

**STRATEGIC REPORT, REPORT OF THE DIRECTORS AND
AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2020
FOR
HADHAM LIMITED**

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FOR THE YEAR ENDED 30 JUNE 2020**

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HADHAM LIMITED
COMPANY INFORMATION
FOR THE YEAR ENDED 30 JUNE 2020

DIRECTORS: L S Kirtland
G L Davis
A J Dartnell

SECRETARY: G L Davis

REGISTERED OFFICE: Rae House
Dane Street
Bishop's Stortford
Herts
CM23 3BT

BUSINESS ADDRESS: 20-21 Twyford Business Park
London Road
Bishop's Stortford
Hertfordshire
CM23 3YT

REGISTERED NUMBER: 02724474 (England and Wales)

**SENIOR STATUTORY
AUDITOR:** T P Curtis

INDEPENDENT AUDITORS: Barrow LLP
Statutory Auditor
Rae House
Dane Street
Bishops Stortford
Herts
CM23 3BT

**STRATEGIC REPORT
FOR THE YEAR ENDED 30 JUNE 2020**

The directors present their strategic report for the year ended 30 June 2020.

REVIEW OF BUSINESS

The company experienced a further decrease in turnover of approximately £2.6 million in comparison to the previous year, although managed to reverse last year's overall dip in the margin achieved such that the actual gross profit returned has only dropped by around 15%, which is considered to be a good return particularly considering the effects of the COVID-19 pandemic. The company has generally maintained its level of establishment costs and administrative charges whilst investing further in maintaining its fixed assets base.

The company's overall financial stability has again improved whilst this reinvestment in the trading future has taken place by way of consolidating the general infrastructure of the business in order to facilitate any future contracts.

Taking into consideration the general uncertainty of the current economic climate, the directors are again pleased with the results for the year under review which show a pre-tax profit of just under £453K. It is hoped that this level of profit will be at least maintained into the subsequent trading year.

PRINCIPAL RISKS AND UNCERTAINTIES

Financial risks and their management

As part of its ordinary activities the company is exposed to a number of financial risks including liquidity risk, credit risk and interest rate risk. The company continues to proactively monitor these risks to ensure that they are managed appropriately.

The principal risk to the business is the relatively niche market that the company operates within. In order to maintain minimum risk conditions to the financial assets, liquidity and cash flow of the company the directors look to ensure that the clients are predominantly large construction organisations and that a continuous review of the commercial principles are undertaken before and during the contract process.

Liquidity risk

The company manages its cash to ensure that there are sufficient liquid resources to meet the operating need of its business activities.

Credit risk

Investments of cash surpluses are made through banks approved by the directors.

Receivables balances are monitored on an ongoing basis to ensure that the credit lines offered are appropriate and provisions are made for doubtful debts where considered necessary, although the majority of the company's clients are of a large company/organisation status and of long-standing repute.

Interest rate risk

Interest rate risk is not considered to represent a significant risk at this time. The interest bearing liabilities are insignificant in total and, as such, enable management to plan and structure the business accordingly to reflect any interest costs that arise efficiently.

Commercial relationships

The company's business activity is centred on a core base of close commercial relationships built over a long period of time. Any risk to the loss of these contracts is managed through regular reviews and contact with the relationship manager to ensure that the company responds to their needs and delivers the service levels that they expect.

Regulatory compliance

The company's main risk in this regard is considered to be that in relation to health and safety compliance and this particular issue is regularly reviewed and monitored by management and external experts in order to ensure that the highest standard possible is achieved.

**STRATEGIC REPORT
FOR THE YEAR ENDED 30 JUNE 2020**

PRINCIPAL RISKS AND UNCERTAINTIES

Personnel

The company's personnel risk focuses on the ability to attract and retain skilled individuals to deliver its growth plans. The employment policies, remuneration and benefits packages are regularly reviewed to ensure that they remain competitive in the sector. The company also monitors employees to identify high performing individuals and ensure that they are developed and progressed within the company as seamlessly as possible.

IT Systems

The ability to increase the scale of the technology infrastructure at pace whilst retaining a secure and compliant environment is considered to be paramount to delivering the company's ongoing strategies. The business manages this risk through continuous improvement methodology and continues to invest in developing the core systems to ensure that they remain current and compliant, which includes regularly updating its computer software and hardware. The company undertook a major overhaul of their internal accounting systems towards the back end of the previous trading year to encompass an updated version of existing software and improved industry techniques, which was considered to be a valuable investment in the future development of the company. This has now been in use for a full trading year and it is considered that this has been a success in the day to day running of the business.

