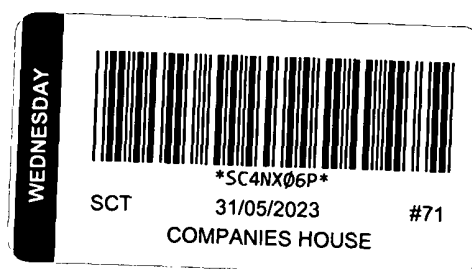


Company registration number SC057943 (Scotland)

**LUDDON CONSTRUCTION LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 AUGUST 2022**



# LUDDON CONSTRUCTION LIMITED

## COMPANY INFORMATION

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<b>Directors</b>	T B Dougall S Lafferty A Randall A Morrison I Barclay A Waddell
<b>Company number</b>	SC057943
<b>Registered office</b>	Balmore House 1497 Balmore Road Glasgow United Kingdom G23 5HD
<b>Auditor</b>	Azets Audit Services Chartered Accountants Titanium 1 King's Inch Place Renfrew Renfrewshire United Kingdom PA4 8WF

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# LUDDON CONSTRUCTION LIMITED

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# LUDDON CONSTRUCTION LIMITED

## STRATEGIC REPORT

### FOR THE YEAR ENDED 31 AUGUST 2022

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The directors present the strategic report for the year ended 31 August 2022.

#### **Fair review of the business**

The principal activity of the company is civil engineering.

The results for the year are shown on the Statement of Comprehensive Income on page 11.

The directors are pleased to report that the company has continued to improve both turnover and profitability in the year to 31 August 2022.

Gross profit and net profit margins remain healthy, resulting in an increase in annual turnover to £117 million (2021 - £97.7m) generating a net profit after tax of £1,995,487 (2021 - £675,907).

These progressive results reflect the company's focus and further establishment within a targeted and diverse range of civil engineering and building market sectors including new infrastructure, power and renewables, retail, leisure, transport, and manufacturing project opportunities.

The UK economic conditions continue to demonstrate a level of volatility with associated and significant inflation cost pressures and implications all being realised.

Tendering opportunities and contract awards have remained relatively buoyant in the circumstances across the range of sectors noted above.

The Board continue to monitor and measure past performance and results against current market conditions and opportunities, with the aim of maintaining a comparable turnover and net profit margin to the year 31 August 2023, albeit against a backdrop which remains challenging.

#### **Principal risks and uncertainties**

Managing the ongoing material inflation related price increases along with the post pandemic extended lead times now required to procure plant and transport asset replacements will both be prevalent and will both remain as a business risk in the year to August 2023.

These matters are being monitored closely and managed by the Board accordingly to mitigate the effects on our trading position.

#### **Financial key performance indicators**

The key financial performance indicators monitored by the Board and the company's management team are: contribution from contracts; overheads; net profit margin and liquidity ratios.

#### **Other key performance indicators**

The directors believe that non-financial performance indicators are as important as financial ones. These include but are not limited to: the retention of a skilled workforce; maintaining a good reputation with clients through the company's commitment to providing quality work; and achieving the highest possible standards in both Health and Safety and Environmental performance.

# LUDDON CONSTRUCTION LIMITED

## STRATEGIC REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

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#### **Directors' statement of compliance with duty to promote the success of the company**

Section 172(1) of the Companies Act 2006 imposes an obligation on the company's Board of Directors to promote the success of the company as a whole for the benefit of all stakeholders.

The following disclosure describes how the directors have responded to the requirements of Section 172(1) and details the actions and procedures now in place to ensure compliance.

The company is headed by an experienced and effective Board, which controls and leads the company.

Board members present the annual business plan to shareholders for discussion and approval. Thereafter the Board meets with shareholders on a monthly basis to report progress. Shareholders are provided with the management information and reports used by the directors.

The Board then meets on a weekly basis reviewing all current and future contracts as well as tender opportunities in the short to medium term.

