

**Strategic Report, Report of the Directors and
Financial Statements for the Year Ended 31st December 2021
for
Barrie Beard Limited**

**Contents of the Financial Statements
for the Year Ended 31st December 2021**

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Barrie Beard Limited
Company Information
for the Year Ended 31st December 2021

DIRECTORS:

J Bames
Mrs J Beard
L B Beard
R W Beard
W M Beard
W M Bedford

SECRETARY:

Mrs J Beard

REGISTERED OFFICE:

Worcester Road
Upton Warren
Bromsgrove
Worcestershire
B61 7ET

REGISTERED NUMBER:

01770104 (England and Wales)

AUDITORS:

Richards Sandy Audit Services Limited
(Statutory Auditor)
Thorneloe House
25 Barbourne Road
Worcester
WR1 1RU

**Strategic Report
for the Year Ended 31st December 2021**

The directors present their strategic report for the year ended 31st December 2021.

REVIEW OF BUSINESS

We aim to present a balanced and comprehensive review of the development and performance of our business during the year and its position at the year end. Our review is consistent with the size and non-complex nature of our business and is written in the context of the risks and uncertainties we face.

The Company's principal activities during the year have remained unchanged.

We consider that our key finance performance indicators are those that communicate the financial performance and strength of the Company as a whole, these being turnover, gross margin and return on equity.

The turnover of the Company relates to the principal activity. The turnover, when compared to the previous year increased by 117.09%.

The increase in turnover is a result of the recovery from the impact of the Coronavirus pandemic, where the turnover in 2020 was directly impacted.

The gross profit for the year amounted to £2,954,032 compared to £1,079,329 in the previous year, this represents a gross margin of 16.49% as compared with 13.0% for the previous year.

There was an operating profit for the year of £1,235,361, compared to £570,570 in the previous year.

PRINCIPAL RISKS AND UNCERTAINTIES

There are a variety of business risks arising from operating within the construction industry. The Directors manage risk associated with general market conditions through knowledge of the industry and monthly management accounts. It is subject to the usual credit and cashflow risks and manages this through credit control procedures.

In line with the rest of the sector the Directors have identified the following as the more significant risks and uncertainties faced by the Company: customer retention, margin pressures arising from price sensitivity of contracts, along with increases in labour costs and increases in material costs, and ultimately profitability.

The Directors believe that robust internal control processes in place, strong customer relationships, and excellent levels of customer service, provide the Company with very good protection in relation to the principle risks and uncertainties faced.

RESEARCH AND DEVELOPMENT ACTIVITIES

Technology is transforming the way that buildings and infrastructure are designed, constructed and operated. It is helping to improve decision making and performance across collaborative partnerships. Barrie Beard Ltd have a dedicated in-house design team using BIM, AUTOCAD, HEVACOMP & AMTECH.

BIM facilitates collaborative project delivery, generating opportunities for model data and project information to be modified, shared and managed throughout a project's entirety. BIM (Building Information Modelling) is an intelligent 3D model-based process that gives architecture, engineering and construction the insight and tools to more efficiently plan, design, construct and manage buildings and infrastructure.

With the high level of analytical thinking, BIM enables Barrie Beard Ltd the ability to problem solve quickly & effectively. BIM enables us to speedily evaluate alternative solutions to create a positive impact on projects to ensure a successful completion.

BIM enables the client to experience an in-depth visualisation experience into Structural, Mechanical, Electrical and Plumbing design.

ON BEHALF OF THE BOARD:

W M Beard - Director

20th July 2022

**Report of the Directors
for the Year Ended 31st December 2021**

The directors present their report with the financial statements of the company for the year ended 31st December 2021.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of electrical contractor.

DIVIDENDS

	£
Ordinary A shares of £1.00 each	45,000
Ordinary B shares of £1.00 each	94,087
Ordinary C shares of £1.00 each	100,087
Ordinary D shares of £1.00 each	107,126
Total	<u>346,300</u>

The above dividend payments relate to interim dividends paid to the shareholders during the year to 31 December 2021.

The directors do not recommend a final dividend be issued in regard to the current financial year.

DIRECTORS

The directors shown below have held office during the whole of the period from 1st January 2021 to the date of this report.

