

Running a pub

A guide to costs for tied tenants and lessees 2019



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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 2018 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 which is released annually and other pub trade data.

¹ See UK Hospitality's 2018 benchmarking report: <https://www.christie.com/christieMediaLibraries/christie/PDFs-Publications/Pubs/UKHospitality-Christie-Co-Benchmarking-Report-2018.pdf?ext=.pdf>

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).

The tables represent a composite of accounts presented to tenants by companies based on their experience across their entire estate, and individual pub accounts that have been made available to their pub companies.

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.

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.

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.

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 average. This specific pub model is then divided into individual cost lines based on that particular pub. 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	3,740
Total food sales	115
Total sales	3,854

Cost of drinks	1,804
Cost of food	45
Total cost	1,848

Gross profit	2,006
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52.0%

Gross profit margin

	% cost to turnover	
Wages & salaries	560	14.5%
Rates	63	1.6%
Utilities	192	5.0%
Repairs & renewals	74	1.9%
Insurance	48	1.3%
Marketing/Promotion/Telephone	61	1.6%
Consumables	10	0.3%
Waste Disposal/Cleaning/Hygiene	38	1.0%
Professional fees	55	1.4%
Bank charges	20	0.5%
Equipment hire etc	4	0.1%
Interest on capital	18	0.5%
Pay TV (Sky, BT Sport etc.)	87	2.3%
Live music	77	2.0%
Other costs	76	2.0%

Total operating costs	1,385	35.9%
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Divisible balance	621	16.1%
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Gaming machine income	53
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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	4,442
Total food sales	458
Total sales	4,900

Cost of drinks	2,130
Cost of food	172
Total cost	2,302

Gross profit	2,598
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53.0% gross profit margin

% cost to turnover

Wages & salaries	758	15.5%
Rates	116	2.4%
Utilities	233	4.8%
Repairs & renewals	116	2.4%
Insurance	56	1.1%
Marketing/Promotion/Telephone	112	2.3%
Consumables	7	0.1%
Waste Disposal/Cleaning/Hygiene	52	1.1%
Professional fees	63	1.3%
Bank charges	30	0.6%
Equipment hire etc	5	0.1%
Interest on capital	26	0.5%
Pay TV (Sky, BT Sport etc.)	98	2.0%
Live music	37	0.7%
Other costs	99	2.0%

Total operating costs	1,807	36.9%
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Divisible balance	790	16.1%
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Gaming machine income	57
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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	6,906
Total food sales	905
Total sales	7,811

Cost of drinks	3,327
Cost of food	339
Total cost	3,666

Gross profit	4,145
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53.1% gross profit margin

	% cost to turnover	
Wages & salaries	1,389	17.8%
Rates	252	3.2%
Utilities	304	3.9%
Repairs & renewals	151	1.9%
Insurance	56	0.7%
Marketing/Promotion/Telephone	165	2.1%
Consumables	22	0.3%
Waste Disposal/Cleaning/Hygiene	76	1.0%
Professional fees	71	0.9%
Bank charges	48	0.6%
Equipment hire etc	12	0.1%
Interest on capital	42	0.5%
Pay TV (Sky, BT Sport etc.)	163	2.1%
Live music	18	0.2%
Other costs	130	1.7%

Total operating costs	2,899	37.1%
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Divisible balance	1,247	16.0%
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Gaming machine income	61
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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	12,087
Total food sales	3,387
Total sales	15,474

Cost of drinks	5,793
Cost of food	1,342
Total cost	7,135

Gross profit	8,339
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53.9% gross profit margin

	% cost to turnover	
Wages & salaries	3,355	21.7%
Rates	475	3.1%
Utilities	486	3.1%
Repairs & renewals	188	1.2%
Insurance	65	0.4%
Marketing/Promotion/Telephone	260	1.7%
Consumables	57	0.4%
Waste Disposal/Cleaning/Hygiene	112	0.7%
Professional fees	78	0.5%
Bank charges	97	0.6%
Equipment hire etc	26	0.2%
Interest on capital	109	0.7%
Pay TV (Sky, BT Sport etc.)	173	1.1%
Live music	29	0.2%
Other costs	187	1.2%

Total operating costs	5,696	36.8%
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Divisible balance	2,643	17.1%
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Gaming machine income	52
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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	2,979
Total food sales	2,641
Total sales	5,619

