**Annual Report** 

Year Ended

30 April 2017

Registered No: OC336022

- Registered in England

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# Report and financial statements for the year ended 30 April 2017

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#### Members

J C Sheath

A H G Wilson (Retired 30 April 2017)

K Baigent

J P Worby

S P Alexander

N P Rennie

S K Gaines

A Jilani

S J Smith (Resigned 18 September 2017)

C L Daw

M R Oatham

J A D Bullock

M Simmonds (Appointed 1 November 2017)

### **Registered office**

Somerfield House, 59 London Road, Maidstone, Kent, ME16 8JH

### **Auditors**

Wilkins Kennedy FKC, Stourside Place, Station Road, Ashford, Kent TN23 1PP

# Members' report for the year ended 30 April 2017

The members present their report together with the audited financial statements for the year ended 30 April 2017.

#### **Principal activity**

The principal activity of Brachers LLP continued to be that of the provision of legal services.

#### **Branches outside the United Kingdom**

No branches exist outside the United Kingdom.

#### Trading review

For the 2016-17 year there was only a 1% increase in Group turnover. There was a mixed performance across the practice areas which resulted in a year on year drop in fee income but incorporating the uplift in our WIP valuation, overall turnover did increase. Expenditure is very similar to the previous year which meant the modest rise in income resulted in a small increase in profitability.

#### **Designated members**

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

J C Sheath

A H G Wilson (Retired 30 April 2017)

K Baigent

A S Palmer (Resigned 2 August 2016)

J P Worby

S P Alexander

N P Rennie

S K Gaines

A Jilani

S J Smith (Resigned 18 September 2017)

C L Daw

M R Oatham

J Bullock

M Simmonds (Appointed 1 November 2017)

#### **Auditors**

Wilkins Kennedy FKC have expressed their willingness to continue in office and a resolution to re-appoint them will be proposed at the annual general meeting.

# Members' report for the year ended 30 April 2017 (continued)

#### Allocation of profits

Any profits are shared among the members as governed by the Limited Liability Membership Deed dated 1 May 2009.

Members are remunerated solely out of the profits of the partnership and the final allocation of profits to members is made in accordance with the Membership Deed.

#### Capital

The members may only contribute to the partnership's capital in accordance with the Membership Deed.

#### Policy for drawings, subscriptions and repayment of members' capital

The Membership Deed governs policies for members' drawings, subscriptions and repayment of members' capital.

No drawings or other payments can be made to or on behalf of any members, other than by distribution of profits, without the consent of the members. The firm will reserve, out of profits before distribution, sufficient funds to provide for the working capital requirements of the business.

#### Statement of members' responsibilities

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

Company law (as applied by The Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008) requires the members to prepare the financial statements for each financial year. Under that law the members have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice. Under company law (as applied by The Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008) the members 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 limited liability partnership and of the profit and loss of the limited liability partnership for that period. In preparing these financial statements, the members 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 limited liability partnership will continue in business.

The members are responsible for keeping adequate accounting records that are sufficient to show and explain the limited liability partnerships' transactions and disclose with reasonable accuracy at any time the financial position of the limited liability partnership and to enable them to ensure that the financial statements comply with the Companies Act 2006 (as applied by The Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008). They are also responsible for safeguarding the assets of the limited liability partnership and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# Members' report for the year ended 30 April 2017 (continued)

#### Statement of disclosure to auditors

Each of the current members in office at the date of approval of this annual report confirms that:

- so far as the members are aware, there is no relevant audit information of which the limited liability partnership's auditors are unaware, and
- the members have taken all the steps that they ought to have taken as members in order to make themselves aware of any relevant audit information and to establish that the limited liability partnership's auditors are aware of that information.

On behalf of the members

Designated member

Date: 33.1.18

#### Independent auditors' report

#### To the Members of Brachers LLP

We have audited the group and parent limited liability partnership financial statements (the "financial statements") of Brachers LLP for the year ended 30 April 2017 set out on pages 6 to 32. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102.

This report is made solely to the limited liability partnership's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 as applied by the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008. Our audit work has been undertaken so that we might state to the limited liability partnership'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 limited liability partnership and the limited liability partnership's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### Respective responsibilities of the members and auditors

As explained more fully in the Members' Responsibilities Statement set out on page 2, the members are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the limited liability partnership's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the designated members; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the limited liability partnership's affairs as at 30 April 2017 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 as applied to limited liability partnerships by the Limited Liability Partnerships (Accounts and Audit) (Application of Companies Act 2006) Regulations 2008.

#### Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Members' Report for the financial year for which the financial statements are prepared is consistent with the financial statement, and the Members' Report has been prepared in accordance with applicable legal requirements.

