

# Running a pub

A guide to costs for tied tenants and lessees



## Contents

• Introduction	3
• Background and explanatory notes	4
• Small community local £4k (turnover per week)	7
• Community wet-led £5k	8
• Community wet-led £8k	9
• Community wet-led £15k	10
• Rural character £5k	11
• Rural character £8k	12
• Town centre pub/bar £10k	13
• Town/country food-led £10k	14
• Town/country food-led £15k	15
• Summary table (£ costs)	16
• Summary table (% costs)	19
• Annex A - Pub with accommodation template	21
• Annex B - useful contacts/links	22

# 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 2023 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 UK Hospitality benchmarking report<sup>1</sup> and other pub trade data.**

---

<sup>1</sup> 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). 77% of the pubs sampled in the 2024 report were tenancies and 23% 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 profit & loss 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. The P&L data provided to tenants/lessees will largely reflect the position ahead of any negotiation. Across the nine models, data in relation to just under 4,100 pubs was provided.

The information is supplied in summary form across nine different pub models. Whilst 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 840.

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, which 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 2023, **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, nor will they reflect the prevailing market conditions looking forwards in the event of any cost deflation.** Such large fluctuations, on what is usually the second biggest cost line, will have a significant impact on a pub's overall cost and operating margins. Continued fluctuation in inflation across 2023 will also impact other elements of the model and, therefore, **particular caution is required again when reviewing the data this year as well as comparing prevailing market conditions projecting forwards.**

## 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 drink:food 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 2023 for a leased/tenanted pub with machines was £389. The average weekly balance *per analogue machine* was £103 and *per digital machine* was £309. 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	4,955
Total food sales	244
<b>Total sales</b>	<b>5,199</b>

Cost of drinks	2,245
Cost of food	72
<b>Total cost</b>	<b>2,317</b>

<b>Gross profit</b>	<b>2,881</b>
---------------------	--------------

**55.4%**

**Gross profit margin**

% cost to turnover

Wages & salaries	961	18.5%
Rates	73	1.4%
Utilities	335	6.4%
Repairs & renewals	125	2.4%
Insurance	61	1.2%
Marketing/Promotion/Telephone	87	1.7%
Consumables	22	0.4%
Waste Disposal/Cleaning/Hygiene	58	1.1%
Professional fees	80	1.5%
Bank charges	45	0.9%
Equipment hire etc	8	0.1%
Interest on capital	30	0.6%
Pay TV (Sky, BT Sport etc.)	111	2.1%
Live music	96	1.8%
Other costs	79	1.5%

<b>Total operating costs</b>	<b>2,169</b>	<b>41.7%</b>
------------------------------	--------------	--------------

Divisible balance	712	13.7%
-------------------	-----	-------

Gaming machine income	58
-----------------------	----

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	4,848
Total food sales	731
<b>Total sales</b>	<b>5,579</b>

Cost of drinks	2,279
Cost of food	238
<b>Total cost</b>	<b>2,517</b>

<b>Gross profit</b>	<b>3,062</b>
---------------------	--------------

**54.9%**

**Gross profit margin**

% cost to turnover

Wages & salaries	1,098	19.7%
Rates	45	0.8%
Utilities	376	6.7%
Repairs & renewals	145	2.6%
Insurance	66	1.2%
Marketing/Promotion/Telephone	110	2.0%
Consumables	29	0.5%
Waste Disposal/Cleaning/Hygiene	67	1.2%
Professional fees	74	1.3%
Bank charges	47	0.9%
Equipment hire etc	5	0.1%
Interest on capital	27	0.5%
Pay TV (Sky, BT Sport etc.)	116	2.1%
Live music	60	1.1%
Other costs	58	1.0%

<b>Total operating costs</b>	<b>2,321</b>	<b>41.6%</b>
------------------------------	--------------	--------------

