



# **Plunkett Foundation: Community Pub Benchmarking**

May 2021

## I Introduction

In preparing the annual Plunkett Foundation **'Community Pubs: a Better Form of Business'** report for 2020 and in providing support to individual groups, the Foundation has received requests for benchmarking data for community pubs, particularly around financial performance.

This document is a response to that need. It offers financial benchmarking data for community pubs as an aid both for groups looking to open a community pub (for example, to help with business planning or to support grant applications, share offers or other fund raising) and for operational community pubs to enable access comparative data. Such benchmarking is one useful means to explore the performance of the business or to set targets and is therefore also useful as a diagnostic tool.

The main focus is on managed pubs where communities retain a more direct control, however, some core data is also included on tenanted pubs, again to provide some ability to benchmark to inform aspirations for a proposed community pub, or to provide some comparative data for returns to the community from tenanted pubs.



## Contents

Introduction	2
How to Use this Document:	4
<b>Managed Community Pubs:</b>	<b>6</b>
<b>Table 1:</b>	
Managed Pubs: Annual Turnover:	7
<b>Table 2:</b>	
Managed Pubs: Gross Margin (£s):	9
<b>Table 3:</b>	
Managed Pubs: Gross Margin (% of Turnover):	11
<b>Table 4:</b>	
Managed Pubs: Overheads (£s):	13
<b>Tables 5 - 9:</b>	
Managed Pubs: Net Profits Basis for Data:	15
<b>Table 5:</b>	
Managed Pubs: Net Profits 2015 (£s):	16
<b>Table 6:</b>	
Managed Pubs: Net Profits 2016 (£s):	17
<b>Table 7:</b>	
Managed Pubs: Net Profits 2017 (£s):	18
<b>Table 8:</b>	
Managed Pubs: Net Profits 2018 (£s):	19

<b>Table 9:</b>	
Managed Pubs: Net Profits 2019 (£s):	20
<b>Table 10:</b>	
Managed Pubs: Employees:	21
<b>Tenanted Pubs:</b>	<b>22</b>
<b>Table 11:</b>	
Tenanted Pubs: Turnover from Rent & Other Pub Related Activity:	23
<b>Tables 11 - 15:</b>	
Net Surplus / Loss to the Community: Basis for Data:	25
<b>Table 12:</b>	
Tenanted Pubs: Surplus / Loss 2015 (£s):	26
<b>Table 13:</b>	
Tenanted Pubs: Surplus / Loss 2016 (£s):	27
<b>Table 14:</b>	
Tenanted Pubs: Surplus / Loss 2017 (£s):	28
<b>Table 15:</b>	
Tenanted Pubs: Surplus / Loss 2018 (£s):	29
<b>Table 16:</b>	
Tenanted Pubs: Surplus / Loss 2019 (£s):	30

## How to Use this Document

All data is drawn from published and publicly available data and information contained in Financial Conduct Authority AR30 annual returns, or from annual Companies House returns depending on the legal status of the community pub.

Given the highly disruptive nature of the COVID 19 pandemic for all pubs including community pubs, the data is drawn from:

- The 66 community pubs open by or before 2015; and therefore
- Data across financial years ending in 2015, 2016, 2017, 2018 and 2019 as available.

- Pubs in the 66 that show published data for at least 2 – 3 years to identify and select pubs that are broadly in pre COVID ‘steady state’.

All figures are therefore pre-COVID and exclude the disruptive impact of the disease outbreak. Restricting data to that available pre COVID means that sample sizes are smaller than would have been the case without the pandemic (community pubs have grown rapidly in number from 2016 on) . However, the impacts of COVID driven pub closures and radically changed service offers when allowed or possible during the pandemic means that comparatively, such more recent data

would be distorting until new post COVID data is available when we hopefully return to a ‘new normal’. Whilst historic, the data presented in this document provides a picture of business as usual and is sufficiently recent to provide meaningful comparators.

Please note: sample sizes for individual data fluctuate because not all AR30 or Company House Returns provide sufficient information on all aspects of financial performance.

