

**COMPANY REGISTRATION NUMBER: 04283951**

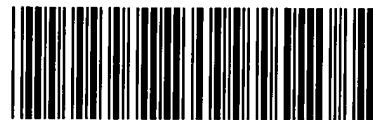
**Granicus-Firmstep Limited**

**Financial Statements**

**For the year ended**

**31 December 2021**

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# Granicus-Firmstep Limited

## Financial Statements

Year ended 31 December 2021

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# **Granicus-Firmstep Limited**

## **Officers and Professional Advisers**

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### **THE BOARD OF DIRECTORS**

Miss C S Garcia  
Mr D Klomhaus  
Mr J A Carter

### **REGISTERED OFFICE**

15 Worship Street  
London  
EC2A 2DT

### **AUDITOR**

Streets Audit LLP  
Chartered Accountants & statutory auditor  
3 Wellbrook Court  
Girton  
Cambridge  
CB3 0NA

# Granicus-Firmstep Limited

## Strategic Report

Year ended 31 December 2021

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### PRINCIPAL ACTIVITIES

The principal activity of the company is to provide customer service solutions for the public sector, primarily focused on UK local authorities including local governments, central governments, and housing associations. The company's offerings include: i) subscription-based solutions, ii) platform add-ons, and iii) various consultancy services including implementation and project management.

### KEY PERFORMANCE INDICATORS

The directors consider the following to be key performance indicators of the business:

	2021	2020
	£	£
Turnover	11,715,417	9,281,018
Gross profit	9,987,322	6,528,555
Net profit before tax	3,562,031	115,670

Granicus-Firmstep Ltd is a subsidiary of Granicus Bidco Limited and was acquired by Granicus, Inc., a US company, in 2019. Granicus is a purpose-built cloud-based citizen engagement platform enabling online services, communications, meeting and agenda management, government website design, and records management. The acquisition brings together Firmstep's capability and experience transitioning hundreds of UK government and Scotland government services and transactions online with Granicus' leading public sector offerings.

### PRINCIPAL RISKS AND UNCERTAINTIES

The management of the business and the execution of the company's strategy are subject to a number of risks.

The key risk relates to the continued strong growth of the business and the company's ability to manage working capital requirements of the trade. The board are mindful of this risk and are continually reviewing existing systems and procedures, as growth occurs, to ensure they remain appropriate.

### FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The company is exposed to various common financial risks arising in the normal course of business as follows:

#### Credit Risk and Liquidity Risk

The company has policies in place to ensure transactions are entered into only with parties that are of acceptable credit quality. The company ensures that there are adequate funds available through credit facilities to meet the operational requirements of the business.

### STRATEGY

The strategy of the company is to continue to develop, promote, and sell cloud-based solutions to government entities to support and enable constituent engagement.

# **Granicus-Firmstep Limited**

## **Strategic Report** *(continued)*

**Year ended 31 December 2021**

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This report was approved by the board of directors on ....**30/06/2022**.. and signed on behalf of the board by:



Miss C S Garcia  
Director

# Granicus-Firmstep Limited

## Directors' Report

Year ended 31 December 2021

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

### Directors

The directors who served the company during the year were as follows:

Miss C S Garcia	(Appointed 14 April 2021)
Mr D Klomhaus	(Appointed 21 October 2021)
Mr J A Carter	(Appointed 21 October 2021)
Mr M J Hynes	(Resigned 21 October 2021)
Mr I B Roberts	(Resigned 21 October 2021)

Mr M Amin, Mr M J Hynes and Mr A Schoenthal were appointed as directors on 25 February 2022.

### Dividends

The directors do not recommend the payment of a dividend.

### Disclosure of information in the strategic report

Information required by schedule 7 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulation 2008 has been included in the Strategic Report.

### Directors' responsibilities statement

The directors are responsible for preparing the strategic report, directors' report 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 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 judgments 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.

# Granicus-Firmstep Limited

## Directors' Report *(continued)*

Year ended 31 December 2021

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### Auditor

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the company's auditor is unaware; and
- they have taken all steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

This report was approved by the board of directors on ...30/06/2022... and signed on behalf of the board by:



Miss C S Garcia  
Director

# **Granicus-Firmstep Limited**

## **Independent Auditor's Report to the Members of Granicus-Firmstep Limited**

**Year ended 31 December 2021**

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### **Opinion**

We have audited the financial statements of Granicus-Firmstep Limited (the 'company') for the year ended 31 December 2021 which comprise the statement of income and retained earnings, statement of financial position and the related notes, 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 FRS 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 December 2021 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 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 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.