Divisible balance	742	13.3%
-------------------	-----	-------

Gaming machine income	48
-----------------------	----

**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	6,829
Total food sales	1,312
<b>Total sales</b>	<b>8,141</b>

Cost of drinks	3,192
Cost of food	437
<b>Total cost</b>	<b>3,629</b>

<b>Gross profit</b>	<b>4,513</b>
---------------------	--------------

**55.4%**

**Gross profit margin**

% cost to turnover

Wages & salaries	1,773	21.8%
Rates	132	1.6%
Utilities	492	6.0%
Repairs & renewals	176	2.2%
Insurance	70	0.9%
Marketing/Promotion/Telephone	164	2.0%
Consumables	15	0.2%
Waste Disposal/Cleaning/Hygiene	88	1.1%
Professional fees	77	0.9%
Bank charges	69	0.9%
Equipment hire etc	7	0.1%
Interest on capital	37	0.5%
Pay TV (Sky, BT Sport etc.)	176	2.2%
Live music	50	0.6%
Other costs	88	1.1%

<b>Total operating costs</b>	<b>3,413</b>	<b>41.9%</b>
------------------------------	--------------	--------------

Divisible balance	1,100	13.5%
-------------------	-------	-------

Gaming machine income	66
-----------------------	----

**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	11,287
Total food sales	2,147
<b>Total sales</b>	<b>13,433</b>

Cost of drinks	5,194
Cost of food	780
<b>Total cost</b>	<b>5,974</b>

<b>Gross profit</b>	<b>7,460</b>	<b>55.5%</b>	<b>Gross profit margin</b>
---------------------	--------------	--------------	----------------------------

% cost to turnover

Wages & salaries	3,139	23.4%
Rates	291	2.2%
Utilities	747	5.6%
Repairs & renewals	229	1.7%
Insurance	80	0.6%
Marketing/Promotion/Telephone	248	1.8%
Consumables	54	0.4%
Waste Disposal/Cleaning/Hygiene	131	1.0%
Professional fees	87	0.6%
Bank charges	108	0.8%
Equipment hire etc	24	0.2%
Interest on capital	44	0.3%
Pay TV (Sky, BT Sport etc.)	230	1.7%
Live music	141	1.1%
Other costs	142	1.1%

<b>Total operating costs</b>	<b>5,695</b>	<b>42.4%</b>
------------------------------	--------------	--------------

Divisible balance	1,764	13.1%
-------------------	-------	-------

Gaming machine income	72
-----------------------	----

**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	3,717
Total food sales	2,454
<b>Total sales</b>	<b>6,172</b>

Cost of drinks	1,739
Cost of food	853
<b>Total cost</b>	<b>2,593</b>

<b>Gross profit</b>	<b>3,579</b>	<b>58.0%</b>	<b>Gross profit margin</b>
---------------------	--------------	--------------	----------------------------

% cost to turnover

Wages & salaries	1,528	24.8%
Rates	77	1.3%
Utilities	425	6.9%
Repairs & renewals	145	2.3%
Insurance	54	0.9%
Marketing/Promotion/Telephone	94	1.5%
Consumables	43	0.7%
Waste Disposal/Cleaning/Hygiene	92	1.5%
Professional fees	75	1.2%
Bank charges	59	1.0%
Equipment hire etc	12	0.2%
Interest on capital	34	0.5%
Pay TV (Sky, BT Sport etc.)	13	0.2%
Live music	14	0.2%
Other costs	70	1.1%

<b>Total operating costs</b>	<b>2,735</b>	<b>44.3%</b>
------------------------------	--------------	--------------

Divisible balance	844	13.7%
-------------------	-----	-------

Gaming machine income	2
-----------------------	---

**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	5,079
Total food sales	3,834
<b>Total sales</b>	<b>8,912</b>

Cost of drinks	2,340
Cost of food	1,279
<b>Total cost</b>	<b>3,619</b>

<b>Gross profit</b>	<b>5,293</b>
---------------------	--------------

**59.4%**

**Gross profit margin**

% cost to turnover

Wages & salaries	2,432	27.3%
Rates	151	1.7%
Utilities	556	6.2%
Repairs & renewals	198	2.2%
Insurance	71	0.8%
Marketing/Promotion/Telephone	149	1.7%
Consumables	45	0.5%
Waste Disposal/Cleaning/Hygiene	111	1.2%
Professional fees	79	0.9%
Bank charges	80	0.9%
Equipment hire etc	9	0.1%
Interest on capital	42	0.5%
Pay TV (Sky, BT Sport etc.)	35	0.4%
Live music	10	0.1%
Other costs	67	0.7%

