



WE WORK ON BEHALF OF MORE THAN

1400

CORE TOURISM BUSINESS INCREASING TO A TOTAL OF

2000+

WITH AFFILIATES, TO PROMOTE NORTH WALES AS ONE OF THE WORLD'S TOP TRAVEL DESTINATIONS WE ATTRACT VISITORS TO NORTH WALES AND TO YOUR BUSINESS



WE HOLD THE

PRESTIGIOUS

GONORTHWALES

TOURISM AWARDS

WE MANAGE THE MAIN NORTH WALES DESTINATION WEBSITE GONORTHWALES.CO.UK LAST PUBLISHED STATS ONE MILLION UP 72%



TEAM HAVE OVER

100+ YEARS

EXPERIENCE IN TOURISM
IN NORTH WALES

WE HOST PRESS TRIPS AND GENERATE PRESS AND MEDIA COVERAGE



90° north voles

WE ATTEND EXHIBITIONS PROMOTING NORTH WALES, IN THE UK & OVERSEAS

WE ACTIVELY PROMOTE A

GODIRECT

BOOKING CAMPAIGN NO COMMISSION



WE MANAGE SOCIAL MEDIA CHANNELS TO AN EXTENSIVE AUDIENCE UNDER THE GONORTHWALES BRAND



WE PRINTED & DISTRIBUTED OVER

300

NORTH WALES TOURISM

OWN PUBLICATIONS



GO NORTH WALES BUSINESS AND EVENTS BUREAU WE HAVE OVER 100+

TRADE SUPPLIERS, MANY OFFERING A DISCOUNT TO MEMBERS JOIN NOW GET LISTED



WE RUN
MARKETING &
DIGITAL
CAMPAIGNS



TO MEET AND DEVELOP NEW CONNECTIONS WITHIN THE INDUSTRY

WE REPRESENT
YOUR VIEWS AND
CONCERNS TO KEY
PEOPLE AND
ORGANISATIONS
SUCH AS WELSH
GOVERNMENT AND
LOCAL AUTHORITIES.

Chairs Introduction



Welcome to the North Wales Tourism annual report 2019, a reflection of the work undertaken on behalf of our members in that period. As I sit here in lockdown in 2020, it seems like such a longtime ago since we were in a position to reflect upon what was, in hindsight, a very successful year for the industry here in North Wales.

Our region continued to excel in the quality and diversity of our tourism offering and NWT continued to grow in numbers and act as a voice to our over-1,400 members through working in partnership with the private and public sectors to promote your business as the largest tourism association in Wales, and one of the largest in the UK.

NWT has been at the forefront of marketing our region to Wales, the UK and indeed the world, and it is thanks to a small but dedicated team that have established North Wales as

one of the primary destinations in the UK and cemented it's reputation as 'The Adventure Capital of Europe'; this terrific work done over the last decade will put us at the forefront of the hospitality industry when we are able to move forward from the current inertia our industry has suffered.

The 'Go North Wales' branding has been a large part of the success story of NWT and is seen as an excellent driver of visitors to the area; attracting significant traffic to our website which displays the information of our members, as well as to our social media channels which market the amazing breadth of diversity our regions offers and continues to promote you and your business.

The 'Book Direct' message was never more salient than now, and the work done to promote this in 2019 will hopefully remind guests of the high commission on many of the bookings made through OTA's, often based offshore and making little net-contribution to the UK taxation system.

The 4th Go North Wales Awards took place, once again, in the auspicious surroundings of Venue Cymru and was a fantastic evening to celebrate the success of our businesses and also the people behind the businesses which place North Wales as such a memorable place to visit. The team were inundated with applications once again for the awards and the high standards that we continue to meet are apparent from the large numbers of applications for each category.

The 3rd annual Go North Wales Tourism Conference was held at Theatr Clwyd in association with Flintshire For Business and was extremely well-supported by members whom, I hope, found some inspiration from the range of guest speakers. This event is now a firm fixture in the tourism calendar and I hope to welcome members to support one in the future - after the impacts of the current pandemic. I'm sure we'll have lots to talk about, experiences to share and lessons to learn.