KEY PERFORMANCE INDICATORS

The directors continue to consider that the company's key performance indicators are its sales (completion of projects) and return on these sales by minimising overheads and increasing staff efficiency without compromising the quality. The main points are:

Sales: Turnover has dropped back again this year after two previous years of continuing growth, although the level is still higher than the figure achieved four years ago.

Gross profit: The gross profit percentage has increased this year after last year's large drop in comparison to the previous year, although it was considered that this was more of a fact that the level returned during the year ended 30 June 2018 was unusually high. It is further considered that this year's figure represents a level within the usual overall anticipated historic range.

Overheads and administration expenses have been maintained in line with the corresponding amounts during the previous year with nothing of a disproportionate nature and they are considered to be fairly consistent with recent years in general.

The size of the company's workforce has dropped back in number in line with the decreased level of trade and is considered to be in keeping with the number employed during earlier years.

The financial integrity and stability of the company has once more been maintained relative to bank balances and the level of outstanding debtors with net current assets collectively exceeding £3.6 million.

FUTURE DEVELOPMENTS

Ongoing internal and third party reviews of health and safety procedures have been undertaken with no breaches or weaknesses of any significance having been encountered. Continuing improvements in this regard have contributed towards the company's good reputation and working practices in the sector.

Continuing reassessments of internal procedures, management structures and capital requirements have been carried out in order to facilitate the ongoing plans and objectives of the company and to ensure that it maintains its viability in the immediate and long-term future in what is a competitive market place.

ON BEHALF OF THE BOARD:

L S Kirtland - Director

28 October 2020

**REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 30 JUNE 2020**

The directors present their report with the financial statements of the company for the year ended 30 June 2020.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of general and civil engineering and there has been no significant change in this activity during the year.

DIVIDENDS

An interim dividend of £15,000 per share was paid on 19 August 2019. The directors recommend that no final dividend be paid.

The total distribution of dividends for the year ended 30 June 2020 will be £ 1,500,000 .

RESEARCH AND DEVELOPMENT

During the year the company made retrospective tax claims in respect of research and development expenditure incurred during previous years which resulted in tax refund claims in the sum of £725,088.

DIRECTORS

The directors during the year under review were:

L S Kirtland
G L Davis
A J Dartnell

The beneficial interests of the directors holding office on 30 June 2020 in the issued share capital of the company were as follows:

	30.6.20	1.7.19
Ordinary £1 shares		
L S Kirtland	-	100
G L Davis	-	-
A J Dartnell	-	-

STATUTORY INFORMATION

Further information required to be disclosed within the directors' report is set out in the strategic report in accordance with section 414C (11) of the Companies Act 2006.

CHARITABLE CONTRIBUTIONS

During the year the company made charitable contributions totalling £12,738 (2019 - £10,637). These contributions were made in furtherance of the charities' general objectives.

DIRECTORS' INDEMNITY

As permitted by the Articles of Association, the directors have the benefit of an indemnity which is a qualifying third party indemnity provision as defined by section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial year and is currently in force. The company also maintained directors' and officers' liability insurance during the year in respect of itself and its directors.

**REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 30 JUNE 2020**

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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

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

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

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

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

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

AUDITORS

The auditors, Barrow LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD:

L S Kirtland - Director

28 October 2020

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HADHAM LIMITED

Opinion

We have audited the financial statements of Hadham Limited (the 'company') for the year ended 30 June 2020 which comprise the Profit and loss account and retained earnings, Balance Sheet, Statement of Changes in Equity, Cash Flow Statement and Notes to the Cash Flow Statement, Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 30 June 2020 and of its profit for the year then ended;
 - have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
 - have been prepared in accordance with the requirements of the Companies Act 2006.
- Based on the work undertaken in the course of audit, the strategic report and directors' report is consistent with the financial statement and has been prepared in accordance with applicable legal requirements.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HADHAM LIMITED

Matters on which we are required to report by exception

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

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

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

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

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Use of our report

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

T P Curtis (Senior Statutory Auditor)
for and on behalf of Barrow LLP
Statutory Auditor
Rae House
Dane Street
Bishops Stortford
Herts
CM23 3BT