<b>Total operating costs</b>	<b>4,035</b>	<b>45.3%</b>
------------------------------	--------------	--------------

Divisible balance	1,259	14.1%
-------------------	-------	-------

Gaming machine income	1
-----------------------	---

**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	7,116
Total food sales	2,921
<b>Total sales</b>	<b>10,037</b>

Cost of drinks	3,151
Cost of food	1,025
<b>Total cost</b>	<b>4,176</b>

<b>Gross profit</b>	<b>5,860</b>
---------------------	--------------

**58.4%**

**Gross profit margin**

% cost to turnover

Wages & salaries	2,587	25.8%
Rates	232	2.3%
Utilities	613	6.1%
Repairs & renewals	186	1.9%
Insurance	73	0.7%
Marketing/Promotion/Telephone	162	1.6%
Consumables	40	0.4%
Waste Disposal/Cleaning/Hygiene	112	1.1%
Professional fees	92	0.9%
Bank charges	86	0.9%
Equipment hire etc	15	0.1%
Interest on capital	55	0.6%
Pay TV (Sky, BT Sport etc.)	121	1.2%
Live music	50	0.5%
Other costs	104	1.0%

<b>Total operating costs</b>	<b>4,530</b>	<b>45.1%</b>
------------------------------	--------------	--------------

Divisible balance	1,331	13.3%
-------------------	-------	-------

Gaming machine income	15
-----------------------	----

**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	4,774
Total food sales	4,986
<b>Total sales</b>	<b>9,759</b>

Cost of drinks	2,162
Cost of food	1,624
<b>Total cost</b>	<b>3,786</b>

<b>Gross profit</b>	<b>5,973</b>
---------------------	--------------

**61.2%**

**Gross profit margin**

% cost to turnover

Wages & salaries	2,799	28.7%
Rates	221	2.3%
Utilities	627	6.4%
Repairs & renewals	206	2.1%
Insurance	68	0.7%
Marketing/Promotion/Telephone	157	1.6%
Consumables	52	0.5%
Waste Disposal/Cleaning/Hygiene	139	1.4%
Professional fees	87	0.9%
Bank charges	89	0.9%
Equipment hire etc	18	0.2%
Interest on capital	54	0.6%
Pay TV (Sky, BT Sport etc.)	52	0.5%
Live music	22	0.2%
Other costs	122	1.2%

<b>Total operating costs</b>	<b>4,713</b>	<b>48.3%</b>
------------------------------	--------------	--------------

Divisible balance	1,260	12.9%
-------------------	-------	-------

Gaming machine income	4
-----------------------	---

**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	6,998
Total food sales	8,131
<b>Total sales</b>	<b>15,129</b>

Cost of drinks	3,010
Cost of food	2,773
<b>Total cost</b>	<b>5,783</b>

<b>Gross profit</b>	<b>9,346</b>
---------------------	--------------

**61.8%**

**Gross profit margin**

% cost to turnover

Wages & salaries	4,583	30.3%
Rates	341	2.3%
Utilities	920	6.1%
Repairs & renewals	257	1.7%
Insurance	77	0.5%
Marketing/Promotion/Telephone	169	1.1%
Consumables	64	0.4%
Waste Disposal/Cleaning/Hygiene	169	1.1%
Professional fees	105	0.7%
Bank charges	124	0.8%
Equipment hire etc	29	0.2%
Interest on capital	80	0.5%
Pay TV (Sky, BT Sport etc.)	40	0.3%
Live music	47	0.3%
Other costs	151	1.0%

