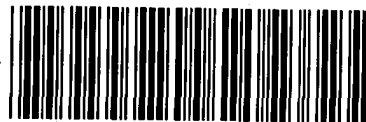


**Group Strategic Report,  
Report of the Directors and  
Consolidated Financial Statements  
for the Year Ended 30 September 2021  
for  
CALL TO THE BAR LIMITED**

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**CALL TO THE BAR LIMITED**

**Contents of the Consolidated Financial Statements  
for the Year Ended 30 September 2021**

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|  | <b>Page</b> |
|--|-------------|
| <b>Company Information</b>                                   | <b>1</b>    |
| <b>Group Strategic Report</b>                                | <b>2</b>    |
| <b>Report of the Directors</b>                               | <b>5</b>    |
| <b>Report of the Independent Auditors</b>                    | <b>7</b>    |
| <b>Consolidated Income Statement</b>                         | <b>11</b>   |
| <b>Consolidated Other Comprehensive<br/>Income</b>           | <b>12</b>   |
| <b>Consolidated Statement of Financial<br/>Position</b>      | <b>13</b>   |
| <b>Company Statement of Financial Position</b>               | <b>15</b>   |
| <b>Consolidated Statement of Changes in<br/>Equity</b>       | <b>17</b>   |
| <b>Company Statement of Changes in Equity</b>                | <b>18</b>   |
| <b>Consolidated Statement of Cash Flows</b>                  | <b>19</b>   |
| <b>Notes to the Consolidated Statement of<br/>Cash Flows</b> | <b>20</b>   |
| <b>Notes to the Consolidated Financial<br/>Statements</b>    | <b>22</b>   |
| <b>Consolidated Trading and Profit and Loss<br/>Account</b>  | <b>37</b>   |

**CALL TO THE BAR LIMITED**

**Company Information  
for the Year Ended 30 September 2021**

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**DIRECTORS:**

R Munding  
S Welsh

**REGISTERED OFFICE:**

Kernow House  
Gas Hill  
Newham  
Truro  
TR1 2XP

**REGISTERED NUMBER:**

08678970 (England and Wales)

**AUDITORS:**

Pembroke Briggs Chartered Accountants  
1a The Quadrant Courtyard  
Quadrant Way  
Weybridge  
Surrey  
KT13 8DR

The directors present their strategic report of the company and the group for the year ended 30 September 2021.

## **REVIEW OF BUSINESS**

Early in the financial year on 4 November all of the Group's sites were closed as a result of the second lock down. The sites with outside trading areas re-opened in April, and the remainder opened in May when we were permitted to welcome customers inside. The sites in the business districts re-opened later than sites in more tourist or suburban areas.

The lock down severely hampered trade, and trading only returned to pre-pandemic levels later in the financial year. In the latter months of the year management teams focused on cost reduction, new marketing initiatives, and modest investments to ensure the sites were as welcoming as possible for returning customers.

The directors are appreciative of the financial support and other measures that have been put in place by central government and local councils, and are also appreciative of the support shown by many of their landlords

The directors have continued to assist and support their staff during the pandemic lock downs and thereafter.

The directors look forward to office workers and tourists returning to central London in considerable number, but are aware of significant challenges ahead, especially in the recruitment and retention of catering staff, the increase in VAT and the continuing cost pressures from increasing utility costs, the supply of goods and rising interest rates"

## **PRINCIPAL RISKS AND UNCERTAINTIES**

There are a number of potential risks and uncertainties which could have a material impact on the company's long term performance and which could cause actual results to differ from those expected. These can be summarised as follows.

### **Business and Industry Risks**

If the company adopts the wrong business strategy or does not implement its strategies effectively the business may suffer. In industry specific context this requires the Directors and management to continually monitor trends and developments in the hospitality industry.

### **Financial Strategy**

Risks relate to an incorrect or unclear financial strategy and the failure to achieve financial plans. Weak performance could put pressure on profits and cashflows. To manage this risk financial strategy risks and performance are regularly reviewed by the Board. Detailed plans and budgets are set for the Company to drive delivery.

### **Failure to Compete Effectively**

Failure to compete on areas including range, price, quality and service could lead to a reduction in customer loyalty and new customers. This could impact our market share, sales and profitability. This is managed by the Group's long established presence in this specialised sector. Our management team regularly reviews markets, trading opportunities and competitor activities to ensure that our offer remains relevant and compelling to our customers.

### **Pub Estate**

Successful performance of the business requires that the Group retains the right sites and the appropriate lease terms, as well as developing the trading space to drive increased footfall and customer spend. As above our management team continually reviews the performance of the pub estate. In addition professional and experience external advice is continually utilised where required to assist with Pub Estate matters.

## **KEY PERFORMANCE INDICATORS**

Revenue £3.8 million (2020 £4.7 million)

Gross Profit Margin 72% (2020 72%)

Operating Loss £956,755 (2020 Loss £949,314)

In addition group cashflows are monitored on a daily basis.