#### Independent auditors' report (continued)

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

We have nothing to report in respect of the following matters where the Companies Act 2006 as applied to limited liability partnerships requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Robert Reynolds (Senior Statutory Auditor)

Robert Reynolds (Senior Statutory Auditor) for and on behalf of Wilkins Kennedy FKC

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**Chartered Accountants Statutory Auditor** 

Stourside Place Station Road Ashford Kent

Brachers LLP

# Consolidated profit and loss account for the year ended 30 April 2017

|  | Note | 2017<br>£'000 | 2016<br>£'000 |
|--|------|---------------|---------------|
| Turnover   | 3    | 12,582        | 12,338        |
| Administrative and establishment expenses  | -    | (9,425)       | (9,426)       |
| Operating profit   | 4    | 3,157         | 2,912         |
| Interest receivable  | 8    | 105           | 90            |
| Interest payable   | 9    | (112)         | (172)         |
| Profit for the financial period before members' remuneration and profit shares         |      | 3,150         | 2,830         |
| Profit for the financial period before members' remuneration and profit shares         |      | 3,150         | 2,830         |
| Members' profit share charged as an expense  | 6    | (3,150)       | (2,830)       |
| Result for the financial period available for discretionary division among the members |      | <u> </u>      | -             |

All amounts relate to continuing activities.

# Consolidated statement of total comprehensive income for the year ended 30 April 2017

|  | Note | 2017<br>£'000 | 2016<br>£'000 |
|--|------|---------------|---------------|
| Profit for the financial period available for discretionary division among members |      | 3,150         | 2,830         |
| Other comprehensive income:  |      |               |               |
| Movement in unrecognised defined benefit pension scheme asset                      | 19   | (92)          | (89)          |
| Total comprehensive income for the year  |      | 3,058         | 2,741         |
|  |      |               |               |

Brachers LLP
Balance sheets at 30 April 2017

| Company number: OC336022   |                  | Gr              | oup                |                 | Liability<br>ership |
|--|------------------|-----------------|--------------------|-----------------|---------------------|
|  | Note             | 2017<br>£'000   | 2016<br>£'000      | 2017<br>£'000   | 2016<br>£'000       |
| Fixed assets Intangible assets Tangible assets Investments                 | 10<br>11<br>12   | 38<br>64<br>102 | 51<br>3,208<br>102 | 38<br>64<br>352 | 51<br>3,208<br>352  |
|  |                  | 204             | 3,361              | 454             | 3,611               |
| Current assets Debtors Cash at bank and in hand                            | 15               | 5,824<br>1,197  | 5,076<br>301       | 5,801<br>1,050  | 5,070<br>174        |
| ,  |                  | 7,021           | 5,377              | 6,851           | 5,244               |
| Creditors: amounts falling due within one year                             | <b>17</b>        | (2,948)         | (3,031)            | (3,084)         | (3,170)             |
| Net current assets   |                  | 4,073           | 2,346              | 3,767           | 2,074               |
| Total assets less current liabilities                                      |                  | 4,277           | 5,707              | 4,221           | 5,685               |
| Creditors: amounts falling due after morthan one year                      | r <b>e</b><br>18 | (232)           | (2,335)            | (232)           | (2,335)             |
| Net assets excluding pension surplus/<br>(deficit) attributable to members |                  | 4,045           | 3,372              | 3,989           | 3,350               |
| Defined benefit pension surplus/<br>(deficit)                              | 19               | -               | -                  | -               | -                   |
| Net assets attributable to members   |                  | 4,045           | 3,372              | 3,989           | 3,350               |

Brachers LLP
Balance sheets at 30 April 2017 (continued)

|                  | Group                   |                          | Limited Liability<br>Partnership   |  |
|------------------|-------------------------|--------------------------|--|--|
| 2017<br>te £'000 | · 2016<br>£'000         | 2017<br>£'000            | 2016<br>£'000  |  |
|                  |                         |                          |  |  |
|                  |                         | . <del>.</del>           |  |  |
| 2,078            | 2,093                   | 2,078                    | 2,104  |  |
| 1,967            | 1,279<br>-              | 1,911<br>-               | 1,246<br>-   |  |
|                  | -                       |                          |  |  |
| 4,045            | 3,372                   | 3,989                    | 3,350  |  |
|                  |                         |                          |  |  |
|                  |                         |                          |  |  |
| 4,045            | 3,372                   | 3,989                    | 3,350  |  |
| 4.045            | 0.070                   | 2.000                    | 2.250  |  |
| 4,045            | 3,3/2                   | 3,989                    | 3,350  |  |
|                  | 2,078<br>1,967<br>4,045 | 2017 £'000  £'000  2,078 | 2017 2016 2017<br>£'000 £'000 £'000  2,078 2,093 2,078<br>1,967 1,279 1,911  4,045 3,372 3,989  20 4,045 3,372 3,989 |  |

The financial statements were approved by the members of the Limited Liability Partnership and authorised for issue on 33.1.1%

