COMPANY REGISTRATION NO. 10926131 (England and Wales)	
VELAR PROJECTS LTD	
ANNUAL REPORT AND FINANCIAL STATEMENTS	
FOR THE YEAR ENDED 30 JUNE 2021	

# COMPANY INFORMATION

Director Mr R Jones

Company number 10926131

Registered office Summers House

Pascal Close St Mellons Cardiff CF3 0LW

Auditor UHY Hacker Young

Lanyon House Mission Court Newport South Wales United Kingdom NP20 2DW

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## STRATEGIC REPORT FOR THE YEAR ENDED 30 JUNE 2021

The director presents the strategic report for the year ended 30 June 2021.

#### Fair review of the business

The group's principal activities are office design, space planning, office fit-out, project management and supply of office furniture. The group operates primarily in South Wales although it regularly undertakes projects throughout the UK and occasionally abroad. The group's USP continues to be its capability to undertake all aspects of commercial premises refurbishment, from concept through design and delivery to handover.

There have been no significant changes in the group's principal activities in the year under review. The directors are not aware, at the date of this report, of any likely changes in the group's activities in the forthcoming year

The profit and loss account is set out on page 7.

The results for the year to 30 June 2021 show pre-tax profits of £757k (2020; £556k).

Net assets have increased to £1.0m at 30 June 2021 from £0.8m at 30 June 2020.

#### Principal risks and uncertainties

The group's activities expose it to a number of financial risks including economic risk, price risk, credit risk and liquidity risk. The use of financial instruments is monitored by the board of directors. The group's principal financial instruments comprise bank balances, current asset investments and trade debtors.

Economic risk - The economic risk is based upon the continued risk of a shortage of material supplies, together with inflationary pressures in the construction industry leading to a downturn in demand. These risks are managed by ongoing evaluation of future demands and the supply chain necessary to meet such demands, to enable the directors to take action for mitigation and re-evaluate strategy accordingly. The directors are confident that remaining vigilant to potential risk factors, carrying out constant evaluation and being actively involved in the group, affords the group a high level of risk management.

Financial Risk - The financial risks faced by the business are focused around credit and liquidity

Credit risk - The credit risk is attributable to trade debtors. The amounts shown in the financial statements are after bad and doubtful debt provisions. These are based on policies implemented to manage the credit risk and require credit checks on customers and prospects. The amount of exposure to any single customer is subject to credit limits which are regularly reviewed. The group also uses credit insurance to mitigate the risk.

**Liquidity risk** - The group has limited exposure to liquidity risk as a consequence of having limited long-term external borrowings. The group manages liquidity risk by monitoring working capital and ensuring there are sufficient funds to meet future payments.

Loans relating to assets held under hire purchase contracts are secured upon the assets to which they relate.

On behalf of the board

Mr R Jones **Director** 

15 March 2022

#### DIRECTOR'S REPORT

#### FOR THE YEAR ENDED 30 JUNE 2021

The director presents his annual report and financial statements for the year ended 30 June 2021.

#### Principal activities

The principal activity of the company continued to be that of a holding company. The principal activity of the group continued to be that of office design, space planning, office fit-out, project management, supply of office furniture, and electrical contracting, installation and testing.

#### Results and dividends

The results for the year are set out on page 7.

Ordinary dividends were paid amounting to £35,685. The director does not recommend payment of a further dividend.

#### Director

The director who held office during the year and up to the date of signature of the financial statements was as follows:

Mr R Jones

Mr K T Mashford

(Appointed 30 June 2021 and resigned 14 February 2022)

#### **Employee Ownership**

During the year an Employee Ownership Trust ("EOT") was set up: the Paramount Office Interiors Employee Ownership Trust. The EOT acquired 51% of the shares of Velar Projects Ltd on 12 May 2021. The Trust is for the benefit of all of the employees of subsidiary company Paramount Office Interiors Limited giving them a stake in the business and incentivising them to promote the continued success of the company.

#### Auditor

UHY Hacker Young were appointed as auditor to the group during the year. UHY Hacker Young have expressed their willingness to continue in office as auditor and appropriate arrangements have been put in place for them to be deemed reappointed as auditor in the absence of an Annual General Meeting.

## Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the auditor of the company is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the auditor of the company is aware of that information.