Working collaboratively has long been part of the success story of NWT and we continue this strategy of creative engagement with our industry and our strategic partners, maintaining the strong brand and reputation that our region enjoys. In 2019, this included continuing our work with the North Wales Ambition Board in moving forward the North Wales Growth Bid which we would hope to see some traction on soon so that we can be part of the bounce back from the crisis the industry currently faces; NWT have successfully promoted tourism as key parts of the bid in infrastructure and training for our industries future employees.

Each and every member is an important part of NWT and your support is invaluable to jointly promote our beautiful region and enjoy the benefits of this relationship.



Christopher J. Frost

About North Wales Tourism

North Wales Tourism is one of the UK's leading tourism organisations, supporting businesses across North Wales. Our aim is to build and maintain a prosperous and sustainable tourism industry in North Wales.

Board

Overseen by a skills based board consisting of representation from the Tourism Industry and managed by the CEO and a team of dedicated and experienced employees.

Membership

In 2019 North Wales Tourism membership represented a core membership of 1445 tourism related businesses, with the inclusion of affiliates the figure is 3998 tourism businesses, as we all know there is strength in numbers. The retention rate of retained members is still encouraging at 95.28%.

The Business Planner has remained very strong and we have increased supplier members yet again, these suppliers offer various promotions and discounts to the trade.

Recent figures show our industry is continuing to thrive, with overall spend by visitors to North Wales increasing to an all-time high. North Wales also out-performed all other parts of Wales in terms of the growth in the number of people coming to the region, the total rocketing to nearly 30 million people. Tourism businesses employ more than 42,000 people across North Wales, which is one in every seven jobs in the area. When such a key industry for a region thrives in this way, the benefits are felt by everyone.

Our website www.gonorthwales.co.uk continues to grow, with online visitors to our site coming from all over the world. Our online visitor numbers have increased again by 80% in the last year. The site provides not only an in-depth source of visitor information, but also generates even more bookings and business for our members. Right now we are ranked number 1 on Google searches for "North Wales", "Hotels in North Wales" and "B&Bs in North Wales".

In 2019 we created a @nwtbiz facebook closed group page as well as our very well established @nwtbiz twitter, this is where we post and share lots of valuable tourism content and connect with members of our North Wales Tourism community.

Engagement through our trade website www.northwalestourism.com continues to grow. Information posted on the site allows members to access up to date news, networking opportunities, research information and blogs etc.

The Team at North Wales Tourism look forward to working on your behalf in 2020, as we have done for the last 30 years.

Trade Engagement

- Health and Wealth Seminar a joined meeting with Spillane and Co Wealth Management Ltd was held at Quay Hotel, Deganwy and organised to provide members with free financial advice which included building for a secure future; approaching retirement and financial foundations.
- Annual General Trade Meeting was held at Cineworld, Llandudno Junction with presentations from Helfa Gelf; Liverpool Airport; Coleg Llandrillo College and Transport for Wales.
- Go North Wales Tourism Conference Our third one day conference organised in partnership with Flintshire in Business and supported by Cadwyn Clwyd was held at Theatr Clwyd, Mold. The conference focussed on cuttingedge developments occurring in the tourism fields. Theme of the conference was Immersive Tourism and the conference brought together both academic and commercial speakers who work in this area. The conference was hosted by Sian Lloyd, TV personality and included speakers who were inspirational and influential talking about their experiences within the tourism industry: Gareth Wyn Jones, Welsh Hill Farmer; Luke Potter, National Trust; Andrew Campbell, Wales Tourism Alliance: David Chapman, UK Hospitality; Keith Dunn, The Honorary Consul for Japan in Wales; Emiko Corney, Japanese Ambassador; Rachel McCrystal; Colin Bennett, Gwinllan Conwy Vineyard; Nicky Williamson, West Arms; Dr Marcus Hansen, Wrexham Glyndwr University; Simon Forster and Donna Fisk from Global: Heledd Williams. Visit Wales and Sasha Davies. Natural Resources Wales. A variety of trade information stands were also on display providing members with tourism related information for their businesses.
- Go North Wales Tourism Awards The Fourth Go North Wales Tourism Awards was organised at Venue Cymru, Llandudno to celebrate and recognise excellence and outstanding achievement by regional businesses and individuals working in the region, contributing to our visitor economy which is worth more than £3billion to North Wales. The awards were designed to recognise the hard work, dedication and success that businesses and individuals put

in to ensure that visitors have an excellent experience, enjoying their time here and then becoming ambassadors of our region. The awards were organised in partnership with Heart North & Mid Wales. There were 16 Award Categories in total and over 300 nominated entries.