J P Worby

Designated member

**Brachers LLP** 

# Consolidated reconciliation of members' interests for the year ended 30 April 2017

|   | DEBT  Loans and other debts due to members less any amounts due from members in debtors |                              |                     | Total<br>members'<br>interests |  |
|---|---|------------------------------|---------------------|--------------------------------|--|
|   | Members'<br>capital<br>(classified as<br>debt)<br>£'000                                 | Current<br>accounts<br>£'000 | Other amounts £'000 | Total<br>£'000                 |  |
| Balance at 1 May 2015   | 1,432   | 923                          | 186                 | 2,541                          |  |
| Members' remuneration charged as an<br>expense including employment and<br>retirement benefit costs | -   | 2,830                        | <u>-</u> ·          | 2,830                          |  |
| Other comprehensive income  | -   | (89)                         | -                   | (89)                           |  |
| Members' interests after profit for the year  | 1,432   | 3,664                        | 186                 | 5,282                          |  |
| Capital amounts introduced by members   | -   |                              | -                   | -                              |  |
| Repayment of capital  | -   | -                            | -                   | •                              |  |
| Drawings  | -   | (2,308)                      | -                   | (2,308)                        |  |
| Reserves transfers made   | 263   | (77)                         | (186)               | -                              |  |
| Revaluation adjustment  | 398   | -                            |                     | 398                            |  |
| Transfer amounts due to former members  |   | -                            | <del>-</del>        | ·<br>                          |  |
| Amounts due to members  | 2,093   | 1,279                        | -                   | 3,372                          |  |
| Balance at 1 May 2016   | 2,093   | 1,279                        | -                   | 3,372                          |  |
| Members' remuneration charged as an<br>expense including employment and<br>retirement benefit costs | 35  | 3,115                        | -                   | 3,150                          |  |
| Other comprehensive income  | -   | (92)                         | -                   | (92)                           |  |
| Members' interests after profit for the year  | 2,128   | 4,302                        | -                   | 6,430                          |  |
| Drawings  | -   | (2,153)                      | •                   | (2,153)                        |  |
| Capital repaid  | (161)   | (105)                        | -                   | (266)                          |  |
| Capital amounts introduced by members   | 34  | -                            | -                   | 34                             |  |
| Reserve transfers made  | 77  | (77)                         | <u>-</u>            |                                |  |
| Amounts due to members  | 2,078   | 1,967                        | -                   | 4,045                          |  |
| Balance at 30 April 2017  | 2,078   | 1,967                        | -                   | 4,045                          |  |

The notes on pages 13 to 29 form part of these financial statements

**Brachers LLP** 

# Partnership reconciliation of members' interests for the year ended 30 April 2017

|   | DEBT  Loans and other debts due to members less any amounts due from members in debtors |                        |                           | Total<br>members'<br>interests |
|---|---|------------------------|---------------------------|--------------------------------|
| . was   | Members'<br>capital<br>(classified<br>as debt)<br>£'000                                 | Current accounts £'000 | Other<br>amounts<br>£'000 | Total<br>£'000                 |
| Balance at 1 May 2015   | 1,443   | 914                    | 186                       | 2,543                          |
| Members' remuneration charged as an expense including employment and retirement benefit costs | -   | 2,806                  | -                         | 2,806                          |
| Other comprehensive income  | -   | (89)                   | _                         | (89)                           |
| Members' interests after profit for the year  | 1,443   | 3,631                  | 186                       | 5,260                          |
| Capital amounts introduced by members   | -   | -                      | ·<br>-                    | -                              |
| Repayment of capital  | -   | -                      | -                         | -                              |
| Drawings  | -   | (2,308)                | -                         | (2,308)                        |
| Reserves transfers made   | 263   | (77)                   | (186)                     | •                              |
| Other reserve paid  | •   | -                      | -                         | -                              |
| Revaluation adjustment  | 398   | -                      |                           | 398                            |
| Transfer amounts due to former members  | -   | -                      | ·<br>-                    | -                              |
| Amounts due to members  | 2,104   | 1,246                  | •                         | 3,350                          |
| Balance at 1 May 2016   | 2,104   | 1,246                  | -                         | 3,350                          |
| Members' remuneration charged as an expense including employment and retirement benefit costs | -   | 3,092                  | -                         | 3,092                          |
| Other comprehensive income  | <u>-</u>  | (92)                   |                           | (92)                           |
| Members' interests after profit for the year  | 2,104   | 4,246                  | •                         | 6,350                          |
| Drawings  | -   | (2,153)                | <b>.</b>                  | (2,153)                        |
| Capital repaid Capital amounts introduced by  | (137)   | (105)                  | -                         | (242)                          |
| members   | 34  | -<br>(77\              | -                         | 34                             |
| Reserves transfers made  Amounts due to members   | 2,078   | (77)<br>1,911          | <u> </u>                  | 3,989                          |
| Amounts due to members  | 2,070   |                        | <u> </u>                  |                                |
| Balance at 30 April 2017  | 2,078   | 1,911                  | •                         | 3,989                          |
|   |   |                        |                           |                                |

The notes on pages 13 to 29 form part of these financial statements

# Consolidated statement of cash flows for the year ended 30 April 2017

|  | Note      | 2017<br>£'000                   | 2017<br>£'000          | 2016<br>£'000           | 2016<br>£'000          |
|--|-----------|---------------------------------|------------------------|-------------------------|------------------------|
| Cash flows from operating activities Cash generated from operations Interest paid Pension contributions paid                                   | <b>23</b> | ••                              | 3,733<br>(112)<br>(84) |                         | 2,825<br>(172)<br>(84) |
| Net cash inflow from operating activiti  | es        |                                 | 3,537                  |                         | 2,569                  |
| Investing activities Purchase of intangible fixed assets Purchase of tangible fixed assets Interest received                                   |           | (10)<br>97                      |                        | (64)<br>(17)<br>85      |                        |
| Net cash generated from investing activities   |           |                                 | 87                     |                         | 4                      |
| Financing activities Transactions with members: Capital introduced by members Capital repaid to members Other payments to members              |           | 34<br>(24)<br>(2,153)           |                        | -<br>-<br>(2,308)       |                        |
| Transactions with non-members: Repaid to former partners Repayment of borrowings Additional borrowings during the year Repayment of bank loans |           | (242)<br>(1,002)<br>757<br>(98) |                        | (890)<br>1,125<br>(102) |                        |
| Net cash generated from financing activities   |           |                                 | (2,728)                |                         | (2,175)                |
| Net increase/(decrease) in cash and cash equivalents   |           |                                 | 896                    |                         | 398                    |
| Cash and cash equivalents at beginning of year   |           |                                 | 301                    |                         | (97)                   |
| Cash and cash equivalents at end of y  | ear       |                                 | 1,197                  |                         | 301                    |
| Relating to: Cash at bank and in hand Bank overdrafts included in creditors payable within one year  |           |                                 | 1,197<br>-             | ·                       | 301                    |
|  |           |                                 |                        |                         |                        |