**FINANCIAL OVERVIEW**

The financial performance of the business as set out in the Key Performance Indicators is considered to be satisfactory.

As stated above the result as set out in the financial statements to be consistent and in line with expectations.

The Board anticipates that this will continue in the current year.

**ON BEHALF OF THE BOARD:**



.....  
S Welsh - Director

Date: ..... 27 June 2022 .....

## **CALL TO THE BAR LIMITED**

### **Report of the Directors for the Year Ended 30 September 2021**

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The directors present their report with the financial statements of the company and the group for the year ended 30 September 2021.

#### **DIVIDENDS**

No dividends will be distributed for the year ended 30 September 2021.

#### **DIRECTORS**

The directors shown below have held office during the whole of the period from 1 October 2020 to the date of this report.

R Munding  
S Welsh

#### **STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The directors are responsible for preparing the Group Strategic Report, the Report of the Directors 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). 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 the group and of the profit or loss of the group 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;
- 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 and the group's transactions and disclose with reasonable accuracy at any time the financial position of the company and the group 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

#### **STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the group's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the group's auditors are aware of that information.

**CALL TO THE BAR LIMITED**

**Report of the Directors  
for the Year Ended 30 September 2021**

---

**AUDITORS**

The auditors, Pembroke Briggs Chartered Accountants, will be proposed for re-appointment at the forthcoming Annual General Meeting.

**ON BEHALF OF THE BOARD:**



.....  
S Welsh - Director

Date: 27 June 2022 .....



### **Opinion**

We have audited the financial statements of Call To The Bar Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 30 September 2021 which comprise the Consolidated Income Statement, Consolidated Other Comprehensive Income, Consolidated Statement of Financial Position, Company Statement of Financial Position, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity, Consolidated Statement of Cash Flows and Notes to the Consolidated Statement of Cash Flows, 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).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent company affairs as at 30 September 2021 and of the group's loss for the year 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.

### **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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group 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. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Material uncertainty related to going concern**

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.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group's and the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

We draw attention to Note 2 in the financial statements, which indicates that a material uncertainty exists that may cast significant doubt on the Company's ability to continue as a going concern. Our opinion is not modified in respect of this matter

### **Other information**

The directors are responsible for the other information. The other information comprises the information in the Group Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors 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.

In connection with our audit of the financial statements, 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 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.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Group Strategic Report and the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group Strategic Report and the Report of the Directors have been prepared in accordance with applicable legal requirements.

### **Matters on which we are required to report by exception**

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

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

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company 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.

### **Responsibilities of directors**

As explained more fully in the Statement of Directors' Responsibilities set out on page five, 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 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 group's and the parent 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 group or the parent company or to cease operations, or have no realistic alternative but to do so.

### **Auditors' 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 a Report of the Auditors 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. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

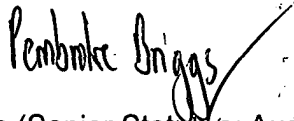
The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

**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 a Report of the Auditors 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.



S Briggs (Senior Statutory Auditor)  
for and on behalf of Pembroke Briggs Chartered Accountants  
1a The Quadrant Courtyard  
Quadrant Way  
Weybridge  
Surrey  
KT13 8DR

Date: 27 June 2022

**CALL TO THE BAR LIMITED**

**Consolidated Income Statement  
for the Year Ended 30 September 2021**

|   | Notes | 30.9.21<br>£ | 30.9.20<br>£ |
|---|-------|--------------|--------------|
| <b>TURNOVER</b>                               |       | 3,760,096    | 4,661,766    |
| Cost of sales                                 |       | 1,068,206    | 1,289,776    |
| <b>GROSS PROFIT</b>                           |       | 2,691,890    | 3,371,990    |
| Administrative expenses                       |       | 5,013,506    | 5,287,873    |
|   |       | (2,321,616)  | (1,915,883)  |
| Other operating income                        |       | 1,364,861    | 966,563      |
| <b>OPERATING LOSS</b>                         | 4     | (956,755)    | (949,320)    |
| Interest receivable and similar income        |       | -            | 6            |
|   |       | (956,755)    | (949,314)    |
| Interest payable and similar expenses         | 5     | 126,597      | 102,288      |
| <b>LOSS BEFORE TAXATION</b>                   |       | (1,083,352)  | (1,051,602)  |
| Tax on loss                                   | 6     | (11,368)     | 61,830       |
| <b>LOSS FOR THE FINANCIAL YEAR</b>            |       | (1,071,984)  | (1,113,432)  |
| Loss attributable to:<br>Owners of the parent |       | (1,071,984)  | (1,113,432)  |

The notes form part of these financial statements

**CALL TO THE BAR LIMITED**

**Consolidated Other Comprehensive Income  
for the Year Ended 30 September 2021**

|   | Notes | 30.9.21<br>£       | 30.9.20<br>£       |
|---|-------|--------------------|--------------------|
| <b>LOSS FOR THE YEAR</b>  |       | (1,071,984)        | (1,113,432)        |
| <b>OTHER COMPREHENSIVE INCOME</b>                                   |       | -                  | -                  |
| <b>TOTAL COMPREHENSIVE<br/>INCOME FOR THE YEAR</b>                  |       | <u>(1,071,984)</u> | <u>(1,113,432)</u> |
| Total comprehensive income attributable to:<br>Owners of the parent |       | <u>(1,071,984)</u> | <u>(1,113,432)</u> |

