

Registered number  
03741747

Heritage Attractions Limited  
Report and Financial Statements  
31 January 2021



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**Heritage Attractions Limited**  
**Report and accounts**  
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**Heritage Attractions Limited**  
**Company Information**

**Directors**

A J S Leech  
P M Johnson-Treherne

**Secretaries**

G Johnson  
P M Johnson-Treherne

**Auditor**

RSM UK Audit LLP  
14th Floor  
20 Chapel Street  
Liverpool  
L3 9AG

**Bankers**

Santander UK PLC  
Bridle Road  
Bootle  
Merseyside  
L30 4GB

**Solicitors**

Napthens LLP  
The Plaza  
100 Old Hall Street  
Liverpool  
L3 9QJ

**Registered office**

5th Floor  
88 Church Street  
Liverpool  
L1 3HD

**Registered number**

03741747

**Heritage Attractions Limited**  
**Strategic report**  
**for the year ended 31 January 2021**

**Principal activities**

The principal activity of the company is the operation of landmark day visitor attractions in the United Kingdom. The profit for the year, after taxation, amounted to £188,873 (2020: £2,319,002). There was a dividend payable in the year of £850,000 (2020: £2,000,000).

**Business model**

Heritage Attractions operates some of the UK's most outstanding landmark destinations and popular visitor attractions. Our current portfolio stretches from Land's End at the South-Western tip of Cornwall to remote John O'Groats in the far North of Scotland. In between, Snowdon Mountain Railway takes passengers from Llanberis, in the heart of Snowdonia National Park, to the summit of the highest mountain in England and Wales. On the Isle of Wight, The Needles Park welcomes visitors to the famous lighthouse and Needles rocks, whilst Sandham Gardens provides family attractions at the seaside setting of Sandown Bay. Opened in April 2019, Royal Liver Building 360 provides a unique tower tour and visitor experience which has already won awards.

Heritage Attractions aims to maintain and develop the UK's heritage sensitively and responsibly for the benefit of all and to provide exciting and stimulating family value days out for its customers. Key elements of the businesses objectives are:

Organic growth - Capital expenditure is planned within each business unit to improve standards further and increase the attractions' growth rate. The focus will be to improve spend per head and the dwell time of guests.

Destination accommodation - The attractions will be supplemented by accommodation units to provide new developments to existing estate assets or improve overall profitability of the asset.

Continued acquisitions - Continued interest in available visitor attractions within the tourism market where visitor numbers exceed 100,000 pa.

**Business review and results**

The results for the year are set out on page 10.

Overall operating profit has decreased by £2,321,020 compared to prior year.

The Directors are pleased with the year end net asset position of £12,895,293 (2020:£13,556,420).

As a result of the Covid-19 pandemic and related national lockdowns imposed by the UK Government, all sites closed with effect from 23rd March 2020 and then reopened in early July 2020 when the relevant restrictions were lifted. Further lockdowns in November 2020 and then again from January 2021 had minimal impact on the results due to the seasonal opening pattern of the businesses, together with grant and furlough support from the UK government. Even before the lockdowns were imposed, the Directors took early action to contain uncommitted costs where possible such as in marketing expenditure and site works. During the periods when the businesses were able to open, the demand was strong and in particular Cornwall provided exceptional results. Restrictions to comply with covid-secure guidance resulted in reduced capacity available at both Snowdon Mountain Railway and RLB360.

The company's parent company drew down an available term loan from its principal bankers, Santander, in the sum of £1.5m and also used the governments Coronavirus Business Interruption Loan scheme to facilitate a further £1.5m borrowing. These actions were precautionary to maximise available cash in the business whilst the lockdown periods and impacts were uncertain.

**Heritage Attractions Limited**  
**Strategic report (continued)**  
**for the year ended 31 January 2021**

**Key performance indicators**

The directors consider visitor numbers and spend per head to be key performance indicators.

Land's End - decrease in visitor numbers of 30.45% compared to prior year, and an increase in spend per head of 6.43% compared to prior year.

Snowdon Mountain Railway - a decrease in visitor numbers of 79.63% compared to prior year, and a decrease in spend per head of 0.42% compared to prior year

Needles Park - decrease in visitor numbers of 51% compared to prior year, and an decrease in spend per head of 1.95% compared to prior year.

Sandham Gardens - decrease in visitors numbers of 20.54% compared to prior year, and an increase in spend per head of 45.95% compared to prior year.