<b>Total operating costs</b>	<b>7,156</b>	<b>47.3%</b>
------------------------------	--------------	--------------

Divisible balance	2,191	14.5%
-------------------	-------	-------

Gaming machine income	55
-----------------------	----

**See page 6 for details on excluded costs**

# Summary table<sup>2</sup> (£ 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
<b>All figures below ex. VAT</b>						
Total Drinks Sales	3,604	6,103	3,852	4,931	6,097	7,747
Total Food Sales	206	97	426	854	729	1,128
Total Sales	3,810	6,200	4,278	5,785	6,826	8,875
Cost of drinks	1,544	2,596	1,878	2,351	3,015	3,094
Cost of food	74	37	176	254	287	440
Total Cost	1,618	2,634	2,054	2,605	3,303	3,534
Gross Profit	2,192	3,566	2,224	3,180	3,523	5,341
Wages & Salaries	642	1,208	821	1,165	1,365	2,031
Rates	6	146	84	36	113	221
Utilities (see note on page 4)	297	395	340	371	417	514
Repairs & Renewals	99	103	58	176	45	111
Insurance	49	62	34	76	22	67
Marketing/Promotion/Telephone	38	47	35	146	51	71
Consumables	20	15	22	26	46	23
Waste Disposal/Cleaning/Hygiene	35	57	52	79	82	70
Professional fees	68	103	47	74	44	116
Bank charges	32	58	24	49	42	72
Equipment Hire etc	7	10	17	-	14	18
Interest on capital	23	40	29	26	29	66
Pay TV (Sky, BT Sport etc.)	69	151	44	145	84	163
Live Music	137	165	153	-	296	171
Other Costs	46	140	22	42	46	212
Total Operating Costs	1,569	2,700	1,783	2,411	2,695	3,926
Divisible Balance	623	867	441	770	828	1,415
Gaming machine income	62	92	65	42	61	68

<sup>2</sup> 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.

	<b>COMMUNITY WET-LED LOCAL (c90:10, drink:food) c£15,000/week</b>		<b>RURAL CHARACTER (c50:50, drink:food) c£5,000/week</b>		<b>RURAL CHARACTER (c50:50, drink:food) c£8,000/week</b>	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
<b>All figures below ex. VAT</b>						
Total Drinks Sales	9,902	16,290	3,772	4,601	5,171	5,720
Total Food Sales	2,281	472	1,281	2,743	2,443	4,700
Total Sales	12,183	16,762	5,053	7,344	7,614	10,420
Cost of drinks	4,922	6,250	1,657	2,159	2,258	2,711
Cost of food	870	178	494	1,005	928	1,537
Total Cost	5,792	6,428	2,151	3,164	3,186	4,248
Gross Profit	6,391	10,334	2,902	4,180	4,428	6,172
Wages & Salaries	2,853	4,051	1,135	1,796	1,844	2,857
Rates	514	522	32	105	94	425
Utilities (see note on page 4)	526	797	403	548	543	493
Repairs & Renewals	174	224	121	77	132	199
Insurance	28	100	49	37	55	34
Marketing/Promotion/Telephone	156	154	49	41	57	141
Consumables	32	45	36	73	38	69
Waste Disposal/Cleaning/Hygiene	110	126	72	104	70	141
Professional fees	70	121	77	71	80	91
Bank charges	124	144	51	67	71	104
Equipment Hire etc	40	41	16	23	18	27
Interest on capital	44	90	35	29	57	60
Pay TV (Sky, BT Sport etc.)	169	309	-	47	-	25
Live Music	-	637	-	164	-	-
Other Costs	182	724	66	73	115	161
Total Operating Costs	5,023	8,087	2,142	3,258	3,173	4,827
Divisible Balance	1,368	2,248	760	923	1,255	1,345
Gaming machine income	-	105	-	19	-	-