The company's employees are also involved in this process where the information considered by the shareholders and directors is communicated to them in a series of meetings and events.

The company promotes an Annual Review to which all staff and other operatives are invited, the purpose of which is to report on the results for the previous year, and present the forecast and business plan for the year end.

The review encompasses health & safety, training, community and environment issues together with other topics of relevance to the employees and the business.

The company also has a variety of employee engagement processes in place to provide employee voice and feedback on a number of issues; these include regular performance appraisals, e-mail communication, site/line manager briefings, safety observation reporting and regular workforce representative meetings. Due to the impact of the Covid-19 pandemic we have made increased use of digital technology such as mobile apps and video conferencing to maintain engagement levels with all sections of our workforce.

The company is committed to ensuring that we have a positive impact on the local environment and communities in which we operate. We proactively engage with community groups, local authorities, and other relevant organisations. In addition, we have provided a variety of financial and non-financial contributions to charities and social enterprises, including work experience and employment opportunities and the delivery of community projects.

The company continues to foster close relationships with both suppliers and customers. Communication with all customers is key to the success of the business. In particular during the year under review, it was vital to share the company's plans in terms of its response to the pandemic. Customers have to be confident that the company is following all health & safety rules in relation to protecting our employees and their own.

The increased emphasis on the health & safety of all persons on our sites was in addition to the usual methods of client contact such as regular telephone calls, customer satisfaction surveys and monthly meetings.

In tandem with this we have also developed strong relationships with our suppliers and sub-contractors. Supplier and sub-contractor interface is crucial and happens in estimating, buying and operations on a daily basis.

In summary, the Board recognises that it must understand the views and needs of the company's stakeholders including shareholders, employees, customers and suppliers, and the effect on these interested parties of the principal decisions taken by the company during the financial year.

# LUDDON CONSTRUCTION LIMITED

## STRATEGIC REPORT (CONTINUED)

***FOR THE YEAR ENDED 31 AUGUST 2022***

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On behalf of the board



.....  
T B Dougall  
Director

Date: 12 May 2023.....

# LUDDON CONSTRUCTION LIMITED

## DIRECTORS' REPORT

### *FOR THE YEAR ENDED 31 AUGUST 2022*

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The directors present their annual report and financial statements for the year ended 31 August 2022.

The information regarding the business review and future developments, principal risks and uncertainties, financial key performance indicators and other key performance indicators is included in the Strategic Report and not the Directors' Report.

#### **Results and dividends**

The results for the year are set out on page 11.

No ordinary dividends were paid. The directors do not recommend payment of a final dividend.

#### **Directors**

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

T B Dougall  
S Lafferty  
A Randall  
A Morrison  
I Barclay  
A Waddell

#### **Disabled persons**

Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicant concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment within the company continues and that the appropriate training is arranged. It is the policy of the company that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

#### **Employee involvement**

The company places considerable value on the involvement of its employees and has continued its previous practice of keeping them informed on matters affecting them as employees and on the various factors affecting the performance of the company.

#### **Auditor**

In accordance with the company's articles, a resolution proposing that Azets Audit Services be reappointed as auditor of the company will be put at a General Meeting.

# LUDDON CONSTRUCTION LIMITED

## DIRECTORS' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

#### Energy and carbon report

##### Reasons for Change in Emissions

Our reported emissions have increased this year in comparison to our base year however they have reduced against the previous financial year. When we compare our chosen intensity measurement, this does show a reduction of over 23% when compared to the previous year.

##### Base Year

The company have a fixed base year of 2014/15. We chose this year as it was the first year for which we required to comply with the Energy Savings Opportunities Scheme Regulations and therefore the required information to compile the detail above was available and accurate and was typical in respect of our operations. Our base year recalculation policy is to recalculate our base year and prior year emissions for relevant significant changes, which meet our significant threshold of 15% of base year emissions.