The notes on pages 13 to 29 form part of these financial statements

# Notes forming part of the financial statements for the year ended 30 April 2017

#### 1 Accounting policies

#### Limited liability partnership information

Brachers LLP is a limited liability partnership domiciled and incorporated in England and Wales. The registered office and principal place of business is Somerfield House, 59 London Road, Maidstone, Kent, ME16 8JH.

## 1.1 Accounting convention

The financial statements have been prepared in accordance with the Statement of Recommended Practice 'Accounting by Limited Liability Partnerships' issued in January 2017, together 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 limited liability partnership. Monetary amounts in these financial statements are rounded to the nearest £000.

The financial statements have been prepared on the historical cost convention modified to include certain financial instruments at fair value. The principal accounting policies adopted are set out below:

#### 1.3 Basis of consolidation

The consolidated financial statements incorporate those of the LLP and all of its active subsidiary undertakings. The financial statements of the trading subsidiary are made up to 30 April each year. The subsidiary is fully consolidated using acquisition accounting from the effective date of acquisition and up to the effective date of disposal, as appropriate.

#### 1.4 Going concern

At the time of approving the financial statements, the members have a reasonable expectation that the limited liability partnership has adequate resources to continue in operational existence for the foreseeable future. Thus the members continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.5 Turnover, revenue recognition and amounts recoverable on contracts

Fee income represents the amounts recoverable for the services provided to clients, excluding value added tax, under contractual obligations which are performed gradually over time. Turnover is recognised by reference to an assessment of the fair value of services performed at the balance sheet date as a proportion of the total value of the engagement, and services provided during the year to clients, that at the balance sheet date have not yet been billed, are recognised as turnover.

Payments received on account of work done are deducted from gross unbilled debtors. Payments received on account in excess of the carrying value of the relevant work in progress are included in creditors.

Fee income in respect of contingent fee assignments is recognised in the period when the contingent event occurs and the collectability of the fee is assured.

Unbilled fee income on individual assignments is included as amounts recoverable on contracts within debtors.

Notes forming part of the financial statements for the year ended 30 April 2017 (continued)

#### 1 Accounting policies

#### 1.6 Members' participating interests

Members' participation rights are the rights of a member against the LLP that arise under the members' agreement (for example, in respect of amounts subscribed or otherwise contributed remuneration and profits).

Salaries agreed to be paid to members, through an employment contract, are treated as an expense in in the profit and loss account to reflect the right the members have to this remuneration because the LLP has no right to refuse payment.

Profits and losses are shared by the members at the end of the period in accordance with agreed profit and loss sharing arrangements governed by the Membership Deed. Members are required to make their own provision for pensions and other benefits from their profit shares.

Members are permitted to make drawings in anticipation of profits which will be allocated to them. The policy for the level and timing of the drawings is determined by the Management Committee and takes into account the LLP's cash requirements for operating and investment activities. The drawings represent payments on account of current year profits and may be reclaimable from members until profits have been allocated.

Members' participation rights in the earnings or assets of the LLP are analysed between those that are, from the LLP's perspective, either a financial liability or equity, in accordance with section 22 of FRS 102. A member's participation rights including amounts subscribed or otherwise contributed by members, for example members' capital, are classed as liabilities unless the LLP has an unconditional right to refuse payment to members, in which case they are classified as equity.

All amounts due to members that are classified as liabilities are presented within 'Loans and other debts due to members' and, where such an amount relates to current year profits, they are recognised within 'Members' remuneration charged as an expense' in arriving at the relevant year's result. Undivided amounts that are classified as equity are shown within 'Members' other interests'. Amounts recoverable from members are presented as debtors and shown as amounts due from members within members' interests.

Once an unavoidable obligation has been created in favour of members through allocation of profits or other means, any undrawn profits remaining at the reporting date are shown as 'Loans and other debts due to members' to the extent they exceed debts due from a specific member.

#### 1.7 Intangible fixed assets

Goodwill represents the excess of the cost of acquisition of unincorporated businesses 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 up to 5 years.

For the purposes of impairment testing, goodwill is allocated to the cash-generating units expected to benefit from the acquisition. Cash generating units to which goodwill has been allocated are tested for impairment at least annually, or more frequently when there is an indication that the unit may be impaired. If the recoverable amount of the cash-generating unit is less than the carrying amount of the unit, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit.

# Notes forming part of the financial statements for the year ended 30 April 2017 (continued)

#### 1 Accounting policies

#### 1.8 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.

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:

IT equipment - 33.3% Furniture and fittings - 20.0% Motor vehicles - 20.0%

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.