J Barnes
Mrs J Beard
L B Beard
R W Beard
W M Beard
W M Bedford

QUALIFYING THIRD PARTY INDEMNITY PROVISIONS

The company has made qualifying third party indemnity provisions for the benefit of its directors during the period. These provisions remain in force at the reporting date.

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). 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 or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

**Report of the Directors
for the Year Ended 31st December 2021**

AUDITORS

The auditors, Richards Sandy Audit Services Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD:

W M Beard - Director

20th July 2022

Report of the Independent Auditors to the Members of Barrie Beard Limited

Opinion

We have audited the financial statements of Barrie Beard Limited (the 'company') for the year ended 31st December 2021 which comprise the Statement of Income and Retained Earnings, Balance Sheet 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).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31st December 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

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

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

Other information

The 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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic Report and the 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.

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.

Report of the Independent Auditors to the Members of Barrie Beard Limited

Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities set out on page three, 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.

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

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.

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

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, we have:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory framework that the company operates in and how the company is complying with the legal and regulatory framework; and
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Companies Act 2006 (and related legislation), and laws and regulations relating to the employment and payment of staff including, but not limited to, the Employment Rights Act 1996, the National Minimum Wage Act 1998 and the Pensions Act 2008.

We performed audit procedures to detect non-compliance which may have a material impact on the financial statements, which included reviewing the financial statement disclosures and testing a sample of monthly payroll records for the calculation of gross wages, payroll taxes and pension costs.

We identified the areas of the financial statements most susceptible to fraud to be management's judgement in estimating the stage of completion of contracts as at the year end (calculated based on total costs to date compared to total expected costs). We have tested a sample of contracts ongoing at the year end and tested the calculation of costs to date, reviewed managements assumptions in estimating total expected costs and checking the calculation involved for this sample of contracts.

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.

**Report of the Independent Auditors to the Members of
Barrie Beard Limited**

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.

Mr Robert Iestyn Richards FCCA (Senior Statutory Auditor)
for and on behalf of Richards Sandy Audit Services Limited
(Statutory Auditor)
Thorneloe House
25 Barbourne Road
Worcester
WR1 1RU

20th July 2022

**Statement of Income and
Retained Earnings
for the Year Ended 31st December 2021**

	Notes	2021 £	2020 £
TURNOVER	3	18,024,929	8,303,146
Cost of sales		<u>15,070,897</u>	<u>7,223,817</u>
GROSS PROFIT		2,954,032	1,079,329
Administrative expenses		<u>1,793,535</u>	<u>1,455,015</u>
		1,160,497	(375,686)
Other operating income		<u>74,864</u>	<u>946,256</u>
OPERATING PROFIT	6	1,235,361	570,570
Interest receivable and similar income	7	<u>1,563</u>	<u>5,331</u>
PROFIT BEFORE TAXATION		1,236,924	575,901
Tax on profit	8	<u>132,634</u>	<u>(133,448)</u>
PROFIT FOR THE FINANCIAL YEAR		1,104,290	709,349
Retained earnings at beginning of year		4,915,545	4,438,908
Dividends	9	(346,300)	(232,712)
RETAINED EARNINGS AT END OF YEAR		<u>5,673,535</u>	<u>4,915,545</u>

The notes form part of these financial statements

Balance Sheet
31st December 2021

	Notes	2021 £	£	2020 £	£
FIXED ASSETS					
Tangible assets	10		732,895		702,405
CURRENT ASSETS					
Stocks	11	278,400		224,911	
Debtors	12	6,267,392		3,843,090	
Cash at bank and in hand		<u>1,528,478</u>		<u>1,767,275</u>	
		8,074,270		5,835,276	
CREDITORS					
Amounts falling due within one year	13	<u>3,051,456</u>		<u>1,571,311</u>	
NET CURRENT ASSETS			<u>5,022,814</u>		<u>4,263,965</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			5,755,709		4,966,370
PROVISIONS FOR LIABILITIES	17		<u>82,074</u>		<u>50,725</u>
NET ASSETS			<u><u>5,673,635</u></u>		<u><u>4,915,645</u></u>
CAPITAL AND RESERVES					
Called up share capital	18		100		100
Retained earnings			<u>5,673,535</u>		<u>4,915,545</u>
SHAREHOLDERS' FUNDS			<u><u>5,673,635</u></u>		<u><u>4,915,645</u></u>