	<b>TOWN CENTRE PUB/BAR (c70:30, drink:food) c£10,000/week</b>		<b>TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£10,000/week</b>		<b>TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£15,000/week</b>	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
<b>All figures below ex. VAT</b>						
Total Drinks Sales	7,210	8,261	2,929	4,741	8,030	7,551
Total Food Sales	3,090	3,786	5,394	6,755	4,522	8,750
Total Sales	10,300	12,047	8,323	11,496	12,551	16,301
Cost of drinks	3,532	3,943	1,208	2,177	3,705	3,471
Cost of food	1,236	1,245	1,676	1,817	1,670	2,534
Total Cost	4,768	5,187	2,884	3,994	5,375	6,006
Gross Profit	5,532	6,859	5,439	7,502	7,176	10,295
Wages & Salaries	2,450	3,015	2,275	3,479	3,380	4,867
Rates	210	523	125	519	202	687
Utilities (see note on page 4)	675	468	461	622	1,061	871
Repairs & Renewals	120	195	371	208	82	205
Insurance	65	35	23	29	50	37
Marketing/Promotion/Telephone	80	209	190	118	61	176
Consumables	80	92	37	76	75	88
Waste Disposal/Cleaning/Hygiene	66	240	129	216	172	276
Professional fees	64	86	150	93	85	110
Bank charges	60	103	145	116	87	149
Equipment Hire etc	57	24	29	31	29	70
Interest on capital	-	59	-	70	29	119
Pay TV (Sky, BT Sport etc.)	115	85	-	10	81	19
Live Music	-	-	-	-	285	-
Other Costs	-	180	203	349	75	320
Total Operating Costs	4,042	5,315	4,138	5,936	5,753	7,994
Divisible Balance	1,490	1,545	1,301	1,566	1,423	2,301
Gaming machine income	-	-	-	-	82	-

# Summary table<sup>3</sup> (% 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.

	<b>COMMUNITY WET-LED (100% wet) c£4,000/week</b>		<b>COMMUNITY WET-LED (c90:10, drink:food) c£5,000/week</b>		<b>COMMUNITY WET-LED (c90:10, drink:food) c£8,000/week</b>	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
Wages & Salaries	16.9%	19.5%	19.2%	20.1%	20.0%	22.9%
Rates	0.2%	2.4%	2.0%	0.6%	1.7%	2.5%
Utilities (see note on page 4)	7.8%	6.4%	8.0%	6.4%	6.1%	5.8%
Repairs & Renewals	2.6%	1.7%	1.4%	3.0%	0.7%	1.2%
Insurance	1.3%	1.0%	0.8%	1.3%	0.3%	0.8%
Marketing/Promotion/Telephone	1.0%	0.8%	0.8%	2.5%	0.8%	0.8%
Consumables	0.5%	0.2%	0.5%	0.4%	0.7%	0.3%
Waste Disposal/Cleaning/Hygiene	0.9%	0.9%	1.2%	1.4%	1.2%	0.8%
Professional fees	1.8%	1.7%	1.1%	1.3%	0.6%	1.3%
Bank charges	0.8%	0.9%	0.6%	0.9%	0.6%	0.8%
Equipment Hire etc	0.2%	0.2%	0.4%	0.0%	0.2%	0.2%
Interest on capital	0.6%	0.7%	0.7%	0.4%	0.4%	0.7%
Pay TV (Sky, BT Sport etc.)	1.8%	2.4%	1.0%	2.5%	1.2%	1.8%
Live Music	3.6%	2.7%	3.6%	0.0%	4.3%	1.9%
Other Costs	1.2%	2.3%	0.5%	0.7%	0.7%	2.4%
<b>Total Operating Costs</b>	<b>41.2%</b>	<b>43.5%</b>	<b>41.7%</b>	<b>41.7%</b>	<b>39.5%</b>	<b>44.2%</b>

<sup>3</sup> Ibid.