The notes form part of these financial statements

Consolidated Statement of Financial Position  
30 September 2021

|  | Notes | 30.9.21          |                         | 30.9.20          |                       |
|--|-------|------------------|-------------------------|------------------|-----------------------|
|  |       | £                | £                       | £                | £                     |
| <b>FIXED ASSETS</b>                          |       |                  |                         |                  |                       |
| Intangible assets                            | 8     |                  | 1,406,485               |                  | 1,610,018             |
| Tangible assets                              | 9     |                  | 3,586,678               |                  | 3,072,224             |
| Investments                                  | 10    |                  | -                       |                  | -                     |
|  |       |                  | <u>4,993,163</u>        |                  | <u>4,682,242</u>      |
| <b>CURRENT ASSETS</b>                        |       |                  |                         |                  |                       |
| Stocks                                       | 11    | 123,909          |                         | 115,022          |                       |
| Debtors                                      | 12    | 792,171          |                         | 720,133          |                       |
| Cash at bank and in hand                     |       | 907,785          |                         | 599,823          |                       |
|  |       | <u>1,823,865</u> |                         | <u>1,434,978</u> |                       |
| <b>CREDITORS</b>                             |       |                  |                         |                  |                       |
| Amounts falling due within one year          | 13    | 4,316,314        |                         | 2,615,342        |                       |
| <b>NET CURRENT LIABILITIES</b>               |       |                  | <u>(2,492,449)</u>      |                  | <u>(1,180,364)</u>    |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       |                  | 2,500,714               |                  | 3,501,878             |
| <b>CREDITORS</b>                             |       |                  |                         |                  |                       |
| Amounts falling due after more than one year | 14    |                  | (3,034,204)             |                  | (2,952,016)           |
| <b>PROVISIONS FOR LIABILITIES</b>            | 17    |                  | <u>(90,864)</u>         |                  | <u>(102,232)</u>      |
| <b>NET (LIABILITIES)/ASSETS</b>              |       |                  | <u><u>(624,354)</u></u> |                  | <u><u>447,630</u></u> |

The notes form part of these financial statements

Consolidated Statement of Financial Position - continued  
30 September 2021

|                             |       | 30.9.21 |                  | 30.9.20 |                |
|-----------------------------|-------|---------|------------------|---------|----------------|
|                             | Notes | £       | £                | £       | £              |
| <b>CAPITAL AND RESERVES</b> |       |         |                  |         |                |
| Called up share capital     | 18    |         | 970,030          |         | 970,030        |
| Retained earnings           | 19    |         | (1,594,384)      |         | (522,400)      |
| <b>SHAREHOLDERS' FUNDS</b>  |       |         | <u>(624,354)</u> |         | <u>447,630</u> |

The financial statements were approved by the Board of Directors and authorised for issue on 27 June 2022 and were signed on its behalf by:



S Welsh - Director



Company Statement of Financial Position  
30 September 2021

|  | Notes | 30.9.21       |                    | 30.9.20       |                    |
|--|-------|---------------|--------------------|---------------|--------------------|
|  |       | £             | £                  | £             | £                  |
| <b>FIXED ASSETS</b>                          |       |               |                    |               |                    |
| Intangible assets                            | 8     |               | -                  |               | -                  |
| Tangible assets                              | 9     |               | 1,825,755          |               | 1,212,169          |
| Investments                                  | 10    |               | 4,599,250          |               | 4,599,250          |
|  |       |               | <u>6,425,005</u>   |               | <u>5,811,419</u>   |
| <b>CURRENT ASSETS</b>                        |       |               |                    |               |                    |
| Debtors                                      | 12    | 44,603        |                    | 25,571        |                    |
| Cash at bank                                 |       | 9,396         |                    | 15,212        |                    |
|  |       | <u>53,999</u> |                    | <u>40,783</u> |                    |
| <b>CREDITORS</b>                             |       |               |                    |               |                    |
| Amounts falling due within one year          | 13    | 4,396,224     |                    | 3,510,266     |                    |
| <b>NET CURRENT LIABILITIES</b>               |       |               | <u>(4,342,225)</u> |               | <u>(3,469,483)</u> |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b> |       |               | 2,082,780          |               | 2,341,936          |
| <b>CREDITORS</b>                             |       |               |                    |               |                    |
| Amounts falling due after more than one year | 14    |               | 1,357,237          |               | 1,570,302          |
| <b>NET ASSETS</b>                            |       |               | <u>725,543</u>     |               | <u>771,634</u>     |
| <b>CAPITAL AND RESERVES</b>                  |       |               |                    |               |                    |
| Called up share capital                      | 18    |               | 970,030            |               | 970,030            |
| Retained earnings                            |       |               | (244,487)          |               | (198,396)          |
| <b>SHAREHOLDERS' FUNDS</b>                   |       |               | <u>725,543</u>     |               | <u>771,634</u>     |
| Company's loss for the financial year        |       |               | <u>(46,091)</u>    |               | <u>(9,530)</u>     |

