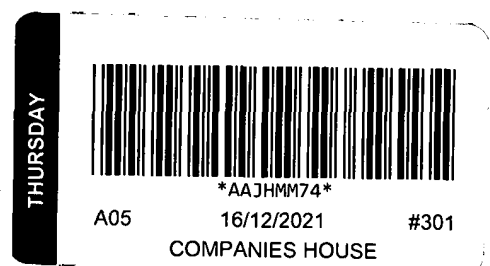


# **The Phoenix Partnership (Leeds) Limited**

**Company Registration Number 04077829**

**Annual Report and Financial Statements**

**Year ended 31 March 2021**



Company Information	1
Strategic Report	2
Director's Report	3 to 4
Statement of Director's Responsibilities	5
Independent Auditor's Report	6 to 8
Profit and Loss Account	9
Balance Sheet	10
Notes to the Financial Statements	11 to 21

Director	F. X. J. Hester
Registered office	129 Low Lane Horsforth Leeds LS18 5PX
Company number	04077829
Statutory auditor	Brown Butler Chartered Accountants Leigh House 28-32 St Paul's Street Leeds West Yorkshire LS1 2JT
Bankers	Lloyds TSB Bank plc PO Box 96 6/7 Park Row Leeds LS1 1NX

The director presents his strategic report for the year ended 31 March 2021.

#### Principal activity

The principal activity of the company is the provision of computer software and support to the health sector.

#### Fair review of the business

The director continues to be pleased with the company's performance and is expecting investment in new markets will lead to increased turnover and profitability.

The company has continued to increase penetration in key market areas, increasing revenue by 5.09% on 2020. The director is satisfied with the overall performance of the company which resulted in shareholders funds increasing by £35m.

Average staff numbers decreased from 142 to 115 during the year, with total employment costs decreasing from £11.8m in 2020 to £10.6 m in 2021. This has resulted in improved returns as areas of output have reached maturity. Continued expansion of new markets will result in a need to increase staff numbers as this expansion develops.

Given the nature of the business and the close involvement of the director, the director is of the opinion that analysis using Key Performance Indicators, other than those described above, is not necessary or appropriate for an understanding of the development, performance or position of the business.

#### Principal risks and uncertainties

Expenditure on the development of new markets has yet to show benefit to the company's performance, however the director is confident that the benefits will commence shortly.

As capacity requirements grow the company needs to ensure it has the required level of capacity and expertise within its workforce. To date it has been successful in meeting this challenge and the company is known nationally as an excellent employer.

The director is confident that the philosophy of developing new markets and products will continue to bear fruit and further enhance the company's performance. In addition, the company continues to increase penetration into mature markets.

Approved by the Board on 30/11/21 and signed on its behalf by:



F. X. J. Hester  
Director

The director presents his annual report and the audited financial statements for the year ended 31 March 2021.

#### Directors of the company

The director who held office during the year was as follows:

F. X. J. Hester

#### Dividends

The director does not propose the payment of a final dividend in respect of the financial year ended 31 March 2021.

#### Environmental matters

##### Energy efficiency

The company operates from a purpose-built building which was built with energy efficiency in mind.

The company recognises and understands the importance of protecting the environment, and is fully committed to minimising the environmental impact of its business activities.

The company complies with all relevant legislative, regulatory and other environmental requirements in order to act in a socially responsible manner.

#### Streamlined Energy and Carbon Reporting

In line with the Companies (Directors' Report) and Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 our energy use and greenhouse gas (GHG) emissions are set out below. The data relates to UK emissions for the 12-month period from 1 April 2020 to 31 March 2021.

