Stanbrook Abbey Hotel Limited

Report and Financial Statements

Period Ended

30 December 2021

Company Number 08641383

Stanbrook Abbey Hotel Limited

Company Information

Directors	D Waddell P Herbert
Registered number	08641383
Registered office	The Old Library The Drive Sevenoaks Kent TN13 3AB
Independent auditor	BDO LLP 55 Baker Street London W1U 7EU

Stanbrook Abbey Hotel Limited

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Stanbrook Abbey Hotel Limited

Directors' Report
For the Period Ended 30 December 2021

The directors present their report and the financial statements for the 57 week period ended 30 December 2021 (period ended 26 November 2020: 52 week period).

The company changed its accounting reference date to 31 December. As a result the accounting period was extended to 30 December 2021.

Principal activities

The company's principal activity during the period was the ownership and operation of the Stanbrook Abbey Hotel.

Business review

The results for the period and financial position of the company are as shown in the annexed financial statements. The directors are optimistic as to the future success of the company.

The hotel turnover increased by 111% for the period to £2,807k (period ended 26 November 2020: £1,330k) and the operating loss was £1,073k (period ended 26 November 2020: £3,482k). The company's EBITDA for the period was a loss of £416k (period ended 26 November 2020: £868k). Following an impairment review, the company and group recognised an impairment charge of £nil (period ended 26 November 2020: £1,972k) over the tangible fixed assets during the period.

Rooms performance showed an increase of 4.2% in occupancy and an increase of £16.55 in revpar (revenue per available room) for the period.

Despite the challenging times as a result of COVID-19, and its negative impact on the economy especially within the hospitality industry, the directors still remain optimistic as to the future success of the company.

Principal risks and uncertainties

The directors consider the following to be principal risks and uncertainties facing the company:

- financial and operational impact of the coronavirus pandemic;
- ongoing economic conditions such as recession, currency volatility, supply chain, utility prices, the human capital impact of Brexit, the ongoing conflict in Ukraine, and other macroeconomic factors;
- leisure and conferencing buying patterns;
- changes to government regulations including legislation on employees, environmental and health and safety; and
- natural disasters.

The directors take a regular review of the company's exposure to these risks.

Results and dividends

The loss for the period, after taxation, amounted to £1,073k (period ended 26 November 2020: £3,482k).

No dividends were paid during the current or previous period.

Going concern

The residual impacts of the Coronavirus and the current economic volatility in the UK, has been and continues to be closely reviewed by the Board of Directors. Further information in this regard is provided in Note 1 to these financial statements, including the basis on which the board has concluded that it remains appropriate to adopt the going concern basis of preparation.

Stanbrook Abbey Hotel Limited

Directors

The following persons served as directors during the period:

D Waddell (appointed 1 April 2021)
H O'Connor (appointed 2 July 2021, resigned 21 October 2022)
S Fairs (resigned 1 April 2021)
K Arkley (resigned 2 July 2021)

Appointments subsequent to the period end:

P Herbert (appointed 21 October 2022)

Directors' responsibilities

The directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law, the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland. Under company law, the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of information to auditor

Each of the persons who are directors at the time when this report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the company's auditor is unaware; and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

This report was approved by the board on 16 December 2022 and signed on its behalf.

P Herbert
Director

Independent Auditor's Report to the Members of Stanbrook Abbey Hotel Limited

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Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 30 December 2021 and of its loss for the period then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements of Stanbrook Abbey Hotel Limited (the 'company') for the period ended 30 December 2021 which comprise the Statement of Comprehensive Income, the Statement of Financial Position, the Statement of Changes in Equity and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Material uncertainty related to going concern

We draw attention to note 1 to the financial statements explains that the company remain reliant on the ongoing support of the ultimate shareholders, which is not legally binding, to enable them to continue as a going concern. As explained in note 1, these events, along with the other matters set out in note 1, indicate that a material uncertainty exists that may cast significant doubt over the company's ability to continue as a going concern. Our opinion is not modified in respect of this matter.

In auditing the financial statements, we have concluded that the Directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Our responsibilities and the responsibilities of the Directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information. The other information comprises the information included in the report and financial statements, other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Directors' Report for the financial period for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report has been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Directors' Report and from the requirement to prepare a Strategic Report.