Under the revaluation model, and item of property, plant and equipment whose fair value can be measured reliably shall be carried at a revalued amount, being its fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses. Revaluations shall be made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting period.

#### 1.9 Fixed asset investments

Interests in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in profit or loss.

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

#### 1.10 Impairment of fixed assets

At each reporting end date, the limited liability partnership reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where it is not possible to estimate the recoverable amount of an individual asset, the limited liability partnership estimates the recoverable amount of the cash-generating unit to which the asset belongs.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

# Notes forming part of the financial statements for the year ended 30 April 2017 (continued)

#### 1 Accounting policies

#### 1.11 Cash and cash equivalents

Cash and cash equivalents 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 creditors in current liabilities.

#### 1.12 Financial instruments

The limited liability partnership 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 limited liability partnership's statement of financial position when the limited liability partnership 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.

#### Basic financial assets

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

#### Other financial assets

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, which is normally the transaction price. Such assets are subsequently carried at fair value and the changes in fair value are recognised in profit or loss, except that investments in equity instruments that are not publically traded and whose fair values cannot be measured reliably are measured at cost less impairment.

#### Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reporting end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

#### Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the limited liability partnership transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

#### Classification of financial assets

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the limited liability partnership after deducting all of its liabilities.

# Notes forming part of the financial statements for the year ended 30 April 2017 (continued)

#### 1 Accounting policies

#### Basic financial liabilities

Basic financial liabilities, including trade and other payables, bank loans, loans from fellow limited liability partnership companies and preference shares that are classified as debt, 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.

#### Derecognition of financial liabilities

Financial liabilities are derecognised when the limited liability partnership's obligations expire or are discharged or cancelled.

#### 1.13 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 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 limited liability partnership is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.14 Retirement benefits and post retirement payments to members

The cost of providing benefits under defined benefit plans is determined separately for each plan using the projected unit credit method, and is based on actuarial advice.

The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost. The cost of plan introductions, benefit changes, settlements and curtailments are recognised as an expense in measuring profit or loss in the period in which they arise.

The net interest element is determined by multiplying the net defined benefit liability by the discount rate, taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments. The net interest is recognised in profit or loss as other finance revenue or cost.

Remeasurement changes comprise actuarial gains and losses, the effect of the asset ceiling and the return on the net defined benefit liability excluding amounts included in net interest. These are recognised immediately in other comprehensive income in the period in which they occur and are not reclassified to profit and loss in subsequent periods.

The defined net benefit pension asset or liability in the balance sheet comprises the total for each plan of the present value of the defined benefit obligation (using a discount rate based on high quality corporate bonds), less the fair value of plan assets out of which the obligations are to be settled directly. Fair value is based on market price information, and in the case of quoted securities is the published bid price. The value of a net pension benefit asset is limited to the amount that may be recovered either through reduced contributions or agreed refunds from the scheme.

The post retirement payments due to members are charged to the profit and loss account in the period to which they are paid. No provision is made in the accounts for future payments for current or past members.

# Notes forming part of the financial statements for the year ended 30 April 2017 (continued)

#### 1 Accounting policies

#### 1.15 Operating leases: lessee

Rentals payable under operating leases, including any lease incentives received, are charged to income 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 lease asset are consumed.

#### 1.16 Taxation

The taxation payable on the limited liability partnership profits is the personal liability of the members during the year and consequently neither taxation nor related deferred taxation are accounted for in the financial statements. Amounts retained for members" personal tax liabilities are treated in the same way as other profits of the partnership and so are included in "Members interests" or in "Loans and other debts due to members" depending on whether an allocation of profits has occurred.

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

In the application of the limited liability partnership's accounting policies, the members are 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.

The group makes an assessment of the recoverable value of trade and other debtors. When assessing impairment the group considers factors such as historical experience and credit rating.

The group makes an assessment of valuation of amounts recoverable on contracts. When assessing the valuation the group considers the work type, historical recoverability levels and the credit risk associated with the client.

#### 3 Turnover

Fee income is wholly attributable to the principal activity of the limited liability partnership and arises solely within the United Kingdom.

|   | Other significant revenue                               | 2017  | 2016  |
|---|---|-------|-------|
|   | Interest income   | 97    | 90    |
|   |   |       |       |
| 4 | Operating profit  |       |       |
|   |   | 2017  | 2016  |
|   | Operating profit for the year is stated after charging: | £'000 | £'000 |
|   | Auditors remuneration – As auditor                      | 21    | 20    |
|   | Auditors remuneration – For other services              | 16    | 15    |
|   | Amortisation of intangible fixed assets                 | 13    | 113   |
|   | Depreciation of owned tangible fixed assets             | 94    | 121   |
|   | Operating lease rentals - Plant and machinery           | 58    | 102   |
|   | Operating leases rentals – Other                        | 29    | 71    |
|   | ·   |       |       |

