



Private and Confidential

**TLT LLP**

**Annual report and audited financial statements  
for the year ended 30 April 2021**

Registered number: OC308658

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# TLT LLP

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## Members' report

The members present their annual report on the affairs of the group, together with the financial statements and auditor's report, for the year ended 30 April 2021.

### Firm structure

The LLP is a Limited Liability Partnership registered in England and Wales. The registered office and principal place of business is One Redcliff Street, Bristol BS1 6TP.

The LLP has a branch, as defined in Section 1046(3) of the Companies Act 2006, outside the UK in Greece.

### Principal activity

TLT LLP (the "Partnership") and its subsidiary entities (together the "group") are principally engaged in the provision of legal services in the United Kingdom and also in Greece. The subsidiary undertakings are set out in note 10.

### Review of the business and future developments

A summary of the results for the year and the financial position are set out in the financial statements on pages 9 to 31.

During the financial year the group has continued its strategy to grow and provide legal services in all three legal jurisdictions in the United Kingdom. Despite the significant impact of the pandemic on the group and its clients, turnover growth was very strong and increased by £12.2m (12%) to £110.3m. Profits available to members increased by 47% (excluding other income changes) after continued investment costs in lateral hires. Net assets increased by £13.6m to £41.5m.

In response to the pandemic the group reacted immediately to the imposed restrictions on office attendance and travel and invoked Business Continuity planning to ensure as many Partners and Staff could work remotely as needed. Furlough arrangements and other policies such as voluntary reduced working hours, were adopted (enhanced by the group but supported by the Job Retention Scheme "JRS" where appropriate). Wellbeing and remote working support policies were introduced to support all colleagues throughout the pandemic and still continue. The group is actively encouraging flexible and agile working as a permanent policy. The group arranged additional finance facilities in May 2020 to support the firm through potential significant disruption.

The results for the year are a testament to the hard work and commitment of our colleagues in supporting our clients throughout the pandemic. Activity levels declined in the first quarter but thereafter returned to previous levels and have subsequently exceeded the 2020 result. The use of furlough and JRS was gradually reduced and then ceased by the end of the first half of the year. All JRS monies received have now been repaid to HMRC. As commented in notes 4 and 20, the group partially repaid JRS during the year, with the remainder fully repaid in the first quarter of the 2021/22 financial year.

The members are proud of the result that was achieved for the full year whilst adapting to the working conditions caused by the pandemic and recognise that the result achieved is down to the continued dedication and hard work of our colleagues and the support of our clients.

The members remain positive and committed to the future growth and success of TLT LLP, and will maintain a strategy of planned growth in its chosen sectors and jurisdictions, whilst continually adapting to new ways of working and interacting with our colleagues, clients, suppliers, and advisers.

TLT (NI) LLP is not directly owned by the TLT LLP group but the results are consolidated due to it being under common control by virtue of its members.

### Going concern

The Coronavirus pandemic has had an impact on the Partnership and created an increased level of uncertainty on future trading with some work streams significantly affected more than others, plus increased risk of bad debts. The TLT Group responded to the pandemic through securing additional borrowing facilities in May 2020 and has subsequently renewed these facilities in July 2021 securing RCF funding through to July 2024 at £6m and an overdraft facility of £3m until July 2022. Trading was significantly better than projected, and the group is holding significant cash balances and reduced borrowing levels.

## Members' report

### Going concern (continued)

The Members have considered what circumstances would need to occur to have a significant impact on the ability of the Group to trade for the foreseeable future or for banking covenants to be breached. The factors considered included lower fee income against current forecasts, increasing debtor value and a deterioration in the aged profile of debtors. Based on this analysis, the current financial position of the group and the post-year end trading results, the Members consider the likelihood of a reduction in revenue, increase in debtor value or deterioration of debtor profile of this magnitude to be remote. As a result, the Members have concluded that no material uncertainty exists in relation to going concern. Accordingly, they continue to adopt the going concern basis in preparing the annual report and financial statements.

Further details regarding the adoption of the going concern basis can be found in note 1 to the financial statements.

### Distributions

Details of the distribution of profits are given in the statement of changes in members' interests and in note 1 to the financial statements.

### UK Energy usage

The group is committed to achieving Net Zero emissions by December 2025 covering as a minimum the full scope 1 and 2 emissions together with the scope 3 sub-set categories as outlined below.

Emissions calculations were assessed in collaboration with Carbon Intelligence, and follows the Cabinet's Office Procurement Policy Note (PPN) 06/21 and uses the 2020 UK Government's emission conversion factors for company reporting. Improved data collection and methodology has increased the quality of data that is being collected and used for reporting. Due to this, the reporting of Scope 1 and Scope 2 data for 2019/20 will differ slightly in this report to that disclosed in the 2019/20 financial statements. The difference between the two includes the addition of Scope 1 data, modification in the renewable energy use and conversion factors for Scope 2, and inclusion of employee commuting under scope 3.

The intensity measurement ratio is calculated against FTE of employees and members during the year, being the most accurate relative measure in the legal services sector.

<b>UK Greenhouse gas emissions and energy use data for the year ended 30 April 2021</b>	<b>2020/21 tCO2e</b>	<b>2019/20 tCO2e</b>
Scope 1 – natural gas (heating), diesel (generators), and refrigerant gas (cooling). There are no fleet vehicles	69	69
Scope 2 - purchased electricity	121	360
Scope 3 – limited to business travel, employee commuting, waste generated in operations, upstream transportation/ distribution and downstream transportation/distribution	127	1,279
Total gross emissions	317	1,708
Intensity ratio per FTE (members and employees)	0.29	1.63

### Completed and current carbon reduction initiatives

The environmental management measures and projects listed below have been implemented over the past 2 years, with the focus over the next two years to put in place management structures and programmes to embed the net zero programme into the day to day operations of group.

## Members' report

### UK Energy usage (continued)

#### *Renewable electricity*

Most offices moved over to purchasing renewable electricity since October 2019; this has been verified as compliant with the Greenhouse Gas Protocol Scope 2 Guidance. Renewable electricity consumed on these sites can report zero carbon emissions for purchased electricity when reporting using the market-based method. Compliance is externally assured each year.

Across the business, purchasing renewable electricity has seen emissions fall by over 61T CO<sub>2</sub>e in 2019/20, and will see further reductions in future years.

#### *Business travel and commuting*

Business travel contributes a significant proportion of the Scope 3 emissions being reviewed within (PPN) 06/21, with a concerted effort taken from 2020 to reduce emissions through changing behaviours and transfer to zero emissions vehicles. Leading up to March 2020 the group had been proactively controlling and reducing business travel through its procurement team. Between March 2020 and August 2021 there was a significant reduction in business travel and commuting due to the pandemic, over 90% reduction in emissions compared to baseline total emissions.