On behalf of the board

Mr R Jones

Director

15 March 2022

# DIRECTOR'S RESPONSIBILITIES STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

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

Company law requires the director to prepare financial statements for each financial year. Under that law the director has elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the director must not approve the financial statements unless he is satisfied that they give a true and fair view of the state of affairs of the group and company, and of the profit or loss of the group for that period. In preparing these financial statements, the director is required to:

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

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

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF VELAR PROJECTS LTD

#### Opinion

We have audited the financial statements of Velar Projects Ltd (the 'parent company') and its subsidiaries (the 'group') for the year ended 30 June 2021 which comprise the group profit and loss account, the group statement of comprehensive income, the group balance sheet, the company balance sheet, the group statement of changes in equity, the company statement of changes in equity, the group statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the parent company's affairs as at 30 June 2021 and of the group'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 *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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

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

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

#### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The director is responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

#### Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the strategic report and the director's report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the director's report have been prepared in accordance with applicable legal requirements.

# INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF VELAR PROJECTS LTD

#### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report and the director's report.

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

- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent 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 director

As explained more fully in the director's responsibilities statement, the director is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the director determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the director is responsible for assessing the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the director either intends to liquidate the company or to cease operations, or has 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 relevant sector;
- 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 and ISO standards;
- 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.

# INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF VELAR PROJECTS LTD

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

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial statements, 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 is available on the Financial Reporting Council's website at: https://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.

Mr John Griffiths (Senior Statutory Auditor)
For and on behalf of UHY Hacker Young

15 March 2022

Chartered Accountants Statutory Auditor

Newport South Wales United Kingdom

# GROUP PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 30 JUNE 2021

	Notes	2021 £	2020 £
<b>Turnover</b> Cost of sales	3	21,434,896 (17,172,826)	21,236,451 (17,883,483)
Gross profit		4,262,070	3,352,968
Administrative expenses Other operating income		(3,550,818) 125,595	(2,841,684) 196,349
Operating profit	4	836,847	707,633
Interest receivable and similar income Interest payable and similar expenses	8 9	14 (79,433)	21 (151,831)
Profit before taxation		757,428	555,823
Tax on profit	10	(194,771)	(80,459)
Profit for the financial year		562,657	475,364
Profit for the financial year is attributable to:			
- Owners of the parent company - Non-controlling interests		516,806 45,851	454,269 21,095
- Non-connouning interests		562,657	475,364

# GROUP STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2021

	2021	2020
	£	£
Profit for the year	562,657	475,364
Other comprehensive income	-	-
Total comprehensive income for the year	562,657	475,364
Total comprehensive income for the year is attributable to:		
- Owners of the parent company	516,806	454,269
- Non-controlling interests	45,851	21,095
	562,657	475,364

# GROUP BALANCE SHEET AS AT 30 JUNE 2021

		202	21	2020	)
	Notes	£	£	£	£
Fixed assets					
Goodwill	12		946,184		1,080,389
Tangible assets	13		448,885		173,683
			1,395,069		1,254,072
Current assets					
Stocks	16	580,574		397,110	
Debtors	17	5,968,055		4,230,741	
Cash at bank and in hand		961,511		1,156,207	
		7,510,140		5,784,058	
Creditors: amounts falling due within one year	18	(5,986,586)		(5,960,030)	
	10	(5,760,560)		(5,700,050)	
Net current assets/(liabilities)			1,523,554		(175,972
Total assets less current liabilities			2,918,623		1,078,100
Creditors: amounts falling due after more than one year	19		(1,902,839)		(268,341
Provisions for liabilities					
Deferred tax liability	22	22,960		20,357	
Deferred tax hability	22		(22,960)		(20,357
Net assets			992,824		789,402
Capital and reserves					
Called up share capital	24		ı		l
Share premium account			259,999		259,999
Profit and loss reserves			587,403		417,832
Equity attributable to owners of the parent					
company			847,403		677,832
Non-controlling interests			145,421		111,570
			992,824		789,402

The financial statements were approved by the board of directors and authorised for issue on 15 March 2022 and are signed on its behalf by:

Mr R Jones **Director** 

# COMPANY BALANCE SHEET

AS AT 30 JUNE 2021

		2021		2020	)
	Notes	£	£	£	£
Fixed assets					
Investments	14		1,754,314		1,754,314
Current assets					
Cash at bank and in hand		5		-	
Creditors: amounts falling due within one year	18	(1,494,319)		(1,494,314)	
Net current liabilities			(1,494,314)		(1,494,314)
Net assets			260,000		260,000
Capital and reserves	24		1		1
Called up share capital Share premium account	24		259,999		259,999
Total equity			260,000		260,000

As permitted by s408 Companies Act 2006, the company has not presented its own profit and loss account and related notes. The c empany's profit for the year was £347,235 (2020 - £127,155 profit).

