

**STRATEGIC REPORT, REPORT OF THE DIRECTORS AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021
FOR
HR GO RECRUITMENT LIMITED**



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For The Year Ended 31 December 2021**

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HR GO RECRUITMENT LIMITED

COMPANY INFORMATION

For The Year Ended 31 December 2021

DIRECTORS:

C L Hare
J M Parkinson
S J Parkinson
R G Barrow

SECRETARY:

L Wall

REGISTERED OFFICE:

The Cedars
Church Road
Ashford
Kent
TN23 1RQ

REGISTERED NUMBER:

05798112 (England and Wales)

AUDITORS:

UHY Kent LLP t/a UHY Hacker Young
Thames House
Roman Square
Sittingbourne
Kent
ME10 4BJ

STRATEGIC REPORT

For The Year Ended 31 December 2021

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

REVIEW OF BUSINESS

The Company reports an operating profit of £2.3m for the year (2020: £2.0m).

Turnover has increased in the year by 77% to £47.9m (2020: £27m) with an increase in gross profit of 32% to £6.2m (2020: £4.7m). This increase is largely attributable to our national sales team securing large national contracts.

PRINCIPAL RISKS AND UNCERTAINTIES

The Company recognises that risk is an inherent part of being in business. Reviews of these risks and the potential effects on the business are conducted on a regular basis.

There is an unknown risk of government regulations changing which may put increased pressures on margins. HR GO monitors these changes and reacts accordingly.

The performance of the UK economy has a significant impact on the UK recruitment market. However, the Company is well positioned being involved in both temporary and permanent recruitment whilst it has also diversified across multiple sectors.

Client retention is a key strategy for the company. However it remains both a risk and opportunity to the Company that a key customer could be won or lost, which could materially affect the results.

There remains a risk following the Global Pandemic. The Company secured a number of large national contracts during the pandemic. Should these contracts come to an end and the traditional clients not kick start, there is a risk there could be a short term fall in activity.

STRATEGIC REPORT

For The Year Ended 31 December 2021

DIRECTORS' DUTIES

The Directors of HR GO Recruitment Ltd, as those of all UK companies, must act in accordance with a set of general duties. These duties are detailed in section 172 of the Companies Act 2006, which is summarised as follows:

"A director of a company must act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its shareholders as a whole".

In doing so Directors must have regard to certain specific matters, amongst others, as laid out in section 172, and we explain below how the directors of HR GO Recruitment Ltd have complied with their duties in regard to these specific duties:

- (a) **the likely consequences of any decision in the long term;**
All key decisions with a long-term impact are discussed by the board. The board receives regular updates at monthly meetings covering all major and long running projects, thereby ensuring that there is appropriate oversight.
- (b) **the interests of the company's employees;**
The interests of our employees are considered carefully. We aim to be a responsible employer in our approach to the pay and benefits employees receive. The health, safety and well-being of our employees is a further primary consideration to the way we operate.
- (c) **the need to foster the company's business relationships with suppliers, customers and others;**
Building and maintaining strong relationships with our customers and suppliers is key to our success and growth. We have many on-going contracts with customers and with our key suppliers. Feedback is obtained from key partners and this is shared with the board.
- (d) **the impact of the company's operations on the community and the environment;**
The company conducts all business in a responsible manner and endeavours to ensure that its business complies with all relevant environmental, safety and hygiene legislation.
- (e) **the desirability of the company maintaining a reputation for high standards of business conduct;**
We have a strong reputation as a leading provider of our services, and it is vital our high standards are maintained in order to keep this reputation intact. Appropriate systems and processes are in place to ensure the highest standards in business conduct. Should any matters arise which may give rise to reputational risk the systems in place ensure these are fed upward to the board, who can then consider any necessary mitigating action that may need to be taken.
- (f) **the need to act fairly between members of the company.**
The majority shareholder of the company is HR GO plc, a company in which the Parkinson family hold the majority of the shares. This helps to ensure that the shareholders understand our strategy and objectives.

FINANCIAL RISK MANAGEMENT

The board of directors sets out the financial risk management policies that are implemented by the group finance department. The board considers that financial risks do not pose a major threat to the company. Further information on risk's faced by the company has been included in the accounts of the parent undertaking.

GOING CONCERN

After making enquires, the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements.

Further details regarding the adoption of the going concern basis can be found in the accounting policies note 2.

STRATEGIC REPORT

For The Year Ended 31 December 2021

FINANCIAL KEY PERFORMANCE INDICATORS

The key financial performance indicators used by the company are turnover and operating profit as indicated in the review of business.

APPROVED BY THE BOARD AND SIGNED ON ITS BEHALF BY:

A handwritten signature in black ink, appearing to be 'S J Parkinson', with a long horizontal flourish extending to the right.