Whilst emissions are anticipated to rise due to pandemic restrictions being relaxed, the group has agreed with all staff to move to a hybrid agile approach of working from home and from the office. This move is expected to minimise the increase in emissions that would have occurred otherwise. Increased home and flexible working will continue and travel policies are linked to sustainability so encourage only essential travel.

A new flexible benefit car scheme for employees was launched in May 2021, restricted to electric and hybrid vehicles. EV charging points for employees and clients were installed at the Bristol office in June 2019.

Further upgrades to video conferencing facilities in all offices are continuing to facilitate reductions to business travel and commuting and to enable the permanent switch to more agile working.

#### **Planned Carbon Reduction Initiatives**

Further plans to reduce carbon emissions are focussed towards the reduction of energy consumption on offices, improving the quality and management of the Net Zero Programme, and continuing engagement with employees.

#### *New Glasgow Office*

In August 2021, the group committed to a move of its Glasgow office which will be the first Carbon Zero office in the group's premises portfolio. The move is due to take place in early 2022.

Future development of TLT's premises portfolio will follow the Carbon Zero policy established in Glasgow.

#### *Influencing our landlords*

The group is also working with building management in its offices to encourage energy consumption reduction measures and procurement from renewable energy sources plus the benefits from on-site generation in the form of rooftop solar panels and battery storage.

Plans to install EV charging points for employees in all other offices are in place and work is due to be completed in Spring 2022.

#### *ISO 14001*

Wrapping the Net Zero Programme together into a structured management approach to embed within the business, the group began the journey to ISO 14001 accreditation in July 2021. Accreditation is anticipated in Spring 2022. Sustainability Forums will be launched in office locations with additional awareness and upskilling provided to forum leads. E-learning to most employees is anticipated to be rolled out in 2022 as part of wider employee engagement.

# TLT LLP

## Members' report

### Members' drawings and the subscription and repayment of members' capital

Salaried members are remunerated through employment contracts with TLT LLP.

Fixed share members are entitled to a guaranteed share of the firm's profit and participation in a profit-sharing pool alongside the designated members who participate fully in the firm's profit share, share the risks and subscribe to the firm's capital.

Fixed share members are required to contribute capital of 25% to 28% of their contractually-entitled earnings. They participate in the profit-sharing pool pro rata to their capital contribution. Capital is subscribed and repaid at par.

A designated member's capital requirement comprises a fixed element of £250,000 (2020 - £250,000). New designated members subscribe their capital at par and retiring members are repaid their capital at par. The payment of capital to retiring members is made over a period of between one and three years, but this period can be altered by mutual agreement of the continuing and retiring members.

Drawings comprise salaries and other amounts paid monthly. Further distributions are made subject to the cash requirements of the business.

During the year, capital totalling £854,000 (2020: £1,078,000) was received from members and £453,000 (2020: £669,000) was repaid to members.

### Designated members

The designated members, who served during the year and subsequently, unless otherwise stated, were as follows:

A Bell	R Hayllar	I Roberts
S Butterworth	J Hoey	G Roscoe
S Campbell	W Hull	M Routley
P Carney	P Jervis	J P Sheridan
J Chadwick (appointed 1 May 2021)	K Kimber (appointed 1 May 2021)	E Smith (appointed 1 May 2021)
R Clothier	J Lucas	D Smithen
M Connolly	A Lyon	J Stewart
L Convery	J Mant	J Touzel
K Evans	S McBride	M Trower
J Forsyth	T McEntegart	G Walters
A Glynn	G Orchison	B Watson
S Goss	C Owen	A Webber
K Gwyther	D Pester	J Wood

Approved on behalf of TLT LLP by:



**John Wood**  
Designated Member

21 January 2022

## Members' responsibilities statement

The members are responsible for preparing the members' report and the financial statements in accordance with applicable law and regulation.

The Limited Liability Partnerships (Accounts and Audit) (Application of the Companies Act 2006) Regulations 2008 require the members to prepare financial statements for each financial year.

Under these regulations the members have elected to prepare the group and Limited Liability Partnership financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under these regulations the members 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 group and Limited Liability Partnership and of the profit or loss of the group for that period. In preparing these financial statements, the members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Limited Liability Partnership will continue in business.

The members are responsible for keeping adequate accounting records that are sufficient to show and explain the Limited Liability Partnership's transactions, disclose with reasonable accuracy at any time the financial position of the Limited Liability Partnership, and enable them to ensure that the financial statements comply with the Limited Liability Partnerships (Accounts and Audit) (Application of the Companies Act 2006) Regulations 2008. They are also responsible for safeguarding the assets of the Limited Liability Partnership and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Independent Auditor's report to the Members of TLT LLP

### Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group and Limited Liability Partnership's affairs as at 30 April 2021 and of the Group's 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 applied to limited liability partnerships by the Limited Liability Partnerships (Accounts and Audit) (Application of the Companies Act 2006) Regulations 2008.

We have audited the financial statements of TLT LLP ("the Limited Liability Partnership") for the year ended 30 April 2021 which comprise the consolidated profit and loss account and statement of other comprehensive income, the consolidated balance sheet, the Limited Liability Partnership balance sheet, the consolidated statement of changed in members' interest, the Limited Liability Partnership statement of changes in members' interest, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

### Basis for opinion

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

### *Independence*

We remain independent of the Limited Liability Partnership 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.

### Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Members' 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 Limited Liability Partnership'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 Members with respect to going concern are described in the relevant sections of this report.

## Independent Auditor's report to the Members of TLT LLP (continued)

### Other information

The Members are responsible for the other information. The other information comprises the information included in the annual report and audited financial statements, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### Other Companies Act 2006 reporting as applied to limited liability partnerships

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 as applied to limited liability partnerships 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
- we have not received all the information and explanations we require for our audit

### Responsibilities of Members

As explained more fully in the Members' responsibilities statement, the Members 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 Members 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 Members are responsible for assessing the Limited Liability Partnership'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 Members either intend to liquidate the Limited Liability Partnership 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.