##### Targets

Our emissions reduction target is to reduce our gross emissions in tonnes of CO<sub>2</sub>e per £100,000 turnover by 5% for 2014-15 to 2021-2022. Allan Randall, Alex Morrison, Joint Managing Directors, and Ian Barclay, Director, are responsible for the achievement of the target.

##### Organisational Boundary

The company have used the operational control approach.

	2022 kWh	2021 kWh
<i>Energy consumption</i>		
Aggregate of energy consumption in the year	339,530	392,420
	2022 metric tonnes	2021 metric tonnes
<i>Emissions of CO<sub>2</sub> equivalent</i>		
Scope 1 - direct emissions		
- Gas combustion	3,030.00	3,972.90
- Fuel consumed for owned transport	2,648.73	2,187.74
	5,678.73	6,160.64
Scope 2 - indirect emissions		
- Electricity purchased	79.16	91.49
Scope 3 - other indirect emissions		
- Fuel consumed for transport not owned by the Fuel consumed for private transport	73.84	96.87
Total gross emissions	5,831.73	6,349.00
<i>Intensity ratio</i>		
Tonnes CO <sub>2</sub> e per £100,000 turnover	4.99	6.49



# LUDDON CONSTRUCTION LIMITED

## DIRECTORS' REPORT (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

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#### *Quantification and reporting methodology*

The company have followed the 2019 UK Government environmental reporting guidance. We also used the ESOS guidance.

The company have used the 2021 UK Government GHG Conversion Factors for Company Reporting.

#### *Intensity measurement*

For continuity we have chosen the same metric gross emissions in tonnes of CO<sub>2</sub>e per £100,000 turnover, as per the previous year. This is the most likely to be a common business metric for our industry and also the most likely to be constant.

#### *Measures taken to improve energy efficiency*

We as a company will continue to implement some of the energy saving opportunities identified within our ESOS Audit report for the year 2014-2015 and 2018-2019, details are identified below:

Speed Limiters: Continued with the programme of new vehicles purchased with speed limiters thus increasing the fuel economy of each vehicle and therefore reducing the emissions.

Employee behaviours: With the tracking systems installed in our company vehicles and some items of large plant initially for insurance purposes, the tracking system allows the company to monitor speed of the vehicle, braking behaviours, driving behaviours such as cornering, idling times etc. This then allows the company to coach employees to drive more efficiently and therefore reduce emissions from vehicles and construction plant.

The continued use of Self-Contained Welfare Units (Energy Savers) on construction sites which reduces the fuel quantities used and therefore reduce emissions from the use of diesel generators on construction sites.

#### **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 company's auditor 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 company's auditor is aware of that information.

On behalf of the board



.....  
T B Dougall  
Director

Date: 12 May 2023 .....

# **LUDDON CONSTRUCTION LIMITED**

## **DIRECTORS' RESPONSIBILITIES STATEMENT**

***FOR THE YEAR ENDED 31 AUGUST 2022***

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

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

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

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

# LUDDON CONSTRUCTION LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF LUDDON CONSTRUCTION LIMITED

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#### Opinion

We have audited the financial statements of Luddon Construction Limited (the 'company') for the year ended 31 August 2022 which comprise the statement of comprehensive income, the balance sheet, the statement of changes in equity 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 company's affairs as at 31 August 2022 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

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

#### Conclusions relating to going concern

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

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

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

#### Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The directors are responsible for the other information 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 directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

# LUDDON CONSTRUCTION LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LUDDON CONSTRUCTION LIMITED

---

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

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Responsibilities of directors**

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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.