This is an example drawn from the data to illustrate how to use document contents:

### 2017

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	4	8	7	3	1	3
<b>Average Turnover</b>	<b>£44,000</b>	<b>£147,000</b>	<b>£255,000</b>	<b>£340,000</b>	<b>£430,000</b>	<b>£713,000</b>
Lowest in Sample	£27,000	£115,000	£228,000	£314,000	-	£652,000
Highest in Sample	£56,000	£177,000	£294,000	£380,000	-	£798,000

In almost all cases, the data is presented as follows:

a. It is matched to the turnover ‘band’ that each pub falls into i.e. trading income levels are banded as a descriptor of business size – for example, managed pubs are categorised by £100,000 bands (i.e. from £1 - £100,000, £100,001 - £200,000 etc.) with data matched to the appropriate band.

b. Where data is available, the sample size for the number of pubs in that band is given to allow judgement about whether there are sufficient pub records to meet your benchmarking purpose. Also, for some purposes, it may be acceptable and helpful to aggregate data across several bands and particularly between £200,001 - £400,000 (but less so for low and high outliers where pubs might have very particular circumstances and purposes).

c. In almost all cases, the data is then shown as an average for the sample size in each band together with a lowest and highest figure recorded in available data.

d. Community pubs are diverse and experience equally diverse circumstances so generally there is no right or wrong figure but rather what works for the individual pub. However, the low / high figures provide an indication of the range of variation and may suggest where attention might be focussed. For example, a low gross margin (turnover minus the cost of sales) may work fine for an individual pub but may also suggest a need to improve financial performance in others.

e. This diversity means that whilst a majority of pubs in the sample are rural, a significant minority are urban, and a small number have specific characteristics such as being a music venue.

f. Each table or set of tables below include a brief description of the methodology.

g. All figures are rounded to the nearest £1,000 or percent unless otherwise shown.

Also, the Plunkett Foundation ‘[Community Pubs: a better form of business](#)’ annual reports contain much contextual information that might also help you, please see: <https://plunkett.co.uk/reports>

We hope that this data will help you in working to open a community pub or run it. Where you have particular bespoke needs, it may be that the Plunkett Foundation can help you further.

To enquire, please contact us [www.plunkett.co.uk/contact-us](http://www.plunkett.co.uk/contact-us)

Plunkett Foundation

May 2021





# | Managed Community Pubs

## Table 1: Managed Pubs: Annual Turnover

**Basis for data:** turnover figures show annual trading income less any significant grants, donations or non-pub related activity.

### 2015

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	6	6	3	2	0	2
<b>Average Turnover</b>	<b>£48,000</b>	<b>£161,000</b>	<b>£230,000</b>	<b>£349,000</b>	-	<b>£694,000</b>
Lowest in Sample	£15,000	£120,000	£226,000	£323,000	-	£664,000
Highest in Sample	£99,000	£199,000	£292,000	£376,000	-	£723,000

### 2016

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	3	6	6	4	0	3
<b>Average Turnover</b>	<b>£33,000</b>	<b>£141,000</b>	<b>£235,000</b>	<b>£324,000</b>	-	<b>£668,000</b>
Lowest in Sample	£27,000	£125,000	£207,000	£310,000	-	£539,000
Highest in Sample	£45,000	£186,000	£292,000	£341,000	-	£752,000

### 2017

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	4	8	7	3	1	3
<b>Average Turnover</b>	<b>£44,000</b>	<b>£147,000</b>	<b>£255,000</b>	<b>£340,000</b>	<b>£430,000</b>	<b>£713,000</b>
Lowest in Sample	£27,000	£115,000	£228,000	£314,000	-	£652,000
Highest in Sample	£56,000	£177,000	£294,000	£380,000	-	£798,000

## Table 1: Managed Pubs: Annual Turnover (cont.)

### 2018

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	2	8	4	6	0	3
<b>Average Turnover</b>	<b>£49,000</b>	<b>£154,000</b>	<b>£234,000</b>	<b>£325,000</b>	-	<b>£774,000</b>
Lowest in Sample	£56,000	£101,000	£215,000	£302,000	-	£730,000
Highest in Sample	£81,000	£193,000	£236,000	£351,000	-	£798,000

### 2019

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	0	5	4	2	0	4
<b>Average Turnover</b>	-	<b>£129,000</b>	<b>£267,000</b>	<b>£324,000</b>	-	<b>£711,000</b>
Lowest in Sample	-	£117,000	£227,000	£322,000	-	£517,000
Highest in Sample	-	£146,000	£296,000	£326,000	-	£818,000



## Table 2: Managed Pubs: Gross Margin (£s)

**Basis for data:** gross margin (alternatively described by terms such as gross profit or gross surplus) is calculated by deducting the annual cost of sales from annual turnover from trading and shown as the total left after the deduction. Although some accounting practices include employment costs in this calculation, the methodology here excludes all employment costs which are included in overhead costs (see later table); this reflects the most common approach adopted both in annual accounts and in business management terms.