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

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

## Independent Auditor's report to the Members of TLT LLP

(continued)

- We gained an understanding of the legal and regulatory framework applicable to the entity and the industry in which it operates, through discussion with management and our knowledge of the industry. We focussed on significant laws and regulations that could give rise to a material misstatement in the financial statements, including, but not limited to, the Companies Act 2006, Limited Liability Partnerships (Accounts and Audit) (Application of the Companies Act 2006) Regulations 2008, Solicitors' Accounts Rules, UK Generally Accepted Accounting Practice, Health and Safety, the Bribery Act 2010 and tax legislations.
- We considered compliance with these laws and regulations through discussions with management and those charged with governance. Our procedures also included reviewing minutes from board meetings of those charges with governance to identify any instances of non-compliance with laws and regulations.
- We assessed the susceptibility of the entity's financial statements to material misstatement, including how fraud might occur. In addressing the risk of fraud including management override of controls and improper revenue recognition, we tested the appropriateness of journal entries made throughout the year by applying specific criteria.
- We performed detailed testing of the entity's year end adjusting entries and journals throughout the year, investigated any that appeared unusual as to nature or amount; assessed whether the judgements made in accounting estimates were indicative of a potential bias and tested the application of cut-off and revenue recognition in respect of amounts recoverable on contracts.
- We identified areas at risk of management bias and challenged key estimates and judgements applied by Management in the financial statements to assess their appropriateness.
- We remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

### Use of our report

This report is made solely to the Limited Liability Partnership's members, as a body, in accordance with Chapter 3 of part 16 of the Companies Act 2006 as applied by Limited Liability Partnerships (Accounts and Audit) (Application of the Companies Act 2006) Regulations 2008. Our audit work has been undertaken so that we might state to the Limited Liability Partnership'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 Partnership and the Limited Liability Partnership's members as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:

*Sarah Applegate*

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Sarah Applegate (Senior Statutory Auditor)  
For and on behalf of BDO LLP, Statutory Auditor  
Bristol  
Date: 21 January 2022

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

# TLT LLP

## Consolidated profit and loss account and statement of other comprehensive income

For the year ended 30 April 2021

	Note	2021 £'000	2020 £'000
<b>Turnover</b>	3	110,325	98,147
Other operating income	4	2,515	500
		<u>112,840</u>	<u>98,647</u>
<b>Other external charges</b>			
Staff costs	5	(45,360)	(41,436)
Depreciation and amortisation	6	(2,680)	(2,495)
Other operating expenses		(24,119)	(28,706)
		<u>40,681</u>	<u>26,010</u>
<b>Operating profit</b>	6	40,681	26,010
Interest receivable and similar income	7	93	332
Interest payable and similar charges	7	(187)	(254)
		<u>40,587</u>	<u>26,088</u>
<b>Profit on ordinary activities before members' remuneration and profit shares</b>		40,587	26,088
Members' remuneration charged as an expense		(40,587)	(26,088)
		<u>Profit for the financial year and total comprehensive income available for discretionary division among members</u>	<u></u>
	8	<u>-</u>	<u>-</u>

All results relate to continuing activities.

There was no other comprehensive income in the year (2020: none).

The notes on pages 15 to 31 form part of these financial statements.

# TLT LLP

## Consolidated balance sheet

As 30 April 2021

	Note	2021 £'000	2020 £'000
<b>Fixed assets</b>			
Tangible assets	9	9,149	11,316
Fixed asset investments	10	-	19
		<u>9,149</u>	<u>11,335</u>
<b>Current assets</b>			
Debtors	11	44,947	39,417
Cash at bank and in hand		<u>11,359</u>	<u>4,284</u>
		56,306	43,701
<b>Creditors: amounts falling due within one year</b>	12	<u>(22,625)</u>	<u>(23,649)</u>
<b>Net current assets</b>		<u>33,681</u>	<u>20,052</u>
<b>Total assets less current liabilities</b>		42,830	31,387
<b>Creditors: amounts falling due after more than one year</b>	13	(774)	(2,882)
<b>Provisions for liabilities</b>	14	<u>(522)</u>	<u>(618)</u>
<b>Net assets attributable to members</b>		<u>41,534</u>	<u>27,887</u>
<b>Represented by:</b>			
<b>Loans and other debts due to members within one year</b>			
Members' capital classified as a liability		13,521	13,120
Loans and other debts due to members		28,013	14,767
<b>Total members' interests</b>		<u>41,534</u>	<u>27,887</u>

The financial statements of TLT LLP (registered number OC308658) were approved by the members and authorised for issue on 21 January 2022. They were signed on behalf of the members by:



**Andrew Glynn**  
Senior Partner - Designated member



**John Wood**  
Managing Partner - Designated member

The notes on pages 15 to 31 form part of these financial statements.

# TLT LLP

## Limited Liability Partnership balance sheet As 30 April 2021

	Note	2021 £'000	2020 £'000
<b>Fixed assets</b>			
Tangible assets	9	8,166	10,206
Fixed asset investments	10	-	19
		<u>8,166</u>	<u>10,225</u>
<b>Current assets</b>			
Debtors	11	44,774	38,656
Cash at bank and in hand		11,169	4,063
		<u>55,943</u>	<u>42,719</u>
<b>Creditors: amounts falling due within one year</b>	12	<u>(22,155)</u>	<u>(22,853)</u>
<b>Net current assets</b>		<u>33,788</u>	<u>19,866</u>
<b>Total assets less current liabilities</b>		41,954	30,091
<b>Creditors: amounts falling due after more than one year</b>	13	(774)	(2,882)
<b>Provisions for liabilities</b>	14	(315)	(370)
<b>Net assets attributable to members</b>		<u>40,865</u>	<u>26,839</u>
<b>Represented by:</b>			
<b>Loans and other debts due to members within one year</b>			
Members' capital classified as a liability		13,271	12,876
Loans and other debts due to members		<u>27,594</u>	<u>13,963</u>
<b>Total members' interests</b>		<u>40,865</u>	<u>26,839</u>

Profit for the financial year in the financial statements of the LLP was £39,504,000 (2020 - £24,648,000).

The financial statements of TLT LLP (registered number OC308658) were approved by the members and authorised for issue on 21 January 2022. They were signed on behalf of the members by:



**Andrew Glynn**  
Senior Partner - Designated member



**John Wood**  
Managing Partner - Designated member

The notes on pages 15 to 31 form part of these financial statements.