S J Parkinson - Director

30 June 2022

HR GO RECRUITMENT LIMITED (REGISTERED NUMBER: 05798112)

REPORT OF THE DIRECTORS

For The Year Ended 31 December 2021

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

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of a holding company and employment agents.

DIVIDENDS

No dividends will be distributed for the year ended 31 December 2021.

FUTURE DEVELOPMENTS

The Company continues to use technological advancements as a key strategy to compete successfully securing and servicing National Sales contracts.

The directors of the HR GO Recruitment Ltd are therefore optimistic about the prospects for the future growth and development of the company and the expansion of its operations.

DIRECTORS

C L Hare has held office during the whole of the period from 1 January 2021 to the date of this report.

Other changes in directors holding office are as follows:

J M Parkinson - appointed 3 February 2021

S J Parkinson - appointed 3 February 2021

R G Barrow was appointed as a director after 31 December 2021 but prior to the date of this report.

J C Parkinson ceased to be a director after 31 December 2021 but prior to the date of this report.

Sadly, we need to record that our Chairman, Jack Parkinson, died unexpectedly but peacefully on 20 April 2022.

Following the Group's record year, Jack has passed on a strong legacy to his children, John and Sydney Parkinson. This originated from his Mother, Betty Parkinson, who started the family business in 1957. Jack will be sorely missed, but the leadership of the business will be safeguarded and future ambitions delivered by John, Sydney and all the Board Directors.

DISCLOSURE IN THE STRATEGIC REPORT

The Company has included a summary of its principal risks and uncertainties, financial risk management and a review of the year in its Strategic report set out on page 2 and 3.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

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

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

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

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.

**REPORT OF THE DIRECTORS
For The Year Ended 31 December 2021**

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.

AUDITORS

UHY Kent LLP t/a UHY Hacker Young have indicated their willingness to continue in office and a resolution will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

APPROVED BY THE BOARD AND SIGNED ON ITS BEHALF BY:

A handwritten signature in black ink, appearing to read 'S J Parkinson', with a stylized flourish at the end.

S J Parkinson - Director

30 June 2022

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HR GO RECRUITMENT LIMITED

Opinion

We have audited the financial statements of HR GO Recruitment Limited (the 'Company') for the year ended 31 December 2021, which comprise the Statement of comprehensive income, the Balance sheet, the Statement of changes in equity 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 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 Company's affairs as at 31 December 2021 and of the Company's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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 United Kingdom, including the Financial Reporting Council'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 other information comprises the information included in the annual report other than the financial statements and our Auditors' report thereon. The directors are 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.

Opinion 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 Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; 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 Directors' report.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HR GO RECRUITMENT LIMITED

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 by the Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Company 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 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.

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 an Auditors' 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:

How the audit was considered capable of detecting irregularities including fraud

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:

- we identified the laws and regulations applicable to the Company through discussions with management, and from our commercial knowledge and experience of the recruitment sector;
- we focused on specific laws and regulations which we considered may have a direct material effect on the accounts or the operations of the Company;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting correspondence; and
- identified laws and regulations were communicated within the audit team and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the Company's accounts 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.

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 the accounting policies were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF HR GO RECRUITMENT LIMITED

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;
- reading minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. As a result there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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 Auditors' 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 Auditors' 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.



Allan Hickie BSc FCA (Senior Statutory Auditor)
for and on behalf of UHY Kent LLP
Thames House
Roman Square
Sittingbourne
Kent
ME10 4BJ



STATEMENT OF COMPREHENSIVE INCOME
For The Year Ended 31 December 2021

	Notes	2021 £	2020 £ as restated
TURNOVER	4	47,873,818	27,037,737
Cost of sales		<u>(41,677,677)</u>	<u>(22,327,972)</u>
GROSS PROFIT		6,196,141	4,709,765
Administrative expenses		<u>(9,578,183)</u>	<u>(7,070,705)</u>
		(3,382,042)	(2,360,940)
Other operating income	5	<u>5,659,494</u>	<u>4,444,062</u>
OPERATING PROFIT	7	2,277,452	2,083,122
Income from shares in group undertakings		632,885	513,881
Interest receivable and similar income	8	<u>15,846</u>	<u>12,760</u>
		2,926,183	2,609,763
Interest payable and similar expenses	9	<u>(139,864)</u>	<u>(248,306)</u>
PROFIT BEFORE TAXATION		2,786,319	2,361,457
Tax on profit	10	<u>(376,247)</u>	<u>158,009</u>
PROFIT FOR THE FINANCIAL YEAR		2,410,072	2,519,466
OTHER COMPREHENSIVE INCOME		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		<u><u>2,410,072</u></u>	<u><u>2,519,466</u></u>