28 October 2020

**PROFIT AND LOSS ACCOUNT AND RETAINED EARNINGS
FOR THE YEAR ENDED 30 JUNE 2020**

	Notes	30.6.20 £	30.6.19 £
TURNOVER	4	8,463,524	11,102,574
Cost of sales		<u>(6,450,535)</u>	<u>(8,734,036)</u>
GROSS PROFIT		2,012,989	2,368,538
Administrative expenses		<u>(1,607,164)</u>	<u>(1,833,840)</u>
		405,825	534,698
Other operating income		<u>41,911</u>	<u>-</u>
OPERATING PROFIT	6	447,736	534,698
Exceptional bad debt	7	<u>-</u>	<u>(15,214)</u>
		447,736	519,484
Income from fixed asset investments		1,700	3,500
Interest receivable and similar income		<u>4,003</u>	<u>5,380</u>
		453,439	528,364
Gain/(loss) on revaluation of listed investments		<u>-</u>	<u>(16,100)</u>
		453,439	512,264
Interest payable and similar expenses	8	<u>(795)</u>	<u>(897)</u>
PROFIT BEFORE TAXATION		452,644	511,367
Tax on profit	9	<u>631,246</u>	<u>(100,012)</u>
PROFIT FOR THE FINANCIAL YEAR		1,083,890	411,355
OTHER COMPREHENSIVE INCOME		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u>1,083,890</u>	<u>411,355</u>

BALANCE SHEET
30 JUNE
2020

	Notes	30.6.20 £	30.6.19 £
FIXED ASSETS			
Tangible assets	11	381,967	388,984
Investments	12	-	62,900
		<u>381,967</u>	<u>451,884</u>
CURRENT ASSETS			
Debtors	13	2,792,441	2,931,432
Cash at bank and in hand		<u>2,446,672</u>	<u>4,136,180</u>
		5,239,113	7,067,612
CREDITORS			
Amounts falling due within one year	14	<u>(1,546,665)</u>	<u>(3,007,025)</u>
NET CURRENT ASSETS		<u>3,692,448</u>	<u>4,060,587</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		4,074,415	4,512,471
CREDITORS			
Amounts falling due after more than one year	15	-	(13,125)
PROVISIONS FOR LIABILITIES	18	<u>(67,925)</u>	<u>(76,746)</u>
NET ASSETS		<u>4,006,490</u>	<u>4,422,600</u>
CAPITAL AND RESERVES			
Called up share capital	19	100	100
Retained earnings	20	4,006,390	4,422,500
SHAREHOLDERS' FUNDS		<u>4,006,490</u>	<u>4,422,600</u>

The financial statements were approved by the Board of Directors and authorised for issue on 28 October 2020 and were signed on its behalf by:

L S Kirtland - Director

**STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2020**

	Called up share capital £	Retained earnings £	Total equity £
Balance at 1 July 2018	100	4,011,145	4,011,245
Changes in equity			
Total comprehensive income	-	411,355	411,355
Balance at 30 June 2019	<u>100</u>	<u>4,422,500</u>	<u>4,422,600</u>
Changes in equity			
Dividends	-	(1,500,000)	(1,500,000)
Total comprehensive income	-	1,083,890	1,083,890
Balance at 30 June 2020	<u>100</u>	<u>4,006,390</u>	<u>4,006,490</u>

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2020**

	Notes	30.6.20 £	30.6.19 £
Cash flows from operating activities			
Cash generated from operations	1	(53,431)	(510,923)
Interest paid		(795)	(897)
Tax paid		(98,598)	(272,216)
Net cash from operating activities		<u>(152,824)</u>	<u>(784,036)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(122,858)	(141,697)
Sale of tangible fixed assets		9,900	45,065
Sale of fixed asset investments		77,100	-
Interest received		4,003	5,380
Dividends received		1,700	3,500
Net cash from investing activities		<u>(30,155)</u>	<u>(87,752)</u>
Cash flows from financing activities			
Capital repayments in year		(17,500)	24,930
Amount introduced by directors		10,971	197,693
Equity dividends paid		(1,500,000)	-
Net cash from financing activities		<u>(1,506,529)</u>	<u>222,623</u>
Decrease in cash and cash equivalents		<u>(1,689,508)</u>	<u>(649,165)</u>
Cash and cash equivalents at beginning of year	2	4,136,180	4,785,345
Cash and cash equivalents at end of year	2	<u>2,446,672</u>	<u>4,136,180</u>