# TLT LLP

## Consolidated statement of changes in members' interest For the year ended 30 April 2021

	Members' capital classified as a liability £'000	Loans and other debts due to members £'000	Total members' interests £'000
<b>Members' interests at 1 May 2019</b>	12,711	14,356	27,067
Members' remuneration charged as an expense	-	26,088	26,088
<b>Members' interests after total comprehensive income for the year</b>	12,711	40,444	53,155
Members' capital introduced	1,078	-	1,078
Repayments of debt (including members' capital classified as a liability)	(669)	-	(669)
Drawings (including tax payments)	-	(25,677)	(25,677)
<b>At 30 April 2020</b>	<u>13,120</u>	<u>14,767</u>	<u>27,887</u>
<b>Members' interests at 1 May 2020</b>	13,120	14,767	27,887
Members' remuneration charged as an expense	-	40,587	40,587
<b>Members' interests after total comprehensive income for the year</b>	13,120	55,354	68,474
Members' capital introduced	854	-	854
Repayments of debt (including members' capital classified as a liability)	(453)	-	(453)
Drawings (including tax payments)	-	(27,341)	(27,341)
<b>At 30 April 2021</b>	<u>13,521</u>	<u>28,013</u>	<u>41,534</u>

# TLT LLP

## Limited Liability Partnership statement of changes in members' interests For the year ended 30 April 2021

	Members' capital classified as a liability £'000	Loans and other debts due to members £'000	Total members' interests £'000
<b>Members' interests at 1 May 2019</b>	12,479	14,051	26,530
Members' remuneration charged as an expense	-	24,648	24,648
<b>Members' interests after total comprehensive income for the year</b>	12,479	38,699	51,178
Members' capital introduced	1,066	-	1,066
Repayments of debt (including members' capital classified as a liability)	(669)	-	(669)
Drawings (including tax payments)	-	(24,736)	(24,736)
<b>At 30 April 2020</b>	<u>12,876</u>	<u>13,963</u>	<u>26,839</u>
<b>Members' interests at 1 May 2020</b>	12,876	13,963	26,839
Members' remuneration charged as an expense	-	39,504	39,504
<b>Members' interests after total comprehensive income for the year</b>	12,876	53,467	66,343
Members' capital introduced	823	-	823
Repayments of debt (including members' capital classified as a liability)	(428)	-	(428)
Drawings (including tax payments)	-	(25,873)	(25,873)
<b>At 30 April 2021</b>	<u>13,271</u>	<u>27,594</u>	<u>40,865</u>

# TLT LLP

## Consolidated cash flow statement For the year ended 30 April 2021

	Note	2021 £'000	2020 £'000
<b>Net cash flows from operating activities</b>	15	38,240	31,391
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(491)	(3,359)
Interest received		93	332
<b>Net cash outflows used in investing activities</b>		<u>(398)</u>	<u>(3,027)</u>
<b>Cash flows from financing activities</b>			
Repayments of borrowings		(10,215)	(10,457)
Interest paid		(92)	(150)
Interest element of finance lease rentals		(95)	(104)
Repayments of obligations under finance lease		(1,460)	(1,553)
New bank loans raised		8,035	11,696
New finance leases raised		-	1,641
Payments to or on behalf of the members		(27,341)	(25,677)
Capital contributions by members		854	1,078
Repayments of capital to former members		(453)	(669)
<b>Net cash outflows used in financing activities</b>		<u>(30,767)</u>	<u>(24,195)</u>
<b>Net increase in cash and cash equivalents</b>		<u>7,075</u>	<u>4,169</u>
<b>Cash and cash equivalents at beginning of year</b>		4,284	115
Net increase/(decrease) during the year		7,075	4,169
<b>Cash and cash equivalents at end of year</b>		<u>11,359</u>	<u>4,284</u>
<b>Reconciliation to cash at bank and in hand</b>			
Cash at bank and in hand		<u>11,359</u>	<u>4,284</u>

The notes on pages 15 to 31 form part of these financial statements.

# TLT LLP

## Notes to the financial statements

For the year ended 30 April 2021

### 1. Accounting policies

The principal accounting policies are summarised below. They have all been applied consistently throughout the year and to the preceding year.

#### a. General information and basis of accounting

TLT LLP ("the Partnership") is incorporated in the United Kingdom under the Limited Liability Partnership Act 2000. The address of the registered office is given on page 1. The nature of the group's operations and its principal activities are set out in the members' report on pages 1 to 2.

The financial statements have been prepared under the historical cost convention, modified to include certain items at fair value, and in accordance with Financial Reporting Standard 102 (FRS 102) issued by the Financial Reporting Council and the requirements of the Statement of Recommended Practice Accounting by Limited Liability Partnerships (2017).

The functional currency of the group is considered to be pounds sterling because that is the currency of the primary economic environment in which the Partnership operates. The consolidated financial statements are also presented in pounds sterling. Foreign operations are included in accordance with the policies set out below.

TLT LLP meets the definition of a qualifying entity under FRS 102 and has therefore taken advantage of the disclosure exemptions available to it in respect of its separate financial statements, which are presented alongside the consolidated financial statements. Exemptions have been taken in relation to certain disclosures around financial instruments, presentation of individual entity profit and loss account and statement of other comprehensive income, cash flow statement and remuneration of key management personnel.

#### b. Basis of consolidation

The group LLP financial statements consolidate the financial statements of the partnership and its subsidiary undertakings drawn up to 30 April each year. A list of subsidiaries is included in note 9.

Whilst TLT (NI) LLP is not directly owned by the TLT LLP group, the results are consolidated on the basis of common control; all members of TLT (NI) LLP are members of TLT LLP. The members of TLT (NI) LLP are bound to vote in accordance with the interests of TLT LLP based on agreements in place.

#### c. Going concern

In preparing the financial statements, the members have considered the current financial position of the group and its projected future cash flows up to 30 April 2023. At the date of signing the financial statements, the members have concluded that it is appropriate to prepare the financial statements on a going concern basis.

The group reported a profit before members' remuneration and profit shares for the year of £40,587,000 (2020 - £26,088,000) and had net assets attributable to members as at 30 April 2021 of £41,534,000 (2020 - £27,887,000).

The Coronavirus pandemic has had an impact on the Partnership and creates an increased level of uncertainty on future trading with some work streams affected more than others, plus increased risk of bad debts. The TLT Group responded to the pandemic through securing additional borrowing facilities in May 2020 and has subsequently renewed these facilities in July 2021 securing RCF funding through to July 2024. Trading was significantly better than projected, and the group is holding significant cash balances and reduced borrowing levels. The group's primary concern has been for the welfare of its clients and staff and ensuring their safety and wellbeing is at the forefront of any decisions made, whilst continuing to provide services to our clients.

## Notes to the financial statements

For the year ended 30 April 2021

### c. Going concern (continued)

The group meets its day-to-day working capital requirements through an overdraft facility of £3,000,000, which is due for renewal in July 2022. The group's forecasts and projections, taking account of reasonably possible changes in trading performance during the COVID period, show that the group should be able to operate within the level of this facility for the foreseeable future.

The medium-term financing requirements of the group are met by a term loan facility of £6,000,000 (2020 - £4,250,000), which runs to 31 July 2024. The group has met all interest payments in relation to these loans as they have fallen due and there have been no breaches in respect of the associated covenants of these loans up to the date of signing the financial statements. The facility was drawdown at £250,000 at 30 April 2021 (2020 - £1,000,000).