# LUDDON CONSTRUCTION LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF LUDDON CONSTRUCTION LIMITED

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#### **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

#### **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.

*Azets Audit Services*

**Bernadette Higgins CA (Senior Statutory Auditor)**  
For and on behalf of Azets Audit Services

Date: 12 May 2023

**Chartered Accountants**  
**Statutory Auditor**

Titanium 1  
King's Inch Place  
Renfrew  
Renfrewshire  
United Kingdom  
PA4 8WF

# LUDDON CONSTRUCTION LIMITED

## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 AUGUST 2022

	Notes	2022 £	2021 £
Turnover	3	117,031,184	97,700,028
Cost of sales		(103,002,555)	(85,443,699)
<b>Gross profit</b>		<b>14,028,629</b>	<b>12,256,329</b>
Administrative expenses		(12,787,390)	(11,397,461)
<b>Operating profit</b>	4	<b>1,241,239</b>	<b>858,868</b>
Interest receivable and similar income	8	38,252	12,785
Interest payable and similar expenses	9	(13,146)	(9,547)
<b>Profit before taxation</b>		<b>1,266,345</b>	<b>862,106</b>
Tax on profit	10	689,142	(186,199)
<b>Profit for the financial year</b>		<b>1,955,487</b>	<b>675,907</b>

The profit and loss account has been prepared on the basis that all operations are continuing operations.

# LUDDON CONSTRUCTION LIMITED

## BALANCE SHEET

AS AT 31 AUGUST 2022

	Notes	2022 £	£	2021 £	£
<b>Fixed assets</b>					
Tangible assets	11	4,329,293		3,726,007	
Investments	12	100		100	
		<u>4,329,393</u>		<u>3,726,107</u>	
<b>Current assets</b>					
Stocks	14	89,187		79,492	
Debtors	15	23,767,927		17,704,581	
Cash at bank and in hand		17,739,179		16,773,497	
		<u>41,596,293</u>		<u>34,557,570</u>	
<b>Creditors: amounts falling due within one year</b>	16	(32,496,631)		(26,734,519)	
<b>Net current assets</b>		<u>9,099,662</u>		<u>7,823,051</u>	
<b>Total assets less current liabilities</b>		<u>13,429,055</u>		<u>11,549,158</u>	
<b>Creditors: amounts falling due after more than one year</b>	17	(1,700,000)		(1,700,000)	
<b>Provisions for liabilities</b>					
Deferred tax liability	20	-		75,590	
		<u>-</u>		<u>(75,590)</u>	
<b>Net assets</b>		<u><u>11,729,055</u></u>		<u><u>9,773,568</u></u>	
<b>Capital and reserves</b>					
Called up share capital	22	90,000		90,000	
Capital redemption reserve	23	10,000		10,000	
Profit and loss reserves	23	11,629,055		9,673,568	
<b>Total equity</b>		<u><u>11,729,055</u></u>		<u><u>9,773,568</u></u>	

The financial statements were approved by the board of directors and authorised for issue on 12 May 2023 and are signed on its behalf by:



T B Dougall  
Director

Company Registration No. SC057943

# LUDDON CONSTRUCTION LIMITED

## STATEMENT OF CHANGES IN EQUITY

**FOR THE YEAR ENDED 31 AUGUST 2022**

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	Share capital £	Capital redemption reserve £	Profit and loss reserves £	Total £
<b>Balance at 1 September 2020</b>	90,000	10,000	8,997,661	9,097,661
<b>Year ended 31 August 2021:</b>				
Profit and total comprehensive income for the year	-	-	675,907	675,907
<b>Balance at 31 August 2021</b>	90,000	10,000	9,673,568	9,773,568
<b>Year ended 31 August 2022:</b>				
Profit and total comprehensive income for the year	-	-	1,955,487	1,955,487
<b>Balance at 31 August 2022</b>	90,000	10,000	11,629,055	11,729,055

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# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 AUGUST 2022

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#### 1 Accounting policies

##### Company information

Luddon Construction Limited is a private company limited by shares incorporated in Scotland. The registered office is Balmore House, 1497 Balmore Road, Glasgow, United Kingdom, G23 5HD.

#### 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 £.

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

This company is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group 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:

- 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: The disclosure requirements of paragraphs 11.42, 11.44, 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b), 11.48(c), 12.26, 12.27, 12.29(a), 12.29(b), and 12.29A;
- Section 26 'Share based Payment': Share based payment arrangements required under FRS 102 paragraphs 26.18(b), 26.19 to 26.21 and 26.23;
- Section 33 'Related Party Disclosures': Compensation for key management personnel.