The financial statements were approved by the board of directors and authorised for issue on 15 March 2022 and are signed on its behalf by:

Mr R Jones

Director

Company Registration No. 10926131

VELAR PROJECTS LTD

# GROUP STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

Balance at 30 June 2021	Year ended 30 June 2021: Profit and total comprehensive income for the year Dividends Own shares acquired	Balance at 30 June 2020	Year ended 30 June 2020: Profit and total comprehensive income for the year Dividends Acquisition of subsidiary	Balance at 1 September 2019	
	=		1		Notes
_	. , .		1 1 1	_	Share capital
259,999		259,999		259,999	SharePro premium account
587,403	516,806 (35,685) (311,550)	417,832	454,269 (127,155)	90,718	ShareProfit and loss emium reserves ecount
847,403	516,806 (35,685) (311,550)	677,832	454,269 454,269 21,095 (127,155) (127,155) (5,000) - 95,475	350,718	Totallon- controlling interest £
145,421	45,851 (12,000)	111,570	21,095 (5,000) 95,475		-controlling interest £
992,824	562,657 (47,685) (311,550)	789,402	475,364 (132,155) 95,475	350,718	Total £

The share premium reserve contains the premium arising on issue of equity shares, net of issue expenses.

The profit and loss reserve represents cumulative profits or losses, net of dividends paid and other adjustments.

# COMPANY STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2021

	Share capital		ShareProfit and loss		Total	
			premium account	reserves		
	Notes	£	£	£	£	
Balance at 1 September 2019		1	259,999		260,000	
Year ended 30 June 2020:						
Profit and total comprehensive income for the year		-	-	127,155	127,155	
Dividends	11	-	-	(127,155)	(127,155)	
Balance at 30 June 2020			259,999		260,000	
Year ended 30 June 2021:						
Profit and total comprehensive income for the year		-	-	347,235	347,235	
Dividends	11	-	-	(35,685)	(35,685)	
Own shares acquired		-	-	(311,550)	(311,550)	
Balance at 30 June 2021		1	259,999	-	260,000	

The share premium reserve contains the premium arising on issue of equity shares, net of issue expenses.

The profit and loss reserve represents cumulative profits or losses, net of dividends paid and other adjustments.

# GROUP STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2021

		202	2021		0
	Notes	£	£	£	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	29		(85,531)		2,589,902
Interest paid			(79,433)		(151,831)
Income taxes (paid)/refunded			(71,487)		145,930
Net cash (outflow)/inflow from operating activity	ties		(236,451)		2,584,001
Investing activities					
Purchase of tangible fixed assets		(334,048)		(19,135)	
Purchase of subsidiaries		-		(55,119)	
Loan to Employee Ownership Trust		(1,000,000)		-	
Interest received		14		21	
Net cash used in investing activities			(1,334,034)		(74,233)
Financing activities					
Redemption of shares		(311,550)		-	
Proceeds from borrowings		2,250,000		200,000	
Repayment of borrowings		(507,641)		(308,120)	
Payment of finance leases obligations		(7,335)		(6,724)	
Dividends paid to equity shareholders		(35,685)		(127, 155)	
Dividends paid to non-controlling interests		(12,000)		(5,000)	
Net cash generated from/(used in) financing					
activities			1,375,789		(246,999)
Net (decrease)/increase in cash and cash equiva	lents		(194,696)		2,262,769
Cash and cash equivalents at beginning of year			1,156,207		(1,106,562)
Cash and cash equivalents at end of year			961,511		1,156,207

# NOTES TO THE GROUP FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2021

#### 1 Accounting policies

#### Company information

Velar Projects Ltd ("the company") is a private limited company domiciled and incorporated in England and Wales. The registered office is .

The group consists of Velar Projects Ltd and all of its subsidiaries.

#### 1.1 Accounting convention

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest  $\pounds$ .

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The company is a qualifying entity for the purposes of FRS 102, being the parent of a group which prepares publicly available consolidated financial statements, including this company, which are intended to give a true and fair view of the assets, liabilities, financial position and profit or loss of the group. The company has therefore taken advantage of exemptions from the following disclosure requirements for parent company information presented within the consolidated financial statements:

- Section 7 'Statement of Cash Flows': Presentation of a statement of cash flow and related notes and disclosures;
- Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues: Interest income/expense
  and net gains/losses for financial instruments not measured at fair value; basis of determining fair values; details of
  collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in
  other comprehensive income;
- Section 26 'Share based Payment': Share-based payment expense charged to profit or loss, reconciliation of opening
  and closing number and weighted average exercise price of share options, how the fair value of options granted was
  measured, measurement and carrying amount of liabilities for cash-settled share-based payments, explanation of
  modifications to arrangements;
- Section 33 'Related Party Disclosures': Compensation for key management personnel.