### 2015

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	6	6	3	3	0	2
<b>Av. Gross Margin (£s)</b>	<b>£20,374</b>	<b>£82,000</b>	<b>£129,000</b>	<b>£172,000</b>	-	<b>£329,000</b>
Lowest in Sample (£s)	£4,000	£62,000	£99,000	£135,000	-	£188,000
Highest in Sample (£s)	£45,000	£125,000	£157,000	£210,000	-	£410,000

### 2016

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	3	6	6	4	0	3
<b>Av. Gross Margin (£s)</b>	<b>£17,000</b>	<b>£71,000</b>	<b>£137,000</b>	<b>£180,000</b>	-	<b>£374,000</b>
Lowest in Sample (£s)	£10,000	£56,000	£110,000	£131,000	-	£274,000
Highest in Sample (£s)	£24,000	£97,000	£175,000	£200,000	-	£441,000

### 2017

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	4	8	7	3	1	3
<b>Av. Gross Margin (£s)</b>	<b>£22,000</b>	<b>£72,000</b>	<b>£153,000</b>	<b>£176,000</b>	<b>£266,000</b>	<b>£388,000</b>
Lowest in Sample (£s)	£18,000	£58,000	£124,000	£135,000	-	£327,000
Highest in Sample (£s)	£31,000	£86,000	£183,000	£219,000	-	£470,000

## Table 2: Managed Pubs: Gross Margin (£s) (cont.)

### 2018

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	2	8	4	6	0	3
<b>Av. Gross Margin (£s)</b>	<b>£33,000</b>	<b>£81,000</b>	<b>£132,000</b>	<b>£182,000</b>	-	<b>£449,000</b>
Lowest in Sample (£s)	£26,000	£42,000	£118,000	£123,000	-	£414,000
Highest in Sample (£s)	£40,000	£118,000	£149,000	£217,000	-	£496,000

### 2019

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled		5	4	2	0	3
<b>Av. Gross Margin (£s)</b>		<b>£73,000</b>	<b>£145,000</b>	<b>£203,000</b>	-	<b>£402,000</b>
Lowest in Sample (£s)		£63,000	£94,000	£191,000	-	£303,000
Highest in Sample (£s)		£94,000	£188,000	£215,000	-	£495,000

## Table 3: Managed Pubs: Gross Margin (% of Turnover)

**Basis for data:** gross margin (alternatively described by terms such as gross profit or gross surplus) is calculated by deducting the annual cost of sales from annual turnover from trading and in this case converting the financial figure into a % i.e. the proportion of total trading turnover left after deducting the cost of sales. Although some accounting practices include employment costs in this calculation, the methodology here excludes all employment costs which are included in overhead costs (see later table): this reflects the most common approach adopted both in annual accounts and in business management terms.

### 2015

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	6	6	3	3	0	2
<b>Av. Gross Margin (%)</b>	<b>39%</b>	<b>51%</b>	<b>56%</b>	<b>50%</b>	-	<b>58%</b>
Lowest in Sample (%)	23%	39%	47%	42%	-	54%
Highest in Sample (%)	54%	63%	61%	56%	-	62%

### 2016

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	3	6	6	4	0	3
<b>Av. Gross Margin (%)</b>	<b>52%</b>	<b>50%</b>	<b>58%</b>	<b>56%</b>	-	<b>56%</b>
Lowest in Sample (%)	34%	42%	50%	42%	-	44%
Highest in Sample (%)	70%	58%	64%	63%	-	63%