The notes form part of these financial statements

**Company Statement of Financial Position - continued**  
**30 September 2021**

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

The financial statements were approved by the Board of Directors and authorised for issue on 27 Dec 2022 and were signed on its behalf by:



.....  
S Welsh - Director

**CALL TO THE BAR LIMITED****Consolidated Statement of Changes in Equity  
for the Year Ended 30 September 2021**

|                                     | Called up<br>share<br>capital<br>£ | Retained<br>earnings<br>£ | Total<br>equity<br>£    |
|-------------------------------------|------------------------------------|---------------------------|-------------------------|
| <b>Balance at 1 October 2019</b>    | 970,030                            | 591,032                   | 1,561,062               |
| <b>Changes in equity</b>            |                                    |                           |                         |
| Total comprehensive income          | -                                  | (1,113,432)               | (1,113,432)             |
| <b>Balance at 30 September 2020</b> | <u>970,030</u>                     | <u>(522,400)</u>          | <u>447,630</u>          |
| <b>Changes in equity</b>            |                                    |                           |                         |
| Total comprehensive income          | -                                  | (1,071,984)               | (1,071,984)             |
| <b>Balance at 30 September 2021</b> | <u><u>970,030</u></u>              | <u><u>(1,594,384)</u></u> | <u><u>(624,354)</u></u> |

The notes form part of these financial statements

**CALL TO THE BAR LIMITED**

**Company Statement of Changes in Equity  
for the Year Ended 30 September 2021**

|                                     | Called up<br>share<br>capital<br>£ | Retained<br>earnings<br>£ | Total<br>equity<br>£ |
|-------------------------------------|------------------------------------|---------------------------|----------------------|
| <b>Balance at 1 October 2019</b>    | 970,030                            | (188,866)                 | 781,164              |
| <b>Changes in equity</b>            |                                    |                           |                      |
| Total comprehensive income          | -                                  | (9,530)                   | (9,530)              |
| <b>Balance at 30 September 2020</b> | <u>970,030</u>                     | <u>(198,396)</u>          | <u>771,634</u>       |
| <b>Changes in equity</b>            |                                    |                           |                      |
| Total comprehensive income          | -                                  | (46,091)                  | (46,091)             |
| <b>Balance at 30 September 2021</b> | <u>970,030</u>                     | <u>(244,487)</u>          | <u>725,543</u>       |

The notes form part of these financial statements

**CALL TO THE BAR LIMITED**

**Consolidated Statement of Cash Flows  
for the Year Ended 30 September 2021**

|   | Notes | 30.9.21<br>£          | 30.9.20<br>£          |
|---|-------|-----------------------|-----------------------|
| <b>Cash flows from operating activities</b>           |       |                       |                       |
| Cash generated from operations                        | 1     | 654,923               | 218,264               |
| Interest paid   |       | (126,597)             | (102,288)             |
| <b>Net cash from operating activities</b>             |       | <u>528,326</u>        | <u>115,976</u>        |
| <b>Cash flows from investing activities</b>           |       |                       |                       |
| Purchase of intangible fixed assets                   |       | -                     | 140,860               |
| Purchase of tangible fixed assets                     |       | (755,158)             | (664,414)             |
| Sale of intangible fixed assets                       |       | -                     | (160,406)             |
| Sale of tangible fixed assets                         |       | 11,052                | 47,500                |
| Interest received                                     |       | -                     | 6                     |
| <b>Net cash from investing activities</b>             |       | <u>(744,106)</u>      | <u>(636,454)</u>      |
| <b>Cash flows from financing activities</b>           |       |                       |                       |
| New loans in year                                     |       | 825,000               | 859,207               |
| Loan repayments in year                               |       | (316,509)             | -                     |
| Amount introduced by directors                        |       | 15,251                | 17,151                |
| <b>Net cash from financing activities</b>             |       | <u>523,742</u>        | <u>876,358</u>        |
| <b>Increase in cash and cash equivalents</b>          |       | <u>307,962</u>        | <u>355,880</u>        |
| <b>Cash and cash equivalents at beginning of year</b> | 2     | 599,823               | 243,943               |
| <b>Cash and cash equivalents at end of year</b>       | 2     | <u><u>907,785</u></u> | <u><u>599,823</u></u> |