#### 1.2 Business combinations

In the parent company financial statements, the cost of a business combination is the fair value at the acquisition date of the assets given, equity instruments issued and liabilities incurred or assumed, plus costs directly attributable to the business combination. The excess of the cost of a business combination over the fair value of the identifiable assets, liabilities and contingent liabilities acquired is recognised as goodwill. The cost of the combination includes the estimated amount of contingent consideration that is probable and can be measured reliably, and is adjusted for changes in contingent consideration after the acquisition date. Provisional fair values recognised for business combinations in previous periods are adjusted retrospectively for final fair values determined in the 12 months following the acquisition date. Investments in subsidiaries, joint ventures and associates are accounted for at cost less impairment.

Deferred tax is recognised on differences between the value of assets (other than goodwill) and liabilities recognised in a business combination accounted for using the purchase method and the amounts that can be deducted or assessed for tax, considering the manner in which the carrying amount of the asset or liability is expected to be recovered or settled. The deferred tax recognised is adjusted against goodwill or negative goodwill.

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

#### 1 Accounting policies

(Continued)

#### 1.3 Basis of consolidation

The consolidated group financial statements consist of the financial statements of the parent company Velar Projects Ltd together with all entities controlled by the parent company (its subsidiaries).

All financial statements are made up to 30 June 2021. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by other members of the group.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred.

Subsidiaries are consolidated in the group's financial statements from the date that control commences until the date that control ceases.

#### 1.4 Going concern

At the time of approving the financial statements, the director has a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future. Thus the director continues to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.5 Turnovei

Turnover is recognised at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, and is shown net of VAT and other sales related taxes. The fair value of consideration takes into account trade discounts, settlement discounts and volume rebates.

When cash inflows are deferred and represent a financing arrangement, the fair value of the consideration is the present value of the future receipts. The difference between the fair value of the consideration and the nominal amount received is recognised as interest income.

Revenue from the sale of goods is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer (usually on dispatch of the goods), the amount of revenue can be measured reliably, it is probable that the economic benefits associated with the transaction will flow to the entity and the costs incurred or to be incurred in respect of the transaction can be measured reliably.

Revenue from contracts for the provision of professional services is recognised by reference to the stage of completion when the stage of completion, costs incurred and costs to complete can be estimated reliably. The stage of completion is calculated by comparing costs incurred, mainly in relation to contractual hourly staff rates and materials, as a proportion of total costs. Where the outcome cannot be estimated reliably, revenue is recognised only to the extent of the expenses recognised that it is probable will be recovered.

#### 1.6 Intangible fixed assets - goodwill

Goodwill represents the excess of the cost of acquisition of a business over the fair value of net assets acquired. It is initially recognised as an asset at cost and is subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Goodwill is considered to have a finite useful life and is amortised on a systematic basis over its expected life, which is 10 years.

#### 1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

#### 1 Accounting policies (Continued)

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

Freehold land Not depreciated

Leasehold improvements Over the period of the lease Fixtures and fittings 20% straight line on cost

Motor vehicles Enter depreciation rate via StatDB - cd78

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

#### 1.8 Fixed asset investments

Equity investments are measured at fair value through profit or loss, except for those equity investments that are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

A subsidiary is an entity controlled by the group. Control is the power to govern the financial and operating policies of the entity so as to obtain benefits from its activities.

#### 1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition.

Stocks held for distribution at no or nominal consideration are measured at the lower of cost and replacement cost, adjusted where applicable for any loss of service potential.

At each reporting date, an assessment is made for impairment. Any excess of the carrying amount of stocks over its estimated selling price less costs to complete and sell is recognised as an impairment loss in profit or loss. Reversals of impairment losses are also recognised in profit or loss.

#### 1.10 Construction contracts

Where the outcome of a construction contract can be estimated reliably, revenue and costs are recognised by reference to the stage of completion of the contract activity at the reporting end date. Variations in contract work, claims and incentive payments are included to the extent that the amount can be measured reliably and its receipt is considered probable.

When it is probable that total contract costs will exceed total contract turnover, the expected loss is recognised as an expense immediately.

