

Registered number: 02546421

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 OCTOBER 2020



BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

COMPANY INFORMATION

Directors M P Stanton (resigned 31 December 2020)
J Copus
P Burton
T J Cunningham

Company secretary J C Simson

Registered number 02546421

Registered office Bembridge House
Bembridge Drive
Kingsthorpe
Northampton
NN2 6LZ

Independent auditor MHA MacIntyre Hudson
Chartered Accountants & Statutory Auditors
Peterbridge House
The Lakes
Northampton
NN4 7HB

Bankers Barclays Bank Plc
PO Box 3333
1 Snowhill
Snow Hill
Queensway
Birmingham
B3 2WN

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

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BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

STRATEGIC REPORT FOR THE YEAR ENDED 31 OCTOBER 2020

Introduction

The Directors present their Strategic Report and the financial statements for the year ended 31 October 2020.

Business review

The principal activity of the Company provides Building Services solutions across a wide range of sectors within the construction industry from concept design, detailed design, supply, installation, commissioning and setting to work of mechanical, electrical, public health and many other specialist systems. The company works in partnership with a number of repeat clients and end-users including carrying out the role of Principle Contracting on many projects.

There has been a change to how revenue has been recognised in the financial statements with an associated prior year adjustment as explained in note 22. Turnover in the year on the previous basis decreased by 7% to £18.6m (2019 - £20m). On the new basis, turnover in the year decreased by 15% to £17.5m (2019 - £20.6m) with a profit before tax in the financial year of £0.6m (2019: £1.0m). This performance has been achieved through operational delivery, cost control and being selective on the clients and schemes we work on.

Company net current assets increased by 16% to £3.6m (2019 - £3.1m), the result of the company profitability being retained on the balance sheet.

The Company cash position was £1.8m (2019 - £2.5m), returning to a more normal, but acceptable level after the previous year's high. The cash position was expected to improve this year, however this has not materialised due to the impact of COVID-19.

The Company forward order book as at 31 October 2020 stands at £9.3m (2019 - £16.0m) with a further £5.3m (2019 - £5.5m) of contracts in the final stages of negotiation. We can see a strong pipeline of opportunities supporting 2021 volumes and future growth with improved relationships reflecting the excellent delivery record of the business.

In respect of Health, Safety, Environmental and Quality, the Company continues to pursue the highest levels of risk management across our sites. The Company continually encourages the workforce to report all incidents including near misses and our Behavioural Safety initiative 'Our Site, Our Safety, Our Lives' empowers our workforce to review the workplace before commencing any daily activities.

We have a strategy to drive continuous improvement in our Health and Safety Record, including by increased utility of offsite fabrication. Our Total HSE Reportable Accident Frequency Rate (AFR) is 0.25 (2019 - 0.16) per 100,000 hours worked. The total number of accidents recorded in the year was 7 (2019 - 13).

The Company continued its commitment to training with a focus on future talent requirements with 8 (2019 - 11) staff employed in both technical, craft trainee and staff positions undergoing further formal education fully recognising the importance of staff retention and is proud of its enviable record in this respect.

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

STRATEGIC REPORT (CONTINUED) FOR THE YEAR ENDED 31 OCTOBER 2020

Principal risks and uncertainties

The directors have developed strategies to achieve planned profitable growth and have funding arrangements in place to cover all foreseeable needs. The Group continually introduces new products to meet the exacting and changing needs of its market place. With our procedures and controls that are in place, any risks on Cash Flow and Credit Risks are treated as high priority although manageable, given the current uncertainty surrounding the Construction sector.

The Directors continually review the risks facing the business. Where it is considered cost effective, risks to the Group and its business are covered by all the required levels of insurance. External factors, over which the Group has little control, include the effect of government legislation and the level of economic activity in the United Kingdom. Internal factors include the skills and competencies of staff of which ongoing training requirements are at the forefront of our thoughts.

