

Running a pub

A guide to costs for tied tenants and lessees



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Introduction

Business plans, and the negotiations over leases and tenancies in the UK pub trade should be as well-informed as possible. This guide provides the latest data for tenants and lessees on typical operating costs in the UK pub industry.

This report represents the best available 2022 data from BBPA member companies on the costs of running a tied pub in the tenanted and leased sector. It is a vital reference tool for anyone running a tied pub or thinking of doing so.

The guide shows both the average and the range of costs in running a pub over a variety of pub models based on turnover and business types, including food and wet-led models.

The report takes account of the significant variations that exist in the cost base - even within those pubs that are broadly in the same category. Such costs are based on the size and location of the pub, the age and state of repair, the operating style and the experience of those in charge. Costs will also vary dependent on tenure type (for example repair and insurance obligations).

As well as providing average costs, the guide also includes the minimum and maximum typical costs providing a range of scenarios across different types of business.

However, we would point out that as input data and sources change each year, the information should not be used to determine trends from year to year. The data should also be used in conjunction with sources such as the UKHospitality benchmarking report¹ and other pub trade data.

¹ See UK Hospitality's 2022 benchmarking report: [UKHospitality - Benchmarking Report 2022](#)

Background and explanatory notes

The BBPA guide has been compiled from data supplied by BBPA members in relation to short term tenancies (usually 3-5 years) and longer-term leases (the latter tend to be fully repairing and insuring). 73% of the pubs sampled in the 2023 report were tenancies and 27% were leases with this percentage of tenancies higher for the smaller turnover models and lower for the largest turnover models as would be expected.

The tables represent a composite of accounts presented to tenants by companies based on their experience across their entire estate, or a representative sample of their estate, and individual pub accounts that have been made available to their pub companies. Across the nine models, data in relation to over 4,300 pubs was provided.

The information is supplied in summary form across nine different pub models. While not inclusive of all business models, they are representative of the vast majority of pubs run as either tenancies or leases. The sample base for each model was a minimum of 130 pubs with the maximum being 960.

Weekly costs are shown on the basis that the pub business is directly operated by the tenant or leaseholder and that their income is derived from the profit remaining after operating expenses and rent payable is deducted.

The examples and figures supplied in the survey give an indication of the weekly costs that are likely to be incurred in the types of pub businesses described in this guide.

Where these figures are to be used in preparing business plans or for other purposes it should be borne in mind that **all pubs are unique and that the actual costs incurred will be dependent on the different aims and styles of the business according to the location, the market and the skills of the tenant/lessee.**

Costs do vary across the country and the size of the business, as well as its focus, will have a significant impact on costs. For further information on taking on a pub, please refer to the links section at the end of this guidance.

Utilities and inflation: As the costs in this report relate primarily to 2022, they may not reflect the full extent of the 2022/2023 energy crisis as there was a lot of variation depending on when contracts were up for renewal and the prices available at that time. Such large increases, on what is usually the second biggest cost line, will have a significant impact on a pub's overall cost and operating margins. Continued high inflation generally in 2023 will also impact other elements of the model and, therefore, particular caution is required again when reviewing the data this year.

Pub models

Nine pub models are illustrated in the report:

Small community local (c100% drink) turnover c£4,000/week

Community wet-led (c90:10, drink:food) turnover c£5,000/week

Community wet-led (c90:10, drink:food) turnover c£8,000/week

Community wet-led (c90:10, drink:food) turnover c£15,000/week

Rural character (c50:50, drink:food) turnover c£5,000/week

Rural character (c50:50, drink:food) turnover c£8,000/week

Town centre pub/bar (c70:30, drink:food) turnover c£10,000/week

Town/country food-led (c30:70, drink:food) turnover c£10,000/week

Town/country food-led (c30:70, drink:food) turnover c£15,000/week

Please note the turnover and split for each model are general guidelines to give an indication of the focus of each business, and may not exactly relate to each data set presented.

Annex A shows an example of how a licensee may wish to set out an accommodation-focused pub profit and loss account.