Where the outcome of a construction contract cannot be estimated reliably, contract revenue is recognised to the extent of contract costs incurred where it is probable that they will be recoverable. Contract costs are recognised as expenses in the period in which they are incurred. When costs incurred in securing a contract are recognised as an expense in the period in which they are incurred, they are not included in contract costs if the contract is obtained in a subsequent period.

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

#### 1 Accounting policies (Continued)

The "percentage of completion method" is used to determine the appropriate amount to recognise in a given period. The stage of completion is measured by the proportion of contract costs incurred for work performed to date compared to the estimated total contract costs. Costs incurred in the year in connection with future activity on a contract are excluded from contract costs in determining the stage of completion. These costs are presented as stocks, prepayments or other assets depending on their nature, and provided it is probable they will be recovered.

#### 1.11 Cash and cash equivalents

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

#### 1.12 Financial instruments

The group has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the group's balance sheet when the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Debtors and creditors with no stated interest rate and receivable or payable within one year are recorded at transaction price. Any losses arising from impairment are recognised in the profit and loss account in other administrative expenses.

#### Derecognition of financial liabilities

Financial liabilities are derecognised when the group's contractual obligations expire or are discharged or cancelled.

## 1.13 Equity instruments

Equity instruments issued by the group are recorded at the proceeds received, net of transaction costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of the group.

#### 1.14 Taxation

The tax expense represents the sum of the tax currently payable and deferred tax.

#### Current tax

The tax currently payable is based on taxable profit for the year. Taxable profit differs from net profit as reported in the profit and loss account because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The group's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

#### 1 Accounting policies

(Continued)

#### Deferred tax

Deferred tax liabilities are generally recognised for all timing differences and 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. Such assets and liabilities are not recognised if the timing difference arises from goodwill or from the initial recognition of other assets and liabilities in a transaction that affects neither the tax profit nor the accounting profit.

The carrying amount of deferred tax assets is reviewed at each reporting end date and reduced to the extent that it is no longer probable that sufficient taxable profits will be available to allow all or part of the asset to be recovered. Deferred tax is calculated at the tax rates that are expected to apply in the period when the liability is settled or the asset is realised. Deferred tax is charged or credited in the profit and loss account, except when it relates to items charged or credited directly to equity, in which case the deferred tax is also dealt with in equity. Deferred tax assets and liabilities are offset if, and only if, there is a legally enforceable right to offset current tax assets and liabilities and the deferred tax assets and liabilities relate to taxes levied by the same tax authority.

#### 1.15 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.16 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

#### 1.17 Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership to the leases. All other leases are classified as operating leases.

Assets held under finance leases are recognised as assets at the lower of the assets fair value at the date of inception and the present value of the minimum lease payments. The related liability is included in the balance sheet as a finance lease obligation. Lease payments are treated as consisting of capital and interest elements. The interest is charged to profit or loss so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Rentals payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

Rental income from operating leases is recognised on a straight line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight line basis over the lease term.

#### 1.18 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

#### 2 Judgements and key sources of estimation uncertainty

In the application of the group's accounting policies, the director is required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

#### Critical judgements

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

#### Revenue recognition

As noted in 1.3 above, revenue from contracts is recognised by reference to the stage of completion, this inevitably involves the directors making estimates about the total anticipated costs of contracts and the future costs; these estimates can have a significant effect on revenue recognition and profit.

#### Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows.

#### Recoverability of retention balances

Management regularly reviews retention balances and makes provision for balances that it believes will not be recovered. The assessment of retention recovery requires management's best estimate based on knowledge of the underlying contracts and past history of recovery.

#### 3 Turnover and other revenue

	2021	2020
	£	£
Turnover analysed by class of business		
Office design and fit out etc	21,430,903	21,236,451
Electrical works	3,993	-
	21,434,896	21,236,451
	2021	2020
	£	£
Other significant revenue		
Interest income	14	21
Grants received	59,662	-

All turnover in both the year ended 30 June 2021 and the year ended 30 June 2020 was generated in the United Kingdom. As such no geographical analysis of turnover is provided.

