th June. Can you confirm you will be on site at 11am on

the 26th June to do the handover and paperwork signing?

Action	Who
Apply for Mick as DPS for site	Rachel
Create TAW for Mick at Overton	Rachel
Alert NFU and update NFU policy under Mick's name	Eve
Arrange Gas Safety and Electrical Cert Check	Rachel
Get a full set of keys cut to go on Fox dray next week	Eve (I didn't have time to get cut today, will bring keys back to office tomorrow morning)
Send Mick Coors buying list T4 prices	Eve
Get a DD Form created for Overton	Callum
Apply for Business Rates Relief	Sarah
Chase Roofing Quote	Rachel
Send beer mats, towels, runners on first beer delivery	Eve
Confirm Order and Delivery Dates	Eve
Take Metre Readings and Handover Doc 26th June	Anna
Facebook Post 26th June	Anna
Ensure all Certs are in Date	Anna
Ensure all Legal Documents are on site and displayed	Anna
Order x 8 frames for Legal Docs	Rachel
Support with FOC tub of JPA, JPB and JSM on open	Anna / Eve
Arrange Window Cleaner 26th June	Anna
Order Gas	Mick
Send Mick Codes (lock, and fire alarm)	Anna
Arrange all site actions with Mick	Anna
Clean site and jetwash / de-weed courtyard	Mick (agreed)
Order all draught beer through Joule's	Mick
Re do all chalkboards	Mick
Contact RSD	Mick
Thorough Line Clean	Mick
Arrange Wifi	Mick
Source Till	Mick
Arrange for Bin Contract	Mick

Any questions, please let me know. Thank you again Mick.

Kind Regards,

Anna Brakel
Brand Operations



Appendix C2 – Business meeting notes, 26th July 2023

Joule's Brewery - Franchise Business Meeting Notes

Date: 26/07/2023 Taphouse: White Horse Overton

Joule's Brand Operations Manager: Rachel Present: Mick

Current Volume	5	Agreement Renewal Date	TAW
3 Months Volume	17	Last Property Inspection	
Year to Date Volume	17	EHO Scores on the Doors	

Trade – Overview

Mick reopened the site in June, trade has been quiet, you are working hard on building this, but it has been tough. Quiz night and live music night planned to increase trade. We'll review at our next session to see how things are going.

I have agreed to support you with the low trade with beer support for the next 4 weeks – either 1 x 10g Blonde or 2 x 4.5g Blonde (please let Eve know when you're placing orders what you would prefer).

You are struggling with the Cellar Cooling, the unit is very old and AAC are struggling to source a part for this, I shall chase for update today and see where they are up to. In the meantime we can get you some cask jackets and ice packs to keep the cask as cool as we can.

Action	Who	Notes
Send new front door key to Joule's	Mick	Thank you for the key today
Mick to sort PPL/PRS	Mick	
Mick to sort Council Tax and TV License	Mick	
Arrange Certs for site	Joule's	In Progress – EICR remedials
Contact AR Richards re rolling contract	Joule's	AR Richards don't believe there are any bins on site – could you check on this? They don't go Overton as its out of their area so wouldn't be able to offer a rolling contract
Book Window Cleaner for Inside and Outside including Pictures	Mick	Mick to arrange asap
Wash Parasol Covers – payment in Beer RH	Mick	
Arrange Cellar Cooling Service and Cert	Joule's	Chase AAC for part update
Mick to complete weekly fire alarm testing and log	Mick	
Forward FRA / Assess Need for New	Joule's	
Molson Coors remote Cooler	Joule's	
Send cask jackets and ice packs	Eve	

Next 4 weeks 1 x 10g Blonde FOC or 2 x 4.5g p/w if preferred	Eve	
Thatchers Install	Joule's	

Appendix C3 – Business meetings notes, 31st August 2023

Joule's Brewery - Franchise Business Meeting Notes

Date: 31/08/2023 Taphouse: White Horse Overton

Joule's Brand Operations Manager: Rachel Present: Mick

Current Volume	10.4	Agreement Renewal Date	TAW
3 Months Volume	27.4	Last Property Inspection	
Year to Date Volume	27.4	EHO Scores on the Doors	

Trade – Overview

Trade has picked up slightly compared to last month, you are finding your own set of regulars now, however the trade still isn't where you had hoped it to be, you are finding a lot of the residents in the village aren't using the pub. I have agreed to continue the support with 2 x 4.5g Blonde per week.