The financial statements of the company are consolidated in the financial statements of Dougall Holdings Limited. These consolidated financial statements are available from its registered office, 1497 Balmore Road, Glasgow, G23 5HD.

#### 1.2 Going concern

The company has a satisfactory level of financial resources together with a solid base of existing customers, and expertise in its field of operations. As a consequence the directors believe that the company is well placed to manage its business risks successfully despite the current uncertain economic outlook.

The directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future, and so continue to adopt the going concern basis of accounting in preparing the annual financial statements.

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2022

### 1 Accounting policies

(Continued)

#### 1.3 Turnover

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

##### Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

##### Construction contracts

When the outcome of a construction contract can be estimated reliably, the company shall recognise contract revenue and contract costs associated with the construction contract as revenue and expenses respectively by reference to the stage of completion of the contract activity at the end of the reporting period.

The company shall determine the stage of completion of a transaction or contract through performing surveys of the work performed to date.

When the outcome of a construction contract cannot be estimated reliably:

- the company shall recognise revenue only to the extent of contract costs incurred that it is probable will be recoverable; and
- the company shall recognise contract costs as an expense in the period in which are incurred.

The company will recognise as an expense immediately any costs whose recovery is not probable. When it is probable that total contract costs will exceed total contract revenue on a construction contract, the expected loss shall be recognised as an expense immediately.

#### 1.4 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:

Freehold land and buildings	1-10% on cost
Plant and equipment	20-50% on cost
Office equipment	12.5-25% on cost
Motor vehicles	25-33% on cost

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 credited or charged to profit or loss.

#### 1.5 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.

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

---

#### 1 Accounting policies

(Continued)

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

An associate is an entity, being neither a subsidiary nor a joint venture, in which the company holds a long-term interest and where the company has significant influence. The company considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

Entities in which the company has a long term interest and shares control under a contractual arrangement are classified as jointly controlled entities.

#### 1.6 Impairment of fixed assets

At each reporting date the company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined by which is higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying value exceeds the recoverable amount.

#### 1.7 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.

#### 1.8 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.

#### 1.9 Financial instruments

The company 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 company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with 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 debtors 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. Financial assets classified as receivable within one year are not amortised.

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

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#### 1 Accounting policies

(Continued)

##### **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 publicly 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.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal 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 company 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 liabilities**

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 company after deducting all of its liabilities.

##### **Basic financial liabilities**

Basic financial liabilities, including creditors, bank loans, loans from fellow group 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 payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2022

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### 1 Accounting policies

(Continued)

#### *Other financial liabilities*

Derivatives, including interest rate swaps and forward foreign exchange contracts, are not basic financial instruments. Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in profit or loss in finance costs or finance income as appropriate, unless hedge accounting is applied and the hedge is a cash flow hedge.

Debt instruments that do not meet the conditions in FRS 102 paragraph 11.9 are subsequently measured at fair value through profit or loss. Debt instruments may be designated as being measured at fair value through profit or loss to eliminate or reduce an accounting mismatch or if the instruments are measured and their performance evaluated on a fair value basis in accordance with a documented risk management or investment strategy.

#### *Derecognition of financial liabilities*

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

#### 1.10 Equity instruments

Equity instruments issued by the company 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 company.

#### 1.11 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 company's liability for current tax is calculated using tax rates that have been enacted or substantively enacted by the reporting end date.

##### *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 when the company has 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.

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

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#### 1 Accounting policies

(Continued)

##### 1.12 Provisions

Provisions are recognised when the company has a legal or constructive present obligation as a result of a past event, it is probable that the company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in profit or loss in the period in which it arises.