Total Energy consumption – 2,370,470 (2020 - 2,699,563) kWh

Emissions from combustion of gas (Scope 1) - 186 (2020 - 236) tCO<sub>2</sub>e

Emissions from purchased electricity (Scope 1) - 225 (2020 - 256) tCO<sub>2</sub>e

Emissions from business travel in rental cars or employee-owned vehicles where the business is responsible for purchasing the fuel (Scope 3) - 97 (2020 - 104) tCO<sub>2</sub>e

Total gross emissions - 508 (2020 - 935) tCO<sub>2</sub>e

Emissions per £m turnover - 6 (2020 - 9) tCO<sub>2</sub>e per £m turnover

#### Quantification and Reporting Methodology

We report our emissions with reference to the latest Greenhouse Gas Protocol Corporate Accounting and Reporting Standard (GHG Protocol). The 2019 UK Government GHG Conversion Factors for Company Reporting published by the UK Department for Environment Food & Rural Affairs (DEFRA) are used to convert energy use in our operations to emissions of CO<sub>2</sub>e. Carbon emission factors for purchased electricity calculated according to the 'location-based grid average' method. This reflects the average emission of the grid where the energy consumption occurs. Data sources include billing, invoices and the Group's internal systems. For transport data where actual usage data (e.g. litres) was unavailable conversions were made using average fuel consumption factors to estimate usage.

Intensity Ratio:- We have chosen to report our gross emissions against £m Turnover.

#### Social and community issues

##### Engagement with suppliers, customers and others in a business relationship

We understand the importance of relationships with our suppliers and we engage constructively with them to set fair and clear expectations. We also continue to implement and enforce effective systems and controls to ensure that our supply chain is consistent in its approach to transparency. We recognise that our suppliers have an impact on society and the environment, so we expect them to act responsibly and to align to our ethical and social values.

##### Customer relations

The company has strong, long term relationships with many of its customers. Nevertheless, we are far from complacent about our market position and continue to work to ensure we are viewed as a key, trusted supplier. This applies equally to longstanding customers and those who the company has newer relationships with.

Our focus and determination to work ethically and to improve healthcare helps us to maintain and build our status with our customers. We constantly look to add value to our products and services to the benefit of the company's customer base, which in turn benefits the wider population.

##### Relationships with others

Our approach to business is focused on equality, diversity and inclusion within our workforce, in our local community and in society more widely. We actively look to give back to society, not only through our principal business activities, but also through our charitable undertakings. The company's scholarship programme is one example of this, where financial and other general support is given to young people in the local community to help them during higher or further education.

The company is wholeheartedly committed to treating all people that we deal with during the course of business fairly and with dignity and respect.

##### Disclosure of information to the auditors

So far as the director are aware, there is no information relevant to the audit of which the company's auditors are unaware. The director has taken the necessary steps to ensure that he himself is aware of all relevant audit information and made sure that the company's auditors are also aware of that information.

Approved by the Board on 30/11/21 and signed on its behalf by:



F. X. J. Hester  
Director

The director is responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the director to prepare financial statements for each financial year. Under that law the director has 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 director must not approve the financial statements unless he is 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 director is required to:

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

The director is 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 him to ensure that the financial statements comply with the Companies Act 2006. He is 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.

#### Opinion

We have audited the financial statements of The Phoenix Partnership (Leeds) Limited (the "company") for the year ended 31 March 2021, which comprise the Profit and Loss Account, the Balance Sheet and notes to the financial statements, including 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 31 March 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 of opinion

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

#### Conclusions relating to going concern

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

#### Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The director is responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the 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.

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#### 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 Director's Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Director's Report 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 Director's Report.

We have nothing to report in respect of the following matters in relation to which 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 Director's Responsibilities set out on page 5, the director is 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 director determines 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 director is 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 director either intends to liquidate the company or 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.

A further description of our responsibilities is available on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

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#### Capability of the audit in 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 key laws and regulations we have considered in this context included the Companies Act, pension and tax legislation. In addition, we have considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the company's ability to operate or to avoid a material penalty. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- Using our general commercial and sector experience and through discussions with the directors and other management, we identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements as well as those arising from management's own assessment of the risks that irregularities may occur either as a result of fraud or error.
- We examined the company's regulatory and legal correspondence and discussed with the directors and other management any known or suspected instances of fraud or non-compliance with laws and regulations.
- We communicated and discussed identified laws and regulations and potential fraud risks with all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.
- In addressing the risk of management override of controls, we tested the appropriateness of journal entries. We also challenged assumptions and judgements made by management in their significant accounting estimates and judgements. We also discussed related party relationships and transactions involving them.