The notes on pages 14 to 29 form part of these financial statements

BALANCE SHEET

31 December 2021

	Notes	2021 £	2020 £ as restated
FIXED ASSETS			
Intangible assets	11	-	378,111
Tangible assets	12	170,755	102,704
Investments	13	<u>780,326</u>	<u>759,327</u>
		<u>951,081</u>	<u>1,240,142</u>
CURRENT ASSETS			
Debtors	14	11,642,357	8,065,217
Cash at bank and in hand		<u>237,546</u>	<u>1,000</u>
		11,879,903	8,066,217
CREDITORS			
Amounts falling due within one year	15	<u>(9,267,245)</u>	<u>(8,286,295)</u>
NET CURRENT ASSETS/(LIABILITIES)		<u>2,612,658</u>	<u>(220,078)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		3,563,739	1,020,064
CREDITORS			
Amounts falling due after more than one year	16	(129,369)	(3,786)
PROVISIONS FOR LIABILITIES	19	<u>(132,242)</u>	<u>(124,222)</u>
NET ASSETS		<u><u>3,302,128</u></u>	<u><u>892,056</u></u>
CAPITAL AND RESERVES			
Called up share capital	20	1	1
Retained earnings	21	<u>3,302,127</u>	<u>892,055</u>
SHAREHOLDERS' FUNDS		<u><u>3,302,128</u></u>	<u><u>892,056</u></u>

The financial statements were approved by the Board of Directors and authorised for issue on 30 June 2022 and were signed on its behalf by:



J M Parkinson - Director

STATEMENT OF CHANGES IN EQUITY
For The Year Ended 31 December 2021

	Called up share capital £	Retained earnings £	Total equity £
Balance at 1 January 2020	1	(1,627,411)	(1,627,410)
Total comprehensive income	-	<u>2,519,466</u>	<u>2,519,466</u>
Balance at 31 December 2020	<u>1</u>	<u>892,055</u>	<u>892,056</u>
Total comprehensive income	-	<u>2,410,072</u>	<u>2,410,072</u>
Balance at 31 December 2021	<u><u>1</u></u>	<u><u>3,302,127</u></u>	<u><u>3,302,128</u></u>

The notes on pages 14 to 29 form part of these financial statements

CASH FLOW STATEMENT

For The Year Ended 31 December 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	26	96,153	29,862
Interest paid		(136,906)	(246,335)
Interest element of hire purchase payments paid		(2,958)	(1,971)
Tax paid		(111,400)	78,009
Net cash from operating activities		(155,111)	(140,435)
Cash flows from investing activities			
Purchase of tangible fixed assets		(30,841)	(33,733)
Purchase of fixed asset investments		(21,000)	-
Sale of tangible fixed assets		30,159	6,345
Interest received		15,846	12,760
Dividends received		520,432	197,438
Net cash from investing activities		514,596	182,810
Cash flows from financing activities			
Loan repayments in year		(47,500)	-
Capital repayments in year		(75,438)	(41,258)
Net cash from financing activities		(122,938)	(41,258)
Increase in cash and cash equivalents		236,547	1,117
Cash and cash equivalents at beginning of year	27	999	(118)
Cash and cash equivalents at end of year	27	237,546	999

The notes on pages 14 to 29 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS

For The Year Ended 31 December 2021

1. STATUTORY INFORMATION

HR GO Recruitment 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.

The following principal accounting policies have been applied.

Going concern

The directors assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Company to continue as a going concern. The directors make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements.

The Company participates in the group's centralised treasury arrangements, and so shares banking arrangements with its ultimate parent and fellow subsidiaries. The Directors having assessed responses from the directors of HR GO Plc to their enquiries have no reason to believe that a material uncertainty exists that may cast significant doubt about the ability of HR GO Group to continue as a going concern or its ability to continue with the current banking and support arrangements.

On the basis of this assessment the directors have a reasonable expectation that the company will be able to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

Preparation of consolidated financial statements

The financial statements contain information about HR GO Recruitment 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 requirements to prepare consolidated financial statements as it and its subsidiary undertakings are included by full consolidation in the consolidated financial statements of its parent, HR GO Plc, The Cedars, Church Road, Ashford, Kent, TN23 1RQ.

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

2. ACCOUNTING POLICIES - continued

Revenue recognition

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

All turnover derives from the ordinary course of business and the principal activity of the Company, in the United Kingdom.

Business combination and goodwill

Business combinations are accounted for by applying the purchase method.

The cost of a business combination is the fair value of the consideration given, liabilities incurred or assumed and of equity instruments issued plus the costs directly attributable to the business combination. Where control is achieved in stages the cost is the consideration at the date of each transaction.

On acquisition of a business, fair values are attributed to the identifiable assets, liabilities and contingent liabilities unless the fair value cannot be measured reliably, in which case the value is incorporated in goodwill. Intangible assets are only recognised separately from goodwill where they are separable and arise from contractual or other legal rights.