# Notes forming part of the financial statements for the year ended 30 April 2017 *(continued)*

| 5 | Employees The average number of persons employed by the group during the year was: |            |            |
|---|--|------------|------------|
|   |  | 2017       | 2016       |
|   |  | Number -   | Number     |
|   | Colleitore/foe corners   | 88         | 85         |
|   | Solicitors/fee earners   |            |            |
|   | Administrative and support staff   | 86         | 87<br>———  |
|   | Total  | 180        | 172        |
|   |  |            |            |
|   | Staff costs for the above persons:   | 0017       | 2016       |
|   |  | 2017       | 2016       |
|   |  | £'000      | £'000      |
|   | Wages and salaries   | 6,045      | 5,714      |
|   | Social security costs  | 572        | 635        |
|   | Pension costs  | 237        | 248<br>——— |
|   |  | 6,854      | 6,597      |
|   |  |            |            |
| 6 | Members' remuneration  |            |            |
|   |  | 2017       | 2016       |
|   |  | Number     | Number     |
|   | The average number of members during the year was                                  | 11         | 12         |
|   |  | 2017       | 2016       |
|   |  | €,000      | £'000      |
|   | Profit attributable to the member with the highest entitlement                     | 289        | 242        |
|   |  | 2017       | 2016       |
|   |  | £,000      | £,000      |
|   | Remuneration charged as an expense   | 3,150      | 2,830      |
|   |  | 2017       | 2016       |
|   |  | £,000      | £,000      |
|   | The average member remuneration was  | 286        | 236        |
|   |  | ~17. YA 18 |            |

# Notes forming part of the financial statements for the year ended 30 April 2017 *(continued)*

## 7 Profit for the financial year

As permitted by section 408 Companies Act 2006, the holding entity's profit and loss accounts has not been included in these financial statements. The profit for the financial year dealt with in the accounts of the holding entity. Brachers LLP, is as follows:

|   | holding entity, Brachers LLP, is as follows:                                  |               |               |
|---|---|---------------|---------------|
|   |   | 2017<br>£'000 | 2016<br>£'000 |
|   | Holding entity's profit for the financial year                                | 3,092         | 2,806         |
| 8 | Interest receivable and similar income  |               |               |
|   |   | 2017<br>£'000 | 2016<br>£'000 |
|   | Interest income Interest on bank deposits Other interest income (see note 19) | 97<br>8       | 85<br>5       |
|   |   | 105           | 90            |
|   |   |               |               |
| 9 | Interest payable and similar charges  | 2017<br>£'000 | 2016<br>£'000 |
|   | Interest payable Interest on bank overdrafts and loans                        | 112           | 172           |
|   |   | 112           | 172           |

# Notes forming part of the financial statements for the year ended 30 April 2017 *(continued)*

## 10 Intangible fixed assets

## **Group and Limited Liability Partnership**

|   | Goodwill<br>£'000 | Total<br>£'000 |
|---|-------------------|----------------|
| Cost At 1 May 2016 Additions              | 64<br>-<br>       | 64             |
| At 30 April 2017                          | 64                | 64             |
| Amortisation and impairment At 1 May 2016 | 13                | 13             |
| Amortisation charged for the year         | 13                | 13             |
| At 20 April 2017                          | 26                | 26             |
| At 30 April 2017                          |                   |                |
| Carrying amount At 30 April 2017          | 38                | 38             |
|   |                   |                |
| At 30 April 2016                          | 51                | 51             |
|   |                   |                |

Goodwill arose on the acquisition of Watson Nevill in May 2015.

**Brachers LLP** 

Notes forming part of the financial statements for the year ended 30 April 2017 *(continued)* 

## 11 Tangible fixed assets

## **Group and Limited Liability Partnership**

|   | Freehold<br>land and<br>buildings<br>£'000 | IT<br>equipment<br>£'000 | Furniture<br>and fittings<br>£'000 | Motor<br>vehicles<br>£'000 | Total<br>£'000 |
|---|--|--------------------------|------------------------------------|----------------------------|----------------|
| Cost or valuation At 1 May 2016 Additions   | 3,060                                      | 1,580<br>7               | 581<br>3                           | 10                         | 5,231<br>10    |
| Transfer to Brachers<br>Property LLP        | (3,060)                                    |                          |                                    |                            | ,              |
| At 30 April 2017                            | -  | 1,587                    | 584                                | 10                         | 2,181          |
| Depreciation and impairmen<br>At 1 May 2016 | t  | 1,528                    | 489                                | 6                          | 2,023          |
| Provided for in the period                  |  | 50                       | 42                                 | 2                          | 94             |
| At 30 April 2017                            | -  | 1,578                    | 531                                | 8                          | 2,117          |
| Net book value<br>At 30 April 2017          | -  | 9                        | 53                                 | 2                          | 64             |
| At 30 April 2016                            | 3,060                                      | 52                       | 92                                 | 4                          | 3,208          |

In July 2016, the properties included in freehold land and buildings above were transferred in full to Brachers Property LLP.

Notes forming part of the financial statements for the year ended 30 April 2017 (continued)

#### 12 Fixed asset investments

|   |      |               | Group         |               | ted Liability<br>artnership |
|---|------|---------------|---------------|---------------|-----------------------------|
|   | Note | 2017<br>£'000 | 2016<br>£'000 | 2017<br>£'000 | As restated 2016 £'000      |
| Investments in subsidiaries<br>Unlisted investments | 13   | , 102<br>———— | 102           | 250<br>102    | 250<br>102                  |
|   |      | 102           | 102           | 352           | 352                         |

The unlisted investment represents an 8% interest in the ordinary share capital of Meridies Insurance Company Limited.