RLB360 - decrease in visitor numbers of 80.84% compared to prior year, and an increase in spend per head of 8.6% compared to prior year.

Overall there was a decrease in visitor numbers of 46.37% and an increase in spend per head of 4.7%. The reason for the decrease in visitor numbers was due to the impact of Covid-19 and the associated lockdowns. The directors are satisfied with these results.

**Principal risks and uncertainties**

The objectives of the company are to manage the company's financial risk, secure cost effective funding for the company's operations, and to minimise the adverse effects of fluctuations in the financial markets on the company's financial assets and liabilities, on reported profitability and on the cash flows of the company. The directors have assessed the main risks facing the company as being:

- competitive pressures from other attraction operators and also alternative leisure spend
- shift in the popularity of UK based holidays
- weather conditions during peak trading periods
- popularity and promotion of certain regions within the UK for domestic holidays

**Heritage Attractions Limited**  
**Strategic report (continued)**  
**for the year ended 31 January 2021**

Due to the diverse nature and location of the company operations, together with the offering being established and unique, then the directors remain confident in mitigating these risks.

The company finances its activities through a combination of finance leases, hire purchase contracts and cash deposits. Overdrafts are used to satisfy short term cash flow requirements. Other financial assets and liabilities, such as trade debtors and trade creditors, arise directly from the company's operating activities. The company does not trade in financial instruments and has no other form of derivatives.

All of the company's transactions are predominantly in sterling. The company does not hedge any currency exposures.

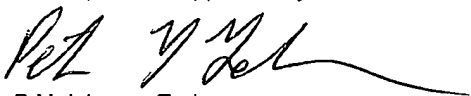
The directors consider that the health, safety and welfare of its employees, customers and all others who may be affected by its businesses and activities is of paramount importance. As a result, the company has made arrangements to manage all aspects of health and safety in all areas and across all sites owned or managed by the company. Included in these arrangements will be methods to monitor and review their effectiveness.

**Future developments**

Although the impact of the coronavirus pandemic in 2020 and into 2021, is significant on the tourism and hospitality sector and the company, the Directors remain confident that their investment plans can continue albeit over an extended period. The ongoing uncertainty surrounding international travel is considered likely to drive a further "staycation" effect in 2021 and potentially 2022, and the company and its operations are well-placed to benefit from this.

Land's End will see the introduction of a totally refurbished and expanded Ice Cream Parlour in 2021 and within RLB360 further additions include a "Capsule of Culture" and more interpretation along the tour. The Directors are keen to reduce coronavirus related debt taken on originally to preserve cash headroom, and plan to commence an acceleration of capital repayments from September 2021 onwards.

This report was approved by the board on 20 July 2021 and signed on its behalf.



P M Johnson-Treherne  
Director

**Heritage Attractions Limited**  
**Directors' report**  
**for the year ended 31 January 2021**

The directors present their report and financial statements for the year ended 31 January 2021.

**Directors and their interests**

The following persons served as directors during the year:

A J S Leech  
P M Johnson-Treherne

A J S Leech is a discretionary beneficiary of a Jersey Trust which, through Cherberry Limited, a Jersey company, owns the entire share capital of Heritage Great Britain PLC, the immediate holding company of Heritage Attractions Limited.

**Results and dividends:**

The results for the year are set out on page 10. Dividends of £850,000 (2020:£2,000,000) were payable.

**Disclosure of information to auditors**

Each person who was a director at the time this report was approved confirms that:

- so far as he is aware, there is no relevant audit information of which the company's auditor is unaware; and
- he 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 company's auditor is aware of that information.

**Matters of strategic importance**

The company has chosen in accordance with Companies Act 2006, s.414C (11) to set out in the company's Strategic Report information required by Large and Medium sized Companies and Group (Accounts and Reports) Regulations 2008, Sch. 7 to be contained in the Directors' Report. It has done so in respect of future developments.

**Disabled persons**

The group's policy is to recruit disabled workers for those vacancies that they are able to fill. All necessary assistance with initial training courses is given. Arrangements are made, wherever possible, for retaining employees who become disabled, to enable them to perform work identified as appropriate to their aptitudes and abilities.

**Employee involvement**

The group's policy is to involve employees, wherever possible, in matters likely to affect employees' interests. Information regarding matters of concern is communicated to employees in order to raise employee awareness of the group's performance. This is achieved through formal and informal meetings. Employee representatives are consulted on a wide range of matters affecting the current and future interest.