Goodwill recognised represents the excess of the fair value and directly attributable costs of the purchase consideration over the fair values to the company's interest in the identifiable net assets, liabilities and contingent liabilities acquired. On acquisition, goodwill is allocated to cash-generating units ('CGU's') that are expected to benefit from the combination.

Goodwill is amortised over its expected useful life which was estimated to be ten years. Goodwill is assessed for impairment when there are indicators of impairment and any impairment is charged to the income statement. No reversals of impairment are recognised.

Impairment of goodwill and fixed asset investments

Assets that are subject to depreciation or amortisation are assessed at each balance sheet date to determine whether there is any indication that the assets are impaired. Where there is any indication that an asset may be impaired, the carrying value of the asset (or cash-generating unit to which the asset has been allocated) is tested for impairment.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's (or CGU's) fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs).

Non-financial assets that have been previously impaired are reviewed at each balance sheet date to assess whether there is any indication that the impairment losses recognised in prior periods may no longer exist or may have decreased.

Tangible fixed assets

Tangible fixed assets are stated at cost, net of depreciation and any provision for impairment. Depreciation is calculated so as to write off the cost of tangible fixed assets on a straight line basis over their estimated useful lives as follows:

Leasehold improvements	10% per annum or term of lease
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Vehicles, equipment and fixtures & fittings	15% - 33% per annum
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Government grants

Grants are accounted for under the accruals model as permitted by FRS102. Grants of a revenue nature are recognised in the Income Statement under other operating income, in the same period as the related expenditure.

Investments in subsidiaries

Investments in subsidiary undertakings are recognised at cost less any provision for impairment.

NOTES TO THE FINANCIAL STATEMENTS - continued

For The Year Ended 31 December 2021

2. ACCOUNTING POLICIES - continued

Financial instruments

The Company has chosen to adopt Sections 11 and 12 of FRS 102 in respect of financial instruments.

Basic financial assets, including trade and other receivables, cash and bank balances and investments in commercial paper, are initially recognised at transaction price, 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. Such assets are subsequently carried at amortised cost using the effective interest method.

Financial assets are not recognised when (a) the contractual rights to the cash flows from the asset expire or are settled; or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party; or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Financial Liabilities

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

The Company determines the classification of its financial liabilities at initial recognition. All financial liabilities are recognised initially at fair value and in the case of loans and borrowings, plus directly attributable transaction costs.

Subsequently, the measurement of financial liabilities depends on their classification as follows:

- Interest bearing loans and borrowings

Obligations for loans and borrowings are recognised when the Company becomes party to the related contracts and are measured initially at the fair value of consideration received less directly attributable transaction costs.

- Borrowing costs

All borrowing costs are recognised in profit or loss in the year in which they are incurred.

Taxation

Taxation expense for the period comprises current and deferred tax recognised in the reporting period. Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

Current or deferred taxation assets and liabilities are not discounted.

- Current tax

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

- Deferred tax

Deferred tax is recognised in respect of all material timing differences that have originated but not reversed at the balance sheet date where transactions or events have occurred at that date that will result in an obligation to pay more, or a right to pay less, or to receive more or less tax.

Deferred tax is measured on an undiscounted basis at the tax rates that are expected to apply in the periods in which timing differences reverse, based on tax rates and laws enacted or substantively enacted at the balance sheet date.

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

2. ACCOUNTING POLICIES - continued

Operating leases

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Rentals paid under operating leases are charged to profit or loss on a straight line basis over the lease term.

Leased assets

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets, where substantially all of the benefits and risks of ownership are assumed by the company. Assets acquired by hire purchase contracts and finance leases are depreciated over the shorter of the lease term and their useful lives. The finance charges are allocated over the period of the lease in proportion to the capital amount outstanding.

Pension costs and other post-retirement benefits

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

The assets for the employees' money purchase pension scheme are held separately from those of the Company in independently administered funds.

Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which is accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

Functional currency

The financial statements are presented in sterling which is the functional currency of the company.

Provisions

Provisions in respect of potential liabilities are made by management based on historical experience and through taking external advice on the latest legislations affecting the group. As part of the company's property leasing arrangements there is an obligation to repair damages which incur during the life of the lease, such as wear and tear. The cost is charged to profit and loss as the obligation arises. The provision is expected to be utilised either before or as the lease terminates.

NOTES TO THE FINANCIAL STATEMENTS - continued**For The Year Ended 31 December 2021****3. JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY**

When preparing the financial statements, management is required to make estimates and assumptions, which affect reported income, expenses, assets, and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates. The judgements and estimates, which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities, are discussed below.

Goodwill

The Company establishes a reliable estimate of the useful life of goodwill arising in business combination based on a variety of factors, including historical experience and expected useful life of the cash-generating unit to which the goodwill is attributed.

Impairment of goodwill and fixed asset investments

The carrying value of both goodwill and fixed asset investments is reviewed at each reporting date as explained in the accounting policy in note 2.