The financial statements were approved by the Board of Directors and authorised for issue on 20th July 2022 and were signed on its behalf by:

R W Beard - Director

W M Beard - Director

**Notes to the Financial Statements
for the Year Ended 31st December 2021**

1. STATUTORY INFORMATION

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

2. ACCOUNTING POLICIES

BASIS OF PREPARING THE FINANCIAL STATEMENTS

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

FINANCIAL REPORTING STANDARD 102 - REDUCED DISCLOSURE EXEMPTIONS

The company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows;
- the requirement of paragraph 3.17(d).

KEY SOURCES OF ESTIMATION UNCERTAINTY

Measurement of amounts recoverable under contract

The group recognises contract revenue and costs associated with professional service contracts by reference to the estimated stage of completion of contracts at the year end. The estimated stage of completion of contracts is calculated based on total costs to date compared to total expected costs. Total expected costs of contracts could potentially vary significantly from the amounts used in calculating the year end estimated stage of completion of contract.

The carrying value of amounts recoverable on contract at the year end can be found in note 12 of the financial statements.

TURNOVER

Turnover is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured as the fair value of the consideration received, excluding discounts, rebates, value added tax and other sales.

Where the outcome of a contract can be estimated reliably, revenue and costs are recognised by reference to the stage of completion of the contract activity at the balance sheet date. This is normally measured by the proportion that contract costs incurred for work performed to date bear to the estimated total contract costs, except where this would not be representative of the stage of completion. Variations in contract work, claims and incentive payments are included to the extent that can be measured reliably and its receipt is considered probable.

Where the outcome of a contract cannot be estimated reliably, contract revenue is recognised to the extent of contract costs incurred where it is probable they will be recoverable. Contract costs are recognised as expenses in the period in which they are incurred.

TANGIBLE FIXED ASSETS

Tangible fixed assets are initially measured at cost, net of depreciation and any impairment losses:

Depreciation is recognised so as to write off the cost of assets less their residual values over their useful lives on the following basis:

Plant and machinery	-	15% Reducing Balance
Property Improvements	-	5% on cost
Computer equipment	-	25% on cost
Motor Vehicles	-	25% Reducing Balance

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

Notes to the Financial Statements - continued
for the Year Ended 31st December 2021

2. ACCOUNTING POLICIES - continued

GOVERNMENT GRANTS

Government grants are recognised on the performance model. A grant that does not impose specified future performance-related conditions is recognised in income when the grant proceeds are received or receivable.

A grant that imposes specified future performance-related conditions is recognised in income only when the performance-related conditions are met. Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

STOCKS

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

At each reporting date, an assessment is made for impairment. Any excess of the carrying amounts of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in the profit and loss (if any).

FINANCIAL INSTRUMENTS

Financial instruments are recognised when the company becomes party to contractual provisions of the instrument.

Financial assets are offset, with the net amounts presented in the accounts where there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic Financial Assets

Basic financial assets, which include trade and other receivables and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Basic Financial Liabilities

Basic financial liabilities, including trade and other payables, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of future receipts, discounted at a market rate of interest. Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of the operations from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction.

TAXATION

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

Current or deferred taxation assets and liabilities are not discounted.

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

DEFERRED TAX

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

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

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

Notes to the Financial Statements - continued
for the Year Ended 31st December 2021

2. ACCOUNTING POLICIES - continued

RESEARCH AND DEVELOPMENT

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

PENSION COSTS

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

IMPAIRMENT OF FIXED ASSETS

At each reporting period end date, the company reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

STAFF REDUNDANCY COSTS

The company has made staff redundancies during the year, where redundancy takes places, the company has adopted the correct redundancy procedures. The amounts paid as redundancy are in line with the statutory requirements.