Excluded costs

Some costs (and income streams) have not been included in the guide:

MANAGERS' SALARIES: Individual tenanted and leased pubs (the focus of this survey) do not employ full-time managers and therefore such costs are not included. All other staff costs are included in the survey. Staff costs for food-led pubs are greater, given the need for specialist expertise and the greater labour input required in running a food-led operation.

AMUSEMENT MACHINES: Neither the income nor the costs from amusement machines (Category C/fruit machine, Skill with Prize, pool tables etc.) have been included in the main operating cost analysis but are shown below the divisible balance. Please note the average will reflect that different operating models have varying amounts of machines. Although we ask for gaming machine income as part of this report, it will include pubs with no machines, so will not accurately reflect the takings for any given pub within the model if it has machines. Data from a separate annual survey carried out by the BBPA suggests that the average weekly *house takings* in 2022 for a leased/tenanted pub with machines was £341. The average weekly balance *per analogue machine* was £115 and *per digital machine* was £291. There has been a significant shift in recent years to digital machines from analogue.

Operating costs per pub model

The main body of the report has been arranged by the average reported operating costs for each pub category. As previously highlighted, costs exclude managers' salaries.

Summary tables

At the end of the report, summary tables have been arranged by the **minimum and maximum reported total operating cost for each pub model** (as well as the weighted average). This specific pub model is then divided into individual cost lines based on the averages for that particular pub company. For some cost lines these of course may be zero in some instances (e.g. Pay-TV, Live Music). As previously highlighted, costs exclude managers' salaries in all models.

Value Added Tax

It is important to note that all figures are quoted exclusive of VAT and any profit related tax such as Corporation Tax.

Divisible balance

Divisible balance is the profit made before rent is deducted. It provides an indication of what rent might be asked for by the pub operating company. RICS guidance states that rents can be in the range of 35%-65% of divisible balance. However, many pub rent settlements are more typically in the range of 45%-55% of the divisible balance. All rents can be subject to negotiation by both parties.

The divisible balance is also dependent on the margins achieved on the selling price of drinks and food passing through the business. This can be higher or lower, depending on the arrangements offered by the pub operating company, the location and style of the business and the expertise of the tenant/licensee in obtaining the best return.

Interest on Capital

This is the interest payable on the tenant's invested capital and not the capital itself. This may include, for example, interest on consumables, purchase of the inventory, stock and working capital.

Small community local

c. £4k turnover per week (100% wet)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	4,833
Total food sales	216
Total sales	5,049

Cost of drinks	2,269
Cost of food	77
Total cost	2,346

Gross profit	2,703
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53.5%

Gross profit margin

% cost to turnover

Wages & salaries	891	17.7%
Rates	115	2.3%
Utilities	307	6.1%
Repairs & renewals	104	2.1%
Insurance	51	1.0%
Marketing/Promotion/Telephone	74	1.5%
Consumables	11	0.2%
Waste Disposal/Cleaning/Hygiene	53	1.0%
Professional fees	71	1.4%
Bank charges	36	0.7%
Equipment hire etc	8	0.2%
Interest on capital	22	0.4%
Pay TV (Sky, BT Sport etc.)	107	2.1%
Live music	97	1.9%
Other costs	70	1.4%

Total operating costs	2,016	39.9%
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Divisible balance	687	13.6%
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Gaming machine income	48
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See page 6 for details on excluded costs

Community wet-led

c£5,000 turnover per week (90:10 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	4,782
Total food sales	711
Total sales	5,493

Cost of drinks	2,232
Cost of food	261
Total cost	2,493

Gross profit	3,000
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54.6% Gross profit margin

% cost to turnover

Wages & salaries	1,034	18.8%
Rates	108	2.0%
Utilities	354	6.4%
Repairs & renewals	124	2.3%
Insurance	62	1.1%
Marketing/Promotion/Telephone	101	1.8%
Consumables	9	0.2%
Waste Disposal/Cleaning/Hygiene	61	1.1%
Professional fees	72	1.3%
Bank charges	38	0.7%
Equipment hire etc	5	0.1%
Interest on capital	26	0.5%
Pay TV (Sky, BT Sport etc.)	122	2.2%
Live music	50	0.9%
Other costs	83	1.5%