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

4	Operating profit		
	•	2021	2020
		£	£
	Operating profit for the year is stated after charging/(crediting):		
	Government grants	(59,662)	-
	Depreciation of owned tangible fixed assets	41,704	49,948
	Depreciation of tangible fixed assets held under finance leases	17,142	21,691
	Amortisation of intangible assets	134,205	111,387
	Operating lease charges	166,365	160,192
5	Auditor's remuneration		
		2021	2020
	Fees payable to the company's auditor and associates:	£	£
	For audit services		
	Audit of the financial statements of the group and company	3,000	-
	Audit of the financial statements of the company's subsidiaries	18,000	-
		21,000	
	For other services		
	Taxation compliance services	2,500	-

# 6 Employees

The average monthly number of persons (including directors) employed by the group and company during the year was:

	Group		Company	
	2021	2020	2021	2020
	Number	Number	Number	Number
Sales	6	6	-	-
Operations	45	41	-	-
Administration	5	6	-	-
Total	56	53	-	=

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

Employees				(Continued)
Their aggregate remuneration comprised:				
	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Wages and salaries	2,195,350	2,128,750	-	-
Social security costs	227,514	211,905	-	-
Pension costs	78,849	145,247	-	-
	2,501,713	2,485,902		
Director's remuneration				
			2021	2020
			£	£
Remuneration for qualifying services			27,200	9,409
Company pension contributions to defined contribution	on schemes		15,167	544
			42,367	9,953
Interest receivable and similar income				
			2021 £	2020 £
Interest income			ı	
Interest on bank deposits			14	21
Interest payable and similar expenses				
			2021	2020
Interest on bank overdrafts and loans			£ 76,993	£ 139,146
Other interest on financial liabilities				10,847
Interest on finance leases and hire purchase contracts			1,469	1,469
Other interest			971	369
Total finance costs			79,433	151,831
Taxation				
			2021 £	2020 £
Current tax				
UK corporation tax on profits for the current period  Adjustments in respect of prior periods			192,168	110,695
Adjustments in respect of prior periods				(47,022
Total current tax			192,168	63,673

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

10	Taxation		(Continued)
		2021	2020
	Deferred tax	£	£
	Origination and reversal of timing differences	2,603	16,786
	Total tax charge	194,771	80,459
	The actual charge for the year can be reconciled to the expected charge for the year based on standard rate of tax as follows:	the profit or los	s and the
		2021 £	2020 £
	Profit before taxation	757,428	555,823
	Expected tax charge based on the standard rate of corporation tax in the UK of 19.00% (2020: 19.00%)	143,911	105,606
	Tax effect of expenses that are not deductible in determining taxable profit	48,094	25,408
	Tax effect of utilisation of tax losses not previously recognised	-	(11,370)
	Adjustments in respect of prior years	3,061	(39,185)
	Permanent capital allowances in excess of depreciation	(295)	-
	Taxation charge	194,771	80,459
11	Dividends		
	Recognised as distributions to equity holders:	2021 €	2020 £
	Final paid	35,685	127,155
12	Intangible fixed assets		
	Group		Goodwill £
	Cost		
	At 1 July 2020 and 30 June 2021		1,342,049
	Amortisation and impairment		
	At 1 July 2020 Amortisation charged for the year		261,660 134,205
	At 30 June 2021		395,865
	Amor:isation charged for the year		134

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

12	Intangible fixed assets	(Continued)
	Carrying amount	
	At 30 June 2021	946,184
	At 30 June 2020	1,080,389

The company had no intangible fixed assets at 30 June 2021 or 30 June 2020.

## 13 Tangible fixed assets

Group	Freehold land Leasehold improvements		Fixtures andMotor vehicles fittings		Total	
	£	£	£	£	£	
Cost						
At 1 July 2020	-	397,875	232,495	127,794	758,164	
Additions	285,250	-	48,798	-	334,048	
Disposals			(3,600)		(3,600)	
At 30 June 2021	285,250	397,875	277,693	127,794	1,088,612	
Depreciation and impairment						
At 1 July 2020	-	308,696	189,418	86,367	584,481	
Depreciation charged in the year	-	18,104	23,600	17,142	58,846	
Eliminated in respect of disposals			(3,600)	=	(3,600)	
At 30 June 2021		326,800	209,418	103,509	639,727	
Carrying amount						
At 30 June 2021	285,250	71,075	68,275	24,285	448,885	
At 30 June 2020		89,179	43,077	41,427	173,683	

The company had no tangible fixed assets at 30 June 2021 or 30 June 2020.