Following a goodwill impairment review a decision was taken to fully impair the carrying value of goodwill associated with branches amounting to £184,825 shown in note 11.

Provisions and accruals

Provisions and accruals in respect of potential liabilities are made by management based on historical experience and through taking external advice on the latest legislations affecting the Company.

Lease dilapidation provisions

The determination of costs to repair and redecorate leasehold properties involves estimation. Management has assessed the likely dilapidation provisions required for each property based on past experience and the lease period remaining.

Providing for doubtful debts

Management review trade debtor balances and consider the need for provisions against any debts considered doubtful. Consideration has been given to the likely recoverability of the debts, with legal advice having been sought where necessary.

4. TURNOVER**Analysis of turnover by country of destination**

	2021	2020
	£	£
Services provided in the UK	<u>47,873,818</u>	<u>27,037,737</u>

Analysis of turnover by class of business

In the directors' opinion, there are no significant trading activities other than recruitment and associated activities within the UK.

5. OTHER OPERATING INCOME

	2021	2020
	£	£
Management & Accounting services	5,562,081	4,045,180
Grants received	9,333	279,234
Rent received	64,491	65,029
Sundry other income	<u>23,589</u>	<u>54,619</u>
	<u>5,659,494</u>	<u>4,444,062</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

6. EMPLOYEES AND DIRECTORS

	2021 £	2020 £
Wages and salaries	2,890,060	2,469,251
Social security costs	345,582	273,583
Other pension costs	<u>49,939</u>	<u>48,774</u>
	<u><u>3,285,581</u></u>	<u><u>2,791,608</u></u>

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

	2021	2020
Office and management	<u>41</u>	<u>47</u>

	2021 £	2020 £
Directors' remuneration	637,527	373,610
Directors' pension contributions to money purchase schemes	<u>5,985</u>	<u>5,897</u>

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

	2021	2020
Money purchase schemes	<u>1</u>	<u>1</u>

Information regarding the highest paid director is as follows:

	2021 £	2020 £
Emoluments etc	637,527	373,610
Pension contributions to money purchase schemes	<u>5,985</u>	<u>5,897</u>

7. OPERATING PROFIT

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

	2021 £	2020 £
Operating lease expense - land and buildings	183,458	as restated 220,194
Depreciation - owned assets	56,171	55,432
Depreciation - assets on hire purchase contracts	29,817	30,106
Loss on disposal of fixed assets	115,345	76,089
Goodwill amortisation	63,017	66,907
Auditor's remuneration	14,000	12,500
Impairment of goodwill	184,625	23,329
Impairment of investments	-	52,757
Grants receivable	(9,333)	(279,234)
Rents receivable	<u>(64,491)</u>	<u>(57,054)</u>

The amounts included in operating leases expense for 2020 have been restated to include commitments in the name of the company recharged to other group entities.

8. INTEREST RECEIVABLE AND SIMILAR INCOME

	2021 £	2020 £
Amounts receivable from group undertakings	<u>15,846</u>	<u>12,760</u>

NOTES TO THE FINANCIAL STATEMENTS - continued

For The Year Ended 31 December 2021

9. INTEREST PAYABLE AND SIMILAR EXPENSES

	2021 £	2020 £
Amounts payable to group undertakings	136,906	246,334
Other interest payable	-	1
Finance leases and hire purchase contracts	<u>2,958</u>	<u>1,971</u>
	<u>139,864</u>	<u>248,306</u>

10. 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	211,247	-
Group Relief	<u>-</u>	<u>(78,009)</u>
Total current tax	211,247	(78,009)
Deferred tax	<u>165,000</u>	<u>(80,000)</u>
Tax on profit	<u>376,247</u>	<u>(158,009)</u>

UK corporation tax has been charged at 19% (2020 - 19%).

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>2,786,319</u>	<u>2,361,457</u>
Profit multiplied by the standard rate of corporation tax in the UK of 19% (2020 - 19%)	529,401	448,677
Effects of:		
(Expenses)/income disallowed for tax purposes	(64,775)	(59,809)
Depreciation in excess of capital allowances	4,559	19,885
Tax losses brought forward	(255,779)	(738,038)
Deferred tax release/(charge)	165,000	(80,000)
Adjustment to tax charge in respect of previous period	-	(81,949)
Adjustment to tax losses brought forward	(2,159)	77,446
Tax losses carried forward	<u>-</u>	<u>255,779</u>
Total tax charge/(credit)	<u>376,247</u>	<u>(158,009)</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

11. INTANGIBLE FIXED ASSETS

	Goodwill £
COST	
At 1 January 2021	1,763,914
Disposals	<u>(1,273,914)</u>
At 31 December 2021	<u>490,000</u>
AMORTISATION	
At 1 January 2021	1,385,803
Amortisation for year	63,017
Eliminated on disposal	<u>(1,143,445)</u>
Impairments	<u>184,625</u>
At 31 December 2021	<u>490,000</u>
NET BOOK VALUE	
At 31 December 2021	<u>-</u>
At 31 December 2020	<u>378,111</u>

Amortisation brought forward above includes impairment losses of £715,945 (2020: £692,616).