We are still struggling Cellar Cooling, AAC have sourced a part for the unit and are just awaiting delivery on this – I shall keep you updated.

You have requested for the partition in the front bar to be taken out to make it more of a social space, let me review this with the team.

some items still to address on the action planner, please can you arrange.

Action	Who	Notes
Mick to sort PPL/PRS	Mick	
Mick to sort Council Tax and TV License	Mick	
Arrange Certs for site	Joule's	In Progress – EICR remedials
Book Window Cleaner for Inside and Outside including Pictures	Mick	Mick to arrange asap
Wash Parasol Covers – payment in Beer RH	Mick	Please arrange washing of covers
Arrange Cellar Cooling Service and Cert	Joule's	Part ordered
Continue support of 2 x 4.5g Blonde FOC p/w	Eve	
Thatchers Install	Joule's	Thatchers contacted

Appendix C4 – Business meeting notes, 10th October 2023

Joule's Brewery - Franchise Business Meeting Notes

Date: 10/10/2023 Taphouse: White Horse Overton

Joule's Brand Operations Manager: Rachel Present: Mick

Current Volume	3.4	Agreement Renewal Date	TAW
3 Months Volume	27.4	Last Property Inspection	
Year to Date Volume	30.8	EHO Scores on the Doors	

Trade – Overview

Rachel and Vicky popped into the White Horse after session at the Fox.

Trade during September has been massively down at only 3.4bbl. You are trying to juggle your time between the Fox and the White Horse and at times can put a strain on the Fox. Your breakeven for the WH is £2.5k this includes some staff but you have massively cut down on staff. You are struggling to hit your breakeven most weeks.

You have expressed to myself a few times during the last month you don't want to be at the site anymore but you want to help us out. I will chase Anna and see if we have any updates regarding the sale.

You are very concerned about utility bills once the colder weather sets in, I have agreed to support you with log and oil deliveries during the winter. If you can arrange for the logs, send receipt and we will credit. Oil Ruth will contact the supplier and make payment, she will be in touch with you with delivery date.

Cellar cooler is now repaired.

We have agreed for you to proceed with the removal of the partition in the front bar, please can you arrange for the glass to be returned to ourselves and ensure the work is done at a high quality.

Continued support of 2 x 4.5 Blonde for the site.

There is a local cricket club who are massive fans of Hawaii – even having Hawaii t shirts printed, I have agreed for 1 x FOC Hawaii for sponsorship for the team.

Appendix C5 – Business meeting notes, 29th November 2023

Joule's Brewery - Franchise Business Meeting Notes

Date: 29/11/2023 Taphouse: White Horse Overton

Joule's Brand Operations Manager: Rachel Present: Mick

Current Volume	9.8	Agreement Renewal Date	TAW
3 Months Volume	18.7	Last Property Inspection	
Year to Date Volume	46.1	EHO Scores on the Doors	