### 2017

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	4	8	7	3	1	3
<b>Av. Gross Margin (%)</b>	<b>55%</b>	<b>50%</b>	<b>60%</b>	<b>51%</b>	<b>61%</b>	<b>55%</b>
Lowest in Sample (%)	37%	43%	55%	43%	-	44%
Highest in Sample (%)	83%	55%	68%	58%	-	63%

## Table 3: Managed Pubs: Gross Margin (% of Turnover) (cont.)

### 2018

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	2	8	4	6	0	3
<b>Av. Gross Margin (%)</b>	<b>48%</b>	<b>52%</b>	<b>59%</b>	<b>56%</b>	-	<b>58%</b>
Lowest in Sample (%)	46%	42%	55%	41%	-	55%
Highest in Sample (%)	50%	51%	68%	68%	-	62%

### 2019

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	0	5	4	2	0	3
<b>Av. Gross Margin (%)</b>	-	<b>56%</b>	<b>60%</b>	<b>63%</b>	-	<b>59%</b>
Lowest in Sample (%)	-	51%	51%	59%	-	56%
Highest in Sample (%)	-	65%	66%	66%	-	63%

## Table 4: Managed Pubs: Overheads (£s)

**Basis for data:** overheads include all expenditure in the financial year except for the cost of sales included in the gross margin calculation. The impact of any significant grants or donations, depreciation and taxation are excluded to provide an underlying consistency for comparison. Overhead costs include employment costs, financial charges, maintenance and repairs, rent, rates, water, power etc. to allow comparison of underlying profitability for core services.

### 2015

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	6	6	3	3	0	2
<b>Av. Overhead Cost</b>	<b>£45,000</b>	<b>£87,000</b>	<b>£145,000</b>	<b>£176,000</b>	-	<b>£359,000</b>
Lowest Overhead Cost	£39,000	£51,000	£106,000	£119,000	-	£319,000
Highest Overhead Cost	£111,000	£135,000	£191,000	£227,000	-	£398,000

### 2016

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	3	6	6	4	0	3
<b>Av. Overhead Cost</b>	<b>£16,000</b>	<b>£76,000</b>	<b>£142,000</b>	<b>£180,000</b>	-	<b>£342,000</b>
Lowest Overhead Cost	£12,000	£48,000	£111,000	£124,000	-	£259,000
Highest Overhead Cost	£18,000	£106,000	£164,000	£228,000	-	£445,000

### 2017

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	4	8	7	3	1	3
<b>Av. Overhead Cost</b>	<b>£27,000</b>	<b>£76,000</b>	<b>£151,000</b>	<b>£168,000</b>	<b>£220,000</b>	<b>£336,000</b>
Lowest Overhead Cost	£20,000	£34,000	£119,000	£130,000		£180,000
Highest Overhead Cost	£38,000	£102,000	£172,000	£235,000		£398,000

## Table 4: Managed Pubs: Overheads (£s) (cont.)

### 2018

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	1	8	4	6	0	3
<b>Av. Overhead Cost</b>	<b>£27,000</b>	<b>£84,000</b>	<b>£154,000</b>	<b>£178,000</b>	-	<b>£382,000</b>
Lowest Overhead Cost	-	£67,000	£108,000	£128,000	-	£331,000
Highest Overhead Cost	-	£115,000	£179,000	£189,000	-	£458,000

### 2019

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	0	5	4	2	0	3
<b>Av. Overhead Cost</b>	-	<b>£78,000</b>	<b>£158,000</b>	<b>£199,000</b>	-	<b>£373,000</b>
Lowest Overhead Cost	-	£47,000	£140,000	£194,000	-	£257,000
Highest Overhead Cost	-	£107,000	£190,000	£203,000	-	£502,000



## Tables 5 - 9: Managed Pubs: Net Profits 2015, 2016, 2017, 2018 & 2019 (£s)

Profits / losses are calculated by reference to:

- a. Turnover and revenue from the pub and related activities (e.g. events and room hire).
- b. Deducting grants and donations or other similar sources of funding to allow comparison of underlying profitability for core services.
- c. Deducting both the costs of sales and overheads (see previous tables).
- d. Figures are before depreciation and before taxation for comparability purposes.