Cost of drinks	1,429
Cost of food	1,016
Total cost	2,445

Gross profit	3,175	56.5% gross profit margin
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	% cost to turnover	
Wages & salaries	1,264	22.5%
Rates	152	2.7%
Utilities	270	4.8%
Repairs & renewals	108	1.9%
Insurance	48	0.9%
Marketing/Promotion/Telephone	84	1.5%
Consumables	21	0.4%
Waste Disposal/Cleaning/Hygiene	61	1.1%
Professional fees	60	1.1%
Bank charges	46	0.8%
Equipment hire etc	11	0.2%
Interest on capital	27	0.5%
Pay TV (Sky, BT Sport etc.)	61	1.1%
Live music	2	0.0%
Other costs	49	0.9%

Total operating costs	2,265	40.3%
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Divisible balance	910	16.2%
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Gaming machine income	3
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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	4,358
Total food sales	3,925
Total sales	8,283

Cost of drinks	2,029
Cost of food	1,444
Total cost	3,473

Gross profit	4,810
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58.1% gross profit margin

% cost to turnover

Wages & salaries	2,082	25.1%
Rates	248	3.0%
Utilities	356	4.3%
Repairs & renewals	166	2.0%
Insurance	55	0.7%
Marketing/Promotion/Telephone	108	1.3%
Consumables	25	0.3%
Waste Disposal/Cleaning/Hygiene	96	1.2%
Professional fees	70	0.8%
Bank charges	62	0.8%
Equipment hire etc	16	0.2%
Interest on capital	45	0.5%
Pay TV (Sky, BT Sport etc.)	65	0.8%
Live music	1	0.0%
Other costs	94	1.1%

Total operating costs	3,489	42.1%
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Divisible balance	1,321	15.9%
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Gaming machine income	6
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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	7,105
Total food sales	2,881
Total sales	9,986

Cost of drinks	3,235
Cost of food	1,022
Total cost	4,256

Gross profit	5,730
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57.4% gross profit margin

	% cost to turnover	
Wages & salaries	2,197	22.0%
Rates	371	3.7%
Utilities	385	3.9%
Repairs & renewals	189	1.9%
Insurance	67	0.7%
Marketing/Promotion/Telephone	208	2.1%
Consumables	23	0.2%
Waste Disposal/Cleaning/Hygiene	103	1.0%
Professional fees	87	0.9%
Bank charges	67	0.7%
Equipment hire etc	21	0.2%
Interest on capital	39	0.4%
Pay TV (Sky, BT Sport etc.)	150	1.5%
Live music	1	0.0%
Other costs	117	1.2%

Total operating costs	4,025	40.3%
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Divisible balance	1,704	17.1%
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Gaming machine income	16
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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	3,257
Total food sales	6,276
Total sales	9,534

Cost of drinks	1,496
Cost of food	2,206
Total cost	3,701

Gross profit	5,832
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61.2% gross profit margin

		% cost to turnover
Wages & salaries	2,669	28.0%
Rates	302	3.2%
Utilities	414	4.3%
Repairs & renewals	188	2.0%
Insurance	47	0.5%
Marketing/Promotion/Telephone	75	0.8%
Consumables	38	0.4%
Waste Disposal/Cleaning/Hygiene	110	1.2%
Professional fees	73	0.8%
Bank charges	84	0.9%
Equipment hire etc	15	0.2%
Interest on capital	40	0.4%
Pay TV (Sky, BT Sport etc.)	68	0.7%
Live music	2	0.0%
Other costs	60	0.6%

Total operating costs	4,185	43.9%
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Divisible balance	1,647	17.3%
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Gaming machine income	2
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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	5,503
Total food sales	9,720
Total sales	15,223

Cost of drinks	2,439
Cost of food	3,395
Total cost	5,833

Gross profit	9,390
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61.7% gross profit margin

		% cost to turnover
Wages & salaries	3,943	25.9%
Rates	594	3.9%
Utilities	520	3.4%
Repairs & renewals	253	1.7%
Insurance	71	0.5%
Marketing/Promotion/Telephone	130	0.9%
Consumables	51	0.3%
Waste Disposal/Cleaning/Hygiene	126	0.8%
Professional fees	88	0.6%
Bank charges	111	0.7%
Equipment hire etc	46	0.3%
Interest on capital	38	0.3%
Pay TV (Sky, BT Sport etc.)	126	0.8%
Live music	9	0.1%
Other costs	104	0.7%