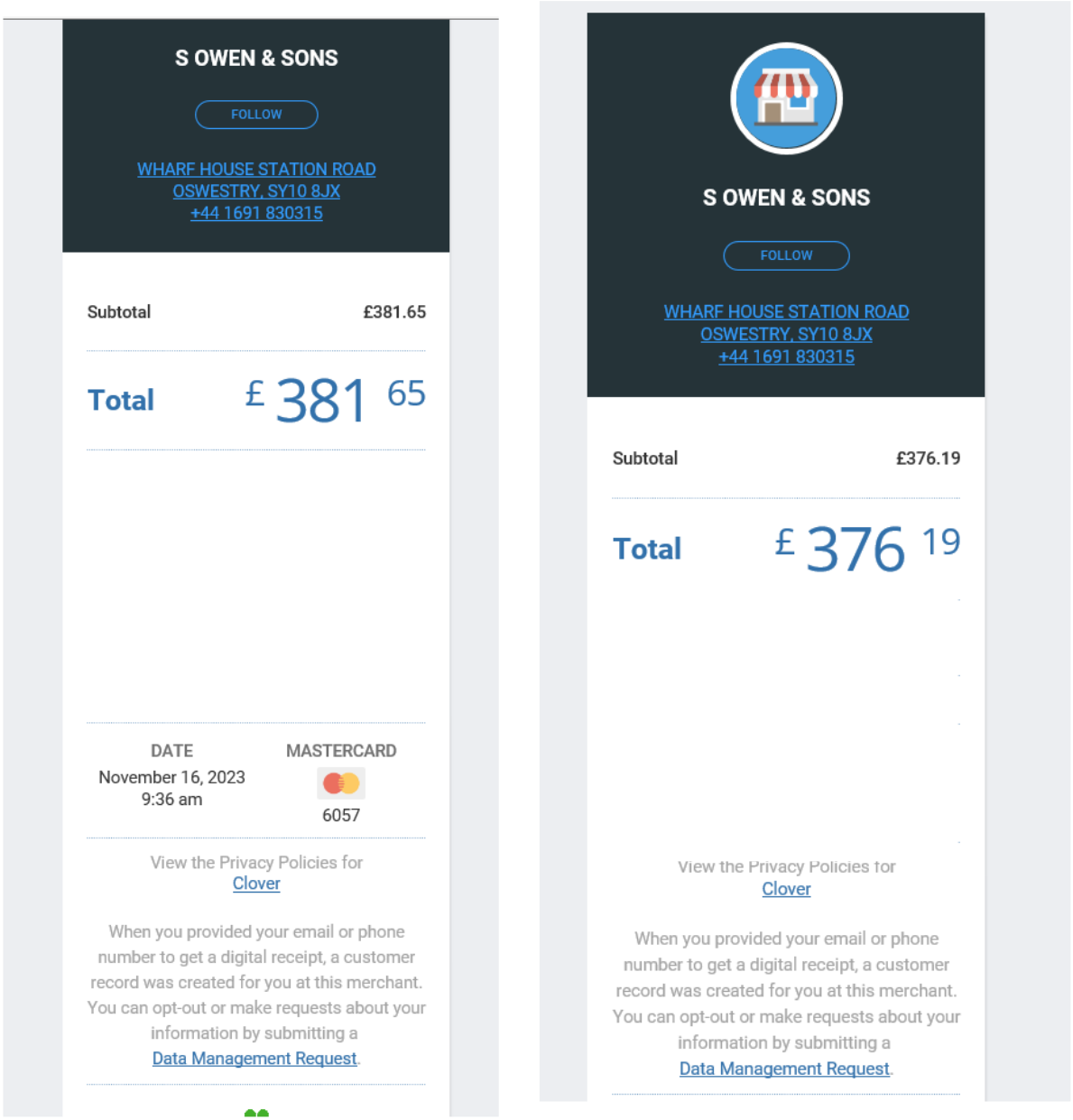
Trade – Overview

Trade has picked up from the last couple of months however the site is still costing you money and you are very keen to move on, again we really appreciate you don't want to leave us in the lurch and we appreciate your help and support over the last few months.

I appreciate the site is distracting you from your main focus of the Fox and it is a challenge juggling your time between the two, the site isn't taking enough to warrant a member of staff there and you have reduced trading times at the site.

I have agreed to continue to support via another log and oil delivery, 2 x 4.5G Blonde, an additional 1 x 6.6g keg of seasonal.