#### 13 Subsidiaries

Brachers LLP controls more than 20% of the following undertakings which are all engaged in the business of providing professional services and advice:

| Name of undertaking and incorporation or residence |                      | Nature of business                     | Class of<br>shareholding | % held |
|--|----------------------|--|--------------------------|--------|
| Subsidiary   |                      |  |                          | Direct |
| undertakings                                       |                      |  |                          |        |
|  | England and          | Provision of professional services and |                          |        |
| Kent HR LLP  | Wales                | advice<br>Provision of<br>professional | N/A                      | 100    |
| Brachers Trust                                     | England and          | services and                           | O self a service         | 400    |
| Corporation Ltd                                    | Wales                | advice                                 | Ordinary                 | 100    |
| Associated undertakings                            |                      |  |                          |        |
| aa. taitingo                                       |                      | Provision of financial                 |                          |        |
| Brachers Wealth<br>Management LLP                  | England and<br>Wales | services and advice                    | N/A                      | 50     |

In the opinion of the members the aggregate value of the investment in subsidiary undertakings is not less than the amount included in the balance sheet.

The results of the subsidiary undertakings are included in the consolidated financial statements prepared by Brachers LLP. The results of the associated undertaking are not disclosed above on the grounds of materiality.

The principal place of business of Brachers Wealth Management LLP is Somerfield House, 59 London Road, Maidstone, Kent.

**Brachers LLP** 

# Notes forming part of the financial statements for the year ended 30 April 2017 *(continued)*

| 14 | Financial instruments  |               |               |               |                     |
|----|--|---------------|---------------|---------------|---------------------|
|    |  | Gr            | oup           |               | Liability<br>ership |
|    |  | 2017<br>£'000 | 2016<br>£'000 | 2017<br>£'000 | 2016<br>£'000       |
|    | Carrying amount of financial assets  Debt instruments measured at amortised cost  Equity instruments measured at cost less | 4,202         | 3,740         | 4,179         | 3,733               |
|    | impairment   | 102           | 102           | 352           | 352                 |
|    | Carrying amount of financial liabilities   |               |               | <del></del>   |                     |
|    | Measured at amortised cost   | 2,484         | 5,367         | 2,620         | 4,779               |
|    |  |               |               |               |                     |
| 15 | Debtors  | Gr            | oup           | l imited      | Liability           |
|    |  | G.            | oup           |               | ership              |
|    |  | 2017<br>£'000 | 2016<br>£'000 | 2017<br>£'000 | 2016<br>£'000       |
|    | Trade debtors  | 3,324         | 3,740         | 3,292         | 3,729               |
|    | Amounts recoverable on contracts   | 1,145         | 907           | 1,145         | 907                 |
|    | Other debtors  | 1,355         | 429           | 1,355         | 429                 |
|    | Amounts due from fellow group undertakings   |               | <u>-</u>      | 9             | 45                  |
|    |  | 5,824         | 5,076         | 5,801         | 5,070               |

All amounts shown under debtors fall due for payment within one year.

**Brachers LLP** 

# Notes forming part of the financial statements for the year ended 30 April 2017 (continued)

| 16 | Loans and overdrafts                                       |                |                   |
|----|--|----------------|-------------------|
|    | Group and Limited Liability Partnership                    | 2017<br>£'000  | 2016<br>£'000     |
|    | Bank loans Bank overdrafts Other loans                     | 62<br>-<br>188 | 2,280<br>-<br>464 |
|    |  | 250            | 2,744             |
|    | Payable within one year Payable between two and five years | 202<br>48      | 541<br>2,203      |
|    |  |                |                   |

The bank loan is secured on the assets owned by the partnership.

17 Creditors: amounts falling due within one year

#### Group **Limited Liability Partnership** As restated 2017 2016 2017 2016 £'000 £'000 £'000 £'000 Bank loans (secured) 14 94 94 Bank overdrafts 2 2 Amounts due to group undertaking Amounts due to former members 37 65 37 65 Other loans 188 447 202 447 795 Trade creditors 776 795 776 Taxation and social security 696 696 726 727 Other creditors 708 858 675 525 Deferred Income (Advance Fee Billing) 501 407 485 394

2,948

3,032

3,084

3,170

# Notes forming part of the financial statements for the year ended 30 April 2017 (continued)

| 18 | Creditors: amounts falling due after more than one year        |               |                    |
|----|--|---------------|--------------------|
|    | Group and Limited Liability Partnership                        | 2017<br>£'000 | 2016<br>£'000      |
|    | Bank loans (secured) Amounts due to former members Other loans | 48<br>184     | 2,186<br>132<br>17 |
|    |  | 232           | 2,335              |

#### 19 Retirement benefit schemes

#### **Defined benefit schemes**

#### **Group and Limited Liability Partnership**

The group operates a defined benefit scheme in the UK. This is a separate trustee administered fund holding the pension scheme assets to meet long term pension liabilities. A full actuarial valuation was carried out at 30 April 2015 and updated to 30 April 2017 by a qualified actuary, independent of the scheme's sponsoring employer. The major assumptions used by the actuary are shown below.