12. TANGIBLE FIXED ASSETS

	Leasehold Improvements £	Vehicles, equipment and fixtures & fittings £	Totals £
COST			
At 1 January 2021	89,127	317,850	406,977
Additions	5,646	163,428	169,074
Disposals	<u>(39,432)</u>	<u>(109,679)</u>	<u>(149,111)</u>
At 31 December 2021	<u>55,341</u>	<u>371,599</u>	<u>426,940</u>
DEPRECIATION			
At 1 January 2021	68,604	235,669	304,273
Charge for year	13,953	72,035	85,988
Eliminated on disposal	<u>(39,432)</u>	<u>(94,644)</u>	<u>(134,076)</u>
At 31 December 2021	<u>43,125</u>	<u>213,060</u>	<u>256,185</u>
NET BOOK VALUE			
At 31 December 2021	<u>12,216</u>	<u>158,539</u>	<u>170,755</u>
At 31 December 2020	<u>20,523</u>	<u>82,181</u>	<u>102,704</u>

The net book value of tangible fixed assets includes £110,578 (2020 - £42,721) in respect of assets held under hire purchase contracts.

NOTES TO THE FINANCIAL STATEMENTS - continued

For The Year Ended 31 December 2021

13. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
COST	
At 1 January 2021	1,431,604
Additions	21,000
Disposals	<u>(1)</u>
At 31 December 2021	<u>1,452,603</u>
PROVISIONS	
At 1 January 2021 and 31 December 2021	<u>672,277</u>
NET BOOK VALUE	
At 31 December 2021	<u>780,326</u>
At 31 December 2020	<u>759,327</u>

The company's investments at the Balance Sheet date in the share capital of companies include the following:

A.C Appointments Ltd

Registered office: The Cedars, Church Road, Ashford, Kent, TN23 1RQ

Nature of business: Recruitment

	% holding	2021 £	2020 £
Class of shares: £1 Ordinary	100.00	100	100
Aggregate capital and reserves		-	<u>(22,795)</u>
Loss for the year			

HR GO (Doncaster) Ltd

Registered office: The Cedars, Church Road, Ashford, Kent, TN23 1RQ

Nature of business: Recruitment

	% holding	2021 £	2020 £
Class of shares: 1p Ordinary	100.00	529,627	281,115
Aggregate capital and reserves		<u>248,512</u>	<u>99,802</u>
Profit for the year			

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

13. FIXED ASSET INVESTMENTS - continued

HR GO (Dover) Ltd

Registered office: The Cedars, Church Road, Ashford, Kent, TN23 1RQ
 Nature of business: Recruitment

	% holding	2021 £	2020 £
Class of shares:			
£1 Ordinary	100.00		
Aggregate capital and reserves		351,158	98,665
Profit for the year		<u>252,493</u>	<u>55,833</u>

HR GO (Glasgow) Ltd

Registered office: The Cedars, Church Road, Ashford, Kent, TN23 1RQ
 Nature of business: Recruitment

	% holding	2021 £	2020 £
Class of shares:			
1p Ordinary	89.70		
Aggregate capital and reserves		72,955	53,359
Profit/(loss) for the year		<u>19,596</u>	<u>(30,014)</u>

HR GO (Liverpool) Ltd

Registered office: The Cedars, Church Road, Ashford, Kent, TN23 1RQ
 Nature of business: Recruitment

	% holding	2021 £	2020 £
Class of shares:			
1p Ordinary	82.90		
Aggregate capital and reserves		2,470,662	1,734,490
Profit for the year		<u>736,172</u>	<u>416,434</u>

HR GO (Newcastle) Ltd

Registered office: The Cedars, Church Road, Ashford, Kent, TN23 1RQ
 Nature of business: Recruitment

	% holding	2021 £	2020 £
Class of shares:			
1p Ordinary direct	50.00		
1p Ordinary indirect	50.00		
Aggregate capital and reserves		(1,975)	(142,079)
Profit for the year		<u>140,104</u>	<u>81,086</u>

HR GO RECRUITMENT LIMITED (REGISTERED NUMBER: 05798112)**NOTES TO THE FINANCIAL STATEMENTS - continued****For The Year Ended 31 December 2021****13. FIXED ASSET INVESTMENTS - continued****HR GO (Norwich) Ltd**