### Please note:

- a. Pubs may have other sources of income or rely on grants, donations or other external funding, so many of those showing losses will compensate by these means.
- b. In some cases, losses are attributable to significant repairs or improvements in year for which grants may have been awarded.
- c. Some pubs will be transitioning from a reliance on grants or other funding in the early years post opening to a more self-reliant position.
- d. Over the 5 years, those pubs showing a net profit are most typically in bands for profitability between £5,000 - £25,000 although there is significant variation above and below this.

## Table 5: Managed Pubs: Net Profits 2015 (£s)

### 2015: Number of Pubs by Annual Turnover Band

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
<b>Surplus</b> £50,000+						1
<b>Surplus</b> £25,001 - £50,000				1		
<b>Surplus</b> £10,001 - £25,000		1	1	1		1
<b>Surplus</b> £5,001 - £10,000		2				
<b>Surplus</b> £2,501 - £5,000			1			
<b>Surplus</b> £1,001 - £2,500	2					
<b>Surplus</b> £1 - £1,000						
<b>Deficit</b> £1 - £1,000	1					
<b>Deficit</b> £1001 - £2,500		1				
<b>Deficit</b> £2,501 - £5,000						
<b>Deficit</b> £5,001 - £10,000		1				
<b>Deficit</b> £10,001 - £20,000	1	1		1		
<b>Deficit</b> £20,001+	3		1			
Total Pubs by Annual Turnover Band	6	6	3	3	0	2

## Table 6: Managed Pubs: Net Profits 2016 (£s)

### 2016: Number of Pubs by Annual Turnover Band

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
<b>Surplus</b> £50,000+						1
<b>Surplus</b> £25,001 - £50,000				1		1
<b>Surplus</b> £10,001 - £25,000		2	2	1		
<b>Surplus</b> £5,001 - £10,000			1			
<b>Surplus</b> £2,501 - £5,000						
<b>Surplus</b> £1,001 - £2,500	2	1		1		
<b>Surplus</b> £1 - £1,000			1			
<b>Deficit</b> £1 - £1,000		1				
<b>Deficit</b> £1001 - £2,500						
<b>Deficit</b> £2,501 - £5,000				1		1
<b>Deficit</b> £5,001 - £10,000						
<b>Deficit</b> £10,001 - £20,000		1	1			
<b>Deficit</b> £20,001+		1	1			
Total Pubs by Annual Turnover Band	2	6	6	4	0	3

## Table 7: Managed Pubs: Net Profits 2017 (£s)

### 2017: Number of Pubs by Annual Turnover Band

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
<b>Surplus</b> £50,000+						3
<b>Surplus</b> £25,001 - £50,000		1		1		
<b>Surplus</b> £10,001 - £25,000		2	3			
<b>Surplus</b> £5,001 - £10,000			1	1		
<b>Surplus</b> £2,501 - £5,000				1		
<b>Surplus</b> £1,001 - £2,500		1				
<b>Surplus</b> £1 - £1,000	1					
<b>Deficit</b> £1 - £1,000	1					
<b>Deficit</b> £1001 - £2,500		1	1			
<b>Deficit</b> £2,501 - £5,000						
<b>Deficit</b> £5,001 - £10,000	1	2			1	
<b>Deficit</b> £10,001 - £20,000			1			
<b>Deficit</b> £20,001+	1	1	1			
Total Pubs by Annual Turnover Band	4	8	7	3	1	3

## Table 8: Managed Pubs: Net Profits 2018 (£s)

### 2018: Number of Pubs by Annual Turnover Band

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
<b>Surplus</b> £50,000+						2
<b>Surplus</b> £25,001 - £50,000				2		
<b>Surplus</b> £10,001 - £25,000		1	1			
<b>Surplus</b> £5,001 - £10,000		3		1		
<b>Surplus</b> £2,501 - £5,000		1				
<b>Surplus</b> £1,001 - £2,500				1		
<b>Surplus</b> £1 - £1,000						
<b>Deficit</b> £1 - £1,000	1					
<b>Deficit</b> £1001 - £2,500						
<b>Deficit</b> £2,501 - £5,000		1		1		
<b>Deficit</b> £5,001 - £10,000						1
<b>Deficit</b> £10,001 - £20,000			1	1		
<b>Deficit</b> £20,001+		2	2			
Total Pubs by Annual Turnover Band	1	8	4	6	0	3