Financial risk management objectives and policies

Cash Flow Risk

Cash flow for the Group is centrally managed with the Group being cash generative, having competent commercial teams with a common approach to maintaining a strong bank balance. Detailed cash flow forecasts are prepared by all trading Companies within the Group, with the objective of alerting the Directors of any future potential risks.

Credit Risk

To mitigate the effect of the Group being unable to recover sums due from its customers, it carries out full credit status checks on any prospective new clients, prior to the commencement of any contract it undertakes and regularly reviews the credit status of existing clients. In the event of any perceived financial risk, assurances or third party guarantees are sought by the Group. We keep informed through our relationships to gain market intelligence that can alert us of potential issues which we act upon where appropriate.

Supply Chain

The Group carries out regular reviews of the credit status of key suppliers and sub contractors to mitigate any risk to the successful completion of any of the works in progress. The Group has formal Supply Chain arrangements with many of our key supplier and sub-contractor partners with mature relationships gained over a period of more than 15 years.

Competition

The Group continues to operate in an extremely competitive market. The Group seeks to maintain and build strong relationships with its customers and potential customers, and sees repeat business as being a measurement of its success in this strategy. The Group's Excellence at Every Level strategy defines this approach that is instilled across our teams and delivery workforce.

Health, Safety, Environmental & Quality (HSEQ)

Health and Safety is taken very seriously throughout the Group which, continues to win prestigious awards for its performance in this area. The in house qualified HSEQ team is well directed and resourced to meet expected operational demands. The HSEQ department have implemented a fully integrated Management system that is certified to the ISO 9001:2015, ISO14001:2015 and ISO 45001:2018 standards.

COVID-19

Whilst COVID-19 has been a dominant event in the year, it is positive to report that we have been able to adapt our approach, keep focussed and mitigate the impact, enabling us to maintain performance and secure the future of the business.

Overall our operations teams responded extremely well to the challenges of COVID-19 with the successful handover of twelve projects since the start of the lockdown in March 2020. Other than one contract terminated and two projects temporarily paused all of our projects continued on site, albeit with reduced output as result of lower labour numbers and the restrictions of the Site Operating Procedures.

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

STRATEGIC REPORT (CONTINUED) FOR THE YEAR ENDED 31 OCTOBER 2020

We worked closely with our clients through the crisis, to maintain production whilst adapting to work within the Site Operating Procedures. Our clients have been very understanding with regard to recognising delay resulting from COVID-19 and appreciate of how we have managed to support them in meeting their objectives through the crisis.

As a senior leadership team we held contingency planning workshops on a regular basis to ensure the appropriate action was taken promptly to secure the future of the business. Our priority has been to ensure vulnerable people are protected and we have utilised the Job Retention Scheme to furloughed staff where work has been held or volume reduced.

The impact on the business has been a reduction in turnover and net profit for 2019/20; increased project costs resulting from delays and unrecoverable cost; reduction in sales activity and slippage of volume into 2020/21. Through our contingency planning we achieved a reduction in project costs and overheads through the Job Retention Scheme. Commercial management and credit control has enabled good cash flow on all of our projects and enabled us to maintain a positive cash position throughout the year.

The most significant impact of the pandemic has been felt in work winning. Whilst our pipeline of tender opportunities has remained strong we have experienced higher levels of competition and found that many projects were deferred with decision making by clients understandably slow. In response to the situation we are being highly selective on the tender opportunities we pursue and focusing our attention on works as Principal Contractor where procurement routes and levels of competition are more favourable.

Government tax referrals, commercial management and credit control has enabled good cash flow on all of our projects and enabled us to maintain a positive cash position throughout the year.

The Company used the Government's Job Retention Scheme to furlough some employees throughout the financial year as necessary if the workload of individual roles were directly affected by the impact of Covid. Payments were deferred for VAT and PAYE initially in line with the Government guidance due to the uncertainty of cash flows at the start of the pandemic but these were repaid in full before the financial year end based upon greater clarity of the future cash position.