After making enquiries of their bankers, the members have a reasonable expectation that the overdraft will subsequently be renewed on acceptable terms on 31 July 2022.

The group's forecasts and projections, taking account of reasonably possible changes in trading performance, indicate that the group can continue to meet such payments and covenants for the foreseeable future.

The Members have considered what circumstances would need to occur to have a significant impact on the ability of the Group to trade for the foreseeable future or for banking covenants to be breached. The factors considered included lower fee income against current forecasts, increasing debtor value and a deterioration in the aged profile of debtors. Based on this analysis, the current financial position of the group and post year end trading results, the Members consider the likelihood of a reduction in revenue, increase in debtor value or deterioration of debtor profile of this magnitude to be remote. As a result, the Members have concluded that no material uncertainty exists in relation to going concern. Accordingly, they continue to adopt the going concern basis in preparing the annual report and financial statements.

### d. Tangible fixed assets

Tangible fixed assets are stated at cost or valuation, net of depreciation and any provision for impairment. Depreciation is provided on all tangible fixed assets, other than investment properties and freehold land, at rates calculated to write off the cost or valuation, less estimated residual value, of each asset on a straight-line basis over its expected useful life, as follows:

Leasehold improvements -	over the shorter of expected useful life and life of the lease
Assets under construction -	only depreciated once becoming economically active
Computer equipment and software -	4-6 years on a straight-line basis
Furniture and equipment -	15% per annum on a straight-line basis

Residual value represents the estimated amount which would currently be obtained from disposal of an asset, after deducting estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

### e. Fixed asset investments

Fixed asset investments are stated at historical cost, net of any provision for impairment. No depreciation is provided.

## Notes to the financial statements

For the year ended 30 April 2021

### f. Impairment of assets

Assets, other than those measured at fair value, are assessed for indicators of impairment at each balance sheet date. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss as described below.

#### *Non-financial assets*

An asset is impaired where there is objective evidence that, as a result of one or more events that occurred after initial recognition, the estimated recoverable value of the asset has been reduced. The recoverable amount of an asset is the higher of its fair value less costs to sell and its value in use.

For financial assets carried at amortised cost, the amount of an impairment is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate, where this effect is deemed material.

#### *Financial assets*

For financial assets carried at cost less impairment, the impairment loss is the difference between the asset's carrying amount and the best estimate of the amount that would be received for the asset if it were to be sold at the reporting date.

Where indicators exist for a decrease in impairment loss, and the decrease can be related objectively to an event occurring after the impairment was recognised, the prior impairment loss is tested to determine reversal. An impairment loss is reversed on an individual impaired financial asset to the extent that the revised recoverable value does not lead to a revised carrying amount higher than the carrying value had no impairment been recognised.

### g. Taxation

The taxation payable on the partnership profits is the personal liability of the members, although payment of such liabilities is administered by the partnership on behalf of the members. Consequently, neither partnership taxation nor related deferred taxation are accounted for in the financial statements. Sums set aside in respect of members' tax obligations are included in the balance sheet within loans and other debts due to members or set against amounts due from members as appropriate.

### h. Members' interests

An individual designated member's capital requirement comprises a fixed element of £250,000 (2020 - £250,000). New designated members subscribe their capital at par and retiring members are repaid their capital at par. Fixed Share Members contribute capital in proportion to their contractual earnings at par and are repaid at par. Members' capital is repayable on retirement of the member and is therefore classified as a liability. Because members may retire with less than one year's notice and typically have their capital repaid within one year of serving notice, members' capital is shown as being due within one year.

The payment of capital to retiring members is made over a period of up to three years, but this period can be altered by mutual agreement of the continuing and retiring members. Members' capital is accounted for as a financial liability.

Unsecured debt to members would rank equally with debts due to other unsecured creditors if the entity were to wind up.

### i. Divisible profits and members' remuneration

Fixed share members are entitled to a guaranteed share of the firm's profit plus a potential fixed bonus element. All other members participate fully in the firm's profit share, share the risks and subscribe to the firm's capital. Profits are automatically allocated at the balance sheet date in accordance with the Members' Agreement, first by way of Capital Account interest, secondly by way of bonuses awarded by the remuneration committee, and thirdly according to the proportion of profit-sharing points held.

## Notes to the financial statements

For the year ended 30 April 2021

### **j. Turnover**

Turnover is recognised as earned when, and to the extent that, the firm obtains the right to consideration in exchange for its performance. It is measured at the fair value of the right to consideration, which represents amounts chargeable to clients, including expenses and disbursements but excluding VAT. Provisions against the recoverability of assets in respect of this turnover (accrued income and unbilled deliverables) are made on the basis of known irrecoverable assets after the year end and also based on the recovery rate expectations of the firm.

Turnover on projects, which represent fixed pieces of work in revenue lines that are not operated on a time recording system (as above), is recognised by taking assumed timeframes over which such projects are usually active and adjusting for the assumed completion percentage of work billed in the months after year end. For such contracts the amount of turnover reflects the accrual of the right to consideration by reference to the percentage of work performed to complete the project.

Turnover not billed to clients is included in accrued income and unbilled deliverables.

### **k. Government grants**

Grants receivable are recognised and disclosed in the period to which the related expenditure is incurred and included within Other Income in the Profit and Loss Account.

### **l. Employee benefits**

The group and LLP operate a defined contribution pension scheme. The assets of the scheme are held separately from those of the group and LLP in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund.

### **m. Foreign currency**

Transactions denominated in foreign currencies other than the functional currency are recorded at the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities not denominated in the functional currency at the balance sheet date are translated at the rates ruling at that date. Any differences are taken to the profit and loss account.

Other exchange differences are recognised in profit or loss in the period in which they arise except for exchange differences arising on gains or losses on non-monetary items which are recognised in other comprehensive income.

### **n. Leases**

Assets held under finance leases, which are leases where substantially all of the risks and rewards of ownership of the assets have passed to the firm, are capitalised in the balance sheet and are depreciated over their estimated useful economic lives. The capital elements of future obligations under leases are included as liabilities on the balance sheet. The interest elements of the rental obligations are charged in the profit and loss accounts of the periods of the leases to produce a constant rate of charge on the balance of capital repayments outstanding.

Operating lease rentals are charged to the profit and loss account on a straight-line basis over the lease term. Benefits received and receivable as an incentive to sign an operating lease are similarly spread over the lease term.

## Notes to the financial statements

For the year ended 30 April 2021

### **o. Provisions**

Uninsured excesses arising on claims are assessed annually on a case specific basis and provision made where payments are deemed probable, after allowing for recoveries under insurance policies. Only the excess is provided against since the gross cost of settling claims is done so directly by the insurer of those claims.