Total operating costs	6,210	40.8%
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Divisible balance	3,180	20.9%
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Gaming machine income	1
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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	2,458	4,504	4,188	4,500	7,192	7,521
Total Food Sales	-	-	208	700	400	2,384
Total Sales	2,458	4,504	4,396	5,200	7,592	9,905
Cost of drinks	1,520	2,398	2,173	1,850	3,783	3,573
Cost of food	-	-	104	300	160	945
Total Cost	1,520	2,398	2,277	2,150	3,943	4,518
Gross Profit	939	2,106	2,119	3,050	3,649	5,388
Wages & Salaries	-	678	502	895	975	2,194
Rates	37	102	195	170	302	333
Utilities	107	336	208	260	208	345
Repairs & Renewals	96	48	90	60	109	73
Insurance	22	31	19	42	17	27
Marketing/Promotion/Telephone	2	46	193	60	21	211
Consumables	-	29	33	50	46	76
Waste	18	62	42	55	51	119
Disposal/Cleaning/Hygiene						
Professional fees	40	65	52	80	67	81
Bank charges	29	23	38	80	38	75
Equipment Hire etc	7	11	-	50	-	12
Interest on capital	-	29	57	20	19	132
Pay TV (Sky, BT Sport etc.)	-	63	-	150	303	77
Live Music	-	221	-	50	-	-
Other Costs	67	63	41	120	62	122
Total Operating Costs	425	1,808	1,470	2,142	2,220	3,877
Divisible Balance	513	298	649	908	1,429	1,511
Gaming machine income	-	-	58	-	50	82

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	8,061	13,598	2,625	3,778	3,895	6,759
Total Food Sales	3,346	8,282	2,625	3,213	3,750	4,410
Total Sales	11,406	21,880	5,250	6,991	7,645	11,170
Cost of drinks	3,989	6,380	1,312	1,907	1,792	3,151
Cost of food	1,286	3,445	1,050	1,304	1,500	1,852
Total Cost	5,275	9,825	2,362	3,211	3,292	5,003
Gross Profit	6,132	12,054	2,888	3,780	4,354	6,166
Wages & Salaries	2,721	5,705	1,075	1,565	1,827	2,642
Rates	341	548	205	127	97	406
Utilities	430	678	195	349	250	366
Repairs & Renewals	61	88	75	77	77	85
Insurance	34	35	35	34	38	23
Marketing/Promotion/Telephone	49	345	42	32	115	172
Consumables	84	139	54	56	16	84
Waste Disposal/Cleaning/Hygiene	101	143	33	65	58	137
Professional fees	67	85	55	65	48	86
Bank charges	46	173	40	38	38	102
Equipment Hire etc	-	29	38	16	19	39
Interest on capital	29	306	-	29	77	123
Pay TV (Sky, BT Sport etc.)	75	-	93	23	167	201
Live Music	262	-	-	81	-	-
Other Costs	64	220	-	95	-	-
Total Operating Costs	4,364	8,494	1,940	2,652	2,828	4,466
Divisible Balance	1,767	3,561	948	1,128	1,525	1,700
Gaming machine income	-	76	-	-	-	-

	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	7,210	7,800	2,457	3,435	4,575	12,504
Total Food Sales	3,090	3,200	5,084	6,542	10,675	9,729
Total Sales	10,300	11,000	7,541	9,977	15,250	22,233
Cost of drinks	3,532	3,000	1,198	1,501	2,241	5,905
Cost of food	1,236	900	2,048	2,325	3,736	3,393
Total Cost	4,768	3,900	3,246	3,826	5,977	9,298
Gross Profit	5,532	7,100	4,296	6,151	9,273	12,935
Wages & Salaries	1,800	2,700	2,019	2,729	3,150	6,979
Rates	320	400	280	279	340	499
Utilities	232	500	351	467	380	726
Repairs & Renewals	114	90	193	252	200	142
Insurance	48	20	20	79	70	98
Marketing/Promotion/Telephone	98	100	63	122	98	77
Consumables	74	120	-	-	96	271
Waste Disposal/Cleaning/Hygiene	58	160	139	133	81	126
Professional fees	63	100	66	73	83	92
Bank charges	58	110	62	71	86	111
Equipment Hire etc	55	60	8	-	78	5
Interest on capital	-	35	-	59	-	29
Pay TV (Sky, BT Sport etc.)	148	650	60	4	193	75
Live Music	-	-	-	-	-	263
Other Costs	-	-	-	167	-	99
Total Operating Costs	3,068	5,045	3,261	4,436	4,855	9,592
Divisible Balance	2,464	2,055	1,035	1,715	4,418	3,344
Gaming machine income	-	-	-	5	-	-