# **Granicus-Firmstep Limited**

## **Independent Auditor's Report to the Members of Granicus-Firmstep Limited (continued)**

**Year ended 31 December 2021**

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### **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 directors are responsible for the other information. 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 directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' 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 directors' 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.

# Granicus-Firmstep Limited

## Independent Auditor's Report to the Members of Granicus-Firmstep Limited *(continued)*

Year ended 31 December 2021

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### Responsibilities of directors

As explained more fully in the directors' responsibilities statement, 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 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 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.

### 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.

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

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the company and sector in which it operates;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation, data protection, anti-bribery, employment, environmental and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

# Granicus-Firmstep Limited

## Independent Auditor's Report to the Members of Granicus-Firmstep Limited *(continued)*

**Year ended 31 December 2021**

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To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates set out in Note 3 were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- enquiring of management as to actual and potential litigation and claims; and
- reviewing correspondence with HMRC, relevant regulators and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

### **Use of our report**

This report is made solely to the 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.



Richard Moor (Senior Statutory Auditor)

For and on behalf of  
Streets Audit LLP  
Chartered Accountants & statutory auditor  
3 Wellbrook Court  
Girton  
Cambridge  
CB3 0NA

6 July 2022

# Granicus-Firmstep Limited

## Statement of Income and Retained Earnings

Year ended 31 December 2021

	Note	2021 £	2020 £
<b>Turnover</b>	<b>4</b>	<b>11,715,417</b>	<b>9,281,018</b>
Cost of sales		<u>1,728,095</u>	<u>2,752,463</u>
<b>Gross profit</b>		<b>9,987,322</b>	<b>6,528,555</b>
Administrative expenses		<u>6,693,684</u>	<u>6,705,846</u>
Other operating income		<u>268,005</u>	<u>292,071</u>
<b>Operating profit</b>	<b>5</b>	<b>3,561,643</b>	<b>114,780</b>
Other interest receivable and similar income	<b>9</b>	<u>388</u>	<u>890</u>
<b>Profit before taxation</b>		<b>3,562,031</b>	<b>115,670</b>
Tax on profit	<b>10</b>	<u>(678,826)</u>	<u>—</u>
<b>Profit for the financial year and total comprehensive income</b>		<b><u>4,240,857</u></b>	<b><u>115,670</u></b>
<b>Retained losses at the start of the year</b>		<b><u>(3,804,412)</u></b>	<b><u>(3,920,082)</u></b>
<b>Retained earnings/(losses) at the end of the year</b>		<b><u>436,445</u></b>	<b><u>(3,804,412)</u></b>

All the activities of the company are from continuing operations.

The notes on pages 12 to 20 form part of these financial statements.


# Granicus-Firmstep Limited

## Statement of Financial Position

31 December 2021

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Tangible assets	11	96,084	80,946
Investments	12	50	50
		<u>96,134</u>	<u>80,996</u>
<b>Current assets</b>			
Debtors	13	7,262,471	3,973,568
Cash at bank and in hand		<u>4,645,470</u>	<u>1,806,214</u>
		11,907,941	5,779,782
<b>Creditors: amounts falling due within one year</b>	14	<u>7,917,289</u>	<u>6,041,930</u>
<b>Net current assets/(liabilities)</b>		<u>3,990,652</u>	<u>(262,148)</u>
<b>Total assets less current liabilities</b>		<u>4,086,786</u>	<u>(181,152)</u>
<b>Creditors: amounts falling due after more than one year</b>	15	<u>56,391</u>	<u>29,310</u>
<b>Net assets/(liabilities)</b>		<u>4,030,395</u>	<u>(210,462)</u>
<b>Capital and reserves</b>			
Called up share capital	18	87,022	87,022
Share premium account	19	3,506,928	3,506,928
Profit and loss account	19	<u>436,445</u>	<u>(3,804,412)</u>
<b>Shareholders funds/(deficit)</b>		<u>4,030,395</u>	<u>(210,462)</u>

These financial statements were approved by the board of directors and authorised for issue on 30/06/2022 and are signed on behalf of the board by:



Miss C S Garcia  
Director

Company registration number: 04283951

The notes on pages 12 to 20 form part of these financial statements.