## Table 9: Managed Pubs: Net Profits 2019 (£s)

### 2019: Number of Pubs by Annual Turnover Band

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
<b>Surplus</b> £50,000+						1
<b>Surplus</b> £25,001 - £50,000		1				1
<b>Surplus</b> £10,001 - £25,000			1			
<b>Surplus</b> £5,001 - £10,000			1	1		
<b>Surplus</b> £2,501 - £5,000		2				
<b>Surplus</b> £1,001 - £2,500						
<b>Surplus</b> £1 - £1,000			1			
<b>Deficit</b> £1 - £1,000						
<b>Deficit</b> £1001 - £2,500			1			
<b>Deficit</b> £2,501 - £5,000						
<b>Deficit</b> £5,001 - £10,000						1
<b>Deficit</b> £10,001 - £20,000		1		1		
<b>Deficit</b> £20,001+		1				
Total Pubs by Annual Turnover Band	0	5	4	2	0	3



## Table 10: Managed Pubs: Employees (Drawn for Latest Year with Available Data)

**Basis for data:** Staff numbers are for total staff employed and include both full time and part time, and casual staff: data on employees asks for a typical figure during the financial year reported on.

Staff costs also cover all staff employed in a given year including on costs (pension contributions / employers national insurance contributions etc.

Average employment for all pubs: 299 employees (includes part and full time) across 29 managed pubs recording that they employ people = average of 10 per pub across all available records for pubs employing staff.

Annual Turnover Band	£1 - £100,000	£100,001 - £200,000	£200,001 - £300,000	£300,001 - £400,000	£400,001 - £500,000	£500,000+
No. of Pubs Sampled	2	7	6	6	0	2
Average No. of Employees	2	7	9	13	-	19

  

No of Pubs Sampled	3	7	5	2	1	3
Average Cost of Employees (£s)	£8,500	£49,000	£88,000	£144,000	£196,000	£292,000
Lowest Cost (£s)	£4,400	£39,000	£53,000	£133,000	-	£266,000
Highest Cost (£s)	£14,800	£63,000	£109,000	£156,000	-	£330,000



# | Tenanted Pubs

## Table 11: Tenanted Pubs: Turnover from Rent & Other Pub Related Activity

**Basis for data:** the figures show returns to the community from rents and other returns to the community, not the performance of the tenanted business, and net of any significant grants and donations or other sources of funding.

Returns from tenanted pubs will be offset by any borrowing or mortgage charges to the community.

### 2015

Annual Turnover Band	£1 - £10,000	£10,001 - £20,000	£20,001 - £30,000	£30,001 - £40,000	£40,001 - £50,000	£50,000+
No. of Pubs Sampled	2	2	4	0	1	3
<b>Average Turnover</b>	<b>£4,560</b>	<b>£16,939</b>	<b>£23,021</b>	-	<b>£44,186</b>	<b>£63,518</b>
Lowest in Sample	£48	£14,900	£20,834	-	-	£52,451
Highest in Sample	£9,071	£18,978	£25,209	-	-	£77,684

### 2016

Annual Turnover Band	£1 - £10,000	£10,001 - £20,000	£20,001 - £30,000	£30,001 - £40,000	£40,001 - £50,000	£50,000+
No. of Pubs Sampled	1	3	4	1	2	2
<b>Average Turnover</b>	<b>£5,564</b>	<b>£17,072</b>	<b>£23,434</b>	<b>£32,419</b>	<b>£46,666</b>	<b>£69,186</b>
Lowest in Sample	-	£14,125	£20,314	-	£44,790	£64,583
Highest in Sample	-	£19,067	£27,730	-	£48,541	£73,789

### 2017

Annual Turnover Band	£1 - £10,000	£10,001 - £20,000	£20,001 - £30,000	£30,001 - £40,000	£40,001 - £50,000	£50,000+
No. of Pubs Sampled	1	4	3	4	2	2
<b>Average Turnover</b>	<b>£9,303</b>	<b>£17,755</b>	<b>£23,910</b>	<b>£32,257</b>	<b>£46,756</b>	<b>£65,902</b>
Lowest in Sample	-	£16,250	£22,731	£30,482	£43,625	£57,484
Highest in Sample	-	£20,000	£25,580	£36,623	£49,886	£74,320