Total operating costs	2,249	40.9%
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Divisible balance	751	13.7%
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Gaming machine income	61
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See page 6 for details on excluded costs

Community wet-led

c£8,000 turnover per week (90:10 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	6,831
Total food sales	1,019
Total sales	7,849

Cost of drinks	3,180
Cost of food	360
Total cost	3,541

Gross profit	4,309
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54.9% Gross profit margin

% cost to turnover

Wages & salaries	1,599	20.4%
Rates	212	2.7%
Utilities	453	5.8%
Repairs & renewals	166	2.1%
Insurance	69	0.9%
Marketing/Promotion/Telephone	168	2.1%
Consumables	12	0.2%
Waste Disposal/Cleaning/Hygiene	81	1.0%
Professional fees	76	1.0%
Bank charges	55	0.7%
Equipment hire etc	7	0.1%
Interest on capital	33	0.4%
Pay TV (Sky, BT Sport etc.)	171	2.2%
Live music	43	0.5%
Other costs	101	1.3%

Total operating costs	3,245	41.3%
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Divisible balance	1,064	13.6%
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Gaming machine income	76
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See page 6 for details on excluded costs

Community wet-led

c£15,000 turnover per week (90:10 drink/food)

All figures are weighted averages exclusive of VAT

	£
Total drinks sales	9,790
Total food sales	2,022
Total sales	11,812

Cost of drinks	4,521
Cost of food	713
Total cost	5,235

Gross profit	6,577	55.7%	Gross profit margin
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% cost to turnover

Wages & salaries	2,768	23.4%
Rates	333	2.8%
Utilities	641	5.4%
Repairs & renewals	207	1.8%
Insurance	79	0.7%
Marketing/Promotion/Telephone	215	1.8%
Consumables	25	0.2%
Waste Disposal/Cleaning/Hygiene	99	0.8%
Professional fees	76	0.6%
Bank charges	72	0.6%
Equipment hire etc	19	0.2%
Interest on capital	40	0.3%
Pay TV (Sky, BT Sport etc.)	199	1.7%
Live music	65	0.6%
Other costs	134	1.1%

Total operating costs	4,971	42.1%
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Divisible balance	1,607	13.6%
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Gaming machine income	68
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See page 6 for details on excluded costs

Rural character

c£5,000 turnover per week (50:50 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	3,592
Total food sales	2,266
Total sales	5,858

Cost of drinks	1,668
Cost of food	794
Total cost	2,461

Gross profit	3,397	58.0%	Gross profit margin
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% cost to turnover

Wages & salaries	1,420	24.2%
Rates	92	1.6%
Utilities	402	6.9%
Repairs & renewals	131	2.2%
Insurance	58	1.0%
Marketing/Promotion/Telephone	88	1.5%
Consumables	15	0.3%
Waste Disposal/Cleaning/Hygiene	70	1.2%
Professional fees	69	1.2%
Bank charges	45	0.8%
Equipment hire etc	10	0.2%
Interest on capital	30	0.5%
Pay TV (Sky, BT Sport etc.)	28	0.5%
Live music	6	0.1%
Other costs	87	1.5%

Total operating costs	2,554	43.6%
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Divisible balance	843	14.4%
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Gaming machine income	13
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See page 6 for details on excluded costs

Rural character

c£8,000 turnover per week (50:50 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	5,097
Total food sales	3,965
Total sales	9,062

Cost of drinks	2,356
Cost of food	1,315
Total cost	3,671

Gross profit	5,391
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59.5% Gross profit margin

% cost to turnover

Wages & salaries	2,447	27.0%
Rates	236	2.6%
Utilities	538	5.9%
Repairs & renewals	190	2.1%
Insurance	67	0.7%
Marketing/Promotion/Telephone	139	1.5%
Consumables	19	0.2%
Waste Disposal/Cleaning/Hygiene	114	1.3%
Professional fees	79	0.9%
Bank charges	69	0.8%
Equipment hire etc	12	0.1%
Interest on capital	46	0.5%
Pay TV (Sky, BT Sport etc.)	33	0.4%
Live music	6	0.1%
Other costs	112	1.2%