##### 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 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.

##### 1.14 Retirement benefits

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

##### 1.15 Leases

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

##### 1.16 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation in the period are included in profit or loss.

##### 1.17 Debtors

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

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

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

In the application of the company's accounting policies, the directors 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 directors are satisfied that accounting policies are appropriate and applied consistently. Key sources of accounting estimation have been applied to the valuation of work in progress based on surveyors' valuations of work performed at the end of each accounting period and the recognition of revenue due on contracts.

#### 3 Turnover

	2022 £	2021 £
<b>Turnover analysed by geographical market</b>		
United Kingdom	117,031,184	97,700,028

#### 4 Operating profit

	2022 £	2021 £
Operating profit for the year is stated after charging/(crediting):		
Depreciation of owned tangible fixed assets	1,215,110	1,340,017
Depreciation of tangible fixed assets held under finance leases	163,109	116,984
Profit on disposal of tangible fixed assets	(134,410)	(153,291)

#### 5 Auditor's remuneration

	2022 £	2021 £
Fees payable to the company's auditor and associates:		
<b>For audit services</b>		
Audit of the financial statements of the company	38,000	33,000
<b>For other services</b>		
Taxation compliance services	10,150	9,655

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

#### 6 Employees

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

	2022 Number	2021 Number
Office and management	180	160
Technical	311	301
Total	491	461

Their aggregate remuneration comprised:

	2022 £	2021 £
Wages and salaries	25,820,045	22,329,488
Social security costs	3,134,182	2,641,891
Pension costs	823,936	737,159
	29,778,163	25,708,538

#### 7 Directors' remuneration

	2022 £	2021 £
Remuneration for qualifying services	4,973,581	4,107,068
Company pension contributions to defined contribution schemes	23,221	58,438
	4,996,802	4,165,506

The number of directors for whom retirement benefits are accruing under defined contribution schemes amounted to 2 (2021 - 4).

Remuneration disclosed above include the following amounts paid to the highest paid director:

	2022 £	2021 £
Remuneration for qualifying services	2,105,281	1,636,107

#### 8 Interest receivable and similar income

	2022 £	2021 £
Interest income		
Interest on bank deposits	38,252	12,785



# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 AUGUST 2022

### 9 Interest payable and similar expenses

	2022	2021
	£	£
Interest on finance leases and hire purchase contracts	13,146	9,547

### 10 Taxation

	2022	2021
	£	£
<b>Current tax</b>		
UK corporation tax on profits for the current period	-	198,397
Adjustments in respect of prior periods	(613,552)	-
Total current tax	(613,552)	198,397
<b>Deferred tax</b>		
Origination and reversal of timing differences	(75,590)	(12,198)
Total tax (credit)/charge	(689,142)	186,199

The actual (credit)/charge for the year can be reconciled to the expected charge for the year based on the profit or loss and the standard rate of tax as follows:

	2022	2021
	£	£
Profit before taxation	1,266,345	862,106
Expected tax charge based on the standard rate of corporation tax in the UK of 19.00% (2021: 19.00%)	240,606	163,800
Tax effect of expenses that are not deductible in determining taxable profit	24,670	16,610
Remeasurement of deferred tax for changes in tax rates	(249,048)	18,141
Fixed asset differences	(91,818)	(12,352)
Over provision in prior year	(613,552)	-
Taxation (credit)/charge for the year	(689,142)	186,199

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2022

### 11 Tangible fixed assets

	Freehold land and buildings £	Plant and equipment £	Office equipment £	Motor vehicles £	Total £
<b>Cost</b>					
At 1 September 2021	1,031,509	4,069,500	651,036	5,933,057	11,685,102
Additions	43,087	869,040	78,243	1,011,212	2,001,582
Disposals	-	(430,214)	(21,218)	(270,159)	(721,591)
At 31 August 2022	1,074,596	4,508,326	708,061	6,674,110	12,965,093
<b>Depreciation and impairment</b>					
At 1 September 2021	183,133	3,129,979	482,675	4,163,308	7,959,095
Depreciation charged in the year	9,251	465,700	56,907	846,361	1,378,219
Eliminated in respect of disposals	-	(425,042)	(21,218)	(255,254)	(701,514)
At 31 August 2022	192,384	3,170,637	518,364	4,754,415	8,635,800
<b>Carrying amount</b>					
At 31 August 2022	882,212	1,337,689	189,697	1,919,695	4,329,293
At 31 August 2021	848,376	939,521	168,361	1,769,749	3,726,007

Included within the above depreciation charge is depreciation of assets held under hire purchase contracts being £163,109 (2021 - £116,984).