3. TURNOVER

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

An analysis of turnover by class of business is given below:

	2021 £	2020 £
Contract services rendered	17,943,081	8,248,267
Shop sale of goods	68,468	53,647
Scrap metal sales	13,380	1,232
	<u>18,024,929</u>	<u>8,303,146</u>

4. EMPLOYEES AND DIRECTORS

	2021 £	2020 £
Wages and salaries	4,091,073	3,349,818
Social security costs	443,009	302,417
Other pension costs	305,567	243,175
	<u>4,839,649</u>	<u>3,895,410</u>

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

	2021	2020
Employees	<u>131</u>	<u>126</u>

All staff pension costs relate only to defined contribution pension schemes.

5. DIRECTORS' EMOLUMENTS

	2021 £	2020 £
Directors' remuneration	223,724	146,903
Directors' pension contributions to money purchase schemes	<u>128,800</u>	<u>164,200</u>

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

	5	5
Money purchase schemes	<u>5</u>	<u>5</u>

Notes to the Financial Statements - continued
for the Year Ended 31st December 2021

5. **DIRECTORS' EMOLUMENTS - continued**

Information regarding the highest paid director for the year ended 31st December 2021 is as follows:

	2021
	£
Emoluments etc	125,959
Pension contributions to money purchase schemes	<u>46,400</u>

6. **OPERATING PROFIT**

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

	2021	2020
	£	£
Depreciation - owned assets	130,978	117,636
(Profit)/loss on disposal of fixed assets	(1,144)	770
Auditors' remuneration	7,000	6,750
Redundancy costs	6,836	40,421
Government grant income	(74,864)	(946,256)
Rent - operating leases	98,000	98,000
Broadband - operating lease	<u>3,300</u>	<u>3,300</u>

7. **INTEREST RECEIVABLE AND SIMILAR INCOME**

	2021	2020
	£	£
Bank interest	918	4,901
Corporation tax interest	645	430
	<u>1,563</u>	<u>5,331</u>

8. **TAXATION**

Analysis of the tax charge/(credit)

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

	2021	2020
	£	£
Current tax:		
UK corporation tax	202,730	52,603
R&D tax relief	(101,444)	(150,073)
Prior year adjustment	-	(9,837)
Total current tax	<u>101,286</u>	<u>(107,307)</u>
Deferred tax:		
Origination and reversal of timing differences	31,348	(26,141)
Tax on profit	<u>132,634</u>	<u>(133,448)</u>

Notes to the Financial Statements - continued
for the Year Ended 31st December 2021

8. TAXATION - continued

RECONCILIATION OF TOTAL TAX CHARGE/(CREDIT) 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:

	2021 £	2020 £
Profit before tax	<u>1,236,924</u>	<u>575,901</u>
Profit multiplied by the standard rate of corporation tax in the UK of 19% (2020 - 19%)	235,016	109,421
Effects of:		
Expenses not deductible for tax purposes	(938)	(57,461)
Adjustments to tax charge in respect of previous periods	-	(35,335)
R&D enhanced deduction	<u>(101,444)</u>	<u>(150,073)</u>
Total tax charge/(credit)	<u>132,634</u>	<u>(133,448)</u>

9. DIVIDENDS

	2021 £	2020 £
Ordinary A shares of £1.00 each	45,000	45,000
Ordinary B shares of £1.00 each	94,087	72,986
Ordinary C shares of £1.00 each	100,087	52,986
Ordinary D shares of £1.00 each	<u>107,126</u>	<u>61,740</u>
	<u>346,300</u>	<u>232,712</u>

10. TANGIBLE FIXED ASSETS

	Improvements to property £	Plant and machinery £	Motor vehicles £	Computer equipment £	Totals £
COST					
At 1st January 2021	788,814	140,960	515,836	71,406	1,517,016
Additions	6,800	44,409	100,146	17,468	168,823
Disposals	-	(14,700)	(21,143)	(1,144)	(36,987)
At 31st December 2021	<u>795,614</u>	<u>170,669</u>	<u>594,839</u>	<u>87,730</u>	<u>1,648,852</u>
DEPRECIATION					
At 1st January 2021	418,591	67,293	284,723	44,004	814,611
Charge for year	36,852	13,697	65,698	14,731	130,978
Eliminated on disposal	-	(13,459)	(15,150)	(1,023)	(29,632)
At 31st December 2021	<u>455,443</u>	<u>67,531</u>	<u>335,271</u>	<u>57,712</u>	<u>915,957</u>
NET BOOK VALUE					
At 31st December 2021	<u>340,171</u>	<u>103,138</u>	<u>259,568</u>	<u>30,018</u>	<u>732,895</u>
At 31st December 2020	<u>370,223</u>	<u>73,667</u>	<u>231,113</u>	<u>27,402</u>	<u>702,405</u>