Registered office: The Cedars, Church Road, Ashford, Kent, TN23 1RQ

Nature of business: Recruitment

	% holding	2021 £	2020 £
Class of shares:			
1p Ordinary	100.00		
Aggregate capital and reserves		178,972	103,686
Profit/(loss) for the year		<u>75,286</u>	<u>(29,169)</u>

HR GO (Huntingdon) Ltd

Registered office: The Cedars, Church Road, Ashford, Kent, TN23 1RQ

Nature of business: Recruitment

	% holding	2021 £	2020 £
Class of shares:			
1p Ordinary	100.00		
Aggregate capital and reserves		(2,000)	(2,000)
Profit/(loss) for the year		<u>504</u>	<u>(8,295)</u>

HR GO Recruitment Poland Sp. z o.o

Registered office: UL. Legnicka 48G (Business Garden) 54-202, Wrocław

Nature of business: Recruitment

	% holding	2021 £	2020 £
Class of shares:			
50 zł ordinary	100.00		
Aggregate capital and reserves		59,488	(94,678)
Profit/(loss) for the year		<u>152,840</u>	<u>(33,959)</u>

Ordinary 1p shares held in the following dormant companies, registered office, The Cedars, Church Road, Ashford, Kent, TN23 1RQ.

Company name	% holding	2021 Aggregate capital and reserves £	2020 Aggregate capital and reserves £
Consult HR Recruitment Ltd	100	(2,400)	(2,400)
HR Care (Manchester) Ltd	80	(1,500)	(1,500)
HR GO (Crawley) Ltd	100	(10,000)	(10,000)
HR GO (Great Yarmouth) Ltd	60	100	100
HR GO (Nottingham) Ltd	100	100	100
HR GO (Swindon) Ltd	75	-	-
HR GO (Ashford) Ltd	100	(4,000)	(4,000)
Newcastle Business Services Ltd	100	100	100
Teachright (Manchester) Ltd	100	100	100

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade debtors	4,439,137	6,210,264
Amounts owed by group undertakings	6,476,961	475,905
Other debtors	44,321	16,915
Dividend receivable	626,335	513,882
Deferred tax asset	-	165,000
Prepayments	55,603	683,251
	<u>11,642,357</u>	<u>8,065,217</u>

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
		as restated
Bank loans and overdrafts (see note 17)	-	1
Other loans (see note 17)	-	47,500
Hire purchase contracts (see note 18)	45,864	26,934
Trade creditors	52,274	211,067
Amounts owed to group undertakings	5,923,839	3,558,536
Corporation Tax	99,847	-
Social security and other taxes	1,204,403	749,879
Other creditors	824,830	1,926,448
Accruals and deferred income	<u>1,116,188</u>	<u>1,765,930</u>
	<u>9,267,245</u>	<u>8,286,295</u>

Amounts previously included in accruals for 2020 have been restated to provisions, this restatement has not impacted the Statement of comprehensive income.

16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2021	2020
	£	£
Hire purchase contracts (see note 18)	47,651	3,786
Accruals and deferred income	<u>81,718</u>	-
	<u>129,369</u>	<u>3,786</u>

17. LOANS

An analysis of the maturity of loans is given below:

	2021	2020
	£	£
Amounts falling due within one year or on demand:		
Bank overdrafts	-	1
Ultimate parent company loan	-	<u>47,500</u>
	-	<u>47,501</u>

Bank loans and overdrafts are secured by fixed and floating charge over the assets of the company.
The ultimate parent company loan is interest free and unsecured.

The parent undertaking has confirmed that it will not demand repayment of its current account to the detriment of other creditors for at least twelve months from the date of approval of these accounts.

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

18. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

	Hire purchase contracts	
	2021	2020
	£	£
Net obligations repayable:		
Within one year	45,864	26,934
Between one and five years	<u>47,651</u>	<u>3,786</u>
	<u>93,515</u>	<u>30,720</u>

	Non-cancellable operating leases	
	2021	2020
	£	£
Within one year	153,924	163,755
Between one and five years	203,375	257,513
In more than five years	<u>33,188</u>	<u>47,688</u>
	<u>390,487</u>	<u>468,956</u>

19. PROVISIONS FOR LIABILITIES

	2021	2020
	£	£
Other provisions	<u>132,242</u>	<u>124,222</u>
	<u>132,242</u>	<u>124,222</u>

	Dilapidations £
Balance at 1 January 2021	
As previously reported	-
Prior year adjustment	<u>124,222</u>
As restated	124,222
Provided during year	<u>8,020</u>
Balance at 31 December 2021	<u>132,242</u>

Dilapidation provisions are expected to be utilised in one to four years.

20. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:			2021	2020
Number:	Class:	Nominal value:	£	£
100	Ordinary	1p	<u>1</u>	<u>1</u>

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

21. RESERVES

Called up share capital - This reserve records the nominal value received for shares issued. Details of the shares can be found in note 20.