Appendix C6 – Additional financial assistance



Joules Brewery Ltd
Great Hales Street
Market Drayton
Shropshire
TF9 1JP

Tel : 01630 654 400

VAT Reg No: 928 8331 94

CREDIT NOTE

White Horse - Overton
High Street
Overton
Wrexham
LL13 0DT

Credit Note No	2930
Credit Note Date	07/12/2023
Account Ref	WHO002

Any queries please contact:
accounts@joulesbrewery.co.uk

Description	Net	VAT	Gross
Credit for Logs - Support	150.00	30.00	-180.00

Bank Details

Payment Terms : 2 Weeks

Total Net Amount	£	150.00
Total Tax Amount	£	30.00
Invoice Total	£	180.00

Registered in England No. 649 2665

Joules Brewery Ltd
Great Hales Street
Market Drayton
Shropshire
TF9 1JP

Tel : 01630 654 400

VAT Reg No: 928 8331 94

CREDIT NOTE

White Horse - Overton
High Street
Overton
Wrexham
LL13 0DT

Credit Note No	2936
Credit Note Date	22/12/2023
Account Ref	WHO002

Any queries please contact:
accounts@joulesbrewery.co.uk

Description	Net	VAT	Gross
Credit for Logs - Support	150.00	30.00	-180.00

Bank Details

Payment Terms : 2 Weeks

Total Net Amount	£	150.00
Total Tax Amount	£	30.00
Invoice Total	£	180.00

Registered in England No. 649 2665

Appendix C7 – Business meeting notes, 24th January 2024

Joule's Brewery - Franchise Business Meeting Notes

Date: 24/01/2024 Taphouse: White Horse Overton

Joule's Brand Operations Manager: Rachel Present: Mick

Current Volume	1.7	Agreement Renewal Date	TAW
3 Months Volume	24.6	Last Property Inspection	
Year to Date Volume	57	EHO Scores on the Doors	

Trade – Overview

During the Fox Meeting we have had a catch up regarding the White Horse, you felt like Christmas was very poor for the site, residents of the village aren't using the pub. You are grateful for the handful of regulars that come in and support you but with the limited trade the site is not financially viable for yourself.

The White Horse is a distraction and is causing financial strain on the Fox Inn. Even with the continued support from the Brewery you are struggling to meet you breakeven.

We have mutually agreed for you to hand your notice in for the site. We really appreciate your help and support for the past 6 months at the site, but I understand that the Fox is your priority and we need to focus on that.

I will need a copy of your notice in writing, please can you arrange for this to be emailed over to myself. With a TAW you have one weeks notice but you have agreed to exit the site on the 7th February.

Appendix C8 – Resignation email from Mick, dated 23rd January 2024

23rd January 2024

Dear Rachel.

Please accept this letter as my notice for my tenancy at the White Horse Overton. I have tired for the past 6 months to keep the site open and trading, unfortunately due to low trade and rising costs it has made it impossible for myself to keep the site open and trading.

I will depart the site on the 7th February 2024.

Kind Regards

Michael Burton

Doc: ADL-WHO-002/25

Appendix D – Joule's Brewery profits and losses account summary for the White Horse Inn at Overton, 2019 – 2023

White Horse - Overton

Profit & Loss Account Summary		YE 31.03.19	YE 31.03.20	YE 31.03.21	YE 31.03.22	YE 31.03.23	PE 31.12.23
Operating Profit		**31,249**	**29,388**	**748**	**31,880**	**16,382**	**-1,138**
Less	Maintenance	-8,174	-2,460	-4,446	0	-1,886	-15,712
	Head Office Overhead	-5,200	-5,200	-5,200	-5,720	-5,720	-4,400
	Head Office Interest	-2,924	-650	-2,600	-1,800	-5,300	-2,200
	Bad debt	0	0	0	0	-18,179	0
Net Profit		**14,951**	**21,078**	**-11,498**	**24,360**	**-14,703**	**-23,450**

Occupancy

K Ogden	07/15 - 01/17
M Antoszkiewicz	01/17 - 11/17
Managed - Stuart	11/17 - 01/18
D Edwards	02/18 - 05/20
K Jones	08/20 - 01/23
M Burton	06/23 -