	<b>COMMUNITY WET-LED LOCAL (c90:10, drink:food) c£15,000/week</b>		<b>RURAL CHARACTER (c50:50, drink:food) c£5,000/week</b>		<b>RURAL CHARACTER (c50:50, drink:food) c£8,000/week</b>	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
Wages & Salaries	23.4%	24.2%	22.5%	24.5%	24.2%	27.4%
Rates	4.2%	3.1%	0.6%	1.4%	1.2%	4.1%
Utilities (see note on page 4)	4.3%	4.8%	8.0%	7.5%	7.1%	4.7%
Repairs & Renewals	1.4%	1.3%	2.4%	1.1%	1.7%	1.9%
Insurance	0.2%	0.6%	1.0%	0.5%	0.7%	0.3%
Marketing/Promotion/Telephone	1.3%	0.9%	1.0%	0.6%	0.7%	1.3%
Consumables	0.3%	0.3%	0.7%	1.0%	0.5%	0.7%
Waste Disposal/Cleaning/Hygiene	0.9%	0.8%	1.4%	1.4%	0.9%	1.4%
Professional fees	0.6%	0.7%	1.5%	1.0%	1.1%	0.9%
Bank charges	1.0%	0.9%	1.0%	0.9%	0.9%	1.0%
Equipment Hire etc	0.3%	0.2%	0.3%	0.3%	0.2%	0.3%
Interest on capital	0.4%	0.5%	0.7%	0.4%	0.7%	0.6%
Pay TV (Sky, BT Sport etc.)	1.4%	1.8%	0.0%	0.6%	0.0%	0.2%
Live Music	0.0%	3.8%	0.0%	2.2%	0.0%	0.0%
Other Costs	1.5%	4.3%	1.3%	1.0%	1.5%	1.5%
<b>Total Operating Costs</b>	<b>41.2%</b>	<b>48.2%</b>	<b>42.4%</b>	<b>44.4%</b>	<b>41.7%</b>	<b>46.3%</b>

  

	<b>TOWN CENTRE PUB/BAR (c70:30, drink:food) c£10,000/week</b>		<b>TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£10,000/week</b>		<b>TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£15,000/week</b>	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
Wages & Salaries	23.8%	25.0%	27.3%	30.3%	26.9%	29.9%
Rates	2.0%	4.3%	1.5%	4.5%	1.6%	4.2%
Utilities	6.6%	3.9%	5.5%	5.4%	8.5%	5.3%
Repairs & Renewals	1.2%	1.6%	4.5%	1.8%	0.7%	1.3%
Insurance	0.6%	0.3%	0.3%	0.2%	0.4%	0.2%
Marketing/Promotion/Telephone	0.8%	1.7%	2.3%	1.0%	0.5%	1.1%
Consumables	0.8%	0.8%	0.4%	0.7%	0.6%	0.5%
Waste Disposal/Cleaning/Hygiene	0.6%	2.0%	1.5%	1.9%	1.4%	1.7%
Professional fees	0.6%	0.7%	1.8%	0.8%	0.7%	0.7%
Bank charges	0.6%	0.9%	1.7%	1.0%	0.7%	0.9%
Equipment Hire etc	0.6%	0.2%	0.3%	0.3%	0.2%	0.4%
Interest on capital	0.0%	0.5%	0.0%	0.6%	0.2%	0.7%
Pay TV (Sky, BT Sport etc.)	1.1%	0.7%	0.0%	0.1%	0.6%	0.1%
Live Music	0.0%	0.0%	0.0%	0.0%	2.3%	0.0%
Other Costs	0.0%	1.5%	2.4%	3.0%	0.6%	2.0%
<b>Total Operating Costs</b>	<b>39.2%</b>	<b>44.1%</b>	<b>49.7%</b>	<b>51.6%</b>	<b>45.8%</b>	<b>49.0%</b>





# 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](#)

For queries relating to this report, please contact:

**Nick Fish**

British Beer & Pub Association

Ground Floor

61 Queen Street

London EC4R 1EB

020 7627 9133

[nfish@beerandpub.com](mailto:nfish@beerandpub.com)