Employees

The Group's success continues to rely heavily on the performance of its staff, and operates in a very competitive environment for recruitment and retention of such employees. To mitigate these issues the Group offers a very competitive and attractive remuneration package and provides ongoing training with updates and new courses being regularly attended. The Group also has an employee incentive scheme for staff introducing new employees to the organisation.

During the year the policy of providing employees with information about the Group has been continued through internal media methods in which employees have also been encouraged to present their suggestions and views on the group's performance. Regular meetings are held between local management and employees to allow free flow of information and ideas. We maintained our Wellbeing initiative which encompasses Mental Health and other important subjects.

It is the Group's policy to treat its employees without discrimination, and operates an equal opportunities and employment practices to achieve this. The Group operates a progressive employee training and development scheme through Craft Apprenticeships, Technical and Graduate training.

The Group gives full consideration to applications for employment from disabled persons where the requirements of the job can be adequately fulfilled by a handicapped or disabled person. Where existing employees become disabled, it is the Group's policy wherever practicable to provide continuing employment under normal terms and conditions, and to provide training and career development and promotion to disabled employees wherever appropriate.

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

STRATEGIC REPORT (CONTINUED) FOR THE YEAR ENDED 31 OCTOBER 2020

Employee Ownership Trust

Briggs and Forrester Special Projects Limited along with other companies in the Briggs and Forrester Group is part of the newly formed Briggs & Forrester Employee Ownership Trust (EOT) with the existing shareholders having completed the sale of the Group's parent company. The EOT transaction allowed for succession issues to be addressed, whilst achieving a seamless continuation of business activities with the knowledge that the employees will benefit in due course. The EOT has subsequently set up an Advisory Panel (AP) and established an EOT Growth Share Plan (GSP). The AP has been established with an overall objective to generate entrepreneurial ideas that can be put forward to the Board of directors for consideration and implementation and the Company has a number of Employees participating in the GSP formed to incentivise key staff. The Business appreciates that most Employee Owned Private businesses out-perform other privately owned businesses and understand the importance of Employee engagement at all levels to drive performance with all Employees being equal beneficiaries.

Financial key performance indicators

The Directors consider the following Key Performance Indicators when assessing the performance of the Company:

Turnover

Turnover for the year reduced by 15% to £17.5m (2019 - £20.6m).

Profit before interest and tax

Profit before interest and tax for the year was £0.6m (2019 - £1.0m).

Net assets

Net assets at the balance sheet date were £3.6m (2019 - £3.1m).

The reasons for the movements in the KPIs have been considered and included in the Business Review.

This report was approved by the board and signed on its behalf.


.....
J C Simson
Secretary

Date: 15/03/2021

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 OCTOBER 2020

The directors present their report and the financial statements for the year ended 31 October 2020.

Directors' responsibilities statement

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

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

In preparing these financial statements, the directors are required to:

- select suitable accounting policies for the Company's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and to 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.

Results and dividends

The profit for the year, after taxation, amounted to £469,410 (2019 - £984,751).

Dividends of £Nil (2019 - £40,900) have been paid in the year.

Directors

The directors who served during the year were:

M P Stanton (resigned 31 December 2020)
J Copus
P Burton
T J Cunningham

Future developments

The Directors intend for the Company to continue its strategy of organic growth.

Matters covered in the strategic report

The Directors have omitted certain items from the Directors Report as they are disclosed within the Strategic Report instead, in accordance with S414C (11) of Companies Act 2006.

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**DIRECTORS' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 OCTOBER 2020**

Disclosure of information to auditor

Each of the persons who are directors at the time when this Directors' Report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company's auditor is unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

Going concern

The going concern position of the Company has been considered in detail in note 2.3.

Post balance sheet events

There have been no significant events affecting the Company since the year end.

Auditor

The auditor, MHA MacIntyre Hudson, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board and signed on its behalf.