This most recent actuarial valuation showed a deficit of £24,000. The group had agreed with the trustees that it will aim to eliminate the deficit over a period of 4 months from 30 April 2015 by the payment of monthly contributions of £7,000, which the group achieved. In addition and in accordance with the actuarial valuation, the group has agreed with the trustees that it will meet expenses of the scheme and levies to the Pension Protection Fund.

| Key assumptions  | 2017<br>%                | 2016<br>%                |
|--|--------------------------|--------------------------|
| Discount rates CPI Inflation Revaluation of deferred pensions                                    | 2.6<br>2.7<br>2.7        | 3.50<br>2.10<br>2.10     |
| Mortality assumptions Assumed life expectations on retirement at age 65: Retiring today: - Males | <b>2017</b><br>%<br>22.2 | <b>2016</b><br>%<br>22.7 |
| - Females  | 24.1                     | 24.5                     |
| Retiring in 20 years: - Males - Females  | 23.9<br>25.9             | 24.6<br>26.8             |
| Amounts recognised in the profit and loss account:   | 2017<br>£'000            | 2016<br>£'000            |
| Net interest on defined liability/(asset)  | (8)                      | (5)                      |

# Notes forming part of the financial statements for the year ended 30 April 2017 *(continued)*

| 10 | Patirament hanofit sahamas (continued)  |                                  |                                  |
|----|---|----------------------------------|----------------------------------|
| 19 | Retirement benefit schemes (continued)  |                                  |                                  |
|    | Amounts taken to other comprehensive income:  | 2017<br>£'000                    | 2016<br>£'000                    |
| -  | Actuarial gain/(loss) on defined benefit obligation<br>Return on plan assets (excluding amounts in net interest)<br>Movement in unrecognised plan surplus | (349)<br>56<br>201               | 66<br>(41)<br>(114)              |
|    | Total cost  | (92)                             | (89)                             |
|    | The amounts included in the balance sheet arising from the group's obligations in respect of defined benefit plans are as follows:                        | 2017                             | 2016                             |
|    | Present value of defined benefit obligations Fair value of plan assets  | <b>£'000</b><br>2,632<br>(2,635) | <b>£'000</b><br>2,282<br>(2,486) |
|    | Surplus in scheme   | (3)                              | (204)                            |
|    | Asset not recognised due to asset ceiling   | 3                                | 204                              |
|    | Total (asset)/liability recognised  | -                                |                                  |
|    | Movements in the present value of defined benefit obligations:  |                                  | 2017<br>£'000                    |
|    | Liabilities at 1 May 2016 Benefits paid Interest cost Actuarial loss on liabilities   |                                  | 2,282<br>(78)<br>79<br>349       |
|    | Liabilities at 30 April 2017  |                                  | 2,632                            |
|    | The defined benefit obligations arise from plans funded as follows:   |                                  | 2017<br>£'000                    |
|    | Wholly unfunded obligations Wholly or partly funded obligations   |                                  | 2,365<br>(3)                     |
|    |   |                                  | 2,362                            |
|    |   |                                  | E                                |

# Notes forming part of the financial statements for the year ended 30 April 2017 (continued)

| ) | Loans and other debts due to members                  | Group         |               | Limited Liability<br>Partnership |               |
|---|---|---------------|---------------|----------------------------------|---------------|
|   |   | 2017<br>£'000 | 2016<br>£'000 | 2017<br>£'000                    | 2015<br>£'000 |
|   | Analysis of loans Amounts falling due within one year | 4,045         | 3,372         | 3,989                            | 3,350         |

Capital is repayable in accordance with the terms set out in the Membership Deed.

In the event of a winding up the amounts included in "Loans and other debts due to members" will rank after unsecured creditors.

## 21 Operating lease commitments Lessee

20

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

|                                | 2017<br>£'000 | 2016<br>£'000 |
|--------------------------------|---------------|---------------|
| Operating leases which expire: |               |               |
| Within one year                | 346           | 90            |
| Between two and five years     | 1,019         | 199           |
| ·                              |               |               |
|                                |               |               |
| Total                          | 1,365         | 289           |
|                                |               |               |

#### 22 Related party transactions

In the opinion of the members, at 30 April 2017 there is no ultimate controlling party of Brachers LLP, with the members controlling Brachers LLP in accordance with their capital contribution to the business.

The limited liability partnership has taken advantage of the exemption available under FRS 102, section 33, not to disclose related party transactions with the wholly owned members of the group.

The key management remuneration, being the members of the LLP, payable for the year, was £3,092,000 (2016: £2,806,000).

During the year, freehold property at a value of £3,060k, and the associated bank loan of £2,189k were transferred from Brachers LLP to Brachers Property LLP, a partnership with the same members. As at 30 April 2017, Brachers Property LLP owed Brachers LLP £878k.

Notes forming part of the financial statements for the year ended 30 April 2017 (continued)

|   | 2017<br>£'000 | 2016<br>£'000 |
|---|---------------|---------------|
| Profit for the year   | 3,150         | 2,830         |
| Adjustments for: Finance costs recognised in profit or loss | 112           | 172           |

Cash generated from operations

23

(105)(90)Investment income recognised in profit or loss Depreciation and impairment of tangible fixed assets . 94 121 Amortisation and impairment of intangible fixed assets 13 13 Movements in working capital: (Increase) in debtors 130 39 (Decrease) / increase in creditors 339 (260)

Cash generated from operations 3,733 2,825