**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2020**

1. RECONCILIATION OF PROFIT BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

	30.6.20	30.6.19
	£	£
Profit before taxation	452,644	511,367
Depreciation charges	116,182	107,710
Profit on disposal of fixed assets	(3,307)	(9,891)
Loss on revaluation of fixed assets	-	16,100
(Profit) on fixed asset investment sale	(7,100)	-
Finance costs	795	897
Finance income	<u>(5,703)</u>	<u>(8,880)</u>
	553,511	617,303
Decrease in trade and other debtors	864,079	104,984
Decrease in trade and other creditors	<u>(1,471,021)</u>	<u>(1,233,210)</u>
Cash generated from operations	<u><u>(53,431)</u></u>	<u><u>(510,923)</u></u>

2. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Cash Flow Statement in respect of cash and cash equivalents are in respect of these Balance Sheet amounts:

Year ended 30 June 2020

	30.6.20	1.7.19
	£	£
Cash and cash equivalents	<u>2,446,672</u>	<u>4,136,180</u>

Year ended 30 June 2019

	30.6.19	1.7.18
	£	£
Cash and cash equivalents	<u>4,136,180</u>	<u>4,785,345</u>

3. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.7.19	Cash flow	At 30.6.20
	£	£	£
Net cash			
Cash at bank and in hand	<u>4,136,180</u>	<u>(1,689,508)</u>	<u>2,446,672</u>
	<u>4,136,180</u>	<u>(1,689,508)</u>	<u>2,446,672</u>
Debt			
Finance leases	<u>(30,625)</u>	<u>17,500</u>	<u>(13,125)</u>
	<u>(30,625)</u>	<u>17,500</u>	<u>(13,125)</u>
Total	<u><u>4,105,555</u></u>	<u><u>(1,672,008)</u></u>	<u><u>2,433,547</u></u>

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2020**

1. STATUTORY INFORMATION

Hadham Limited is a private company, limited by shares, registered in England and Wales. The company's registered number and registered office along with trading addresses can be found on the Company Information page. The presentation currency of the financial statements is the Pound Sterling (£).

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention, as modified by the recognition of certain financial assets and liabilities measured at fair value.

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 3.

Some of the items within these financial statements have been reclassified to improve the comparability, reliability and relevance of the financial statements.

Turnover

Turnover is measured by the company at the fair value of the consideration received or receivable for goods and services provided, net of trade discounts and value added tax. It represents the value of work carried out during the year, including amounts not invoiced. When the outcome of individual contracts can be estimated reliably, contract revenue and contract costs are recognised as revenue and expenses respectively by reference to the stage of completion at the year end date. Revenue is therefore recognised on the basis of the proportion of total costs at the year end date to the total estimated costs of each respective contract.

Provision is made for all known or expected losses on individual contracts once such losses are foreseen.

Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses. Depreciation methods, useful lives and residual values are reviewed should there be an indication of a significant change in expectation of any tangible fixed assets' ability to generate future economic benefit.

Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is provided at rates calculated to write each asset down to its estimated residual value over its expected useful life. Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

Plant & machinery - 25% on cost and 25% on reducing balance
Motor vehicles - 25% on reducing balance
Computer and office equipment - Straight line over 3 years

Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the profit and loss account, except to the extent that it relates to items recognised 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.

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 30 JUNE 2020**

2. ACCOUNTING POLICIES - continued

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

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to profit or loss over the relevant period. The capital element of the future payments is treated as a liability.

Rentals paid under operating leases are charged to profit or loss 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 and also pays personal contributions on behalf of a director. All contributions for the year are charged in the profit and loss account.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances.

Going concern

In preparing these accounts, the directors believe it is appropriate to adopt the going concern assumption based on the continued profitability of the company and their forecasts that the company will continue to have sufficient resources for its ongoing operations.

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instruments.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes, in effect, a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Debt instruments are subsequently measured at amortised cost.

Other financial instruments are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in the profit or loss immediately.

Any reversals of impairment are recognised in profit or loss immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

Research and development

Expenditure on research and development is written off in the year in which it is incurred.

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 30 JUNE 2020**

3. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the company's accounting policies, which are described in note 2 above, the directors 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 ongoing 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. The following judgements and estimates have had the most significant effect on amounts recognised in the financial statements.