Provision is made for dilapidations in respect of property leases which contain requirements for the premises to be returned to their original state prior to the conclusion of the lease term.

Provision is made in respect of onerous leases to recognise all the expected future costs arising under the contractual lease term. Costs include rent, rates, service charges, and dilapidations up until the later of lease expiry, break date, or anticipated assignment date. No discounting or time value of money adjustments are made as they are considered immaterial.

### **p. Bank borrowings**

Interest-bearing bank loans and overdrafts are recorded at the proceeds received, net of direct issue costs. Finance charges, including premiums payable on settlement or redemption and direct issue costs, are accounted for on an accruals basis in the profit or loss account using the effective interest method and are added to the carrying amount of the instrument to the extent that they are not settled in the period in which they arise.

## **2. Critical accounting judgements and key sources of estimation uncertainty**

In the application of the LLP's accounting policies, which are described in note 1, the members are required to make judgements, estimates and assumptions about the carrying amounts 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 on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

### **Critical judgements in applying the group's accounting policies**

The following are the critical judgements and key sources of estimation uncertainty and use a combination of both critical judgement and estimates that the members have made in the process of applying the group's accounting policies and that have the most significant effect on the amounts recognised in the financial statements.

#### **Revenue recognition – accrued revenue**

The value of accrued revenue is derived on the basis of estimations and assumptions regarding the fair value of unbilled time at the year-end, having regard to the group's accounting policy for revenue recognition and assumptions made around both the recovery rates of the firm and the percentage completion on fixed fee assignments over the year end. Neither are expected to experience a material deviation from the valuations estimated by management at the year end.

#### **Impairment of debtors**

The group makes an estimate of the recoverable value of debtors and other debtors. When assessing impairment of trade receivables and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile and historic experience. See note 11 for the net carrying amount of the group's debtors and associated impairment provision.

## Notes to the financial statements

For the year ended 30 April 2021

### 2. Critical accounting judgements and key sources of estimation uncertainty (continued)

#### Measurement of provisions

The group's provisions, as set out in note 14 to the financial statements, include provisions for professional indemnity and other commercial claims, and onerous lease provisions, and are based on the management's best estimate of future cash flows in accordance with the policy outlined in note 1. The onerous lease provision of £204,000 (2020: £247,000) is based on expected future cash flows for one premises until lease expiry in 2024. The provision will be unwound over 3 years unless earlier assignment is achieved.

### 3. Turnover

The Board considers that disclosure of segmental analysis would be seriously prejudicial to the interests of the business.

### 4. Other income

	<b>£'000</b>	<b>£'000</b>
Government Grants receivable	2,178	124
Other operating income	337	376
	<u>2,515</u>	<u>500</u>

During the year, and in response to the pandemic and the significant impact on certain work streams undertaken, the group received government grants amounting to £2,284,000 (2020: £124,000) in the form of the Job Retention Scheme. Prior to 30 April the group was considering repayment and during the year £106,000 of the grant was repaid for amounts received in relation to a small number of roles that were subsequently made redundant. Repayment of the remaining grant was held over pending confirmation of the group's final results.

Subsequent to the year-end all remaining amounts of the Job Retention Scheme grant received amounting to £2,302,000 have been repaid in full to HMRC. The required accounting treatment means that the repayment must be recognised as a non-adjusted Post Balance Sheet Event (note 20) and treated as an expense in the year end 30 April 2022 financial statements. In the Board's view this accounting treatment should not artificially inflate what was in any event an exceptional year. In all external commentary on the firm's results for the year we have treated it as a deduction in the year and any profitability data shared is after repayment of JRS.

When excluding JRS income received operating profits in the year ended 30 April 2021 would have been £38,285,000 rather than £40,587,000 as shown.

The future repayment is disclosed as a non-adjusting Post Balance Sheet Event in note 20.

# TLT LLP

## Notes to the financial statements

For the year ended 30 April 2021

### 5. Staff numbers and costs

The average monthly number of employees (excluding members) was:

	2021 Number	2020 Number
<b>Group and Limited Liability Partnership:</b>		
Client service staff	728	724
Support staff	214	183
	<u>942</u>	<u>907</u>

Their aggregate remuneration comprised:

	£'000	£'000
Wages and salaries	39,683	36,581
Social security costs	3,911	3,461
Pension costs	1,766	1,394
	<u>45,360</u>	<u>41,436</u>

### 6. Operating profit

Operating profit is stated after charging/(crediting):

	2021 £'000	2020 £'000
Depreciation of tangible fixed assets (note 9) – owned assets	1,708	1,491
– leased assets	903	1,004
Impairment of fixed asset investments (note 10)	19	-
	<u>2,630</u>	<u>2,495</u>
Operating lease rentals – land and buildings	4,017	4,170
Foreign exchange loss	2	2

Amortisation of intangible assets is included in depreciation in the consolidated profit and loss account.

Fees payable to the group's auditor and its associates for the audit of the Limited Liability Partnership's annual accounts	43	42
The audit of the LLP's subsidiaries	10	10
<b>Total audit fees</b>	<u>53</u>	<u>52</u>
Audit-related assurance services	22	22
<b>Total non-audit fees</b>	<u>22</u>	<u>22</u>

No services were provided pursuant to contingent fee arrangements.

# TLT LLP

## Notes to the financial statements

For the year ended 30 April 2021

### 7. Finance income and costs

#### Interest receivable and similar income

	2021 £'000	2020 £'000
Bank interest receivable	93	332

#### Interest payable and similar charges

Bank loans and overdrafts	92	150
Finance leases and hire purchase contracts	95	104
	<u>187</u>	<u>254</u>

### 8. Members' remuneration and transactions

Profits are shared among the members in accordance with agreed profit-sharing arrangements.

The profit attributable to the member with the largest entitlement was £937,000 (2020 - £473,000).

Key management personnel as defined under FRS102 are considered to be the designated members who received remuneration amounting to £23,817,000 (2020 - £11,948,000).

The average number of members during the year was 143 (2020 - 138).