North Wales Tourism (NWT) as an organisation is a member of the following bodies on behalf of its members:

- Wales Tourism Alliance (WTA) quarterly meetings plus undertaking of secretariat and management of finances
- North Wales and Mersey Dee Business Council executive member
- · Regional Skills Partnership
- · West Cheshire and North Wales Chamber of Commerce
- · Chairmanship of the North Wales Strategic Cruise Group.
- Board Member of the North Wales Economic Ambition Board
- Board Member of The Outdoor Partnership

Bank of England - quarterly meetings to discuss industry issues.

Marketing the Destination of North Wales

Groups North Wales - A full colour A4 style magazine aimed at the group market in both the UK and overseas with a print run of 4,500. The brochure is distributed to a database of 3,500 contacts held at NWT comprising: coach operators, special interest group travel organisers, walking groups plus overseas buyers.

The brochure is further promoted at exhibitions and relevant travel trade shows plus advertising North Wales as a group destination in key trade journals and hosting journalist visits to optimise awareness of the group product throughout the year.

Go North Wales Guide - a 1/3rd A4 booklet featuring accommodation, attractions/activities; food and drink; events; editorial, quality imager and map of North Wales with the aim of promoting the destination with product information and service visitor enquiries.

Great Days Out leaflet - A pocket size leaflet promoting attractions, activities and events in North Wales with a print run of 150k. The leaflet is distributed via High volume motorway service stations, Shopping Centres, Supermarkets, Hotels, B&Bs, Self-catering Outlets and Holiday Parks in key catchment areas including North West of England; West Midlands; North Wales and Mid Wales.

Hanging Card - a Winter Opening Hanging Card with list of attractions open throughout the Winter period with a print run of 700 distributed locally to libraries, shops, schools etc.

Bedroom Browser - a spiral bound publication attracting 34 advertisers with a print run of 22k which is distributed across North Wales and Mid Wales accommodation operators.

Go Activity North Wales - A pocket size leaflet with a print run of 100k aimed at showcasing the wide range of activities on offer in North Wales. The majority of the distribution of this leaflet is out of area and at high volume sites.

Go North Wales Business Events

During 2019 the Go North Wales Business Events group were successful in their bid for support funding from Welsh Government through their Regional Tourism Engagement Fund. This funding was further supported through private sector buy in which has provided the group with initial investment to create a recognised brand that will fit within Visit Wales' investment into the Business Events market.

North Wales is currently a high profile 'must visit' destination and with this, it is essential that product ready & nearly ready products maximize on the Business Events & Incentive Travel Market to potentially increase year round revenue from this lucrative market. Our current partners who have invested are; Venue Cymru, Adventure Parc Snowdonia, Plas y Brenin, Ty Pawb, Bangor University, Alpine Travel, Aber Falls Distillery, Rossett Hall Hotel, The Wild Pheasant Hotel, Deganwy Quay, The Village Hotel, Beaufort Park Hotel, The Management Centre, Anglesey Showground, The Lyons Group and Portmeirion.

Activity in 2019 very much included forming the platform for 2020 promotion of the group and products on offer and included development of a new dedicated website for business tourism in North Wales www.meetnorthwales.co.uk, the creation of social media channels (Facebook, Twitter, Instagram and LinkedIn) and printed content for including in product folders for distributing during 2020 season.

As part of the activity planned for 2020 will be:

- Continued development of the website and promotion of the group through newsletters and social media engagement
- Promotion of the group during Wales Week in London (February 2020 and 2021) with organised events
- Attendance at trade workshops and exhibitions Corporate Hospitality Show, Leeds; Meet GB event at Newport plus

- attendance at M&I Forums at Dublin and Madrid in April and September respectively
- Product development activity to help businesses to be market ready
- Help businesses to understand the market by providing guidance and advice where appropriate through Business Review Site Visits and Independent Mystery Shopping activity
- Develop itineraries for promoting to business events key contacts/press contacts and organise fam visits for interested parties