Total operating costs	4,108	45.3%
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Divisible balance	1,283	14.2%
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Gaming machine income	18
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See page 6 for details on excluded costs

Town centre pub/bar

c£10,000 turnover per week (70:30 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	6,896
Total food sales	2,985
Total sales	9,881

Cost of drinks	3,041
Cost of food	1,012
Total cost	4,052

Gross profit	5,828
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59.0%

Gross profit margin

% cost to turnover

Wages & salaries	2,520	25.5%
Rates	308	3.1%
Utilities	567	5.7%
Repairs & renewals	182	1.8%
Insurance	71	0.7%
Marketing/Promotion/Telephone	163	1.7%
Consumables	17	0.2%
Waste Disposal/Cleaning/Hygiene	110	1.1%
Professional fees	87	0.9%
Bank charges	72	0.7%
Equipment hire etc	13	0.1%
Interest on capital	48	0.5%
Pay TV (Sky, BT Sport etc.)	100	1.0%
Live music	36	0.4%
Other costs	130	1.3%

Total operating costs	4,424	44.8%
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Divisible balance	1,404	14.2%
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Gaming machine income	39
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See page 6 for details on excluded costs

Town/country food-led

c£10,000 turnover per week (30:70 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	4,443
Total food sales	5,392
Total sales	9,836

Cost of drinks	1,950
Cost of food	1,914
Total cost	3,864

Gross profit	5,972
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60.7%

Gross profit margin

% cost to turnover

Wages & salaries	2,716	27.6%
Rates	247	2.5%
Utilities	632	6.4%
Repairs & renewals	178	1.8%
Insurance	56	0.6%
Marketing/Promotion/Telephone	111	1.1%
Consumables	63	0.6%
Waste Disposal/Cleaning/Hygiene	112	1.1%
Professional fees	78	0.8%
Bank charges	85	0.9%
Equipment hire etc	41	0.4%
Interest on capital	46	0.5%
Pay TV (Sky, BT Sport etc.)	36	0.4%
Live music	48	0.5%
Other costs	138	1.4%

Total operating costs	4,586	46.6%
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Divisible balance	1,386	14.1%
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Gaming machine income	11
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See page 6 for details on excluded costs

Town/country food-led

c£15,000 turnover per week (30:70 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	5,736
Total food sales	7,625
Total sales	13,361

Cost of drinks	2,641
Cost of food	2,620
Total cost	5,260

Gross profit	8,101
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60.6% Gross profit margin

% cost to turnover

Wages & salaries	3,924	29.4%
Rates	362	2.7%
Utilities	768	5.7%
Repairs & renewals	226	1.7%
Insurance	73	0.5%
Marketing/Promotion/Telephone	156	1.2%
Consumables	51	0.4%
Waste Disposal/Cleaning/Hygiene	134	1.0%
Professional fees	86	0.6%
Bank charges	91	0.7%
Equipment hire etc	30	0.2%
Interest on capital	60	0.4%
Pay TV (Sky, BT Sport etc.)	16	0.1%
Live music	19	0.1%
Other costs	151	1.1%

Total operating costs	6,147	46.0%
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Divisible balance	1,955	14.6%
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Gaming machine income	8
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See page 6 for details on excluded costs

Summary table² (£ costs)

All figures relate to the sales and costs for the pub model with the minimum and maximum reported total operating cost, exclusive of VAT