**Table 11: Tenanted Pubs: Turnover from Rent & Other Pub Related Activity (cont.)**

## 2018

Annual Turnover Band	£1 - £10,000	£10,001 - £20,000	£20,001 - £30,000	£30,001 - £40,000	£40,001 - £50,000	£50,000+
No. of Pubs Sampled	0	4	4	3	1	3
<b>Average Turnover</b>	-	<b>£18,655</b>	<b>£24,159</b>	<b>£33,915</b>	<b>£45,307</b>	<b>£133,218</b>
Lowest in Sample	-	£17,333	£20,999	£32,989	-	£73,144
Highest in Sample	-	£20,000	£26,129	£35,195	-	£218,965

## 2019

Annual Turnover Band	£1 - £10,000	£10,001 - £20,000	£20,001 - £30,000	£30,001 - £40,000	£40,001 - £50,000	£50,000+
No. of Pubs Sampled	0	2	4	3	0	2
<b>Average Turnover</b>	-	<b>£19,177</b>	<b>£24,492</b>	<b>£36,686</b>	-	<b>£77,836</b>
Lowest in Sample	-	£18,354	£22,457	£35,589	-	£71,271
Highest in Sample	-	£20,000	£26,812	£37,540	-	£84,401

## Tables 11 – 15: Net Surplus / Loss to the Community

Profits / losses are calculated by applying the following:

- a. Identifying returns to the community from rents and other relevant income (not the performance of the tenanted business).
- b. Deducting any significant grants and donations or other sources of funding.
- c. Deducting borrowing and mortgage charges falling to the community and any other landlord overhead costs from that return to the community.
- d. Excluding depreciation and taxation to allow comparison.

**Please note:** borrowing and mortgage charges normally fall over time and communities may benefit from grants so any losses shown in the tables below may not mean that the community investment is at risk provided that the means exist to cover borrowing, and the community will have their asset (if the premises are owned).

**Table 12: Tenanted Pubs: Surplus / Loss 2015 (£s)**

**2015**

Annual Turnover Band	£1 - £10,000	£10,001 - £20,000	£20,001 - £30,000	£30,001 - £40,000	£40,001 - £50,000	£50,000+
<b>Surplus</b> £50,000+						
<b>Surplus</b> £25,001 - £50,000						1
<b>Surplus</b> £10,001 - £25,000		1	2		1	
<b>Surplus</b> £5,001 - £10,000			1			
<b>Surplus</b> £2,501 - £5,000						1
<b>Surplus</b> £1,001 - £2,500		1				
<b>Surplus</b> £1 - £1,000			1			
<b>Deficit</b> £1 - £1,000						
<b>Deficit</b> £1001 - £2,500						
<b>Deficit</b> £2,501 - £5,000	1					
<b>Deficit</b> £5,001 - £10,000						
<b>Deficit</b> £10,001 - £20,000	1					1
<b>Deficit</b> £20,001+						
Total Pubs by Annual Turnover Band	2	2	4	0	1	3



**Table 13: Tenanted Pubs: Surplus / Loss 2016 (£s)**

**2016**

Annual Turnover Band	£1 - £10,000	£10,001 - £20,000	£20,001 - £30,000	£30,001 - £40,000	£40,001 - £50,000	£50,000+
<b>Surplus</b> £50,000+						
<b>Surplus</b> £25,001 - £50,000						1
<b>Surplus</b> £10,001 - £25,000		1	2		1	
<b>Surplus</b> £5,001 - £10,000			2	1		1
<b>Surplus</b> £2,501 - £5,000					1	
<b>Surplus</b> £1,001 - £2,500						
<b>Surplus</b> £1 - £1,000						
<b>Deficit</b> £1 - £1,000		1				
<b>Deficit</b> £1001 - £2,500		1				
<b>Deficit</b> £2,501 - £5,000						
<b>Deficit</b> £5,001 - £10,000						
<b>Deficit</b> £10,001 - £20,000	1					
<b>Deficit</b> £20,001+						
Total Pubs by Annual Turnover Band	1	3	4	1	2	2