The notes form part of these financial statements

**CALL TO THE BAR LIMITED****Notes to the Consolidated Statement of Cash Flows  
for the Year Ended 30 September 2021****1. RECONCILIATION OF LOSS BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS**

|                                       | 30.9.21<br>£     | 30.9.20<br>£     |
|---------------------------------------|------------------|------------------|
| Loss before taxation                  | (1,083,352)      | (1,051,602)      |
| Depreciation charges                  | 436,691          | 426,401          |
| Profit on disposal of fixed assets    | (3,505)          | -                |
| Finance costs                         | 126,597          | 102,288          |
| Finance income                        | -                | (6)              |
|                                       | <u>(523,569)</u> | <u>(522,919)</u> |
| Increase in stocks                    | (8,887)          | (44,823)         |
| Increase in trade and other debtors   | (72,038)         | (128,551)        |
| Increase in trade and other creditors | 1,259,417        | 914,557          |
|                                       | <u>654,923</u>   | <u>218,264</u>   |

**2. CASH AND CASH EQUIVALENTS**

The amounts disclosed on the Statement of Cash Flows in respect of cash and cash equivalents are in respect of these Statement of Financial Position amounts:

**Year ended 30 September 2021**

|                           | 30.9.21<br>£   | 1.10.20<br>£   |
|---------------------------|----------------|----------------|
| Cash and cash equivalents | <u>907,785</u> | <u>599,823</u> |

**Year ended 30 September 2020**

|                           | 30.9.20<br>£   | 1.10.19<br>£   |
|---------------------------|----------------|----------------|
| Cash and cash equivalents | <u>599,823</u> | <u>243,943</u> |

The notes form part of these financial statements

**Notes to the Consolidated Statement of Cash Flows  
for the Year Ended 30 September 2021**

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**3. ANALYSIS OF CHANGES IN NET DEBT**

|                                 | At 1.10.20<br>£    | Cash flow<br>£   | At 30.9.21<br>£    |
|---------------------------------|--------------------|------------------|--------------------|
| <b>Net cash</b>                 |                    |                  |                    |
| Cash at bank and in hand        | 599,823            | 307,962          | 907,785            |
|                                 | <u>599,823</u>     | <u>307,962</u>   | <u>907,785</u>     |
| <b>Debt</b>                     |                    |                  |                    |
| Debts falling due within 1 year | (185,723)          | (459,213)        | (644,936)          |
| Debts falling due after 1 year  | (1,921,866)        | (49,279)         | (1,971,145)        |
|                                 | <u>(2,107,589)</u> | <u>(508,492)</u> | <u>(2,616,081)</u> |
| <b>Total</b>                    | <u>(1,507,766)</u> | <u>(200,530)</u> | <u>(1,708,296)</u> |

**1. STATUTORY INFORMATION**

Call To The Bar Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office address can be found on the General Information page.

**2. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in Sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

**Government grants**

Monetary resources transferred to the Company by government, government agencies or similar bodies are recognised at fair value, when it is confirmed that the relevant grant will be received. Grants income is recognised net in the profit and loss account, over the same period during which the expenses, for which the grant was intended to compensate, are recognised. Grants income is disclosed in the notes to the financial statements.



## 2. ACCOUNTING POLICIES - continued

### Turnover

Turnover is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

When cash inflows are deferred and represent a financing arrangement, the fair value of the consideration is the present value of the future receipts. The difference between the fair value of the consideration and the nominal amount received is recognised as interest income.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer (usually on dispatch of the goods), the amount of the revenue can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the entity and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

### Intangible fixed assets - goodwill

Goodwill represents the excess of the cost of acquisition of unincorporated businesses over the fair value of net assets acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is considered to have a finite useful life and is amortised on a systematic basis over its expected life, which is 10 years.

For the purpose of impairment testing, goodwill is allocated to the cash-generating units expected to benefit from the acquisition. Cash-generating units to which goodwill has been allocated are tested for impairment at least annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit.

### Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

|                       |                                     |
|-----------------------|-------------------------------------|
| Freehold property     | 2% on cost and Over period of lease |
| Fixtures and fittings | 15% on reducing balance             |
| Computer equipment    | 33% on cost                         |

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is credited or charged to profit or loss.

## **2. ACCOUNTING POLICIES - continued**

### **Stocks**

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Costs comprise direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

Stocks held for distribution at no or nominal consideration are measured at the lower of replacement cost and cost, adjusted where applicable for any loss or service potential.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

### **Taxation**

Taxation for the year comprises current and deferred tax. Tax is recognised in the Consolidated Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the statement of financial position date.

### **Deferred tax**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the statement of financial position date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

## 2. ACCOUNTING POLICIES - continued

### **Impairment of fixed assets**

At each reporting period end date, the company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If such an indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

## 2. ACCOUNTING POLICIES - continued

### Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's statement of financial position when the company becomes party to the contractual provision of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally 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.

### Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

### Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities.

### Basic financial liabilities

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

**2. ACCOUNTING POLICIES - continued**

**Defined contribution pension plan**

The group operates a defined contribution pension scheme. Contributions payable to the group's pension scheme are charged to profit or loss in the period to which they relate.

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.

**Going concern**

At the time of approving the financial statements, the Directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Thus the Directors continue to adopt the going concern basis of accounting in preparing the financial statements.