There are inherent limitations in the audit procedures described above 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 would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentation, or through collusion.

#### Use of our report

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



John Brear (Senior Statutory Auditor)  
For and on behalf of Brown Butler,  
Chartered Accountants and Statutory Auditor  
Leigh House  
28-32 St Paul's Street  
Leeds  
West Yorkshire  
LS1 2JT

Date: 30/11/2021

	Note	2021 £	2020 £
Turnover	3	68,355,868	65,040,275
Cost of sales		<u>(9,877,745)</u>	<u>(11,322,973)</u>
Gross profit		58,478,123	53,717,302
Distribution costs		(453,780)	(2,508,796)
Administrative expenses		<u>(14,986,917)</u>	<u>(17,348,415)</u>
Operating profit	4	43,037,426	33,860,091
Interest receivable and similar income	6	20,241	7,949
Amounts written off investments		(258,033)	-
Change in value of non-investment property		<u>2,835,244</u>	<u>-</u>
Profit on ordinary activities before taxation		45,634,878	33,868,040
Tax on profit on ordinary activities	9	<u>(8,130,154)</u>	<u>(6,278,136)</u>
Profit for the financial year		37,504,724	27,589,904
Profit and loss account brought forward		92,390,891	94,800,987
Dividends paid		<u>(2,000,000)</u>	<u>(30,000,000)</u>
Profit and loss account carried forward		<u>127,895,615</u>	<u>92,390,891</u>

The above results were derived from continuing operations.

	Note	2021 £	2020 £
Fixed assets			
Intangible fixed assets	10	166,626	283,410
Tangible fixed assets	11	15,862,204	13,627,635
Investments	12	<u>285,584</u>	<u>543,617</u>
		16,314,414	14,454,662
Current assets			
Debtors	13	96,384,168	45,574,208
Cash at bank and in hand	14	<u>23,089,025</u>	<u>37,089,951</u>
		119,473,193	82,664,159
Creditors: Amounts falling due within one year	15	<u>(6,931,098)</u>	<u>(3,850,766)</u>
Net current assets		<u>112,542,095</u>	<u>78,813,393</u>
Total assets less current liabilities		128,856,509	93,268,055
Provisions for liabilities	16	<u>(959,894)</u>	<u>(876,164)</u>
Net assets		<u>127,896,615</u>	<u>92,391,891</u>
Capital and reserves			
Called up share capital	17	1,000	1,000
Profit and loss account	18	<u>127,895,615</u>	<u>92,390,891</u>
		<u>127,896,615</u>	<u>92,391,891</u>

These financial statements were approved and authorised for issue by the director on 30/11/21.



F. X. J. Hester  
Director

## 1 General information

The Phoenix Partnership (Leeds) Limited is a private company limited by shares and incorporated in England and Wales under company number 04077829.

The address of its registered office and principal place of business is:

129 Low Lane  
Horsforth  
Leeds  
LS18 5PX

## 2 Summary of significant accounting policies

### Basis of preparation

The financial statements have been prepared in accordance with applicable accounting standards including Financial Reporting Standard 102 (2018) "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (FRS102) and the Companies Act 2006. The financial statements have been prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The director draws particular attention to the current uncertainty with respect to the COVID-19 global pandemic. This event or condition indicates that a material uncertainty exists, however the director believes that there is no doubt on the company's ability to continue as a going concern. The presentation currency is £ sterling and the financial statements have been rounded to the nearest £1.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

### Exemption from preparing group accounts

The financial statements contain information about The Phoenix Partnership (Leeds) Limited as an individual company and do not contain consolidated financial information as the parent of a group.

The company is exempt under section 400 of the Companies Act 2006 from the requirement to prepare consolidated financial statements as it and its subsidiary undertakings are included by full consolidation in the consolidated financial statements of its ultimate parent, TPP Group Limited, a company incorporated in England and Wales.

### Key sources of estimation uncertainty

The preparation of the financial statements requires management to make estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year relate to property valuations. This is especially so given the unprecedented circumstances that have arisen due to Covid-19. The carrying amount of properties held at fair value is £15,000,000 (2020: £12,767,012).