# Granicus-Firmstep Limited

## Notes to the Financial Statements

Year ended 31 December 2021

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### 1. General information

The company is a private company limited by shares, registered in England and Wales. The address of the registered office is 15 Worship Street, London, EC2A 2DT.

### 2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'.

### 3. Accounting policies

#### Basis of preparation

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

#### Disclosure exemptions

The entity satisfies the criteria of being a qualifying entity as defined in FRS 102. Its financial statements are consolidated into the financial statements of Granicus Bidco Limited which can be obtained from Companies House. As such, advantage has been taken of the following disclosure exemptions available under paragraph 1.12 of FRS 102:

- (a) No cash flow statement has been presented for the company.
- (b) Disclosures in respect of financial instruments have not been presented.

#### Research and development

Research and development expenditure is written off in the year in which it is incurred. The Research and Development Expenditure Credit is accounted for as an above the line credit in other operating income.

#### Consolidation

The entity has taken advantage of the exemption from preparing consolidated financial statements contained in Section 400 of the Companies Act 2006 on the basis that it is a subsidiary undertaking and its immediate parent undertaking, Granicus Bidco Limited, is established under the law of an EEA State.

The registered office of Granicus Bidco Limited is 15 Worship Street, London, EC2A 2DT.

# Granicus-Firmstep Limited

## Notes to the Financial Statements *(continued)*

Year ended 31 December 2021

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### 3. Accounting policies *(continued)*

#### Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

#### Significant judgements

Management have not identified any significant judgements (apart from those involving estimations) in the process of applying the entity's accounting policies.

Accounting estimates and assumptions are made concerning the future and, by their nature, will rarely equal the related actual outcome. The key assumptions and other sources of estimation uncertainty that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

Tangible fixed assets are recognised at cost or valuation, less accumulated depreciation. Depreciation is charged over the estimated useful life of the asset to its residual value.

The recoverability of trade debtors are considered on a regular basis. When calculating any debtor provisions, the directors consider the age of the debts and the financial position of its customers.

#### Revenue recognition

Turnover is recognised for licence and service fees earned during the year net of VAT. Turnover in respect of long-term contracts and contracts for on-going services is recognised by reference to the stage of completion and spread evenly on a straight line basis over the duration of the contract.

Other income such as training/implementation is recognised when the service occurs.

#### Income tax

The taxation expense represents the aggregate amount of current and deferred tax recognised in the reporting period. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, tax is recognised in other comprehensive income or directly in equity, respectively.

Current tax is recognised on taxable profit for the current and past periods. Current tax is measured at the amounts of tax expected to pay or recover using the tax rates and laws that have been enacted or substantively enacted at the reporting date.

Deferred tax is recognised in respect of all timing differences at the reporting date. Unrelieved tax losses and other deferred tax assets are 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 measured using the tax rates and laws that have been enacted or substantively enacted by the reporting date that are expected to apply to the reversal of the timing difference.

# Granicus-Firmstep Limited

## Notes to the Financial Statements *(continued)*

Year ended 31 December 2021

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### 3. Accounting policies *(continued)*

#### Foreign currencies

Foreign currency transactions are initially recorded in the functional currency, by applying the spot exchange rate as at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate ruling at the reporting date, with any gains or losses being taken to the profit and loss account.

#### Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

#### Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Fixtures and fittings	- 33% straight line
Equipment	- 33% straight line

#### Investments

Fixed asset investments are initially recorded at cost, and subsequently stated at cost less any accumulated impairment losses.

#### Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided.

#### Operating leases

Lease payments are recognised as an expense over the lease term on a straight-line basis. The aggregate benefit of lease incentives is recognised as a reduction to expense over the lease term, on a straight-line basis.