**Auditor**

The auditor, RSM UK Audit LLP, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

This report was approved by the board on 20 July 2021 and signed by its order.



G Johnson  
Company Secretary

**Registered Office**  
5th Floor  
88 Church Street  
Liverpool  
L1 3HD

**Heritage Attractions Limited**  
**Statement of Directors' responsibilities**  
**for the year ended 31 January 2021**

The directors are responsible for preparing the Strategic report, 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) 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;
- 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.



## **Independent auditors' report to the members of Heritage Attractions Limited**

### **Opinion**

We have audited the financial statements of Heritage Attractions Limited for the year ended 31 January 2021, which comprise Profit and loss account, Balance sheet, 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 FRS 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 company's affairs as at 31 January 2021 and of its profit 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 Auditor's responsibilities for the audit of the financial statements section of our report. 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. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Conclusions relating 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 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.

### **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. 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 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 strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

## **Independent auditors' report to the members of Heritage Attractions Limited (continued)**

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

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 any material misstatements in the Strategic report or the Directors' report.

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, 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.

### **Responsibilities of directors**

As explained more fully in the directors' responsibilities statement, set out on page 6, 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. 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 the audit was considered capable of detecting irregularities, including fraud**

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory framework that the company operates in and how the company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Companies Act 2006 and tax compliance regulations. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures.

The most significant laws and regulations that have an indirect impact on the financial statements are those in relation to food hygiene and employment law. We performed audit procedures to inquire of management and those charged with governance whether the company is in compliance with these law and regulations.

The audit engagement team identified the risk of management override of controls and cash income as the areas where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://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.

RSM UK Audit LLP

Michael Fairhurst FCA (Senior Statutory Auditor)  
For and on behalf of RSM UK Audit LLP, Statutory Auditor  
Chartered Accountants  
14th Floor  
20 Chapel Street  
Liverpool  
L3 9AG  
Date: 27 July 2021

**Heritage Attractions Limited**  
**Profit and loss account**  
**for the year ended 31 January 2021**

	Notes	2021 £	2020 £
Turnover	3	7,682,046	16,633,693
Cost of sales		(1,810,751)	(4,250,964)
<b>Gross profit</b>		<b>5,871,295</b>	<b>12,382,729</b>
Administrative expenses		(6,860,173)	(9,944,997)
Other operating income		1,173,988	68,398
<b>Operating profit</b>	4	<b>185,110</b>	<b>2,506,130</b>
Interest receivable		-	14
Interest payable	6	(12,737)	-
<b>Profit on ordinary activities before taxation</b>		<b>172,373</b>	<b>2,506,144</b>
Tax on profit on ordinary activities	8	16,500	(187,142)
<b>Profit for the financial year</b>		<b>188,873</b>	<b>2,319,002</b>

The company has no recognised gains and losses other than the results above and therefore no separate statement of comprehensive income has been presented.

**Heritage Attractions Limited**  
**Balance sheet**  
**as at 31 January 2021**

Registered number  
03741747

	Notes	2021 £	2020 (restated) £
<b>Fixed assets</b>			
Tangible assets	9	13,029,585	13,134,507
Investments	10	4	4
		<u>13,029,589</u>	<u>13,134,511</u>
<b>Current assets</b>			
Stocks	11	940,966	668,574
Debtors	12	7,012,617	7,131,449
Cash at bank and in hand		274,395	434,699
		<u>8,227,978</u>	<u>8,234,722</u>
<b>Creditors: amounts falling due within one year</b>	13	(901,354)	(1,120,456)
<b>Net current assets</b>		<u>7,326,624</u>	<u>7,114,266</u>
<b>Total assets less current liabilities</b>		<u>20,356,213</u>	<u>20,248,777</u>
<b>Creditors: amounts falling due after more than one year</b>	14	(6,859,886)	(6,078,030)
<b>Provisions for liabilities</b>			
Deferred taxation	16	(601,034)	(614,327)
<b>Net assets</b>		<u>12,895,293</u>	<u>13,556,420</u>
<b>Capital and reserves</b>			
Called up share capital	17	8,221,502	8,221,502
Profit and loss account	18	4,673,791	5,334,918
<b>Total equity</b>		<u>12,895,293</u>	<u>13,556,420</u>

The financial statements were approved by the board of directors and authorised for issue on 20 July 2021 and are signed by its behalf by:



P M Johnson-Treherne  
Director

**Heritage Attractions Limited**  
**Statement of changes in equity**  
**for the year ended 31 January 2021**

	Share capital £	Profit and loss account £	Total £
<b>At 1 February 2019</b>	8,221,502	5,015,916	13,237,418
Profit for the financial year	-	2,319,002	2,319,002
Dividends	-	(2,000,000)	(2,000,000)
<b>At 31 January 2020</b>	<u>8,221,502</u>	<u>5,334,918</u>	<u>13,556,420</u>
<b>At 1 February 2020</b>	8,221,502	5,334,918	13,556,420
Profit for the financial year	-	188,873	188,873
Dividends	-	(850,000)	(850,000)
<b>At 31 January 2021</b>	<u>8,221,502</u>	<u>4,673,791</u>	<u>12,895,293</u>

**Heritage Attractions Limited**  
**Notes to the Accounts**  
**for the year ended 31 January 2021**

**1 Summary of significant accounting policies**

***Basis of preparation***

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

The Company's immediate parent undertaking, Heritage Great Britain PLC, includes the Company in its consolidated financial statements. The company has taken advantage of the exemption under section 400 of the Companies Act 2006 not to prepare consolidated accounts. The accounts present information about the company as an individual entity and not about its group. Heritage Attractions Ltd is a wholly owned subsidiary of Heritage Great Britain PLC and the results of Heritage Attractions Ltd are included in the consolidated financial statements. The consolidated financial statements of Heritage Great Britain PLC are available to the public and may be obtained from the address specified in note 26, the principal places of business are also included here.

In these financial statements, the company is considered to be a qualifying entity (for the purposes of this FRS) and has applied the exemptions available under FRS 102 in respect of the following disclosures:

- Reconciliation of the number of shares outstanding from the beginning to end of the period;
- Cash flow statement and related notes; and
- Key management personnel compensation.
- Basic financial instruments at carrying amount measured at amortised cost less impairment.

The Company continues to adopt the reduced disclosure framework of FRS 102 in its financial statements.

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

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

***Turnover***

Turnover is stated net of value added tax and represents the total amount receivable by the company in respect of admission, accommodation, catering and retail sales provided during the year. For admission, food and beverage and retail income, revenue is recognised on receipt of cash basis. For hotel accommodation and other miscellaneous income, revenue is recognised on delivery of the goods or performance of the service.

***Other Income***

**Rental Income**

Rental income on property is recognised on a straightline basis over the lease term and is presented within other operating income.

***Tangible fixed assets***

Tangible fixed assets are measured at cost less accumulative depreciation and any accumulative impairment losses.

Depreciation is provided on all tangible fixed assets, other than freehold land and assets under construction, at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its expected useful life, as follows:

Freehold buildings	2%
Computer equipment	10% - 33%
Motor Vehicles	5% - 25%
Plant and machinery	5% - 12.5%
Fixtures, fittings, tools and equipment	12.5%

Freehold land and assets under construction are not depreciated.

Railway line and rolling stock are depreciated on a straight line basis over 50 years, with the exception of some significant components, which are depreciated over 5 to 20 years.

Assets held under finance leases are depreciated over the shorter of their estimated useful lives and the term of the lease.

**Heritage Attractions Limited**  
**Notes to the Accounts**  
**for the year ended 31 January 2021**

***Going concern***

The directors accept that there is greater uncertainty in the UK economy in 2021 than in recent years due to the impact of the Coronavirus. With this in mind, the forecasting has been prepared to January 2023 and the business has become much more focussed on cost saving and monitoring cash flows.

The board continues to update its forecasts on a more regular basis than normal as both internal and external factors or issues arise. The company has maintained a higher cash balance in the bank in 2021 than it usually would, to protect against any sudden downturn and ensure it can continue to meet liabilities as they fall due.

As a seasonal business, the company is well versed in preparing for periods with little or no cash inflow and have used this prudent approach to future trading levels when managing cash resources. The company's parent company has chosen to draw down on additional facilities to increase its cashflow headroom to further demonstrate its prudent approach to working capital management. The result of this is the company will continue to carry additional cash resources in excess of its forecast needs. The company's parent company has included within its scenario planning the possibility of further lockdowns which prevent trading, and this has shown that the company has built up sufficient cash reserves to allow it to continue should lifting of restrictions be delayed or additional measures be implemented beyond those announced by that point in time. Cash flow and scenario planning is managed on a group basis.

At the time of approving the financial statements, the directors have a reasonable expectation based on their forecasts and comparison to actual trading results in 2021 to date, together with general economic and tourism trends experienced as the country progresses through the government roadmap out of lockdown, 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.