11. STOCKS

	2021 £	2020 £
Raw materials	<u>278,400</u>	<u>224,911</u>

Notes to the Financial Statements - continued
for the Year Ended 31st December 2021

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

	2021	2020
	£	£
Trade debtors	935,331	764,538
Amounts owed by group undertakings	1,704,685	1,780,797
Amounts recoverable on contract	3,127,379	999,736
Other debtors	35,340	23,615
Amounts owed to related parties	29,325	629
Corporation tax	-	189,074
VAT	346,494	-
Prepayments	88,838	84,701
	<u>6,267,392</u>	<u>3,843,090</u>

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

	2021	2020
	£	£
Bank loans and overdrafts (see note 14)	245,383	-
Trade creditors	2,055,985	554,250
Corporation tax	12,121	-
Social security and other taxes	239,682	117,445
VAT	-	187,616
Other creditors	571	-
Pension control	21,875	18,791
Directors' loan accounts	158,728	199,035
Accrued expenses	317,111	494,174
	<u>3,051,456</u>	<u>1,571,311</u>

14. **LOANS**

An analysis of the maturity of loans is given below:

	2021	2020
	£	£
Amounts falling due within one year or on demand:		
Bank overdrafts	<u>245,383</u>	<u>-</u>

15. **LEASING AGREEMENTS**

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2021	2020
	£	£
Within one year	101,300	104,600
Between one and five years	392,000	395,300
In more than five years	236,833	334,833
	<u>730,133</u>	<u>834,733</u>

16. **SECURED DEBTS**

The following secured debts are included within creditors:

	2021	2020
	£	£
Bank overdraft	<u>245,383</u>	<u>-</u>

The company bankers hold a fixed and floating charges over the undertaking and all property and assets present and future including goodwill book debts uncalled capital buildings fixtures fixed plant and machinery.

Notes to the Financial Statements - continued
for the Year Ended 31st December 2021

17. **PROVISIONS FOR LIABILITIES**

	2021 £	2020 £
Deferred tax		
Accelerated capital allowances	82,074	76,223
Other timing differences	-	(25,498)
	<u>82,074</u>	<u>50,725</u>
		Deferred tax
		£
Balance at 1st January 2021		50,725
Charge to Statement of Comprehensive Income during year		31,349
Balance at 31st December 2021		<u>82,074</u>

18. **CALLED UP SHARE CAPITAL**

Allotted, issued and fully paid:			2021	2020
Number:	Class:	Nominal value:	£	£
25	Ordinary A	£1.00	25	25
25	Ordinary B	£1.00	25	25
25	Ordinary C	£1.00	25	25
25	Ordinary D	£1.00	25	25
			<u>100</u>	<u>100</u>

19. **IMMEDIATE AND ULTIMATE PARENT COMPANY**

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

The registered office address of Barrie Beard Holdings Limited is Worcester Road, Upton Warren, Bromsgrove, B61 7ET. Where a copy of the group accounts can be obtained.

20. **RELATED PARTY DISCLOSURES**

The company invoiced directors £142,639 in the year (2020 - £471,079), in respect of work completed on a private residences.

Beard Bedford Developments, a related business in which four of the directors of the company are partners of, owed £3,882 to the company at the year end (2020 - £629).

Beard Bedford Properties Ltd, a related company in which four of the directors of the company are directors and shareholders of, owed £25,443 to the company at the year end (2020 - £nil).

21. **ULTIMATE CONTROLLING PARTY**

Mrs J Beard, Mr W Beard, Mr R Beard and Mr L Beard are considered to be the ultimate controlling parties of the company, by virtue of their equal shareholding in the parent company.

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.