The Directors have assessed the ability of the Company to continue as a going concern. In undertaking the going concern review, the Directors have reviewed the financial projections of the Company for 12 months from the date of these financial statements. These projections reflect the continued unrestricted trade of the pub sites following the UK Government full lifting of COVID 19 restrictions on 19 July 2021 and assume no further restrictions caused by the pandemic for a further 12 months from the date of these financial statements.

Therefore, after making enquiries and considering the uncertainties described above, the Directors have concluded that there is a reasonable expectation that the Company will have adequate resources to continue in operational existence for the foreseeable future, being at least the next 12 months from the date of approval of the 2021 financial statements. Accordingly, the Directors continue to adopt the going concern basis of accounting in preparing these financial statements. The financial statements do not reflect adjustments that would be necessary if the going concern basis was not appropriate.

**Equity instruments**

Equity instruments issued by the company are recorded at the proceeds received, net of direct issue costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the company.

**2. ACCOUNTING POLICIES - continued****Leases**

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the lease asset are consumed.

**3. EMPLOYEES AND DIRECTORS**

|                       | 30.9.21          | 30.9.20          |
|-----------------------|------------------|------------------|
|                       | £                | £                |
| Wages and salaries    | 2,050,557        | 2,163,707        |
| Social security costs | 157,085          | 192,713          |
| Other pension costs   | 111,088          | 117,190          |
|                       | <u>2,318,730</u> | <u>2,473,610</u> |

The average number of employees during the year was as follows:

|             | 30.9.21    | 30.9.20    |
|-------------|------------|------------|
| Operational | <u>125</u> | <u>110</u> |

The average number of employees by undertakings that were proportionately consolidated during the year was 125 (2020 - 110).

|                         | 30.9.21        | 30.9.20        |
|-------------------------|----------------|----------------|
|                         | £              | £              |
| Directors' remuneration | <u>145,373</u> | <u>161,869</u> |

**4. OPERATING LOSS**

The operating loss is stated after charging/(crediting):

|   | 30.9.21     | 30.9.20   |
|---|-------------|-----------|
|   | £           | £         |
| Depreciation - owned assets                   | 233,157     | 199,027   |
| Profit on disposal of fixed assets            | (3,505)     | -         |
| Goodwill amortisation                         | 203,533     | 227,373   |
| Auditors' remuneration                        | 4,000       | 6,000     |
| Government grants                             | (1,231,384) | (891,216) |
| Impairment losses for intangible fixed assets | -           | 145,455   |
|   | <u></u>     | <u></u>   |

**5. INTEREST PAYABLE AND SIMILAR EXPENSES**

|                    | 30.9.21        | 30.9.20        |
|--------------------|----------------|----------------|
|                    | £              | £              |
| Bank loan interest | 43,755         | 38,356         |
| Other interest     | 82,842         | 63,932         |
|                    | <u>126,597</u> | <u>102,288</u> |

**6. TAXATION****Analysis of the tax (credit)/charge**

The tax (credit)/charge on the loss for the year was as follows:

|              | 30.9.21         | 30.9.20       |
|--------------|-----------------|---------------|
|              | £               | £             |
| Deferred tax | (11,368)        | 61,830        |
| Tax on loss  | <u>(11,368)</u> | <u>61,830</u> |

**Reconciliation of total tax (credit)/charge included in profit and loss**

The tax assessed for the year is higher than the standard rate of corporation tax in the UK. The difference is explained below:

|   | 30.9.21            | 30.9.20            |
|---|--------------------|--------------------|
|   | £                  | £                  |
| Loss before tax   | <u>(1,083,352)</u> | <u>(1,051,602)</u> |
| Loss multiplied by the standard rate of corporation tax in the UK of 19% (2020 - 19%) | (205,837)          | (199,804)          |
| Effects of:   |                    |                    |
| Utilisation of tax losses   | 178,382            | 206,923            |
| Depreciation in excess of capital allowances  | 27,455             | (7,119)            |
| Deferred tax provision  | (11,368)           | 61,830             |
| Total tax (credit)/charge   | <u>(11,368)</u>    | <u>61,830</u>      |

There is no corporation tax payable as a result of the 2021 and 2020 trading losses.

**7. INDIVIDUAL INCOME STATEMENT**

As permitted by Section 408 of the Companies Act 2006, the Income Statement of the parent company is not presented as part of these financial statements.