***Investments***

Interests in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in profit or loss.

***Stocks***

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost is determined using the first in first out method.

The carrying amount of stock sold is recognised as an expense in the period in which the related revenue is recognised.

***Debtors***

Short term debtors are measured at transaction price (which is usually the invoice price), less any impairment losses for bad and doubtful debts.

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 losses for bad and doubtful debts.

***Creditors***

Short term creditors are measured at transaction price (which is usually the invoice 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.



**Heritage Attractions Limited**  
**Notes to the Accounts**  
**for the year ended 31 January 2021**

***Taxation***

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the profit and loss account except to the extent that it relates to items recognised directly in equity or other comprehensive income, in which case it is recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided on timing differences which arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements. The following timing differences are not provided for: differences between accumulated depreciation and tax allowances for the cost of a fixed asset if and when all conditions for retaining the tax allowances have been met. Deferred tax is not recognised on permanent differences arising because certain types of income or expense are non-taxable or are disallowable for tax or because certain tax charges or allowances are greater or smaller than the corresponding income or expense.

Deferred tax is measured at the tax rate that is expected to apply to the reversal of the related difference, using tax rates enacted or substantively enacted at the balance sheet date. Deferred tax balances are not discounted.

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.

***Expenses***

***Operating leases***

Payments (excluding costs for services and insurance) made under operating leases are recognised in the profit and loss account on a straight-line basis over the term of the lease unless the payments to the lessor are structured to increase in line with expected general inflation; in which case the payments related to the structured increases are recognised as incurred. Lease incentives received are recognised in profit and loss over the term of the lease as an integral part of the total lease expense.

***Finance leases***

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability using the rate implicit in the lease. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability. Contingent rents are charged as expenses in the periods in which they are incurred.

***Interest receivable and interest payable***

*Interest payable and similar charges include interest payable, finance charges on finance leases recognised in profit or loss using the effective interest method. Interest income and interest payable are recognised in profit or loss as they accrue, using the effective interest method.*

***Provisions***

Provisions (ie liabilities of uncertain timing or amount) are recognised when there is an obligation at the reporting date as a result of a past event, it is probable that economic benefit will be transferred to settle the obligation and the amount of the obligation can be estimated reliably.

***Foreign currency translation***

Transactions in foreign currencies are initially recognised at the rate of exchange ruling at the date of the transaction.

At the end of each reporting period foreign currency monetary items are translated at the closing rate of exchange. Non-monetary items that are measured at historical cost are translated at the rate ruling at the date of the transaction. All differences are charged to profit or loss.

**Heritage Attractions Limited**  
**Notes to the Accounts**  
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***Leased assets***

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. All other leases are classified as operating leases.

The rights of use and obligations under finance leases are initially recognised as assets and liabilities at amounts equal to the fair value of the leased assets or, if lower, the present value of the minimum lease payments.

Minimum lease payments are apportioned between the finance charge and the reduction in the outstanding liability using the effective interest rate method. The finance charge is allocated to each period during the lease so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Leased assets are depreciated in accordance with the company's policy for tangible fixed assets. If there is no reasonable certainty that ownership will be obtained at the end of the lease term, the asset is depreciated over the lower of the lease term and its useful life.

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

***Government grants***

Government grants in respect of capital expenditure are credited to a deferred income account and are released to profit over the expected useful lives of the relevant assets by equal annual instalments. Grants of a revenue nature are credited to income and shown within other operating income.

***Pensions***

The company operates a defined contribution pension scheme for certain employees. The costs are charged to the profit and loss account as incurred. The charge for the year was £101,627 (2020: £128,819). The amount outstanding at year was £3,699 (2020: £723).

***Employee benefits***

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

***Cash and cash equivalents***

Cash and cash equivalents include cash in hand, deposits held at call with banks, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

***Group accounts***

The company is exempt from the requirement to present consolidated accounts as it is a wholly owned subsidiary undertaking of Heritage Great Britain PLC, registered in England and Wales.

***Critical accounting estimates and judgements***

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The significant estimates and judgements relate to provision for uninsured losses, assessment of future trading for the purpose of going concern and valuation of slow moving stock.