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditor's Report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Extent to which the audit was capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- We obtained an understanding of the legal and regulatory frameworks that are applicable to the Company. These include, but are not limited to, compliance with the Companies Act, United Kingdom Generally Accepted Accounting Practice and relevant tax legislation.
- We considered compliance with these laws and regulations through discussions with management and those charged with governance.
- We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur. We identified the potential for in the following areas and performed the following procedures:
  - management override of controls: we evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate financial results and management bias in accounting estimates and judgements. Audit procedures performed included:
    - challenging assumptions made by management in their significant accounting estimates;
    - identifying and testing journal entries, in particular any journal entries to revenue which are not in line with expectations and reviewing journal entries for journals inconsistent with the usual transactions of the company;and
  - revenue recognition: existence of revenue, application of cut off at, and measurement of accrued income to, the year-end. We reconciled annual revenue to cash receipts, reviewed transactions pre and post year end to check that the associated revenue is reflected in the correct period.
- We identified areas at risk of management bias and reviewed key estimates and judgements applied by Management in the financial statements to assess their appropriateness; and
- We remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an Auditor's Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:
Ian Clayden
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Ian Clayden (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
London
United Kingdom

Date: 20 December 2022

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

Stanbrook Abbey Hotel Limited

Statement of Comprehensive Income
For the Period Ended 30 December 2021

	Note	Period ended 30 December 2021 £	Period ended 26 November 2020 £
Turnover		**2,806,704**	1,330,329
Cost of sales		**(600,548)**	(343,914)
Gross profit		**2,206,156**	986,415
Administrative expenses		**(3,394,505)**	(2,853,687)
Impairment charge of fixed assets	7	**-**	(1,971,644)
Other operating income	3	**115,783**	357,050
Operating loss	4	**(1,072,566)**	(3,481,866)
Tax on loss on ordinary activities	6	**-**	-
Loss for the financial period		**(1,072,566)**	(3,481,866)
Other comprehensive income for the period		**-**	-
Total comprehensive loss for the period		**(1,072,566)**	(3,481,866)

All amounts relate to continuing operations.

The notes on pages 10 to 21 form part of these financial statements.

Stanbrook Abbey Hotel Limited
Registered number: 08641383

Statement of Financial Position
As at 30 December 2021

	Note		30 December 2021 £		26 November 2020 £
Fixed assets					
Tangible assets	7		**11,293,144**		11,800,000
Current assets					
Stocks	8	**43,235**		18,149	
Debtors	9	**240,889**		201,739	
Cash and cash equivalents		**256,873**		263,249	
		540,997		483,137	
Creditors: amounts falling due within one year	10	**(8,332,604)**		(7,709,034)	
Net current liabilities			**(7,791,607)**		(7,225,897)
Net assets			**3,501,537**		4,574,103
Capital and reserves					
Share capital	11		**12,209,530**		12,209,530
Profit and loss account	12		**(8,707,993)**		(7,635,427)
Total equity			**3,501,537**		4,574,103

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 16 December 2022.

P Herbert
Director

The notes on pages 10 to 21 form part of these financial statements.

Stanbrook Abbey Hotel Limited

Statement of Changes in Equity
For the Period Ended 30 December 2021

	Share capital	Profit and loss account	Total equity
	£	£	£
At 29 November 2019	**12,209,530**	**(4,153,561)**	**8,055,969**
Loss for the period	**-**	**(3,481,866)**	**(3,481,866)**
At 26 November 2020	**12,209,530**	**(7,635,427)**	**4,574,103**
Loss for the period	**-**	**(1,072,566)**	**(1,072,566)**
At 30 December 2021	**12,209,530**	**(8,707,993)**	**3,501,537**

The notes on pages 10 to 21 form part of these financial statements.

1. Accounting policies

General information
Stanbrook Abbey Hotel Limited is a private limited company incorporated in England & Wales under the Companies Act. The address of the registered office is given on the Company Information page and the nature of the company's operations and its principal activities are set out in the Directors' Report.

Basis of preparation
The financial statements have been prepared under the historical cost convention and in accordance with FRS 102 Section 1A Small Entities and the Companies Act 2006.

The policies applied under the entity's previous accounting framework are not materially different to FRS 102 Section 1A Small Entities and have not impacted on equity and profit and loss.

The following principal accounting policies have been applied consistently throughout the preceding and current periods.

Going concern
The company's business activities, together with the factors likely to affect its future development, performance and position are set out in the Directors' Report.