	COMMUNITY WET-LED (c100% drink) c£4,000/week		COMMUNITY WET-LED (c90:10, drink:food) c£5,000/week		COMMUNITY WET-LED (c90:10, drink:food) c£8,000/week	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
All figures below ex. VAT						
Total Drinks Sales	3,628	5,733	4,054	5,511	7,480	7,946
Total Food Sales	139	236	450	1,114	820	754
Total Sales	3,767	5,969	4,504	6,625	8,300	8,700
Cost of drinks	1,643	2,452	2,062	2,313	3,800	3,212
Cost of food	55	88	213	428	328	294
Total Cost	1,698	2,540	2,275	2,741	4,128	3,506
Gross Profit	2,069	3,428	2,230	3,884	4,172	5,194
Wages & Salaries	522	1,186	759	1,453	1,600	1,918
Rates	32	195	50	198	145	306
Utilities (see note on page 4)	235	366	161	405	600	472
Repairs & Renewals	112	90	30	104	80	136
Insurance	60	58	24	59	45	61
Marketing/Promotion/Telephone	46	43	62	57	100	100
Consumables	35	12	23	16	89	17
Waste	48	45	35	55	45	74
Disposal/Cleaning/Hygiene						
Professional fees	67	98	43	106	70	106
Bank charges	30	51	26	52	53	67
Equipment Hire etc	2	12	12	16	57	18
Interest on capital	-	29	29	39	-	50
Pay TV (Sky, BT Sport etc.)	-	168	76	119	100	169
Live Music	191	125	267	106	70	172
Other Costs	69	108	23	127	35	177
Total Operating Costs	1,447	2,585	1,619	2,912	3,089	3,841
Divisible Balance	622	843	611	972	1,083	1,353
Gaming machine income	62	67	13	58	45	87

² The figures in the tables shown above and below are a snapshot of actual individual pub running costs, **not** a minimum/maximum of the lowest/highest individual cost elements from across all pubs surveyed.

	COMMUNITY WET-LED LOCAL (c90:10, drink:food) c£15,000/week		RURAL CHARACTER (c50:50, drink:food) c£5,000/week		RURAL CHARACTER (c50:50, drink:food) c£8,000/week	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
All figures below ex. VAT						
Total Drinks Sales	7,899	13,500	3,753	3,731	4,931	5,772
Total Food Sales	2,272	1,500	962	2,509	3,129	3,881
Total Sales	10,171	15,000	4,715	6,240	8,060	9,653
Cost of drinks	3,950	5,760	1,671	1,752	2,108	2,614
Cost of food	878	540	371	839	1,192	1,334
Total Cost	4,828	6,300	2,042	2,590	3,300	3,947
Gross Profit	5,343	8,700	2,673	3,650	4,760	5,705
Wages & Salaries	2,313	3,667	960	1,593	2,218	2,865
Rates	520	345	22	105	76	250
Utilities (see note on page 4)	364	867	364	394	560	758
Repairs & Renewals	163	217	80	166	122	35
Insurance	29	50	49	70	59	39
Marketing/Promotion/Telephone	138	100	44	119	71	63
Consumables	38	120	5	-	27	95
Waste	95	75	52	83	100	174
Disposal/Cleaning/Hygiene						
Professional fees	68	100	71	69	84	83
Bank charges	102	80	40	44	68	87
Equipment Hire etc	33	67	12	-	22	67
Interest on capital	35	60	34	34	65	29
Pay TV (Sky, BT Sport etc.)	106	300	-	46	-	60
Live Music	-	100	-	-	-	208
Other Costs	163	150	86	77	127	95
Total Operating Costs	4,167	6,297	1,817	2,800	3,598	4,907
Divisible Balance	1,177	2,403	856	850	1,163	798
Gaming machine income	-	75	-	22	-	-

	TOWN CENTRE PUB/BAR (c70:30, drink:food) c£10,000/week		TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£10,000/week		TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£15,000/week	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
All figures below ex. VAT						
Total Drinks Sales	5,729	8,155	5,015	4,636	6,093	7,950
Total Food Sales	2,315	3,546	3,599	6,415	6,092	9,219
Total Sales	8,044	11,701	8,615	11,051	12,185	17,169
Cost of drinks	2,734	3,919	2,240	2,138	2,904	3,627
Cost of food	866	1,204	1,200	1,738	2,037	2,633
Total Cost	3,601	5,123	3,440	3,876	4,942	6,260
Gross Profit	4,443	6,578	5,175	7,174	7,244	10,909
Wages & Salaries	2,022	2,870	2,263	3,309	3,491	5,166
Rates	198	511	249	497	319	766
Utilities (see note on page 4)	582	439	498	564	699	870
Repairs & Renewals	75	190	205	205	258	218
Insurance	37	34	74	29	82	39
Marketing/Promotion/Telephone	60	201	160	125	189	176
Consumables	79	76	-	66	-	91
Waste	95	243	106	205	135	303
Disposal/Cleaning/Hygiene						
Professional fees	73	85	74	90	73	115
Bank charges	39	100	65	109	81	159
Equipment Hire etc	33	23	-	30	-	79
Interest on capital	29	59	43	65	60	102
Pay TV (Sky, BT Sport etc.)	79	-	51	-	8	-
Live Music	276	-	-	-	-	-
Other Costs	79	161	122	315	105	353
Total Operating Costs	3,758	4,991	3,908	5,609	5,501	8,435
Divisible Balance	686	1,587	1,267	1,565	1,743	2,475
Gaming machine income	20	-	21	-	14	-