Retained earnings - This reserve records retained earnings and accumulated losses.

22. PENSION COMMITMENTS

The Company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund. Contributions totalling £69,441 (2020: £nil) were payable to the fund at the balance sheet date and are included in creditors.

23. CONTINGENT LIABILITIES

The Company has given cross guarantees to National Westminster Bank Plc in respect of the bank overdrafts of other members of the HR GO Plc group of companies. At 31 December the bank overdrafts under this guarantee amounted to £nil (2020: £nil).

24. RELATED PARTY DISCLOSURES

Transactions with key management personnel

- a) The company considers there to be no key management personnel outside the board of directors. See note 6 for total emoluments to the board of directors.
- b) During the year the company rented three properties from Bareham Investments Ltd, the pension company of a former director and one property from another company indirectly controlled by the same director. Rents paid for these properties during the year amounted to £38,500 and £2,500 respectively. The rents on these properties are determined by an independent professional valuer. There were no outstanding balances at the year end.

The Company has taken advantage of the reduced disclosure available for subsidiaries under FRS 102 and is therefore exempt from disclosing key management remuneration.

Transactions with parent company and subsidiaries

- a) HR GO Plc, the parent company, provided management and accounting services to the company during the period, for which its charges amounted to £5,044,069.
- b) HR GO Plc charged/(paid) interest on outstanding inter-group balances at 3.0% above base rate and base rate respectively. This amounted to £136,906/(£15,846).
- c) During the year the company provided management and accounting services to related undertakings, for which its charges amounted to £5,562,081.
- d) The amount owed by HR GO Plc, at 31 December 2021, was £6,193,200.
- e) The aggregate amount owed by related undertakings, at 31 December 2021, amounted to £283,761.
- f) The aggregate amount owed to related undertakings, at 31 December 2021, amounted to £5,923,839.
- g) During the year the company received rental income from HR GO (Kent) Ltd, a fellow subsidiary company, amounting to £64,491.

NOTES TO THE FINANCIAL STATEMENTS - continued**For The Year Ended 31 December 2021****25. ULTIMATE CONTROLLING PARTY**

The immediate and ultimate parent undertaking is HR GO Plc, a company incorporated in England & Wales. At the balance sheet date, the ultimate controlling party was J C Parkinson. At the date of approval of these financial statements it was J M Parkinson and S J Parkinson by virtue of their equal shareholdings. The parent undertaking of the largest and smallest group which includes the company and for which group financial statements are prepared is HR GO Plc. Copies of the financial statements of the immediate and ultimate parent undertaking can be obtained from The Secretary, HR GO Plc, The Cedars, Church Road, Ashford, Kent, TN23 1RQ.

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

	2021	2020
	£	£
Profit before taxation	2,786,319	2,361,457
Depreciation charges	149,005	152,445
Loss on disposal of fixed assets	115,346	-
Impairment of goodwill	184,625	23,329
Impairment of investments	-	52,757
Finance costs	139,864	248,306
Finance income	<u>(648,731)</u>	<u>(526,641)</u>
	2,726,428	2,311,653
Increase in trade and other debtors	(3,629,687)	(3,437,263)
Increase in trade and other creditors	<u>999,412</u>	<u>1,155,472</u>
Cash generated from operations	<u><u>96,153</u></u>	<u><u>29,862</u></u>

27. CASH AND CASH EQUIVALENTS

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

Year ended 31 December 2021

	31.12.21	1.1.21
	£	£
Cash and cash equivalents	237,546	1,000
Bank overdrafts	<u>-</u>	<u>(1)</u>
	<u><u>237,546</u></u>	<u><u>999</u></u>

Year ended 31 December 2020

	31.12.20	1.1.20
	£	£
Cash and cash equivalents	1,000	1,000
Bank overdrafts	<u>(1)</u>	<u>(1,118)</u>
	<u><u>999</u></u>	<u><u>(118)</u></u>

NOTES TO THE FINANCIAL STATEMENTS - continued
For The Year Ended 31 December 2021

28. ANALYSIS OF CHANGES IN NET (DEBT)/FUNDS

	At 1.1.21 £	Cash flow £	Other non-cash changes £	At 31.12.21 £
Net cash				
Cash at bank and in hand	1,000	236,546		237,546
Bank overdrafts	<u>(1)</u>	<u>1</u>		<u>-</u>
	<u>999</u>	<u>236,547</u>		<u>237,546</u>
Debt				
Finance leases	(30,720)	75,438	(138,233)	(93,515)
Debts falling due within 1 year	<u>(47,500)</u>	<u>47,500</u>	<u>-</u>	<u>-</u>
	<u>(78,220)</u>	<u>122,938</u>	<u>(138,233)</u>	<u>(93,515)</u>
Total	<u>(77,221)</u>	<u>359,485</u>	<u>(138,233)</u>	<u>144,031</u>