The net carrying value of tangible fixed assets includes the following in respect of assets held under finance leases or hire purchase contracts.

	2022 £	2021 £
Plant and equipment	629,572	-
Motor vehicles	316,375	481,775
	945,947	481,775

### 12 Fixed asset investments

	Notes	2022 £	2021 £
Investments in subsidiaries	13	100	100

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

#### 13 Subsidiaries

Details of the company's subsidiaries at 31 August 2022 are as follows:

Name of undertaking	Registered office	Class of shares held	% Held Direct
Luddon Estates Limited	Balmore House, 1497 Balmore Road, Glasgow, G23 5HD	Ordinary	100.00

#### 14 Stocks

	2022 £	2021 £
Raw materials and consumables	89,187	79,492

#### 15 Debtors

	2022 £	2021 £
Amounts falling due within one year:		
Trade debtors	22,292,375	17,034,822
Corporation tax recoverable	714,627	-
Amounts owed by group undertakings	235,633	235,633
Amounts owed by undertakings in which the company has a participating interest	67,399	41,239
Other debtors	58,925	55,406
Prepayments and accrued income	398,968	337,481
	23,767,927	17,704,581

Trade debtors include an allowance for over invoiced amounts of £2,367,992 (2021: £1,580,212).

The allowances for estimated irrecoverable amounts have been determined by reference to past experience and the information on specific contracts and balances and is calculated by reference to the present value of anticipated future proceeds. Trade terms are determined on a contract by contract basis.

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

#### 16 Creditors: amounts falling due within one year

	Notes	2022 £	2021 £
Obligations under finance leases	19	547,619	225,467
Payments received on account		3,462,595	1,142,886
Trade creditors		5,609,551	5,297,788
Amounts owed to undertakings in which the company has a participating interest		1,229,372	1,301,908
Corporation tax		-	178,799
Other taxation and social security		3,216,110	3,284,021
Accruals and deferred income		18,431,384	15,303,650
		<u>32,496,631</u>	<u>26,734,519</u>

The company has a bank overdraft facility which is secured by a counter indemnity and two floating charges over the assets and undertaking of the company.

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

	Notes	2022 £	2021 £
Other borrowings	18	<u>1,700,000</u>	<u>1,700,000</u>

#### 18 Loans and overdrafts

	2022 £	2021 £
Loans from group undertakings	<u>1,700,000</u>	<u>1,700,000</u>
Payable after one year	<u>1,700,000</u>	<u>1,700,000</u>

Amounts owed to group and related undertakings are repayable in between one and two years.

#### 19 Finance lease obligations

	2022 £	2021 £
Future minimum lease payments due under finance leases:		
Within one year	<u>547,619</u>	<u>225,467</u>

Hire purchase creditors are secured over the assets that they are in relation to.

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

#### 20 Deferred taxation

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

	Liabilities 2022 £	Liabilities 2021 £
<b>Balances:</b>		
Accelerated capital allowances	-	75,590
	<u>          </u>	<u>          </u>
<b>Movements in the year:</b>		<b>2022 £</b>
Liability at 1 September 2021		75,590
Credit to profit or loss		(75,590)
		<u>          </u>
Liability at 31 August 2022		-
		<u>          </u>

#### 21 Retirement benefit schemes

	2022 £	2021 £
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	823,936	737,159
	<u>          </u>	<u>          </u>

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund. Contributions totalling £nil (2021 - £nil) were payable to the fund at the balance sheet date.