Summary table³ (% costs)

All figures relate to costs as a percentage of sales for the pub model with the minimum and maximum reported total operating cost, exclusive of VAT.

	COMMUNITY WET-LED (100% wet) c£4,000/week		COMMUNITY WET-LED (c90:10, drink:food) c£5,000/week		COMMUNITY WET-LED (c90:10, drink:food) c£8,000/week	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
Wages & Salaries	13.8%	19.9%	16.9%	21.9%	19.3%	22.0%
Rates	0.8%	3.3%	1.1%	3.0%	1.7%	3.5%
Utilities (see note on page 4)	6.2%	6.1%	3.6%	6.1%	7.2%	5.4%
Repairs & Renewals	3.0%	1.5%	0.7%	1.6%	1.0%	1.6%
Insurance	1.6%	1.0%	0.5%	0.9%	0.5%	0.7%
Marketing/Promotion/Telephone	1.2%	0.7%	1.4%	0.9%	1.2%	1.2%
Consumables	0.9%	0.2%	0.5%	0.2%	1.1%	0.2%
Waste Disposal/Cleaning/Hygiene	1.3%	0.8%	0.8%	0.8%	0.5%	0.9%
Professional fees	1.8%	1.6%	1.0%	1.6%	0.8%	1.2%
Bank charges	0.8%	0.8%	0.6%	0.8%	0.6%	0.8%
Equipment Hire etc	0.0%	0.2%	0.3%	0.2%	0.7%	0.2%
Interest on capital	0.0%	0.5%	0.6%	0.6%	0.0%	0.6%
Pay TV (Sky, BT Sport etc.)	0.0%	2.8%	1.7%	1.8%	1.2%	1.9%
Live Music	5.1%	2.1%	5.9%	1.6%	0.8%	2.0%
Other Costs	1.8%	1.8%	0.5%	1.9%	0.4%	2.0%
Total Operating Costs	38.4%	43.3%	35.9%	44.0%	37.2%	44.2%

³ Ibid.

	COMMUNITY WET-LED LOCAL (c90:10, drink:food) c£15,000/week		RURAL CHARACTER (c50:50, drink:food) c£5,000/week		RURAL CHARACTER (c50:50, drink:food) c£8,000/week	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
Wages & Salaries	22.7%	24.4%	20.4%	25.5%	27.5%	29.7%
Rates	5.1%	2.3%	0.5%	1.7%	0.9%	2.6%
Utilities (see note on page 4)	3.6%	5.8%	7.7%	6.3%	6.9%	7.8%
Repairs & Renewals	1.6%	1.4%	1.7%	2.7%	1.5%	0.4%
Insurance	0.3%	0.3%	1.0%	1.1%	0.7%	0.4%
Marketing/Promotion/Telephone	1.4%	0.7%	0.9%	1.9%	0.9%	0.7%
Consumables	0.4%	0.8%	0.1%	0.0%	0.3%	1.0%
Waste Disposal/Cleaning/Hygiene	0.9%	0.5%	1.1%	1.3%	1.2%	1.8%
Professional fees	0.7%	0.7%	1.5%	1.1%	1.0%	0.9%
	1.0%	0.5%	0.8%	0.7%	0.8%	0.9%
Equipment Hire etc	0.3%	0.4%	0.3%	0.0%	0.3%	0.7%
Interest on capital	0.3%	0.4%	0.7%	0.5%	0.8%	0.3%
Pay TV (Sky, BT Sport etc.)	1.0%	2.0%	0.0%	0.7%	0.0%	0.6%
Live Music	0.0%	0.7%	0.0%	0.0%	0.0%	2.2%
Other Costs	1.6%	1.0%	1.8%	1.2%	1.6%	1.0%
Total Operating Costs	41.0%	42.0%	38.5%	44.9%	44.6%	50.8%