**Heritage Attractions Limited**  
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**2 Prior year adjustment**

The company has made a prior year adjustment in relation to the categorisation of certain accruals and deferred income between creditors amounts falling due within one year and amounts falling due after one year. The overall amount of accruals and deferred income remains the same at £888,159 however within the year to 31 January 2020, the amount falling due within one year has decreased from £888,159 to £389,159 and after one year has been increased from £0 to £499,000. This adjustment relates to a Welsh Assembly grant received and a landlord contribution towards a capital fit out, which had previously been incorrectly categorised as wholly due within one year. This adjustment has had no impact on the profit or net asset position previously stated in prior year.

<b>3 Analysis of turnover</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
By activity:		
Attractions and admissions	2,871,404	7,497,497
Retail	1,845,979	3,924,426
Catering, hotel and bar	2,834,048	4,993,160
Other revenues	130,615	218,610
	<u>7,682,046</u>	<u>16,633,693</u>

All turnover is derived in the UK

<b>4 Operating profit</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
This is stated after charging:		
Depreciation of owned fixed assets	707,809	692,604
Operating lease rentals - plant and machinery	11,547	22,369
Loss on disposal of fixed asset	1,877	-
Carrying amount of stock sold	1,810,751	4,250,964

Auditors fees and tax services are met by the parent company.

<b>5 Staff costs</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Wages and salaries	3,747,871	5,283,981
Social security costs	255,168	372,483
Other pension costs	101,627	128,819
	<u>4,104,666</u>	<u>5,785,283</u>

Average number of employees during the year (head count) was:

	<b>Number</b>	<b>Number</b>
Administration	21	23
Sales	199	310
	<u>220</u>	<u>333</u>

Average number of employees during the year (full time equivalent) was:

	<b>Number</b>	<b>Number</b>
Administration	21	23
Sales	153	228
	<u>174</u>	<u>251</u>

Directors remuneration is met by the parent company.

<b>6 Interest payable</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Other interest	372	-
Finance charges payable under finance leases and hire purchase contracts	12,365	-
	<u>12,737</u>	<u>-</u>

**Heritage Attractions Limited**  
**Notes to the Accounts**  
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**7 Government grants**

During the year, the company received an Economic Resilience Fund grant from the Welsh Assembly amounting to £100,000. The purpose of the grant was to support businesses affected by the Covid-19 pandemic to cover fixed costs and sustain employment. The grant is conditional on the Snowdon Mountain Railway business retaining 40 full-time equivalent positions for at least 12 months from date of receipt.

During the year, the company received £88,776 of grants from English councils as part of a UK government Covid support package. These grants were awarded based on sector of operation and rateable value of the relevant premises. There are no conditions attached to these grants.

<b>8 Taxation</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Analysis of charge in period</b>		
Current tax:		
UK corporation tax on profits of the period	-	104,061
Adjustments in respect of previous periods	(3,207)	(107,128)
	<u>(3,207)</u>	<u>(3,067)</u>
Deferred tax:		
Origination and reversal of timing differences	(13,293)	190,209
Effect of increased tax rate on opening liability	-	-
Adjustment in respect of prior years	-	-
Effect of tax rate change on opening balance	-	-
	<u>(13,293)</u>	<u>190,209</u>
<b>Tax on profit on ordinary activities</b>	<u><b>(16,500)</b></u>	<u><b>187,142</b></u>

**Factors affecting tax charge for period**

The differences between the tax assessed for the period and the standard rate of corporation tax are explained as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Profit for the year	188,873	2,319,002
Total tax expense	(16,500)	187,142
<b>Profit excluding taxation</b>	<u><b>172,373</b></u>	<u><b>2,506,144</b></u>
Standard rate of corporation tax in the UK	19.00%	19.00%
	<b>£</b>	<b>£</b>
Profit on ordinary activities multiplied by the standard rate of corporation tax	32,751	476,167
Effects of:		
Expenses not deductible for tax purposes	21,451	4,699
Fixed asset differences	57,309	294,531
Group relief claimed	(193,319)	(195,316)
Adjust closing deferred tax to average rate	-	(72,274)
Adjust opening deferred tax to average rate	-	22,166
Deferred tax not recognised	-	(235,703)
Adjustments to tax charge in respect of previous periods - deferred tax	(3,363)	-
Remeasurement of deferred tax to average rate of 19%	71,878	-
Adjustments to tax charge in respect of previous periods	(3,207)	(107,128)
<b>Total tax charge for period</b>	<u><b>(16,500)</b></u>	<u><b>187,142</b></u>

**Factors that may affect future tax charges**

The rate of corporation tax applied to profits in this accounting period is 19%. An increase in the tax rate to 25% with effective from 1 April 2023 has been substantively enacted in the 2021 Finance Bill, which was published on 11 March 2021. The directors do not expect the change in rate to have a material effect on the tax amounts in the balance sheet and therefore the deferred tax has been calculated using the 19% rate, this being that prevalent at 31 January 2021.