Revenue recognition

The Company recognises revenue from the provision of services provided through a service contract and as the activity progresses. In making its judgement as to the value of work performed, and the estimate of costs to complete the contractual services (including any foreseeable cost overruns), management consider that while there is a degree of judgement in determining these factors, there is sufficient certainty to ensure that the company meets the requirements of FRS 102 in relation to revenue recognition.

Allowance for doubtful debts

Management undertakes a review of all new customers and a periodic review of existing customers to determine whether specific risks of default exist. Beyond identification of specific risks, management undertakes periodic reviews into the calculation of provisions for doubtful debts to ensure historic trends continue to provide a basis for determining a reliable estimate for such doubtful debts.

Determining residual values and useful economic lives of fixed assets

The company depreciates tangible assets over their estimated useful lives. The estimation of the useful lives of the asset is based on historic performance as well as expectations of future use and therefore requires estimates and assumptions to be applied by management. The actual lives of these assets can vary depending on a variety of factors, including technological innovation, product life cycles and maintenance programmes. Judgement is applied by management when determining the residual values for plant, machinery and equipment. When determining the residual value management aim to assess the amount that the company would currently obtain for the disposal of the asset, if it were already of the condition expected at the end of its useful economic life.

Taxation

The company establishes provisions based on reasonable estimates, in order to comply with applicable tax legislation. Management estimation is required to determine the amount of deferred tax assets, that can be recognised, based upon likely timing and level of future taxable profits together with an assessment of the effect of future tax rates applicable at the time.

4. TURNOVER

The turnover and profit before taxation are attributable to the one principal activity of the company.

An analysis of turnover by geographical market is given below:

	30.6.20	30.6.19
	£	£
United Kingdom	8,463,524	11,102,574
	<u>8,463,524</u>	<u>11,102,574</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 30 JUNE 2020

5. **EMPLOYEES AND DIRECTORS**

	30.6.20	30.6.19
	£	£
Wages and salaries	2,379,236	3,084,995
Social security costs	246,657	339,370
Other pension costs	108,927	84,466
	<u>2,734,820</u>	<u>3,508,831</u>

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

	30.6.20	30.6.19
Office and management	23	22
Direct labour	<u>50</u>	<u>57</u>
	<u>73</u>	<u>79</u>

	30.6.20	30.6.19
	£	£
Directors' remuneration	<u>301,462</u>	<u>608,388</u>

The number of directors to whom retirement benefits were accruing was as follows:

Money purchase schemes	<u>3</u>	<u>3</u>
------------------------	----------	----------

Information regarding the highest paid director is as follows:

	30.6.20	30.6.19
	£	£
Emoluments etc	<u>181,800</u>	<u>499,800</u>

6. **OPERATING PROFIT**

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

	30.6.20	30.6.19
	£	£
Plant hire	81,602	73,664
Depreciation - owned assets	107,217	104,447
Depreciation - assets on hire purchase contracts	8,965	3,260
Profit on disposal of fixed assets	(3,307)	(9,888)
Auditors' remuneration	<u>13,000</u>	<u>12,500</u>

7. **EXCEPTIONAL ITEMS**

	30.6.20	30.6.19
	£	£
Exceptional bad debt	<u>-</u>	<u>(15,214)</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 30 JUNE 2020**

8.	INTEREST PAYABLE AND SIMILAR EXPENSES	30.6.20	30.6.19
		£	£
	Hire purchase interest	<u>795</u>	<u>897</u>
9.	TAXATION		
	Analysis of the tax (credit)/charge		
	The tax (credit)/charge on the profit for the year was as follows:		
		30.6.20	30.6.19
		£	£
	Current tax:		
	UK corporation tax	103,328	99,263
	Adjustment to previous year	(665)	-
	Research & development claims for previous years	<u>(725,088)</u>	<u>-</u>
	Total current tax	<u>(622,425)</u>	<u>99,263</u>
	Deferred tax: origination and reversal of timing differences	<u>(8,821)</u>	<u>749</u>
	Tax on profit	<u>(631,246)</u>	<u>100,012</u>
	UK corporation tax has been charged at 19% (2019 - 19%).		
	Reconciliation of total tax (credit)/charge included in profit and loss		
	The tax assessed for the year is lower than the standard rate of corporation tax in the UK. The difference is explained below:		
		30.6.20	30.6.19
		£	£
	Profit before tax	<u>452,644</u>	<u>511,367</u>
	Profit multiplied by the standard rate of corporation tax in the UK of 19% (2019 - 19%)	86,002	97,160
	Effects of:		
	Expenses not deductible for tax purposes	10,052	5,910
	Income not taxable for tax purposes	(323)	-
	Capital allowances in excess of depreciation	(1,951)	(3,807)
	Adjustments to tax charge in respect of previous periods	(734,574)	749
	Capital gains tax on sale of fixed asset investment	9,548	-
	Total tax (credit)/charge	<u>(631,246)</u>	<u>100,012</u>
10.	DIVIDENDS		
		30.6.20	30.6.19
		£	£
	Ordinary shares of £1 each		
	Interim	<u>1,500,000</u>	<u>-</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 30 JUNE 2020