2019 Exhibitions:

- · Holiday World Show, Dublin 25th 27th January 2019
- Confex, Olympia London, 26 & 27 February 2019
- British Tourism and Travel Show, Birmingham 20 & 21 March 2019
- JATA Expo Japan September 2019

Golf North Wales

- Golf Booking Service a 'one-stop shop' booking service aimed at selling golf packages - golf tee times, accommodation and transport etc
- Attended Consumer and Travel Trade shows promoting Golf North Wales
- Updated content on the dedicated Golf North Wales www.golfnorthwales.co.uk website
- Updated golf content on the main Go North Wales Visitor website
- Increasing social media activity through Facebook & Twitter
- Worked with clusters to develop and enhance the golf passes
- Developed golf packages for promoting to database and on social media
- Quarterly e newsletters sent to Golf database

Presentations on the Tourism Sector in North Wales at various meetings/conferences including:

- FSB North Wales Annual Conference
- Rhuddlan Town Council
- West Cheshire & North Wales Chamber of Commerce
- Attractions of Snowdonia AGM
- · Romanian Tourism Coleg Llandrillo
- Castles EXPO Yokohama, Japan

Research on behalf of Members

Festival of Discovery/All Wales Boat Show EIA.

Hosting of familiarisation visits

- Honorary Consul for Japan in Wales Keith Dunn
- Beppu Community Project, Japan

- Mayor of Himeii
- · Delegation from Champery, Switzerland
- Travel News Asia

International Marketing

Seven delegates travelled to Japan to witness the historic twinning of Conwy Castle with the ancient Himeji Castle in Japan, which also was featured in the James Bond movies, You Only Live Twice.

Our work in Japan over recent years resulted in the twinning with Conwy Castle with Himeji castle known as "White Egret Castle" or "White Heron Castle" because of its white exterior and resemblance to a bird taking flight.

The twinning has come about because North Wales Tourism has been forging close links with the Japanese tourism industry and it's already led to an extra 4.400 visitors from the Land of the Rising Sun coming here on holiday.

A return visit in November by the Himeji mayor, Hideyasu Kiyomoto, who visited Conwy and Conwy castle. He said: "This is the beginning of a beautiful friendship and I am going to tell all of the citizens of Himeji what a beautiful place North Wales is."

He told BBC online: "After I go back I am going to explain what a fantastic castle you have here in Conwy and then many tourists from Japan will get to know that Wales is a such a nice and great country. I love it here."

This is just the beginning of a great and meaningful relationship between Conwy and Himeji. It's taken a lot of hard work by many people in both towns to get us to this point and now it's time to celebrate this very unique connection. We hope the profile of the twinning with Himeji will draw many Japanese visitors to Conwy, North Wales and Wales.



In November we received a delegation of five from the Ski resort Champery, Switzerland, who were on a four day familiarisation to Llandudno and the wider region of North Wales, to look at potential twinning with Champery and Llandudno. This visit coincided with our member Llandudno Ski and Snowboard Centre laying their new artificial ski slope costing £350k. Christophe Berra ex World Cup / Swiss team skier.

Digital

Websites - Go North Wales (www.gonorthwales.co.uk) website is our main consumer channel, development of this site is ongoing and improvements to our itinerary planner were enhanced in 2019. The improvements allow consumers to plan from their home taking into account their holiday duration with drag and drop between days and dwell times attractions and activities the itinerary planner is a fully featured holiday planning tool. The development of suggested itineraries for key towns and villages in North Wales was also undertaken in 2019 and we now have a seventeen suggested itineraries.

Despite changes to the way that Google presents search results we are pleases to report that Go North Wales achieved a 3.8% growth in visitors. Our video map introduced in 2018 has gained momentum and is now widely promoted throughout the site.

North Wales Tourism also operate subject specific sites, these include.

- Groups North Wales www.groupsnorthwales.com
- Gardens North Wales www.gardensnorthwales.com
- Golf North Wales www.golfnorthwales.co.uk
- North Wales Tourism, Trade Website www.northwalestourism.com
- North Wales Tourism and Hospitality Academy www.gonorthwales.academy
- Great Days Out www.greatdaysoutnorthwales.com
- Meet in North Wales meetnorthwales.co.uk

Social - Go North Wales operates Facebook & Twitter accounts, both these accounts have had an organic growth - an increase of 8% Facebook followers and 9% Twitter likes (between January and December 2019) our Golf, Gardens and Groups twitter accounts have also all seen growth in followers.