### Turnover

Turnover from the rendering of services is recognised by reference to the stage of completion of the contract. The stage of completion of a contract is measured by comparing the costs incurred for work performed to date to the total estimated contract costs. If at the balance sheet date completion of the contract is dependent on external factors, then the revenue is recognised only when the event occurs. In such cases direct costs incurred up to the balance sheet date plus an overhead rate are recognised as revenue to the extent that they are recoverable.

### Pension contributions

The company has a defined contribution pension scheme. The pension costs charged to the profit and loss account are the contributions payable in respect of the accounting period.

## Taxation

The tax expense for the period comprises of current and deferred tax. Tax is recognised in profit or loss, except that a change attributable to an item of income or expense recognised as other comprehensive income is also recognised directly in other comprehensive income.

Current tax is recognised for the amount of corporation tax payable in respect of the taxable profit for the year using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax is recognised in respect of all timing differences that have originated but not reversed by the balance sheet date. Deferred tax assets are only recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax is calculated using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

## Intangible fixed assets

Amortisation is calculated to write down the cost less estimated residual value of all intangible assets over their expected useful lives. The annual rates and methods of depreciation are as follows:-

### Amortisation

Asset class	Amortisation method and rate
Development costs	written off in year in which it is incurred or amortised over period company benefits

## Tangible fixed assets

Land and buildings are measured at fair value at each reporting date with changes to the fair value recognised in the profit and loss account and the statement of total comprehensive income, along with a provision for deferred tax. Other tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

### Depreciation

Depreciation is calculated to write down the cost less estimated residual value of all tangible fixed assets, other than freehold land, over their expected useful lives. The annual rates and methods of depreciation are as follows:-

Asset class	Depreciation method and rate
Office equipment	20% reducing balance basis
Computer equipment	33% straight line basis
Freehold building	4% straight line basis
Furniture, fixtures and fittings	25% reducing balance and 10% straight line basis

## Impairment of fixed assets

At the balance sheet date, if there is an indication of possible impairment, the recoverable amount of any affected asset is estimated and compared to its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised in the profit and loss account. The reversal of an impairment loss is recognised immediately in the profit and loss.

## Investments

Investments in equity shares which are not publicly traded and where fair value cannot be measured reliably are measured at cost less impairment.

## Debtors

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method, less any impairment.

## Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

#### Creditors

Short term creditors are measured at transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are subsequently measured at amortised cost using the effective interest method.

#### Research and development

Research expenditure is written off to the profit and loss account in the year in which it is incurred. Development expenditure is written off in the same way unless the directors are satisfied as to the technical, commercial and financial viability of individual projects. In this situation, the expenditure is deferred and amortised over the period during which the company is expected to benefit.

### 3 Turnover

The analysis of the company's turnover for the year from continuing operations is as follows:

	2021 £	2020 £
Rendering of services	<u>68,355,868</u>	<u>65,040,275</u>

The analysis of the company's turnover for the year by market is as follows:

	2021 £	2020 £
UK	<u>68,355,868</u>	<u>65,040,275</u>

### 4 Operating profit

Operating profit is stated after charging:

	2021 £	2020 £
Depreciation of tangible fixed assets	1,022,999	747,718
Amortisation of intangible fixed assets	116,784	222,546
Operating lease charges - plant and machinery	1,771,064	2,910,187
Operating lease charges - other	2,694,249	2,506,490
Loss on disposal of property, plant and equipment	<u>-</u>	<u>43,857</u>

### 5 Auditors' remuneration

	2021 £	2020 £
Audit of the financial statements	<u>31,000</u>	<u>32,750</u>
Other fees payable to auditor:		
All other assurance services	<u>19,868</u>	<u>9,408</u>

6 Interest receivable and similar income

	2021 £	2020 £
Other interest receivable	<u>20,241</u>	<u>7,949</u>

7 Staff costs

Employee costs, including director, during the year:

	2021 £	2020 £
Wages and salaries	9,301,151	10,409,835
Social security costs	1,168,723	1,268,858
Other pension costs	<u>124,833</u>	<u>152,253</u>
	<u>10,594,707</u>	<u>11,830,946</u>