# TLT LLP

## Notes to the financial statements For the year ended 30 April 2021

### 9. Tangible fixed assets

Group	Leasehold improvements £'000	Furniture & equipment £'000	Computer equipment £'000	Software £'000	Total £'000
<b>Cost or valuation</b>					
At 1 May 2020	7,286	5,288	6,238	4,325	23,137
Additions	-	27	267	200	494
Disposals	-	(313)	(2,014)	(1,181)	(3,508)
At 30 April 2021	<u>7,286</u>	<u>5,002</u>	<u>4,491</u>	<u>3,344</u>	<u>20,123</u>
<b>Depreciation</b>					
At 1 May 2020	2,577	2,065	4,184	2,995	11,821
Charge for the year	686	545	963	467	2,661
Disposals	-	(313)	(2,014)	(1,181)	(3,508)
At 30 April 2021	<u>3,263</u>	<u>2,297</u>	<u>3,133</u>	<u>2,281</u>	<u>10,974</u>
<b>Net book value</b>					
At 30 April 2021	<u>4,023</u>	<u>2,705</u>	<u>1,358</u>	<u>1,063</u>	<u>9,149</u>
At 30 April 2020	<u>4,709</u>	<u>3,223</u>	<u>2,054</u>	<u>1,330</u>	<u>11,316</u>
Leased assets included above:					
<b>Net book value</b>					
At 30 April 2021	<u>-</u>	<u>2,043</u>	<u>714</u>	<u>10</u>	<u>2,767</u>
At 30 April 2020	<u>-</u>	<u>2,406</u>	<u>1,549</u>	<u>29</u>	<u>3,984</u>

# TLT LLP

## Notes to the financial statements For the year ended 30 April 2021

### 9. Tangible fixed assets (continued)

Partnership	Leasehold improvements £'000	Furniture & equipment £'000	Computer equipment £'000	Software £'000	Total £'000
<b>Cost or valuation</b>					
At 1 May 2020	6,428	4,898	6,238	4,325	21,889
Additions	-	27	267	200	494
Disposals	-	(313)	(2,014)	(1,181)	(3,508)
At 30 April 2021	<u>6,428</u>	<u>4,612</u>	<u>4,491</u>	<u>3,344</u>	<u>18,875</u>
<b>Depreciation</b>					
At 1 May 2020	2,481	2,023	4,184	2,995	11,683
Charge for the year	598	506	963	467	2,534
Disposals	-	(313)	(2,014)	(1,181)	(3,508)
At 30 April 2021	<u>3,079</u>	<u>2,216</u>	<u>3,133</u>	<u>2,281</u>	<u>10,709</u>
<b>Net book value</b>					
At 30 April 2021	<u>3,349</u>	<u>2,396</u>	<u>1,358</u>	<u>1,063</u>	<u>8,166</u>
At 30 April 2020	<u>3,947</u>	<u>2,875</u>	<u>2,054</u>	<u>1,330</u>	<u>10,206</u>
Leased assets included above:					
<b>Net book value</b>					
At 30 April 2021	-	2,043	714	10	2,767
At 30 April 2020	-	2,406	1,549	29	3,984

# TLT LLP

## Notes to the financial statements

For the year ended 30 April 2021

### 10. Fixed asset investments

	Partnership	
	2021 £'000	2020 £'000
Subsidiary undertakings	-	-
Shares in non-listed foreign companies	19	19
Less: Impairment review on non-listed foreign companies	(19)	-
	<u>-</u>	<u>19</u>

### Group investments

The Partnership has investments in the following subsidiary undertakings:

	Country of incorporation	Company number	Holding	%
	Northern			
TLT (NI) LLP*	Ireland	NC000856	N/A	100
TLT Holdings Limited	England	08053902	£1 ordinary	100
TLT Scotland Limited*	Scotland	SC423249	£1 ordinary	100
TLT Legal Limited	England	02687171	£1 ordinary	100
TLT Directors Limited	England	02754249	£1 ordinary	100
TLT Secretaries Limited	England	02754253	£1 ordinary	100
TLT Services (Redcliff Street) Limited	England	03402439	£1 ordinary	100
TLT Solicitors Limited	England	05022675	£1 ordinary	100
L J Nominees Limited	England	02309235	£1 ordinary	100
Lawrence Jones Limited	England	04329787	£1 ordinary	100
TLT Limited	England	05377237	£1 ordinary	100
TLT Trustees Limited	England	02127091	£1 ordinary	100

\* All investments in the above subsidiary undertakings are directly held, except for the shares in TLT Scotland Limited that are held indirectly via TLT Holdings Limited, and TLT (NI) LLP that are held in trust on behalf of TLT LLP.

With the exception of TLT Scotland Limited, all subsidiaries are dormant and have a Registered Office address of One Redcliff Street, Bristol, except for TLT Scotland Limited which is registered at 140 West George Street, Glasgow, and TLT (NI) LLP, which is registered at River House, 48-60 High Street, Belfast.

# TLT LLP

## Notes to the financial statements

For the year ended 30 April 2021

### 11. Debtors

	Group		Partnership	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
<b>Amounts falling due within one year:</b>				
Trade debtors	31,171	27,686	30,142	24,988
Bad debt provision	(990)	(828)	(833)	(652)
Net trade debtors	30,181	26,858	29,309	24,336
Amounts owed by group undertakings	-	-	1,666	2,805
Other debtors	1,681	2,382	1,459	2,035
Prepayments	3,495	3,425	3,276	3,228
Accrued income and unbilled deliverables	9,590	6,752	9,064	6,252
	<u>44,947</u>	<u>39,417</u>	<u>44,774</u>	<u>38,656</u>

Amounts owed by group undertakings are unsecured and repayable on demand. Interest on intragroup loans are charged via management charge.

Impairment losses of £510,000 (2020: £684,000) were recognised in the year on trade debtors through the consolidated profit and loss account and statement of comprehensive income.

### 12. Creditors: amounts falling due within one year

	Group		Partnership	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Bank loans (see note 13)	3,564	4,744	3,564	4,744
Obligations under finance leases and hire purchase contracts (see note 13)	909	1,460	909	1,460
Trade creditors	1,079	1,650	977	1,634
Other taxation and social security	5,278	5,334	5,185	5,016
Other creditors	2,238	2,288	2,135	2,077
Accruals and deferred income	9,557	8,173	9,385	7,922
	<u>22,625</u>	<u>23,649</u>	<u>22,155</u>	<u>22,853</u>

Finance leases are secured on the assets to which the lease relates.