#### 22 Share capital

	2022 Number	2021 Number	2022 £	2021 £
<b>Ordinary share capital</b>				
<b>Issued and fully paid</b>				
Ordinary shares of £1 each	90,000	90,000	90,000	90,000
	<u>          </u>	<u>          </u>	<u>          </u>	<u>          </u>

The ordinary shareholders are entitled to dividends and shares rank equally for voting purposes.

#### 23 Capital redemption reserve

The capital redemption reserve relates to the equity component of shares bought back by the company in the prior years.

#### Profit and loss account

The profit and loss account includes all current and prior year retained profits or losses.

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 AUGUST 2022

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### 24 Contingent liabilities

At 31 August 2022 there were performance bonds outstanding of £6,988,598 (2021 - £5,462,033).

### 25 Capital commitments

Amounts contracted for but not provided in the financial statements:

	2022 £	2021 £
Acquisition of tangible fixed assets	-	63,500
	<u>          </u>	<u>          </u>

### 26 Transactions with directors

Included within amounts owed to related undertakings is a loan from a director. The loan is interest free and is repayable on demand. The principal loan amount was £1,000,000. At the year end the loan balance is £1,000,000 (2021 - £1,000,000).

### 27 Related party transactions

#### Transactions with related parties

During the year the company entered into the following transactions with related parties:

# LUDDON CONSTRUCTION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 AUGUST 2022

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#### 27 Related party transactions

(Continued)

Exemption has been taken from disclosing transactions with group companies on the basis that consolidated financial statements are publicly available.

T B Dougall was also a director of James Strang Limited, Legge Steel (Fabrications) Limited, Craighall Developments Limited, Craighall Energy Limited and Lednathie Estate Limited during the year. During the year to 31 August 2022 the company was involved in the following transactions.

##### **James Strang Limited**

During the year the company made purchases of £5,440 (2021 - £7,514) and £1,406,984 (2021 - £1,483,837) of subcontracting services from James Strang Limited. Sales to James Strang Limited amounted to £159,884 (2021 - £240,831).

At the year end amounts due from James Strang Limited to the company were £4,038 (2021 - £39) and £175,503 (2021 - £348,394) was included within accruals in respect of subcontracting services from James Strang Limited.

##### **Legge Steel (Fabrications) Limited**

During the year the company made purchases of £84,485 (2021 - £19,280) and £17,512 (2021 - £219,344) of subcontracting services from Legge Steel (Fabrications) Limited. Sales to Legge Steel (Fabrications) Limited amounted to £nil (2021 - £232).

At the year end amounts due to Legge Steel (Fabrications) Limited by the company were £75,352 (2021 - £nil) and £5,337 (2021 - £45,400) was included within accruals in respect of subcontracting services from Legge Steel (Fabrications) Limited.

##### **Craighall Developments Limited**

During the year the company made sales to Craighall Developments Limited which amounted to £1,945 (2021 - £9,601).

At the year end amounts due from Craighall Developments Limited to the company were £28,331 (2021 - £10,170) and there is Work in Progress totalling £264,652 (2021 - £270,091) for works carried out by the company on behalf of Craighall Developments Limited.

##### **Craighall Energy Limited**

During the year the company made purchases of £nil (2021 - £70,000) from Craighall Energy Limited. Sales to Craighall Energy Limited amounted to £1,945 (2021 - £nil).

At the year end amounts due from Craighall Energy Limited to the company were £35,030 (2021 - £31,030).

##### **Lednathie Estate Limited**

During the year the company made purchases of £128,350 (2021 - £251,590) from Lednathie Estate Limited and £nil (2021 - £15,000) of subcontracting services from Lednathie Estate Limited.

At the year end amounts due by the company to Lednathie Estate Limited by the company were £154,020 (2021 - £301,908).

#### 28 Ultimate controlling party

The ultimate parent company is Dougall Holdings Limited, a company incorporated in Scotland. There is no ultimate controlling party.