### 4. Turnover

Turnover arises from:

	2021 £	2020 £
Rendering of services	<u>11,715,417</u>	<u>9,281,018</u>



# Granicus-Firmstep Limited

## Notes to the Financial Statements (continued)

Year ended 31 December 2021

### 4. Turnover (continued)

The turnover is attributable to the one principal activity of the company. An analysis of turnover by the geographical markets that substantially differ from each other is given below:

	2021	2020
	£	£
United Kingdom	11,212,177	8,831,538
Overseas	503,240	449,480
	<u>11,715,417</u>	<u>9,281,018</u>

### 5. Operating profit

Operating profit or loss is stated after charging/crediting:

	2021	2020
	£	£
Depreciation of tangible assets	55,582	48,275
Gains on disposal of tangible assets	(1,560)	–
Impairment of trade debtors	–	4,213
Foreign exchange differences	81,406	(3,189)
Research & development costs	1,351,368	1,734,234
Operating lease costs	<u>409,630</u>	<u>391,038</u>

### 6. Auditor's remuneration

	2021	2020
	£	£
Fees payable for the audit of the financial statements	<u>8,025</u>	<u>7,550</u>

### 7. Staff costs

The average number of persons employed by the company during the year, including the directors, amounted to:

	2021	2020
	No.	No.
Management and administration	6	5
Sales and marketing	15	21
Customer care	5	6
Product development, engineering and implementation	<u>38</u>	<u>34</u>
	<u>64</u>	<u>66</u>

The aggregate payroll costs incurred during the year, relating to the above, were:

	2021	2020
	£	£
Wages and salaries	4,539,180	4,591,576
Social security costs	618,061	602,812
Other pension costs	<u>350,656</u>	<u>289,939</u>
	<u>5,507,897</u>	<u>5,484,327</u>

# Granicus-Firmstep Limited

## Notes to the Financial Statements (continued)

Year ended 31 December 2021

### 8. Directors' remuneration

The directors' aggregate remuneration in respect of qualifying services was:

	2021	2020
	£	£
Remuneration	284,178	251,344
Company contributions to defined contribution pension plans	9,604	16,398
	<u>293,782</u>	<u>267,742</u>

The number of directors who accrued benefits under company pension plans was as follows:

	2021	2020
	No.	No.
Defined contribution plans	<u>2</u>	<u>2</u>

Remuneration of the highest paid director in respect of qualifying services:

	2021	2020
	£	£
Aggregate remuneration	234,155	203,541
Company contributions to defined contribution pension plans	7,125	16,179
	<u>241,280</u>	<u>219,720</u>

### 9. Other interest receivable and similar income

	2021	2020
	£	£
Interest on bank deposits	<u>388</u>	<u>890</u>

### 10. Tax on profit

#### Major components of tax income

	2021	2020
	£	£
<b>Deferred tax:</b>		
Origination and reversal of timing differences	(678,826)	—
<b>Tax on profit</b>	<u>(678,826)</u>	<u>—</u>

# Granicus-Firmstep Limited

## Notes to the Financial Statements (continued)

Year ended 31 December 2021

### 10. Tax on profit (continued)

#### Reconciliation of tax income

The tax assessed on the profit on ordinary activities for the year is lower than (2020: lower than) the standard rate of corporation tax in the UK of 19% (2020: 19%).

	2021 £	2020 £
Profit on ordinary activities before taxation	<b>3,562,031</b>	115,670
Profit on ordinary activities by rate of tax	<b>676,786</b>	21,977
Effect of expenses not deductible for tax purposes	<b>4,068</b>	7,378
Effect of different UK tax rates on some earnings	<b>2,672</b>	–
Utilisation of tax losses	<b>(678,287)</b>	–
Unused tax losses	<b>(689,958)</b>	–
Movement on deferred tax not provided	<b>2,961</b>	(15,720)
R&D enhancement	<b>33,379</b>	41,858
R&D expenditure credit	<b>(27,037)</b>	(55,493)
Enhanced capital allowances	<b>(3,410)</b>	–
Tax on profit	<b>(678,826)</b>	–

### 11. Tangible assets

	Fixtures and fittings £	Equipment £	Total £
<b>Cost</b>			
At 1 January 2021	85,698	350,346	<b>436,044</b>
Additions	–	87,887	<b>87,887</b>
Disposals	–	(18,727)	<b>(18,727)</b>
Other movements	(21)	3,163	<b>3,142</b>
<b>At 31 December 2021</b>	<b>85,677</b>	<b>422,669</b>	<b>508,346</b>
<b>Depreciation</b>			
At 1 January 2021	82,451	272,647	<b>355,098</b>
Charge for the year	6,642	48,940	<b>55,582</b>
Disposals	–	(1,560)	<b>(1,560)</b>
Other movements	(8,260)	11,402	<b>3,142</b>
<b>At 31 December 2021</b>	<b>80,833</b>	<b>331,429</b>	<b>412,262</b>
<b>Carrying amount</b>			
<b>At 31 December 2021</b>	<b>4,844</b>	<b>91,240</b>	<b>96,084</b>
At 31 December 2020	3,247	77,699	80,946