# TLT LLP

## Notes to the financial statements For the year ended 30 April 2021

### 13. Creditors: amounts falling due after more than one year

	Group		Partnership	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Bank loans	-	1,000	-	1,000
Obligations under finance leases and hire purchase contracts	774	1,683	774	1,683
Other creditors	-	199	-	199
	<u>774</u>	<u>2,882</u>	<u>774</u>	<u>2,882</u>

Borrowings are repayable as follows:

	Group		Partnership	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
<b>Bank loans</b>				
Between one and two years	-	1,000	-	1,000
Between two and five years	-	-	-	-
	<u>-</u>	<u>1,000</u>	<u>-</u>	<u>1,000</u>
On demand or within one year	3,564	4,744	3,564	4,744
	<u>3,564</u>	<u>5,744</u>	<u>3,564</u>	<u>5,744</u>
<b>Finance leases</b>				
Between one and two years	335	909	335	909
Between two and five years	439	774	439	774
	<u>774</u>	<u>1,683</u>	<u>774</u>	<u>1,683</u>
On demand or within one year	909	1,460	909	1,460
	<u>1,683</u>	<u>3,143</u>	<u>1,683</u>	<u>3,143</u>
<b>Total borrowings including finance leases</b>				
Between one and two years	335	1,909	335	1,909
Between two and five years	439	774	439	774
	<u>774</u>	<u>2,683</u>	<u>774</u>	<u>2,683</u>
On demand or within one year	4,473	6,204	4,473	6,204
	<u>5,247</u>	<u>8,887</u>	<u>5,247</u>	<u>8,887</u>

Term loans consist of one short-term loan and one medium-term loan. The medium-term loan carries interest at 2.05% above LIBOR (Bank of England Rate after July 2021). A fixed and a floating charge debenture is held as security against the medium-term loan and overdraft facility.

# TLT LLP

## Notes to the financial statements For the year ended 30 April 2021

### 14. Provisions for liabilities

	Uninsured excess provision £'000	Onerous lease provision £'000	Total £'000
<b>Group</b>			
At 1 May 2020	371	247	618
Charged to profit and loss account	221	13	234
Amounts utilised	(274)	(56)	(330)
At 30 April 2021	<u>318</u>	<u>204</u>	<u>522</u>
<b>Partnership</b>			
At 1 May 2020	370	-	370
Charged to profit and loss account	202	-	202
Amounts utilised	(257)	-	(257)
At 30 April 2021	<u>315</u>	<u>-</u>	<u>315</u>

### 15. Cash flow statement

Reconciliation of operating profit to cash generated by operations:

	2021 £'000	2020 £'000
Profit for the year before members' remuneration charged as an expense	40,567	26,088
Interest paid	187	254
Interest received	(93)	(332)
Adjustment for:		
Depreciation and amortisation	<u>2,680</u>	<u>2,495</u>
Operating cash flow before movement in working capital	43,361	28,505
(Increase)/decrease in debtors	(5,530)	187
Increase in creditors	505	2,835
Decrease in provisions	(96)	(136)
<b>Net cash inflow from operating activities</b>	<u><u>38,240</u></u>	<u><u>31,391</u></u>

# TLT LLP

## Notes to the financial statements For the year ended 30 April 2021

### 15. Cash flow statement (continued)

<b>Analysis of net debt (Group)</b>	<b>At 1 May 2019 £'000</b>	<b>Arising from cash flows £'000</b>	<b>Other movements £'000</b>	<b>At 30 April 2020 £'000</b>
Cash at bank and in hand	374	3,910	-	4,284
Overdraft	(259)	259	-	-
Bank loans	(4,505)	9,375	(10,614)	(5,744)
Finance leases	(3,055)	16	(104)	(3,143)
<b>Net debt (before members' debt)</b>	<b>(7,445)</b>	<b>13,560</b>	<b>(10,718)</b>	<b>(4,603)</b>
<i>Loans and other amounts due to members:</i>				
Members' capital	(12,711)	(409)	-	(13,120)
Other amounts due to members	(14,356)	(411)	-	(14,767)
<b>Net debt (after members' debt)</b>	<b>(34,512)</b>	<b>12,740</b>	<b>(10,718)</b>	<b>(32,490)</b>

<b>Analysis of net debt (Group)</b>	<b>At 1 May 2020 £'000</b>	<b>Arising from cash flows £'000</b>	<b>Other movements £'000</b>	<b>At 30 April 2021 £'000</b>
Cash at bank and in hand	4,284	7,075	-	11,359
Bank loans	(5,744)	8,867	(6,687)	(3,564)
Finance leases	(3,143)	1,555	(95)	(1,683)
<b>Net cash/(debt) (before members' debt)</b>	<b>(4,603)</b>	<b>17,497</b>	<b>(6,782)</b>	<b>6,112</b>
<i>Loans and other amounts due to members:</i>				
Members' capital	(13,120)	(401)	-	(13,521)
Other amounts due to members	(14,767)	(13,246)	-	(28,013)
<b>Net debt (after members' debt)</b>	<b>(32,490)</b>	<b>3,850</b>	<b>(6,782)</b>	<b>(35,422)</b>

# TLT LLP

## Notes to the financial statements

For the year ended 30 April 2021

### 16. Financial commitments

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

	Land and buildings 2021 £'000	Land and buildings 2020 £'000
<b>Group</b>		
- within one year	4,925	4,410
- between one and five years	16,163	17,709
- after five years	10,168	13,558
	<u>31,256</u>	<u>35,677</u>
<b>Partnership</b>		
- within one year	4,622	4,095
- between one and five years	15,135	16,589
- after five years	9,455	12,623
	<u>29,212</u>	<u>33,307</u>

### 17. Employee benefits

#### Defined contribution schemes

The group participates in a defined contribution pension scheme; contributions during the year amounted to £1,766,000 (2020 - £1,394,000) for all employees. The assets of the scheme are held separately from those of the group in an independently administered fund. The group had unpaid contributions outstanding at the year-end of £366,000 (2020 - £301,000).

### 18. Related party transactions

The LLP has taken advantage of the exemption given in FRS102 section 33 'Related Party Disclosures' not to disclose transactions between itself and its wholly-owned subsidiary or ultimately controlled undertakings.

### 19. Controlling party

In the opinion of the members there is no ultimate controlling party.

### 20. Post balance sheet events

As disclosed in note 4 the group has post year-end repaid in full all remaining government grants received for the Job Retention Scheme amounting to £2,302,000.

There were no other events after the balance sheet date requiring disclosure or adjustment in the financial statements.

## Notes to the financial statements

For the year ended 30 April 2021

### 21. Capital commitments

At 30 April 2021 the group had contractual capital commitments of £3,000 (2020 - £95,000) in relation to leasehold improvement contracts.

### 22. Financial instruments

As at 30 April the Group's financial instruments were as follows:

	2021 £'000	2020 £'000
Financial assets at amortised cost	52,811	40,276
Financial liabilities at amortised cost	18,121	21,197

Financial assets at amortised cost comprise cash at bank and in hand, net trade debtors, other debtors, accrued income and unbilled deliverables.

Financial liabilities at amortised cost comprise trade creditors, other creditors, bank overdrafts, bank loans, obligations under finance leases and hire purchase contracts, accruals and deferred income.

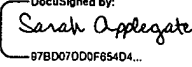
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