11. TANGIBLE FIXED ASSETS

	Plant and machinery £	Motor vehicles £	Computer and office equipment £	Totals £
COST				
At 1 July 2019	454,700	485,714	129,061	1,069,475
Additions	58,019	59,274	5,565	122,858
Disposals	-	(40,873)	(5,673)	(46,546)
At 30 June 2020	<u>512,719</u>	<u>504,115</u>	<u>128,953</u>	<u>1,145,787</u>
DEPRECIATION				
At 1 July 2019	311,324	242,311	126,856	680,491
Charge for year	42,829	70,909	2,444	116,182
Eliminated on disposal	-	(27,180)	(5,673)	(32,853)
At 30 June 2020	<u>354,153</u>	<u>286,040</u>	<u>123,627</u>	<u>763,820</u>
NET BOOK VALUE				
At 30 June 2020	<u>158,566</u>	<u>218,075</u>	<u>5,326</u>	<u>381,967</u>
At 30 June 2019	<u>143,376</u>	<u>243,403</u>	<u>2,205</u>	<u>388,984</u>

The directors have undertaken an impairment review, which takes into account future cash flows. This exercise has confirmed the value in use supports the continued recognition of these assets, with sufficient headroom to accommodate any reasonably foreseeable events or changes in circumstances.

Fixed assets, included in the above, which are held under hire purchase contracts are as follows:

	Motor vehicles £
COST	
At 1 July 2019 and 30 June 2020	<u>39,120</u>
DEPRECIATION	
At 1 July 2019	3,260
Charge for year	8,965
At 30 June 2020	<u>12,225</u>
NET BOOK VALUE	
At 30 June 2020	<u>26,895</u>
At 30 June 2019	<u>35,860</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 30 JUNE 2020**

12. FIXED ASSET INVESTMENTS

	Listed investments £	
COST		
At 1 July 2019		62,900
Disposals		<u>(62,900)</u>
At 30 June 2020		-
NET BOOK VALUE		
At 30 June 2020		-
At 30 June 2019		<u><u>62,900</u></u>

13. DEBTORS

	30.6.20 £	30.6.19 £
Amounts falling due within one year:		
Trade debtors	48,414	122,029
Amount owed by related company	13,754	24,000
Amounts due from construction contract customers	1,389,042	1,868,733
Other debtors	10,816	10,142
Social security and other taxes	71,981	70,775
Corporation tax recoverable	725,088	-
Prepayments & accrued income	140,196	78,223
	<u><u>2,399,291</u></u>	<u><u>2,173,902</u></u>
Amounts falling due after more than one year:		
Amounts due from construction contract customers	393,150	757,530
	<u><u>393,150</u></u>	<u><u>757,530</u></u>
Aggregate amounts	<u><u>2,792,441</u></u>	<u><u>2,931,432</u></u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	30.6.20 £	30.6.19 £
Hire purchase contracts (see note 16)	13,125	17,500
Trade creditors	868,176	1,029,856
Corporation tax	103,328	99,263
Social security and other taxes	127,441	107,811
Other creditors	9,878	12,020
Amounts due to construction contract customers	149,219	1,346,250
Directors' current accounts	10,971	-
Accrued expenses	264,527	394,325
	<u><u>1,546,665</u></u>	<u><u>3,007,025</u></u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 30 JUNE 2020

14. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR - continued**

The hire purchase liability disclosed under creditors falling due within one year of £13,125 (2019: £17,500) is secured by the company. The loan in respect of the hire purchase agreement is secured against the asset to which it relates.