.....
J C Simson
Secretary

Date: 15/03/2021

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

Opinion

We have audited the financial statements of Briggs & Forrester Special Projects Limited (the 'Company') for the year ended 31 October 2020, which comprise the Statement of Income and Retained Earnings, the Balance Sheet and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Company's affairs as at 31 October 2020 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED (CONTINUED)

Other information

The directors are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditor's Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED (CONTINUED)

Responsibilities of directors

As explained more fully in the Directors' Responsibilities Statement on page 5, 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.

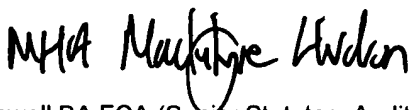
Auditor's responsibilities for the audit of the financial statements

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 for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditor's Report.

Use of our report

This report is made solely to the Company's members 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 for our audit work, for this report, or for the opinions we have formed.



Richard Powell BA FCA (Senior Statutory Auditor)

for and on behalf of

MHA MacIntyre Hudson

Chartered Accountants
Statutory Auditors

Peterbridge House
The Lakes
Northampton
NN4 7HB

Date:

15 March 2024

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**STATEMENT OF INCOME AND RETAINED EARNINGS
FOR THE YEAR ENDED 31 OCTOBER 2020**

	Note	2020 £	As restated 2019 £
Turnover	4	17,495,968	20,560,739
Cost of sales		(14,918,800)	(17,073,515)
Gross profit		2,577,168	3,487,224
Administrative expenses		(2,148,899)	(2,484,776)
Other operating income	5	133,815	-
Operating profit	6	562,084	1,002,448
Interest receivable and similar income	10	5,227	13,477
Interest payable and expenses	11	(675)	(1,266)
Profit before tax		566,636	1,014,659
Tax on profit	12	(97,226)	(29,908)
Profit after tax		469,410	984,751
Retained earnings at the beginning of the year		3,089,893	2,146,042
Profit for the year		469,410	984,751
Dividends declared and paid	13	-	(40,900)
Retained earnings at the end of the year		3,559,303	3,089,893

The notes on pages 12 to 26 form part of these financial statements.

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED
REGISTERED NUMBER: 02546421

BALANCE SHEET
AS AT 31 OCTOBER 2020

	Note	2020 £	2019 £
Fixed assets			
Intangible assets	14	3,935	6,242
Tangible assets	15	24,804	26,489
		<u>28,739</u>	<u>32,731</u>
Current assets			
Debtors: amounts falling due within one year	16	6,962,285	9,188,441
Cash at bank and in hand	17	1,803,266	2,456,322
		<u>8,765,551</u>	<u>11,644,763</u>
Creditors: amounts falling due within one year	18	(5,234,887)	(8,587,501)
Net current assets		<u>3,530,664</u>	<u>3,057,262</u>
Total assets less current liabilities		<u>3,559,403</u>	<u>3,089,993</u>
Net assets		<u><u>3,559,403</u></u>	<u><u>3,089,993</u></u>
Capital and reserves			
Called up share capital	20	100	100
Profit and loss account	21	3,559,303	3,089,893
		<u><u>3,559,403</u></u>	<u><u>3,089,993</u></u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:



P Burton
 Director

Date: 15/03/2021

The notes on pages 12 to 26 form part of these financial statements.

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

1. General information

Briggs and Forrester Special Projects Limited is a private company limited by shares, registered in England and Wales, registered number 02546421. The registered office and principal place of business is Bembridge House, Bembridge Drive, Kingsthorpe, Northampton, NN2 6LZ.

2. Accounting policies**2.1 Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the Companies Act 2006.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgment in applying the Company's accounting policies (see note 3).

The following principal accounting policies have been applied:

2.2 Financial reporting standard 102 - reduced disclosure exemptions

The company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by the FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- the requirements of Section 7 Statement of Cash Flows;
- the requirements of Section 3 Financial Statement Presentation paragraph 3.17(d);
- the requirements of Section 11 Financial Instruments paragraphs 11.42, 11.44 to 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b) and 11.48(c);
- the requirements of Section 12 Other Financial Instruments paragraphs 12.26 to 12.27, 12.29(a), 12.29(b) and 12.29A;
- the requirements of Section 33 Related Party Disclosures paragraph 33.7.