**Table 14: Tenanted Pubs: Surplus / Loss 2017 (£s)**

**2017**

Annual Turnover Band	£1 - £10,000	£10,001 - £20,000	£20,001 - £30,000	£30,001 - £40,000	£40,001 - £50,000	£50,000+
<b>Surplus</b> £50,000+						1
<b>Surplus</b> £25,001 - £50,000			1			
<b>Surplus</b> £10,001 - £25,000		1		2	2	
<b>Surplus</b> £5,001 - £10,000		2				
<b>Surplus</b> £2,501 - £5,000		1	1			
<b>Surplus</b> £1,001 - £2,500				1		
<b>Surplus</b> £1 - £1,000						
<b>Deficit</b> £1 - £1,000			1			
<b>Deficit</b> £1001 - £2,500						
<b>Deficit</b> £2,501 - £5,000						
<b>Deficit</b> £5,001 - £10,000	1					
<b>Deficit</b> £10,001 - £20,000						1
<b>Deficit</b> £20,001+						
Total Pubs by Annual Turnover Band	1	4	3	3	2	2

**Table 15: Tenanted Pubs: Surplus / Loss 2018 (£s)**

**2018**

Annual Turnover Band	£1 - £10,000	£10,001 - £20,000	£20,001 - £30,000	£30,001 - £40,000	£40,001 - £50,000	£50,000+
<b>Surplus</b> £50,000+						1
<b>Surplus</b> £25,001 - £50,000						
<b>Surplus</b> £10,001 - £25,000		3	2	2	1	
<b>Surplus</b> £5,001 - £10,000				1		
<b>Surplus</b> £2,501 - £5,000						
<b>Surplus</b> £1,001 - £2,500			1			
<b>Surplus</b> £1 - £1,000						
<b>Deficit</b> £1 - £1,000						
<b>Deficit</b> £1001 - £2,500		1				
<b>Deficit</b> £2,501 - £5,000						
<b>Deficit</b> £5,001 - £10,000						
<b>Deficit</b> £10,001 - £20,000						
<b>Deficit</b> £20,001+						
Total Pubs by Annual Turnover Band	0	4	3	3	1	1

**Table 16: Tenanted Pubs: Surplus / Loss 2019 (£s)**

**2018**

Annual Turnover Band	£1 - £10,000	£10,001 - £20,000	£20,001 - £30,000	£30,001 - £40,000	£40,001 - £50,000	£50,000+
<b>Surplus</b> £50,000+						
<b>Surplus</b> £25,001 - £50,000						1
<b>Surplus</b> £10,001 - £25,000		1	2	2		1
<b>Surplus</b> £5,001 - £10,000		1		1		
<b>Surplus</b> £2,501 - £5,000						
<b>Surplus</b> £1,001 - £2,500						
<b>Surplus</b> £1 - £1,000						
<b>Deficit</b> £1 - £1,000						
<b>Deficit</b> £1001 - £2,500			1			
<b>Deficit</b> £2,501 - £5,000			1			
<b>Deficit</b> £5,001 - £10,000						
<b>Deficit</b> £10,001 - £20,000						
<b>Deficit</b> £20,001+						
Total Pubs by Annual Turnover Band	0	2	4	3	0	2



**Plunkett  
Foundation**

[www.plunkett.co.uk](http://www.plunkett.co.uk)

Wherever you are in the UK, if you are interested in starting or developing a community pub please contact the Plunkett Foundation - **08455 571469**, [info@plunkett.co.uk](mailto:info@plunkett.co.uk) or visit [www.plunkett.co.uk](http://www.plunkett.co.uk) to find out how we can support you.

The Plunkett Foundation helps rural communities UK-wide to tackle the issues they face by promoting and supporting community business. In addition to developing and safeguarding valuable assets and services, community businesses address a range of issues including isolation, loneliness, wellbeing, work and training.

If you share our vision for a vibrant rural economy with rural community business as its heart, why not join Plunkett as a member? Find out more about our membership packages [here](#).

This resource has been made possible through the More than a Pub programme, funded by Power to Change and the Ministry of Housing, Community and Local Government.



**power to  
change**

business in  
community  
hands



**Ministry of Housing,  
Communities &  
Local Government**