# Granicus-Firmstep Limited

## Notes to the Financial Statements (continued)

Year ended 31 December 2021

### 12. Investments

	Shares in group undertakings £
<b>Cost</b>	
At 1 January 2021 and 31 December 2021	<u>50</u>
<b>Impairment</b>	
At 1 January 2021 and 31 December 2021	<u>—</u>
<b>Carrying amount</b>	
At 31 December 2021	<u>50</u>
At 31 December 2020	<u>50</u>

### Subsidiaries, associates and other investments

	Class of share	Percentage of shares held
<b>Subsidiary undertakings</b>		
Firmstep NZ Limited	Ordinary	100

The results and capital and reserves for the year are as follows:

	Capital and reserves		Profit/(loss) for the year	
	2021	2020	2021	2020
	£	£	£	£
<b>Subsidiary undertakings</b>				
Firmstep NZ Limited	<u>96,818</u>	<u>85,543</u>	<u>11,275</u>	<u>15,504</u>

### 13. Debtors

	2021	2020
	£	£
Trade debtors	1,765,990	1,150,763
Amounts owed by group undertakings	4,067,131	1,925,131
Deferred tax asset	678,826	—
Prepayments and accrued income	173,994	176,369
Corporation tax repayable	320,747	376,816
Other debtors	255,783	344,489
	<u>7,262,471</u>	<u>3,973,568</u>

# Granicus-Firmstep Limited

## Notes to the Financial Statements (continued)

Year ended 31 December 2021

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

	2021	2020
	£	£
Trade creditors	375,651	279,857
Amounts owed to group undertakings	–	416,630
Accruals and deferred income	6,882,783	4,815,118
Social security and other taxes	608,960	488,727
Other creditors	49,895	41,598
	<u>7,917,289</u>	<u>6,041,930</u>

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

	2021	2020
	£	£
Accruals and deferred income	<u>56,391</u>	<u>29,310</u>

### 16. Deferred tax

The deferred tax included in the statement of financial position is as follows:

	2021	2020
	£	£
Included in debtors (note 13)	<u>678,826</u>	<u>–</u>

The deferred tax account consists of the tax effect of timing differences in respect of:

	2021	2020
	£	£
Accelerated capital allowances	15,357	–
Unused tax losses	(689,958)	–
Pension plan obligations	(4,225)	–
	<u>(678,826)</u>	<u>–</u>

### 17. Employee benefits

#### Defined contribution plans

The amount recognised in profit or loss as an expense in relation to defined contribution plans was £350,656 (2020: £289,939).

### 18. Called up share capital

#### Issued, called up and fully paid

	2021		2020	
	No.	£	No.	£
Ordinary shares of £1 each	<u>87,022</u>	<u>87,022</u>	<u>87,022</u>	<u>87,022</u>

# Granicus-Firmstep Limited

## Notes to the Financial Statements (continued)

Year ended 31 December 2021

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### 19. Reserves

Share premium account - This reserve records the amount above the nominal value received for shares sold, less transaction costs.

Profit and loss account - This reserve records retained earnings and accumulated losses.

### 20. Other financial commitments

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

	2021	2020
	£	£
Not later than 1 year	161,105	241,358
Later than 1 year and not later than 5 years	–	161,105
	<u>161,105</u>	<u>402,463</u>

### 21. Related party transactions

During the year the company entered into transactions, in the ordinary course of business, with other related parties. Transactions entered into and balances outstanding at the year end are as follows:

#### Other related parties (fellow subsidiaries of the group)

	2021	2020
	£	£
Expenses paid on behalf of the group	96,690	–
Balance owed from	96,690	–

The company has taken advantage of FRS 102 Section 33.1A not to disclose transactions entered into with wholly owned subsidiaries.

### 22. Controlling party

The immediate parent undertaking is Granicus Bidco Limited and the ultimate parent undertaking is Vista Foundation Fund III-A LLP, a limited partnership registered in the Cayman Islands.

The smallest group of companies for which group accounts have been drawn up is headed by Granicus Bidco Limited.

Copies of the group accounts can be obtained from Companies House.