**8. INTANGIBLE FIXED ASSETS****Group**Goodwill  
£**COST**At 1 October 2020  
and 30 September 20212,035,334**AMORTISATION**At 1 October 2020  
Amortisation for year425,316  
203,533

At 30 September 2021

628,849**NET BOOK VALUE**

At 30 September 2021

1,406,485

At 30 September 2020

1,610,018



Notes to the Consolidated Financial Statements - continued  
for the Year Ended 30 September 2021

## 9. TANGIBLE FIXED ASSETS

### Group

|                        | Freehold<br>property<br>£ | Long<br>leasehold<br>£ | Fixtures<br>and<br>fittings<br>£ | Computer<br>equipment<br>£ | Totals<br>£ |
|------------------------|---------------------------|------------------------|----------------------------------|----------------------------|-------------|
| <b>COST</b>            |                           |                        |                                  |                            |             |
| At 1 October 2020      | 3,162,748                 | 3,050                  | 1,392,223                        | 77,772                     | 4,635,793   |
| Additions              | 39,582                    | 651,878                | 56,099                           | 7,599                      | 755,158     |
| Disposals              | -                         | -                      | (10,000)                         | -                          | (10,000)    |
| At 30 September 2021   | 3,202,330                 | 654,928                | 1,438,322                        | 85,371                     | 5,380,951   |
| <b>DEPRECIATION</b>    |                           |                        |                                  |                            |             |
| At 1 October 2020      | 822,574                   | -                      | 710,014                          | 30,981                     | 1,563,569   |
| Charge for year        | 89,499                    | 12,007                 | 109,108                          | 22,543                     | 233,157     |
| Eliminated on disposal | -                         | -                      | (2,453)                          | -                          | (2,453)     |
| At 30 September 2021   | 912,073                   | 12,007                 | 816,669                          | 53,524                     | 1,794,273   |
| <b>NET BOOK VALUE</b>  |                           |                        |                                  |                            |             |
| At 30 September 2021   | 2,290,257                 | 642,921                | 621,653                          | 31,847                     | 3,586,678   |
| At 30 September 2020   | 2,340,174                 | 3,050                  | 682,209                          | 46,791                     | 3,072,224   |

## 9. TANGIBLE FIXED ASSETS - continued

## Company

|                       | Freehold<br>property<br>£ | Long<br>leasehold<br>£ | Totals<br>£ |
|-----------------------|---------------------------|------------------------|-------------|
| <b>COST</b>           |                           |                        |             |
| At 1 October 2020     | 1,314,260                 | 3,050                  | 1,317,310   |
| Additions             | -                         | 651,878                | 651,878     |
| At 30 September 2021  | 1,314,260                 | 654,928                | 1,969,188   |
| <b>DEPRECIATION</b>   |                           |                        |             |
| At 1 October 2020     | 105,141                   | -                      | 105,141     |
| Charge for year       | 26,285                    | 12,007                 | 38,292      |
| At 30 September 2021  | 131,426                   | 12,007                 | 143,433     |
| <b>NET BOOK VALUE</b> |                           |                        |             |
| At 30 September 2021  | 1,182,834                 | 642,921                | 1,825,755   |
| At 30 September 2020  | 1,209,119                 | 3,050                  | 1,212,169   |

## 10. FIXED ASSET INVESTMENTS

## Company

|  | Other<br>investments<br>£ |
|--|---------------------------|
| <b>COST</b>                                |                           |
| At 1 October 2020<br>and 30 September 2021 | 4,599,250                 |
| <b>NET BOOK VALUE</b>                      |                           |
| At 30 September 2021                       | 4,599,250                 |
| At 30 September 2020                       | 4,599,250                 |

**11. STOCKS**

|                | <b>Group</b>   |                |
|----------------|----------------|----------------|
|                | 30.9.21        | 30.9.20        |
|                | £              | £              |
| Finished goods | <u>123,909</u> | <u>115,022</u> |

**12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|               | <b>Group</b>   |                | <b>Company</b> |               |
|---------------|----------------|----------------|----------------|---------------|
|               | 30.9.21        | 30.9.20        | 30.9.21        | 30.9.20       |
|               | £              | £              | £              | £             |
| Trade debtors | (101,016)      | (6,148)        | 37,701         | 24,141        |
| Other debtors | 247,776        | 284,441        | -              | -             |
| Prepayments   | 645,411        | 441,840        | 6,902          | 1,430         |
|               | <u>792,171</u> | <u>720,133</u> | <u>44,603</u>  | <u>25,571</u> |

**13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

|   | <b>Group</b>     |                  | <b>Company</b>   |                  |
|---|------------------|------------------|------------------|------------------|
|   | 30.9.21          | 30.9.20          | 30.9.21          | 30.9.20          |
|   | £                | £                | £                | £                |
| Bank loans and overdrafts (see note 15) | 644,936          | 185,723          | 455,388          | 185,723          |
| Trade creditors                         | 1,753,699        | 1,028,299        | (33)             | 9,205            |
| Amounts owed to group undertakings      | 334,269          | -                | 3,490,712        | 2,884,611        |
| Tax                                     | 65,483           | 65,483           | -                | -                |
| Social security and other taxes         | 148,612          | 187,882          | -                | -                |
| VAT                                     | 1,814            | 1,305            | 1,814            | 1,305            |
| Other creditors                         | 924,878          | 719,278          | 5,720            | 2,050            |
| Directors' loan accounts                | 421,623          | 406,372          | 421,623          | 406,372          |
| Accrued expenses                        | 21,000           | 21,000           | 21,000           | 21,000           |
|   | <u>4,316,314</u> | <u>2,615,342</u> | <u>4,396,224</u> | <u>3,510,266</u> |