	TOWN CENTRE PUB/BAR (c70:30, drink:food) c£10,000/week		TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£10,000/week		TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£15,000/week	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
Wages & Salaries	25.1%	24.5%	26.3%	29.9%	28.7%	30.1%
Rates	2.5%	4.4%	2.9%	4.5%	2.6%	4.5%
Utilities	7.2%	3.7%	5.8%	5.1%	5.7%	5.1%
Repairs & Renewals	0.9%	1.6%	2.4%	1.9%	2.1%	1.3%
Insurance	0.5%	0.3%	0.9%	0.3%	0.7%	0.2%
Marketing/Promotion/Telephone	0.7%	1.7%	1.9%	1.1%	1.6%	1.0%
Consumables	1.0%	0.7%	0.0%	0.6%	0.0%	0.5%
Waste Disposal/Cleaning/Hygiene	1.2%	2.1%	1.2%	1.9%	1.1%	1.8%
Professional fees	0.9%	0.7%	0.9%	0.8%	0.6%	0.7%
	0.5%	0.9%	0.8%	1.0%	0.7%	0.9%
Equipment Hire etc	0.4%	0.2%	0.0%	0.3%	0.0%	0.5%
Interest on capital	0.4%	0.5%	0.5%	0.6%	0.5%	0.6%
Pay TV (Sky, BT Sport etc.)	1.0%	0.0%	0.6%	0.0%	0.1%	0.0%
Live Music	3.4%	0.0%	0.0%	0.0%	0.0%	0.0%
Other Costs	1.0%	1.4%	1.4%	2.8%	0.9%	2.1%
Total Operating Costs	46.7%	42.7%	45.4%	50.8%	45.1%	49.1%

Annex A

Pub with accommodation Template P&L account

	£	
Total Drinks Sales	<input type="text"/>	
Total Food Sales	<input type="text"/>	
Total Accommodation/Other Income	<input type="text"/>	
Total Sales	<input type="text"/>	
Cost of drinks	<input type="text"/>	
Cost of food	<input type="text"/>	
Cost of Accommodation/Other Income	<input type="text"/>	
Total Cost	<input type="text"/>	
Gross Profit	<input type="text"/>	<input type="text"/> gross profit margin
	% cost to turnover	
Wages & Salaries	<input type="text"/>	<input type="text"/>
Rates	<input type="text"/>	<input type="text"/>
Utilities	<input type="text"/>	<input type="text"/>
Repairs & Renewals	<input type="text"/>	<input type="text"/>
Insurance	<input type="text"/>	<input type="text"/>
Marketing/Promotion/Telephone	<input type="text"/>	<input type="text"/>
Consumables	<input type="text"/>	<input type="text"/>
Waste Disposal/Cleaning/Hygiene	<input type="text"/>	<input type="text"/>
Professional fees	<input type="text"/>	<input type="text"/>
Bank charges	<input type="text"/>	<input type="text"/>
Equipment Hire etc	<input type="text"/>	<input type="text"/>
Interest on capital	<input type="text"/>	<input type="text"/>
Pay TV (Sky, BT Sport etc.)	<input type="text"/>	<input type="text"/>
Live Music	<input type="text"/>	<input type="text"/>
Other Costs	<input type="text"/>	<input type="text"/>
Total Operating Costs	<input type="text"/>	<input type="text"/>
Divisible Balance	<input type="text"/>	

Annex B

Useful links

[British Beer & Pub Association \(BBPA\)](#)

[Pub Governing Body - Codes of practice tenanted/leased/Scotland \(voluntary\)](#)

[British Institute of Innkeeping](#)

[UK Hospitality](#)

[Pubs Code Adjudicator](#)

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