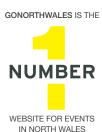


COUNTRIES VISITING GONORTHWALES.CO.UK

- I United Kingdom 6
- 2 United States
- 3 Germany
- 4 Ireland
- 5 Australia
- Canada
- 7 Netherlands

PROMOTED OVER

- 8. India
- 9 Belgium
- 10 Spain





BUSINESSES,
OR DESTINATIONS
ATH & EVENTS ON
DOI:9 GO NORTH WALES

UP 3.8% IN VISITOR NUMBERS TO NORTH WALES IN JUNE 2019



Go North Wales Tourism & Hospitality Academy

North Wales Tourism & Hospitality Academy was set up in 2017 with generous sponsorship from Harlech Foodservice and is a membership based initiative, connecting all tourism industry stakeholders with the unemployed.

The aim and objectives of the project is to:

- Raise the profile of a career in the North Wales hospitality, tourism and leisure industry
- Answer questions about career opportunities and pathways
- Change perception that tourism does not offer a viable career option
- Dispel negative perceptions by potential recruits, made worse by lack of understanding from people who may influence their career decisions
- Inspire next generation of hospitality and tourism employees.

Activity in 2019 included building relationships with like minded businesses to drive forward the need to raise the profile of the hospitality sector as a viable career option; organizing behind the scenes events and workshops and co-ordinating Employer Engagement Days at local schools across the region.

Website development and social media activity continues to be our best form of engagement for the academy and in 2019 this facility benefitted from the additional facility to allow businesses to post job vacancies online on the site.

Distribution

The number of leaflets/brochures received in 2019 was 4,908,729 and 124 contracts, there is a slight decrease on 2018 due to digital marketing taking a more prominent role in the Tourism Industry. However we do feel we are long way off from the demise of print and North Wales Tourism has 45+ years of experience in the distribution team and can advise and guide on the most effective way to communicate with your target audience.

Sponsored racking has continued and also 10 new floor standing units were distributed into key high footfall areas solely sponsored by ColwynBid. Blitzing of events leaflets has become a very successful addition to the distribution offer.

Tourist Information Centres

A 3 year contract for the management of 2 Tourist Information Centres (TICs) in Llangollen and Rhyl was awarded by Denbighshire County Council (DCC) from 1 April 2017.

Visitor footfall was down by 1.75%, from 170,688 in 2018 to 167,704 in 2019. Total enquiries (in person, email, telephone, postal) fell by 1.43%, from 209,000 to 206,017. Opening hours in Llangollen TIC were reduced in line with the revised contract Year 3 budget contribution from Denbighshire County Council. A marginal decline was in the overall income at both centres however ticket sales largely remained on the same level.

The future management contract for the centres is currently being reviewed and a decision will be made on the operation in early 2020.

In June 2017, Visit Wales announced it would no longer facilitate meetings of the Tourist Information Network Group (TING) due to a perceived lack of support from managing authorities. This decision effectively disbanded the long-standing pan-Wales TIC network. However, a new initiative, led by Conwy County Borough Council, to develop a North Wales TING will continue to actively promote and develop the service in the region.

















WHAT WE HAVE ACHIEVED IN 2019













Report of the Directors for the year ended 31 December 2019

The directors present their report with the financial statements of the company for the year ended 31 December 2019.

Directors

The directors shown below have held office during the whole of the period from 1 January 2019 to the date of this report.

C J Frost, R M Higgin, J Jones, T J Keith, A R J Oughton, M S Bewick, J V Harrop, M L Miller

Other changes in directors holding office are as follows:

C E Britton - resigned 15 May 2019 M D Dean - resigned 15 May 2019 D T Williams - resigned 17 December 2019 L E Leech - resigned 5 December 2019 G H A Evans - appointed 15 May 2019 N S Williamson - appointed 22 May 2019

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

Registered office 9 Wynnstay Road, Colwyn Bay, Conwy, LL29 8NB

Registered Number 02565721 (England & Wales)

Accountants Salisbury & Company, Chartered Accountants, Irish Square, Upper Denbigh Road, St Asaph, Denbighshire, LL17 0RN