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9 Tangible fixed assets

	Railway line and rolling stock £	Freehold Land and buildings £	Plant and machinery £	Motor vehicles £	Fixtures and fittings £	Assets Under Construction	Total £
<b>Cost</b>							
At 31 January 2020	3,507,601	11,204,915	4,796,493	162,336	3,831,809	740,000	24,243,154
Additions	343,354	21,108	171,489	-	74,712	-	610,663
Disposals	-	-	(10,911)	-	-	-	(10,911)
Reclassification	740,000	-	-	-	-	(740,000)	-
At 31 January 2021	<u>4,590,955</u>	<u>11,226,023</u>	<u>4,957,071</u>	<u>162,336</u>	<u>3,906,521</u>	<u>-</u>	<u>24,842,906</u>
<b>Depreciation</b>							
At 31 January 2020	971,492	4,140,428	2,903,855	129,104	2,963,768	-	11,108,647
Charge for the year	85,323	224,159	263,657	5,790	148,880	-	707,809
On disposals	-	-	(3,135)	-	-	-	(3,135)
At 31 January 2021	<u>1,036,815</u>	<u>4,364,587</u>	<u>3,164,377</u>	<u>134,894</u>	<u>3,112,648</u>	<u>-</u>	<u>11,813,321</u>
<b>Net book value</b>							
At 31 January 2021	<u>3,554,140</u>	<u>6,861,436</u>	<u>1,792,694</u>	<u>27,442</u>	<u>793,873</u>	<u>-</u>	<u>13,029,585</u>
At 31 January 2020	<u>2,536,109</u>	<u>7,064,487</u>	<u>1,892,638</u>	<u>33,232</u>	<u>868,041</u>	<u>740,000</u>	<u>13,134,507</u>

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Notes to the Accounts  
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<b>10 Investments</b>			<b>2021</b>	<b>2020</b>
			£	£
Shares in subsidiary undertakings			4	4
	<b>Principal activity</b>	<b>Class and percentage of shares held</b>	<b>Aggregate amount of capital &amp; reserves</b>	<b>Profit or (loss) in the period</b>
			£	£
	Land's End Limited	Dormant	2	-
	John O'Groats Limited	Dormant	2	-
Registered office of above undertakings: 5th Floor 88 Church Street Liverpool L1 3HD				
<b>11 Stocks</b>			<b>2021</b>	<b>2020</b>
			£	£
	Raw materials and consumables		333,345	224,307
	Work in progress		39,382	33,261
	Finished goods and goods for resale		568,239	411,006
			<u>940,966</u>	<u>668,574</u>
<b>12 Debtors</b>			<b>2021</b>	<b>2020</b>
			£	£
	Trade debtors		23,378	30,054
	Amounts owed by group undertakings		6,712,105	6,679,562
	Other debtors		49,470	159,848
	Prepayments and accrued income		227,664	261,985
			<u>7,012,617</u>	<u>7,131,449</u>
<b>13 Creditors: amounts falling due within one year</b>			<b>2021</b>	<b>2020 (restated)</b>
			£	£
	Obligations under finance lease and hire purchase contracts		85,439	-
	Trade creditors		261,405	488,181
	Amounts owed to group undertakings and undertakings in which the company has a participating interest		150,958	150,958
	Other taxes and social security costs		56,379	65,547
	Other creditors		35,825	26,611
	Accruals and deferred income		311,348	389,159
			<u>901,354</u>	<u>1,120,456</u>
<b>14 Creditors: amounts falling due after one year</b>			<b>2021</b>	<b>2020 (restated)</b>
			£	£
	Preference shares		-	-
	Bank loans		-	-
	Obligations under finance lease and hire purchase contracts		817,856	-
	Amounts owed to group undertakings and undertakings in which the company has a participating interest		5,579,030	5,579,030
	Accruals and deferred income		463,000	499,000
			<u>6,859,886</u>	<u>6,078,030</u>

The amounts owed to group undertakings has no fixed repayment date but the directors of Heritage Great Britain plc have confirmed the balance will not be payable in the next twelve months.