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	0.0%	15.1%	11.4%	17.2%	12.8%	22.1%
Rates	1.5%	2.3%	4.4%	3.3%	4.0%	3.4%
Utilities	4.4%	7.5%	4.7%	5.0%	2.7%	3.5%
Repairs & Renewals	3.9%	1.1%	2.0%	1.2%	1.4%	0.7%
Insurance	0.9%	0.7%	0.4%	0.8%	0.2%	0.3%
Marketing/Promotion/Telephone	0.1%	1.0%	4.4%	1.2%	0.3%	2.1%
Consumables	0.0%	0.6%	0.8%	1.0%	0.6%	0.8%
Waste Disposal/Cleaning/Hygiene	0.7%	1.4%	1.0%	1.1%	0.7%	1.2%
Professional fees	1.6%	1.5%	1.2%	1.5%	0.9%	0.8%
Bank charges	1.2%	0.5%	0.9%	1.5%	0.5%	0.8%
Equipment Hire etc	0.3%	0.2%	0.0%	1.0%	0.0%	0.1%
Interest on capital	0.0%	0.6%	1.3%	0.4%	0.3%	1.3%
Pay TV (Sky, BT Sport etc.)	0.0%	1.4%	0.0%	2.9%	4.0%	0.8%
Live Music	0.0%	4.9%	0.0%	1.0%	0.0%	0.0%
Other Costs	2.7%	1.4%	0.9%	2.3%	0.8%	1.2%
Total Operating Costs	17.3%	40.1%	33.4%	41.2%	29.2%	39.1%

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	23.9%	26.1%	20.5%	22.4%	23.9%	23.7%
Rates	3.0%	2.5%	3.9%	1.8%	1.3%	3.6%
Utilities	3.8%	3.1%	3.7%	5.0%	3.3%	3.3%
Repairs & Renewals	0.5%	0.4%	1.4%	1.1%	1.0%	0.8%
Insurance	0.3%	0.2%	0.7%	0.5%	0.5%	0.2%
Marketing/Promotion/Telephone	0.4%	1.6%	0.8%	0.5%	1.5%	1.5%
Consumables	0.7%	0.6%	1.0%	0.8%	0.2%	0.7%
Waste Disposal/Cleaning/Hygiene	0.9%	0.7%	0.6%	0.9%	0.8%	1.2%
Professional fees	0.6%	0.4%	1.0%	0.9%	0.6%	0.8%
Equipment Hire etc	0.4%	0.8%	0.8%	0.5%	0.5%	0.9%
Interest on capital	0.0%	0.1%	0.7%	0.2%	0.3%	0.3%
Pay TV (Sky, BT Sport etc.)	0.3%	1.4%	0.0%	0.4%	1.0%	1.1%
Live Music	0.7%	0.0%	1.8%	0.3%	2.2%	1.8%
Other Costs	2.3%	0.0%	0.0%	1.2%	0.0%	0.0%
	0.6%	1.0%	0.0%	1.4%	0.0%	0.0%
Total Operating Costs	38.3%	38.8%	37.0%	37.9%	37.0%	40.0%

	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	17.5%	24.5%	26.8%	27.4%	20.7%	31.4%
Rates	3.1%	3.6%	3.7%	2.8%	2.2%	2.2%
Utilities	2.3%	4.5%	4.7%	4.7%	2.5%	3.3%
Repairs & Renewals	1.1%	0.8%	2.6%	2.5%	1.3%	0.6%
Insurance	0.5%	0.2%	0.3%	0.8%	0.5%	0.4%
Marketing/Promotion/Telephone	1.0%	0.9%	0.8%	1.2%	0.6%	0.3%
Consumables	0.7%	1.1%	0.0%	0.0%	0.6%	1.2%
Waste Disposal/Cleaning/Hygiene	0.6%	1.5%	1.8%	1.3%	0.5%	0.6%
Professional fees	0.6%	0.9%	0.9%	0.7%	0.5%	0.4%
Equipment Hire etc	0.6%	1.0%	0.8%	0.7%	0.6%	0.5%
Interest on capital	0.5%	0.5%	0.1%	0.0%	0.5%	0.0%
Pay TV (Sky, BT Sport etc.)	0.0%	0.3%	0.0%	0.6%	0.0%	0.1%
Live Music	1.4%	5.9%	0.8%	0.0%	1.3%	0.3%
Other Costs	0.0%	0.0%	0.0%	0.0%	0.0%	1.2%
	0.0%	0.0%	0.0%	1.7%	0.0%	0.4%
Total Operating Costs	29.8%	45.9%	43.2%	44.5%	31.8%	43.1%

Annex A

Pub with accommodation

Template P&L account

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

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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