The average number of persons employed by the company (including the director) during the year, analysed by category was as follows:

	2021 No.	2020 No.
Administration	6	6
Other	<u>109</u>	<u>136</u>
	<u>115</u>	<u>142</u>

8 Director's remuneration

The director's remuneration for the year was as follows:

	2021 £	2020 £
Salaries	490,000	431,394
Benefits in kind	<u>1,759</u>	<u>1,382</u>
Aggregate remuneration	491,759	432,776
Pension contributions	<u>875</u>	<u>1,316</u>
	<u>492,634</u>	<u>434,092</u>

Remuneration in respect of the highest paid director:

	2021 £	2020 £
Aggregate remuneration	<u>491,759</u>	<u>432,776</u>



9 Tax on profit on ordinary activities

	2021 £	2020 £
Current taxation		
UK corporation tax	8,054,754	6,114,792
UK corporation tax adjustment to prior periods	<u>(8,330)</u>	<u>(3,844)</u>
	8,046,424	6,110,948
Deferred taxation		
Origination and reversal of timing differences	<u>83,730</u>	<u>167,188</u>
Tax on profit	<u>8,130,154</u>	<u>6,278,136</u>

The tax charge for the year is lower than (2020: lower than) the standard rate of corporation tax in the UK of 19% (2020: 19%).

The differences are reconciled below:

	2021 £	2020 £
Profit before tax	<u>45,634,878</u>	<u>33,868,040</u>
Corporation tax at standard rate	8,670,627	6,434,928
Expenses not deductible for tax purposes	184,825	127,140
(Decrease)/Increase in UK and foreign current tax from adjustment for prior periods	(8,330)	(3,844)
Tax decrease arising from group relief	(178,272)	(280,088)
Other tax effects for reconciliation between accounting profit and tax expense (income)	<u>(538,696)</u>	<u>-</u>
Total tax charge	<u>8,130,154</u>	<u>6,278,136</u>

## 10 Intangible assets

	Internally generated software development costs £	Total £
Cost or valuation		
At 1 April 2020	<u>2,139,124</u>	<u>2,139,124</u>
At 31 March 2021	<u>2,139,124</u>	<u>2,139,124</u>
Amortisation		
At 1 April 2020	1,855,714	1,855,714
Charge for the year	<u>116,784</u>	<u>116,784</u>
At 31 March 2021	<u>1,972,498</u>	<u>1,972,498</u>
Net book value		
At 31 March 2020	<u>283,410</u>	<u>283,410</u>
At 31 March 2021	<u>166,626</u>	<u>166,626</u>
Intangible fixed assets with a net book value of £166,626 (2020: £283,410) are pledged as security for liabilities of the group.		

## 11 Tangible fixed assets

	Land and buildings £	Computers £	Furniture, fittings and equipment £	Total £
Cost or valuation				
At 1 April 2020	15,209,800	1,138,289	378,130	16,726,219
Revaluations	2,835,244	-	-	2,835,244
Additions	-	422,324	-	422,324
At 31 March 2021	<u>18,045,044</u>	<u>1,560,613</u>	<u>378,130</u>	<u>19,983,787</u>
Depreciation				
At 1 April 2020	2,442,788	545,772	110,024	3,098,584
Charge for the year	<u>602,256</u>	<u>368,945</u>	<u>51,798</u>	<u>1,022,999</u>
At 31 March 2021	<u>3,045,044</u>	<u>914,717</u>	<u>161,822</u>	<u>4,121,583</u>
Net book value				
At 31 March 2020	<u>12,767,012</u>	<u>592,517</u>	<u>268,106</u>	<u>13,627,635</u>
At 31 March 2021	<u>15,000,000</u>	<u>645,896</u>	<u>216,308</u>	<u>15,862,204</u>

### Revaluation

The fair value of the company's land and building was revalued on 1 July 2021 by an independent valuer.

The basis of this valuation is fair value using the All Risks Yield method which takes into account the Fair Rent of similar properties, together with the potential demand for a property.

Had this class of asset been measured on a historical cost basis, their carrying amount would have been £25,549,605 (2020 - £25,549,605).