**Heritage Attractions Limited**  
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**15 Finance lease and hire purchase contracts**

Obligations under finance lease and hire purchase contracts are secured by the related assets and bear finance charges at rate of 2.7% per annum (2020: nil)

	2021 £	2020 £
Amounts payable:		
Within one year	85,439	-
Within two to five years	817,856	-
After five years	-	-
	<u>903,295</u>	<u>-</u>

Finance lease payments represent rentals payable by the Company for certain items of plant and machinery. Leases include purchase options at the end of the lease period, and no restrictions are placed on the use of the assets. The lease term is 10 years (2020: nil). All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

The Company's obligations under finance leases are secured by the lessor's charge over the leased assets.

**16 Deferred taxation**

	2021 £	2020 £
Accelerated capital allowances	<u>601,034</u>	<u>614,327</u>
	2021 £	2020 £
At 1 February	614,327	424,118
Deferred tax credit in profit and loss account	(13,293)	190,209
At 31 January	<u>601,034</u>	<u>614,327</u>

The amount of the net reversal of deferred tax expected to occur next year is £0 (2020: £190,209), relating to the reversal of existing timing differences on tangible fixed assets and the origination of new timing differences on tangible fixed assets.

17 Share capital	Nominal value	2021 Number	2021 £	2020 £
Allotted, called up and fully paid:				
Ordinary shares	£1 each	8,221,502	<u>8,221,502</u>	<u>8,221,502</u>

Ordinary shares carry no right to fixed income, each carry the rate to one value at general meetings of the company.

**18 Profit and loss account**

Cumulative profit and loss net of distributions to owners.

19 Dividends	2021 £	2020 £
Dividends on ordinary shares	<u>850,000</u>	<u>2,000,000</u>

A dividend of 10.34 pence per ordinary share was payable in the year (2020: 24.33 pence)

**Heritage Attractions Limited**  
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**20 Other financial commitments**

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

	Other 2021 £	Other 2020 £
Falling due:		
within one year	6,689	7,300
within two to five years	2,243	5,048
	<u>8,932</u>	<u>12,348</u>

The company has a ten year lease at our RLB360 site that expires on 1 April 2029 and the rent payable is based on a percentage of net revenue less attributable costs, and as such is not included in the figures above as the amount due cannot be reliably estimated.

**21 Contingent liabilities**

The company has provided a cross-guarantee to the Companies' bankers in respect of all group company's overdraft and borrowing facilities. If other Companies in the Group were to default on their bank loan or overdraft arrangements then Heritage Attractions Limited would be liable for any outstanding liabilities. The net overdraft and loan balance for other Group Companies at the year end amounted to £488,433 negative (2020: £137,386 negative).

**22 Ultimate parent undertaking and controlling party**

The company is a wholly owned subsidiary of Heritage Great Britain PLC which is registered in England and Wales. Copies of Heritage Great Britain PLC accounts are available from its registered office: 5th Floor, 88 Church Street, Liverpool, L1 3HD. The entire share capital of Heritage Great Britain PLC is wholly owned by a Jersey company, Cherberry Limited. Cherberry Limited is wholly owned by the Trustees of a settlement. In the opinion of the directors, there is no single individual or entity that can or does exercise ultimate control, as defined under FRS102 Section 33, over that company.

**23 Capital commitments and other contractual obligations**

	2021 £	2020 £
Commitment for the acquisition of locomotives	-	300,000
Commitment for the acquisition of passenger pods	-	40,000
Commitment for the acquisition of new toilet block	-	46,300
	<u>-</u>	<u>386,300</u>

**24 Presentation currency**

The financial statements are presented in Sterling.

**25 Legal form of entity and country of incorporation**

Heritage Attractions Limited is a private company limited by shares, incorporated in England.



**Heritage Attractions Limited**  
**Notes to the Accounts**  
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**26 Principal place of business**

The address of the company's registered office is:

5th Floor  
88 Church Street  
Liverpool  
L1 3HD

*The addresses of the company's principal place of business are:*

Land's End	Snowdon Mountain Railway
Sennen	Llanberis
Penzance	Cærnarfon
Cornwall	Gwynedd
TR19 7AA	LL55 4TY

The Needles Park	The First & Last Inn
Alum Bay	Sennen
Isle of Wight	Penzance
PO39 0JD	Cornwall
	TR19 7AD

RLB 360	Sandham Gardens
Royal Liver Building	Sandown Bay
Pier Head	Culver Parade
Liverpool	Sandown
L3 1HU	Isle of Wight
	PO36 8AT