The company meets its day to day working capital requirements through use of operating cash flows and loans provided by other members of the Hand Picked Hotels Holdings (Guernsey) Limited group or ultimate its shareholders.

As at 30 December 2021, the company reported net assets of £3,502k (26 November 2020: £4,574k). The company had no external non-related party borrowings (including overdraft facilities) and this remains the case. In assessing the appropriateness of the going concern assumption, the directors have prepared detailed cash flow forecasts for the company extending beyond 12 months from the date of approval of these financial statements. However, as a hotel operator, it is acknowledged that the global and UK outbreak of COVID-19 has had a profound impact on the business and will continue to do so for some time. Projecting how the UK economy emerges from COVID-19 restrictions, and the level of demand for UK hotels remains challenging and this continues to have an impact on the company's forecasts.

The directors of the company and the wider group acknowledge that 'full trading' may look very different post-COVID-19 than it did pre-COVID-19 and the management team have been planning for this with a restructuring of its operations in response to anticipated market demand, ultimately to profitably deliver enhanced quality of service at lower rates of occupancy.

In order to mitigate COVID-19 impacts on revenue since the UK became impacted by the pandemic, and in order to protect the longer term interests of the company and its employees, the company and wider group has taken measures to reduce and mitigate its cost base. To the extent necessary, shareholders have also provided additional funds in order to meet working capital requirements during the period when the group was not trading.

The company relies on intergroup loans in the form of non-recall and further funds as required, and as such remains reliant on the ongoing support of the ultimate shareholders. The directors of the company have received a legally binding confirmation that this support will be forthcoming for no less than 12 months from the date of approval of the financial statements and therefore have concluded that is appropriate to prepare the financial statements on a going concern basis.

1. Accounting policies (continued)

Going concern (continued)

In so far as this support not being legally binding, the directors have identified a material uncertainty that may cast significant doubt over the company's ability to continue as a going concern for no less than 12 months from the date of approval of the financial statements.

The financial statements do not include the adjustments that would result if the company were unable to continue as a going concern.

Turnover

Turnover represents amounts receivable for accommodation, food and beverage sales and ancillary hotel services provided in the normal course of business, net of trade discounts, VAT and other sales related taxes. Turnover is recognised at the point at which goods and services are delivered to the customer. Deposits which have been received at the Statement of Financial Position date for which services have not yet been provided are shown as payments in advance within creditors. All turnover arose within the United Kingdom.

Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined which is the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

The company adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the company. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to the Statement of Comprehensive Income during the period in which they are incurred.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method, as follows:

Freehold buildings core	- 50 years
Freehold buildings surface finishes and services	- 20 years
Fixtures and fittings	- 4 to 25 years

Freehold land is not depreciated.

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Comprehensive Income.

1. Accounting policies (continued)

Stocks
Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis.

At each reporting date, stocks are assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in the Statement of Comprehensive Income.

Debtors
Short term debtors are measured at transaction price, less any impairment. Loans and other financial assets are initially recognised at transaction price including any transaction costs and subsequently measured at amortised cost determined using the effective interest method, less any impairment.

Creditors
Short term creditors are measured at the transaction price. Loans and other financial liabilities are initially recognised at transaction price net of any transaction costs and subsequently measured at amortised cost determined using the effective interest method.

Holiday pay accrual
A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the Statement of Financial Position date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the Statement of Financial Position date.

Current and deferred taxation
The tax expense for the period comprises current and deferred tax. Tax is recognised in the Statement of Comprehensive Income, except that a change attributable to an item of income or expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the country where the company operates and generates taxable income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Statement of Financial Position date, except:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

1. Accounting policies (continued)

Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours.

Government grants

Grants are accounted for under the accruals model as permitted by FRS 102. Grants of a revenue nature are recognised in "other income" within the Statement of Comprehensive Income in the same period as the related expenditure. This includes the Government Coronavirus Job Retention Scheme ('Furlough'). The company has not directly benefited from any other forms of government assistance.

Related party transactions

The company has taken advantage of the exemption under paragraph 33.1A of the Financial Reporting Standard 102 not to disclose transactions with other wholly owned members of the group.

Foreign currencies

The company has taken advantage of the exemptions in FRS 8 in connection with the disclosure of transactions with other wholly owned group undertakings.