Tangible fixed assets with a net book value of £15,862,204 (2020: £13,627,635) are pledged as security for liabilities of the group.

## 12 Investments in subsidiaries

	2021 £	2020 £
Investments in subsidiaries	<u>285,584</u>	<u>543,617</u>
Subsidiary undertaking		£
Cost		
At 1 April 2020		543,617
Revaluation		<u>(258,033)</u>
At 31 March 2021		<u>285,584</u>
Carrying amount		
At 31 March 2021		<u>285,584</u>
At 31 March 2020		<u>543,617</u>

### Details of undertaking

In the opinion of the director, the aggregate value of the company's investment in the subsidiary undertaking is no less than the amount included in the balance sheet.

Details of the investments in which the company holds 20% or more of the nominal value of any class of share capital are as follows:

Subsidiary undertaking	Description of holding	Proportion of holding	Principal activity
Phoenix Smart Software Technology (Hangzhou) Co Ltd	Ordinary	100%	Not trading

The aggregate amount of the total investment in the subsidiary undertaking, by way of the equity method of valuation, is £543,617

13 Debtors

	2021 £	2020 £
Trade debtors	552,332	703,732
Amounts owed from group undertakings	92,864,391	42,618,242
Other debtors	6,298	555,715
Prepayments and accrued income	<u>2,961,147</u>	<u>1,696,519</u>
	<u>96,384,168</u>	<u>45,574,208</u>

14 Cash and cash equivalents

	2021 £	2020 £
Cash on hand	18,712	19,183
Cash at bank	<u>23,070,313</u>	<u>37,070,768</u>
	<u>23,089,025</u>	<u>37,089,951</u>

15 Creditors:

Amounts falling due within one year

	2021 £	2020 £
Trade creditors	1,808,529	1,808,737
Social security and other taxes	1,297,364	371,729
Other creditors	1,200,873	164,829
Corporation tax	1,495,678	396,638
Accruals and deferred income	<u>1,128,654</u>	<u>1,108,833</u>
	<u>6,931,098</u>	<u>3,850,766</u>

## 16 Provisions

	Deferred tax £	Total £
At 1 April 2020	876,164	876,164
Increase in existing provisions	<u>83,730</u>	<u>83,730</u>
At 31 March 2021	<u>959,894</u>	<u>959,894</u>

Analysis of deferred tax is as follows:

2021	£
Capital allowances in excess of depreciation	<u>959,894</u>
2020	£
Capital allowances in excess of depreciation	<u>876,164</u>

## 17 Share capital

Allotted, called up and fully paid shares

	2021		2020	
	No.	£	No.	£
Ordinary Shares of £1 each	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>	<u>1,000</u>

## 18 Capital and reserves

Called-up share capital - represents the nominal value of shares that have been issued.

Profit and loss account - includes all current and prior period retained profits and losses.

## 19 Leasing commitments

### Operating leases

The total of future minimum operating lease payments is as follows:

	2021 £	2020 £
Within one year	1,093,835	2,421,164
Between one and five years	<u>534,400</u>	<u>810,759</u>
	<u>1,628,235</u>	<u>3,231,923</u>

## 20 Pension and other schemes

### Defined contribution pension scheme

The company operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the company to the scheme and amounted to £124,833 (2020 - £152,253).

## 21 Related party transactions

During the year there were advances to the director totalling £941,775 (2020: £522,619) and repayments from the director totalling £932,358 (2020: £562,172) in respect of loans with the company. At the balance sheet date of the current year the amount due from the director was £6,297. At the balance sheet date of the prior year the amount due to the director was £3,120.

The loans were charged interest at 2.5% and are repayable on demand.

## 22 Controlling party

The company's immediate parent is TPP Finance Limited, a company incorporated in England and Wales.

The ultimate parent is TPP Group Limited, incorporated in England and Wales.

The most senior parent entity producing publicly available financial statements is TPP Group Limited. These financial statements are available upon request from 129 Low Lane, Horsforth, LS18 5PX

The company is ultimately controlled by F X J Hester, as he owns all of the share capital in TPP Group Limited.