**14. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

|                          | <b>Group</b>     |                  | <b>Company</b>   |                  |
|--------------------------|------------------|------------------|------------------|------------------|
|                          | 30.9.21          | 30.9.20          | 30.9.21          | 30.9.20          |
|                          | £                | £                | £                | £                |
| Bank loans (see note 15) | 1,971,145        | 1,921,866        | 1,099,478        | 1,321,866        |
| Other creditors          | 1,063,059        | 1,030,150        | 257,759          | 248,436          |
|                          | <u>3,034,204</u> | <u>2,952,016</u> | <u>1,357,237</u> | <u>1,570,302</u> |

The bank borrowings are secured by a legal charge created on the 3rd October 2018 in favour of HSBC Bank PLC on the freehold property held by the Company.

Creditors due after more than one year amounting to £802,202 (2020: £778,616) relates to a loan advance to the Group from a member with a participating interest.

**15. LOANS**

An analysis of the maturity of loans is given below:

|   | <b>Group</b>     |                  | <b>Company</b>   |                  |
|---|------------------|------------------|------------------|------------------|
|   | 30.9.21          | 30.9.20          | 30.9.21          | 30.9.20          |
|   | £                | £                | £                | £                |
| Amounts falling due within one year or on demand: |                  |                  |                  |                  |
| Bank loans  | <u>644,936</u>   | <u>185,723</u>   | <u>455,388</u>   | <u>185,723</u>   |
| Amounts falling due between one and two years:    |                  |                  |                  |                  |
| Bank loans - 1-2 years                            | <u>1,099,478</u> | <u>1,321,866</u> | <u>1,099,478</u> | <u>1,321,866</u> |
| Amounts falling due in more than five years:      |                  |                  |                  |                  |
| Repayable by instalments                          |                  |                  |                  |                  |
| Bank loans more 5 yr by instal                    | <u>871,667</u>   | <u>600,000</u>   | <u>-</u>         | <u>-</u>         |

The Group received total loans during the year of £825,000, including a Commercial Business Interruption Loan ("CBIL") under the Government Scheme in the amount of £500,000 (2020: £600,000). The purpose of the loans is to provide Working Capital during the COVID Pandemic.

Loan terms are 60 months from the initial drawdown, and the principal is repaid in equal monthly instalments over 5 years. Interest is charged at 3.99% over Base Rate.

**16. LEASING AGREEMENTS**

Minimum lease payments fall due as follows:

**Group**

|                            | Non-cancellable<br>operating leases |                   |
|----------------------------|-------------------------------------|-------------------|
|                            | 30.9.21                             | 30.9.20           |
|                            | £                                   | £                 |
| Between one and five years | 5,045,882                           | 5,993,297         |
| In more than five years    | 5,118,158                           | 6,972,830         |
|                            | <u>10,164,040</u>                   | <u>12,966,127</u> |

Operating lease payments represent rentals payable by the company for properties. Leases are negotiated for an average of 5 years and rentals are fixed for the 5 years with an option to extend for a further 5 years at the prevailing market rate.

At the reporting end date the company had the above outstanding commitments for future minimum lease payments under non-cancellable operating leases.

**17. PROVISIONS FOR LIABILITIES**

|  | Group         |                      |
|--|---------------|----------------------|
|  | 30.9.21       | 30.9.20              |
|  | £             | £                    |
| Deferred tax                           | <u>90,864</u> | <u>102,232</u>       |
| <b>Group</b>                           |               |                      |
|  |               | Deferred<br>tax<br>£ |
| Balance at 1 October 2020              |               | 102,232              |
| Credit to Income Statement during year |               | (11,368)             |
| Balance at 30 September 2021           |               | <u>90,864</u>        |

## 18. CALLED UP SHARE CAPITAL

| Allotted, issued and fully paid: |                     | Nominal<br>value: | 30.9.21        | 30.9.20        |
|----------------------------------|---------------------|-------------------|----------------|----------------|
| Number:                          | Class:              |                   | £              | £              |
| 970,000                          | Ordinary "A" shares | £1                | 970,000        | 970,000        |
| 30,000                           | Ordinary "B" shares | £0.001            | 30             | 30             |
|                                  |                     |                   | <u>970,030</u> | <u>970,030</u> |

## 19. RESERVES

### Group

|                      | Retained<br>earnings<br>£ |
|----------------------|---------------------------|
| At 1 October 2020    | (522,400)                 |
| Deficit for the year | <u>(1,071,984)</u>        |
| At 30 September 2021 | <u><u>(1,594,384)</u></u> |

## 20. PENSION COMMITMENTS

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 £111,088 (2020 - £117,190). Contributions totalling £19,759 (2020 - £17,382) were payable to the fund at the reporting date.

## 21. MORTGAGE DEBENTURE

The Company has issued a Debenture in favour of HSBC UK Bank Plc, comprising fixed and floating charges over all the leasehold property, book and other debts, chattels, goodwill and other assets both present and future.