Operating leases

Rentals paid under operating leases are charged to the Statement of Comprehensive Income on a straight line basis over the period of the lease.

Operating lease payments are recognised as an expense on a straight line basis over the lease term.

Pensions

The company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. Once the contributions have been paid the company has no further payment obligations.

The contributions are recognised as an expense in the Statement of Comprehensive Income when they fall due. Amounts not paid are shown in accruals as a liability in the Statement of Financial Position. The assets of the plan are held separately from the company in independently administered funds.

Financial instruments

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade payables or receivables, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Comprehensive Income.

1. Accounting policies (continued)

Financial instruments (continued)
For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the group would receive for the asset if it were to be sold at the reporting date.

Financial assets and liabilities are offset and the net amount reported in the Statement of Financial Position when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Government grants
Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of Comprehensive Income in the same period as the related expenditure.

2. Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing these financial statements, the directors have made the following judgements:

- Determine whether leases entered into by the company either as a lessor or a lessee are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

- Determine whether there are indicators of impairment of the company's fixed assets. Factors taken into consideration in reaching such decisions include the economic viability and expected future financial performance of the assets and, where it is a component of a larger cash generating unit, the viability and expected future performance of that unit. An impairment charge of £nil (2020: £1,971,644) has been recorded against the tangible fixed assets of the group. The directors have based their assessment of the carrying value of the tangible fixed assets on their expected value in use from future trading, along with reference to previous valuations bases and, where relevant, third party offers received at times close to the financial year end. In particular, greater judgement has been exercised regarding the anticipated occupancy rates of hotel assets, average daily room rates, and F&B spend and margins achievable in the short and medium term.

Other key sources of estimation uncertainty

- Tangible fixed assets (see note 7)

  Tangible fixed assets are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

3. Other operating income

	Period ended 30 December 2021 £	Period ended 26 November 2020 £
Furlough grant income	**97,783**	357,050
Other council grants received	**18,000**	-
	115,783	357,050

4. Operating loss

This is stated after charging:

	Period ended 30 December 2021 £	Period ended 26 November 2020 £
Depreciation of tangible fixed assets	**656,427**	641,777
Impairment of tangible fixed assets	**-**	1,971,644
Operating lease rentals	**1,817**	1,817
Auditors' remuneration for audit services	**7,050**	4,360

5. Employees

	Period ended 30 December 2021 £	Period ended 26 November 2020 £
Wages and salaries	**1,393,277**	1,290,333
Social security costs	**99,120**	82,188
Cost of defined contribution scheme	**43,166**	39,229
	1,535,563	1,411,750
Agency staff	**156,730**	29,334
	1,692,293	1,441,084

None of the directors received any remuneration for the period (period ended 26 November 2020: £nil).

The average monthly number of employees, including the directors, during the period was as follows:

	Period ended 30 December 2021 No.	Period ended 26 November 2020 No.
Hotel operations	**37**	41
Administration	**5**	6
	42	47

6. Taxation

	Period ended 30 December 2021 £	Period ended 26 November 2020 £
Current tax		
UK corporation tax at 19% (period ended 26 November 2020: 19%)	-	-
Deferred tax		
Origination and reversal of timing differences	-	-
Tax on loss on ordinary activities	**-**	-

Reconciliation of tax charge

	Period ended 30 December 2021 £	Period ended 26 November 2020 £
Loss on ordinary activities before tax	**(1,072,566)**	(3,481,866)
Loss on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (period ended 26 November 2020: 19%)	**(203,788)**	(661,555)
Effects of:		
Fixed asset differences	**85,857**	89,389
Expenses not deductible for tax purposes	**-**	374,613
Deferred tax not recognised	**(45,552)**	201,997
Difference in UK tax rates	**(46,575)**	(4,444)
Other tax adjustments, reliefs and transfers	**(456)**	-
Group relief surrendered	**210,514**	-
Current tax charge for the period	**-**	-

The group has potential unrecognised deferred tax assets of £194,063 (26 November 2020: £239,781) of which £25,077 relates to fixed asset timing differences and £217,426 relates losses carried forward and £1,714 relates to short term timing differences.

6. Taxation (continued)

Factors affecting future tax charges

The substantively enacted tax rate remained at 19% as at the Statement of Financial Position date.