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

	30.6.20	30.6.19
	£	£
Hire purchase contracts (see note 16)	-	13,125
	<u> </u>	<u> </u>

16. **LEASING AGREEMENTS**

Minimum lease payments fall due as follows:

	Hire purchase contracts	
	30.6.20	30.6.19
	£	£
Gross obligations repayable:		
Within one year	13,796	18,295
Between one and five years	-	13,796
	<u>13,796</u>	<u>32,091</u>
Finance charges repayable:		
Within one year	671	795
Between one and five years	-	671
	<u>671</u>	<u>1,466</u>
Net obligations repayable:		
Within one year	13,125	17,500
Between one and five years	-	13,125
	<u>13,125</u>	<u>30,625</u>
		Non-cancellable operating leases
	30.6.20	30.6.19
	£	£
Within one year	141,495	48,113
Between one and five years	81,376	222,371
	<u>222,871</u>	<u>270,484</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 30 JUNE 2020

17. SECURED DEBTS

The following secured debts are included within creditors:

	30.6.20	30.6.19
	£	£
Hire purchase contracts	<u>13,125</u>	<u>30,625</u>

The hire purchase liability is secured against the related asset.

18. PROVISIONS FOR LIABILITIES

	30.6.20	30.6.19
	£	£
Deferred tax		
Accelerated capital allowances	67,925	66,695
Deferred tax on revaluations	-	<u>10,051</u>
	<u>67,925</u>	<u>76,746</u>

	Deferred tax
	£
Balance at 1 July 2019	76,746
Charge for the year	<u>(8,821)</u>
Balance at 30 June 2020	<u>67,925</u>

19. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:			
Number:	Class:	Nominal value:	
100	Ordinary	£1	
			30.6.20
			£
			<u>100</u>
			30.6.19
			£
			<u>100</u>

20. RESERVES

	Retained earnings
	£
At 1 July 2019	4,422,500
Profit for the year	1,083,890
Dividends	<u>(1,500,000)</u>
At 30 June 2020	<u>4,006,390</u>

21. PENSION COMMITMENTS

The company operates defined pension schemes for the directors and employees. Contributions to pension schemes for the directors during the year totalled £50,816 (2019 - £16,580) and for employees totalled £58,111 (2019 - £67,886). There were £54,878 of outstanding contributions at the balance sheet date (2019 - £25,020).

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 30 JUNE 2020**

22. ULTIMATE PARENT COMPANY

Kirtland Holdings Limited is regarded by the directors as being the company's ultimate parent company.

23. DIRECTORS' ADVANCES, CREDITS AND GUARANTEES

The following advances and credits to a director subsisted during the years ended 30 June 2020 and 30 June 2019:

	30.6.20 £	30.6.19 £
L S Kirtland		
Balance outstanding at start of year	-	197,693
Amounts advanced	-	300,000
Amounts repaid	-	(497,693)
Amounts written off	-	-
Amounts waived	-	-
Balance outstanding at end of year	<u>-</u>	<u>-</u>

24. RELATED PARTY DISCLOSURES**Entities over which the entity has control, joint control or significant influence**

During the year the company sold goods and services to Alloy Fabweld Limited, a company in which L S Kirtland is materially interested as a 50% shareholder. These transactions totalled £54,550 (2019 - £74,000). The company did not acquire any goods and services from Alloy Fabweld Limited during the year (2019 - £Nil). As at the balance sheet date Alloy Fabweld Limited owed the company £13,754 (2019 - £24,000).

Key management personnel of the entity or its parent (in the aggregate)

During the year the company occupied premises owned by L S Kirtland, a director and shareholder and paid rent totalling £35,417 (2019 - £85,000), which was considered to be the market rate. There were no outstanding amounts due at the balance sheet date.

Subsequently during the year the company occupied premises owned by its parent company Kirtland Holdings Limited, in which L S Kirtland is a director and shareholder, and paid rent totalling £49,583 (2019 - £Nil), which was considered to the market rate. There were no outstanding amounts due at the balance sheet date.

Other related parties**Key management personnel compensation**

Directors and key staff

The total remuneration of directors and other key staff members in 2020 (including salaries and other benefits) was £487,951 (2019 - £699,864).

25. CONTROLLING PARTY

The controlling party is L S Kirtland.

The ultimate controlling party is L S Kirtland.

The company is a wholly owned subsidiary of Kirtland Holdings Limited in which L S Kirtland owns 100% of the issued share capital.