## 14 Fixed asset investments

		Group		Company	
		2021	2020	2021	2020
	Notes	£	£	£	£
Investments in subsidiaries	15	<u>-</u>	-	1,754,314	1,754,314

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

14	Fixed asset investments	(Continued)
	Movements in fixed asset investments	
	Company	Shares in
		subsidiaries
	Cost or valuation	£
	At 1 July 2020 and 30 June 2021	1,754,314
	Carrying amount	
	At 30 June 2021	1,754,314
	At 30 June 2020	1,754,314

#### 15 Subsidiaries

Details of the company's subsidiaries at 30 June 2021 are as follows:

Name of undertaking	Class of shares held	% F Direct	Held Indirect
Paramount Office Interiors Limited	Ordinary and Ordinary A	100.00	-
S. Jones & Sons (Electrical Contractors) Limited	Ordinary	0	75.00
Paramount Office Interiors Employee Ownership Trustee Limited	Ordinary		
		0	100.00

The registered office of all of the above companies is Summers House, Pascal Close, St Mellons, Cardiff, CF3 0LW.

## 16 Stocks

		Group		Company	
		2021	2020	2021	2020
		£	£	£	£
	Work in progress	580,574	397,110	-	-
17	Debtors				
		Group		Company	
		2021	2020	2021	2020
	Amounts falling due within one year:	£	£	£	£
	Trade debtors	4,739,074	3,487,299	-	-
	Other debtors	1,064,393	569,840	-	-
	Prepayments and accrued income	164,588	173,602	-	-
					•
		5,968,055	4,230,741	-	-

Included within other debtors is £1,000,000 (2020: £nil) due from Paramount Office Interiors Employee Ownership Trust, the ultimate controlling party.

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

## 18 Creditors: amounts falling due within one year

		Group		Company	
		2021	2020	2021	2020
	Notes	£	£	£	£
Bank loans	20	483,167	195,667	-	-
Obligations under finance leases	21	7,335	7,335	-	-
Other borrowings	20	-	186,974	-	186,974
Trade creditors		2,658,768	716,802	-	-
Amounts owed to group undertakings		-	-	1,463,819	1,201,840
Corporation tax payable		220,518	99,837	-	-
Other taxation and social security		888,009	850,171	-	-
Other creditors		585,473	2,256,892	30,500	105,500
Accruals and deferred income		1,143,316	1,646,352	-	-
		5,986,586	5,960,030	1,494,319	1,494,314

Obligations under finance leases are secured on the assets to which they relate.

Refer to note 20 for further details regarding bank loans and other loans.

#### 19 Creditors: amounts falling due after more than one year

		Group		Company	
		2021	2020	2021	2020
	Notes	£	£	£	£
Bank loans and overdrafts	20	1,866,944	225,111	-	-
Obligations under finance leases	21	35,895	43,230	-	-
		1,902,839	268,341	-	

Obligations under finance leases are secured on the assets to which they relate.

Refer to note 20 for further details regarding bank loans and other loans.

Included within bank loans is £37,500 (2020: £nil) which is repayable in instalments after more than 5 years from the balance sheet date.

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

20	Loans and overdrafts				
		Group		Company	
		2021	2020	2021	2020
		£	£	£	£
	Bank loans	2,350,111	420,778	-	-
	Other loans	-	186,974	-	186,974
		2,350,111	607,752	-	186,974
	Payable within one year	483,167	382,641	-	186,974
	Payable after one year	1,866,944	225,111	-	-

Bank loans at 30 June 2021 include £2,250,000 (2020: £nil) relating to money received in relation to a Coronavirus Business Interruption Loan ("CBIL"). This balance is secured over a debenture held by National Westminster Bank Ple.

Interest is charged on the CBIL at an effective rate of 0% for the first 12 months and a fixed rate of 3.96% p.a. over Base Rate thereafter. The loan is repayable in monthly instalments from August 2021 and is repayable in full by 01 July 2026. Included within bank loans is £37,500 (2020: £nil) in respect of the CBIL which is repayable in instalments after more than 5 years from the balance sheet date.

A further bank loan with an outstanding balance of £250,000 at 30 June 2020 was repaid in full during the year.

Also included within bank loans is a loan of £100,111 (2020: £107,778) on which interest is charged at 10.99% per annum. This loan is repayable in monthly instalments and is repayable in full by November 2022.

Other loans of £nil (2020: £186,974) relates to loan notes, with the balance being made up of a principal of £nil (2020: £167,200) and rolled up interest of £nil (2020: £19,774).

The loan notes bore interest at 4% per annum on the principal amount, were unsecured and were repaid in full in 2021.

# 21 Finance lease obligations

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Future minimum lease payments due under finance				
leases:				
Within one year	7,335	7,335	=	-
In two to five years	35,895	43,230	-	-
	43,230	50,565	-	-

Finance lease payments represent rentals payable by the group for certain motor vehicles. Leases include purchase options at the end of the lease period, and no restrictions are placed on the use of the assets. The average lease term is 48 months. All leases are on a fixed repayment basis and no arrangements have been entered into for contingent rental payments.