It was announced on 3 March 2021 that the main rate of corporation tax will increase from 19% to 25% from 1 April 2023. For profits up to £50,000, the corporation tax rate will remain at 19% and for profits over £250,000, the corporation tax rate will be 25%. Marginal relief provisions will also be introduced for profits between the lower and upper limits.

The Government included the above changes in the Finance Bill 2022 that had its third reading on 24 May 2021 and is now (subsequent to the year end) considered substantively enacted.

7. Tangible fixed assets

	Freehold land and buildings £	Fixtures and fittings £	Total £
Cost			
At 27 November 2020	9,104,388	5,984,012	15,088,400
Additions	-	149,571	149,571
Disposals	-	(23,590)	(23,590)
At 30 December 2021	9,104,388	6,109,993	15,214,381
Depreciation			
At 27 November 2020	2,213,079	1,075,321	3,288,400
Charge for the period	19,534	636,893	656,427
Disposals	-	(23,590)	(23,590)
At 30 December 2021	2,232,613	1,688,624	3,921,237
Net book value			
At 30 December 2021	**6,871,775**	**4,421,369**	**11,293,144**
At 26 November 2020	6,891,309	4,908,691	11,800,000

Included in freehold land and buildings is freehold land of £3,853,000 (26 November 2020: £3,853,000) which is not depreciated.

8. Stocks

	30 December 2021 £	26 November 2020 £
Goods for resale	**43,235**	18,149

9. Debtors

	30 December 2021 £	26 November 2020 £
Trade debtors	**88,183**	55,182
Amounts owed by group undertakings	**104**	104
Other debtors	**77,402**	118,527
Prepayments and accrued income	**75,200**	27,926
	240,889	201,739

10. Creditors: amounts falling due within one year

	30 December 2021 £	26 November 2020 £
Payments on account	**495,668**	726,364
Trade creditors	**146,766**	58,101
Amounts due to subsidiary undertaking	**138,774**	80,192
Amounts due to ultimate parent company (1)	**7,350,000**	6,700,000
Accruals	**130,848**	52,177
Other taxes and social security costs	**48,626**	18,958
Other creditors	**21,922**	73,242
	8,332,604	7,709,034

(1) All loans are interest-free, unsecured and repayable on demand.

11. Share capital

	30 December 2021 £	26 November 2020 £
Allotted, called up and fully paid		
12,209,530 Ordinary shares of £1 each	**12,209,530**	12,209,530

12. Reserves

Profit and loss account

This is cumulative profits or losses, net of dividends paid and other adjustments.

13. Capital commitments

	2021 £	2020 £
Amounts contracted for but not provided in the accounts	**8,903**	40,150

At the period end the company had entered into construction contracts with unrelated parties for an amount of £8,903, for hotel refurbishment and upgrade work.

14. Defined contribution pension plans

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £43,166 (period ended 26 November 2020: £39,229). Contributions payable to the fund at the period end included in creditors totalled £6,856 (26 November 2020: £10,000).

15. Commitments under operating leases

Total future minimum lease payments under non-cancellable operating leases:

	Other 2021 £	Other 2020 £
Within one year	**1,363**	1,817
Within two to five years	**-**	1,515
	1,363	3,332

16. Ultimate parent company and controlling party

The company's immediate parent undertaking is Lupfaw 374 Limited. The largest and smallest group in whose financial statements the results of the company will be consolidated is Lupfaw 374 Limited. The consolidated financial statements of Lupfaw 374 Limited will be available to the public and will be obtainable in due course from the Registrar of Companies, Companies House, Crown Way, Cardiff.

The ultimate parent company is Julian Holdings Limited, and the ultimate controlling party is Mr G Hands.

Julian Holdings Limited is a company incorporated in Guernsey, whose registered office address is PO Box 286, Floor 2 Trafalgar Court, Les Banques, St Peter Port, Guernsey, GY1 4LY.

17. Related party transactions

Included within creditors, amounts falling due within one year, as at 30 December 2021 are other loan creditors of £7,350k (26 November 2020: £6,700k) owed to Hand Picked Hotels Holdings (Guernsey) Limited, the group's parent undertaking. Also within creditors is included an amount of £138,774 (26 November 2020: £80,192) which is due to Hand Picked Hotels Limited and its subsidiaries, entities under common control. This arises from management charges and service fees for the period of £350,048 (period ended 26 November 2020: £172,651), plus amounts charged by Hand Picked Hotels Limited subsidiaries for other purposes.