ON BEHALF OF THE BOARD:



J Jones - Director - 9 March 2020

Income Statement for the year ended 31 December 2019

TURNOVER Cost of sales	Notes	2019 £ 605,594 (451,080)	2018 £ 724,988 (584,827)
GROSS SURPLUS Administrative expenses		154,514 (189,806)	140,161 (168,465)
Other operating income		(35,292) 24,786	(28,304) 7,765
OPERATING DEFICIT Interest receivable and similar income	4	(10,506) 81	(20,539)
Interest payable and similar expenses		(10,425) 2,024)	(20,539)
DEFICIT BEFORE TAXATION Tax on deficit		(12,449)	(20,539)
DEFICIT FOR THE FINANCIAL YEAR		(12,449)	(20,539)

Balance Sheet 31 December 2019

	Notes	2019 £	2018 £
FIXED ASSETS	_		
Intangible assets Tangible assets	5 6	2,800 163,983	3,200 167,888
rangible assets	0	103,963	107,000
		166,783	171,088
CURRENT ASSETS Stocks		1,761	1,945
Debtors	7	90,481	78,276
Cash at bank and in hand	,	62,843	28,414
onenizano.		155,085	108,635
CREDITORS Amounts falling due within one year	8	126,714	139,454
NET CURRENT ASSETS/(LIABILITIES)		28,371	(30,819)
TOTAL ASSETS LESS CURRENT LIABILITIES		195,154	140,269
CREDITORS			
Amounts falling due after more than one year	9	67,334	-
NET ASSETS		127,820	140,269
RESERVES			
Revaluation reserve	10	28,391	28,391
Other reserves		94,405	94,405
Income and expenditure account		5,024	17,473
		127,820	140,269

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2019.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2019 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

(a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and (b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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 on 9 March 2020 and were signed on its behalf by:

Christopher Frost Chairman

1 STATUTORY INFORMATION

North Wales Tourism - Cwmni Twristiaeth Gogledd Cymru is a private company, limited by guarantee, registered in England and Wales. The company's registered number and registered office address can be found on the Company 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" including the provisions of Section 1A "Small Entities" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Turnover

Turnover is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Goodwill

Goodwill, being the amount paid in connection with the acquisition of a business in 2017, is being amortised evenly over its estimated useful life of ten years.

Intangible assets

Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Tangible fixed assets

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

Plant and machinery etc -25% on cost and 20% on cost

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the 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 balance sheet date.

Deferred tax

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet 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.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to surplus or deficit on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

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

3 EMPLOYEES AND DIRECTORS

The average number of employees during the year was 18 (2018 - 18).

4 OPERATING DEFICIT

The operating deficit is stated after charging:	2019 £	2018 £
Depreciation - owned assets	6,275	6,770
Goodwill amortisation	400	400

5 INTANGIBLE FIXED ASSETS

COST	£
At 1 January 2019 and 31 December 2019	4,000
AMORTISATION At 1 January 2019 Charge for year	800 400
At 31 December 2019	1,200
NET BOOK VALUE At 31 December 2019	2,800
At 31 December 2018	3,200

6 TANGIBLE FIXED ASSETS

	Land and buildings £	Plant and machinery etc £	Totals £
COST At 1 January 2019 Additions	175,000	62,311 2,370	237,311 2,370
At 31 December 2019	175,000	64,681	239,681
DEPRECIATION At 1 January 2019 Charge for year	16,360 4,375	53,063 1,900	69,423 6,275
At 31 December 2019	20,735	54,963	75,698
NET BOOK VALUE At 31 December 2019	154,265	9,718	163,983
At 31 December 2018	158,640	9,248	167,888

Goodwill

7 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019	2018
	£	£
Trade debtors	44,619	45,074
Amounts owed by participating interests	605	5,455
Other debtors	45,257	27,747
	90,481	78,276

8 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019	2018
	£	£
Bank loans and overdrafts	6,908	-
Trade creditors	30,843	61,241
Taxation and social security	32,592	27,933
Other creditors	56,371	50,280
	126,714	139,454

9 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2019	2018
	£	£
Bank loans	67,334	-

10 RESERVES

Revaluation reserve

At 1 January 2019 and 31 December 2019 28,391