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

#### 22 Deferred taxation

The following are the major deferred tax liabilities and assets recognised by the group and company, and movements thereon:

	Liabilities	Liabilities
Group	2021 £	2020 £
Accelerated capital allowances	22,960	23,418
Other		(3,061)
	22,960	20,357

The company has no deferred tax assets or liabilities.

	Group 2021	Company 2021
Movements in the year:	£ 2021	£ 2021
Liability at 1 July 2020	20,357	-
Charge to profit or loss	2,603	-
Liability at 30 June 2021	22,960	

The deferred tax liability set out above relates to accelerated capital allowances that are expected to reverse over the useful life of the assets.

## 23 Retirement benefit schemes

Defined contribution schemes	2021 £	2020 £
Charge to profit or loss in respect of defined contribution schemes	78,849	145,247

A defined contribution pension scheme is operated for all qualifying employees. The assets of the scheme are held separately from those of the group in an independently administered fund.

# 24 Share capital

Group and company	2021	2020	2021	2020
Ordinary share capital Issued and fully paid	Number	Number	£	£
Ordinary of 1p each	100	118	l	1

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

#### 24 Share capital (Continued)

On 05 March 2021 the company repurchased 6 ordinary £0.01 shares for consideration of £150,000. These were subsequently cancelled on the same date.

On 16 April 2021 the company repurchased 12 ordinary £0.01 shares for consideration of £160,000. These were subsequently cancelled on the same date.

#### 25 Operating lease commitments

#### Lessee

At the reporting end date the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Group		Company	
	2021	2020	2021	2020
	£	£	£	£
Within one year	171,927	158,418	-	-
Between two and five years	582,240	555,839	-	-
In over five years	198,930	349,767	-	-
	953,097	1,064,024		-

## 26 Related party transactions

During the year the Paramount Office Interiors Employee Ownership Trust (the "EOT") acquired 51% of the shares in the company for £2,040,000 including deferred consideration of £1,040,000. The company's subsidiary, Paramount Office Interiors Limited made a loan of £1,000,000 to the EOT to facilitate the acquisition which is for the benefit of all of the group's employees. Included within other debtors is £1,000,000 (2020: £nil) due from the EOT. The EOT, Paramount Office Interiors Employee Ownership Trust, is now the ultimate controlling party.

#### 27 Directors' transactions

The directors operate current loan accounts which is credited with payments made by the directors and any cash introduced and debited with private expenses and cash drawn. The amount outstanding due to the directors at the period end was £30,500 (2020: £105,500). This amount being included in creditors: amounts falling due within one year.

Description	% RateOpening balance	6 RateOpening balance Amounts Amounts repaid Closing balance advanced		
	£	£	£	£
Mr R Jones - Director's loan account	- 105,500	20,250	(95,250)	30,500
	105,500	20,250	(95,250)	30,500

# NOTES TO THE GROUP FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 30 JUNE 2021

#### 28 Controlling party

30

The ultimate controlling party is Paramount Office Interiors Employee Ownership Trust which owns 51% of Velar Projects Ltd.

During the year an Employee Ownership Trust ("EOT") was set up: the Paramount Office Interiors Employee Ownership Trust. The EOT acquired 51% of the shares of Velar Projects Ltd on 12 May 2021. The Trust is for the benefit of all of the employees of subsidiary company Paramount Office Interiors Limited giving them a stake in the business and incentivising them to promote the continued success of the company.

#### 29 Cash (absorbed by)/generated from group operations

		2021 £	2020 £
Profit for the year after tax		562,657	475,364
Adjustments for:			
Taxation charged		194,771	80,459
Finance costs		79,433	151,831
Investment income		(14)	(21)
Amortisation and impairment of intangible assets		134,205	111,387
Depreciation and impairment of tangible fixed assets		58,846	71,639
Movements in working capital:			
(Increase)/decrease in stocks		(183,464)	11,458
Increase in debtors		(737,314)	(829,331)
(Decrease)/increase in creditors		(194,651)	2,517,116
Cash (absorbed by)/generated from operations		(85,531)	2,589,902
Analysis of changes in net funds/(debt) - group			
	1 July 2020	Cash flows	30 June 2021
	£	£	£
Cash at bank and in hand	1,156,207	(194,696)	961,511
Borrowings excluding overdrafts	(607,752)	(1,742,359)	(2,350,111)
Obligations under finance leases	(50,565)	7,335	(43,230)
	497,890	(1,929,720)	(1,431,830)

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