This information is included in the consolidated financial statements of Briggs & Forrester (UK) Limited as at 31 October 2020 and these financial statements may be obtained from Registrar of Companies.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

2. Accounting policies (continued)

2.3 Going concern

The financial statements have been prepared on a going concern basis. The directors have considered relevant information, including the annual budget, forecast future cash flows and the impact of subsequent events in making their assessment. The COVID-19 pandemic and the ensuing economic shutdown has had a significant impact on the Company's operations. Restrictions resulted in the premises under contract, being closed or reduce occupancy. The Company used the Government's furlough scheme throughout the financial year as necessary. Payments were deferred for VAT and PAYE initially in line with the Government guidance due to the uncertainty of cash flows at the start of the pandemic but these were repaid in full before the financial year end based upon greater clarity of the future cash position. In response to the COVID-19 pandemic, the directors have performed a robust analysis of forecast future cash flows taking into account the potential impact on the business of possible future scenarios arising from the impact of COVID-19. This analysis also considers the effectiveness of available measures to assist in mitigating the impact

Based on these assessments and having regard to the resources available to the entity, the directors have concluded that there is no material uncertainty and that they can continue to adopt the going concern basis in preparing the annual report and accounts.

2.4 Turnover

Turnover represents amounts invoiced during the year, excluding Value Added Tax, except in respect of contracting activities. For contracting activities, turnover represents the value of work carried out during the year, including amounts not yet invoiced. The amount by which turnover exceeds progress payments received and receivable is classified as "Amounts recoverable on contracts" and is separately disclosed in debtors. Progress payments received in excess of amounts matched with turnover are classified as "Payments received on account" and are disclosed in creditors.

2.5 Profit recognition on contracts

Profit is recognised on long term contracts when such a contract is substantially complete. The amount of profit recognised is a proportion of the total forecast revenue and total forecast cost on the contract by reference to the stage of completion at the balance sheet date, taking account of agreed claims.

The recognition of profit on long term contracts is in accordance with FRS 102, which unlike the Companies Act 2006 allows unrealised profit to be included in the profit and loss account for the period. This departure from the provisions of the Act is required in order to give a true and fair view.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

2. Accounting policies (continued)

2.6 Work in progress

1) Small works

Small works are stated at the lower of cost and net realisable value.

2) Short term contracts

"Cost" for short term contracts consist of direct materials, labour and attributable production overheads, less foreseeable losses and applicable payments on account. Contract provisions in excess of amounts recoverable are included in creditors.

3) Long term contracts

"Cost" for long term contracts is determined on the same basis as for short term contracts, except that anticipated profits are recognised where appropriate, in accordance with the principles set out above.

2.7 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to the Statement of Income and Retained Earnings at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of Income and Retained Earnings in the same period as the related expenditure.

2.8 Intangible assets

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

Amortisation is provided on the following bases:

Computer software	-	25 % on a straight line basis
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2.9 Tangible fixed assets

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

2. Accounting policies (continued)**2.9 Tangible fixed assets (continued)**

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Plant and machinery	- 20% - 25%
Fixtures and fittings	- 10%

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Statement of Income and Retained Earnings.

2.10 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.

2.11 Cash and cash equivalents

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

2.12 Financial instruments

The Company only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or in case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost, unless it qualifies as a loan from a director in the case of a small company, or a public benefit entity concessionary loan.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Statement of Income and Retained Earnings.

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

2. Accounting policies (continued)

2.12 Financial instruments (continued)

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the Company would receive for the asset if it were to be sold at the balance sheet date.

Financial assets and liabilities are offset and the net amount reported in the Balance Sheet when there is an 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.

2.13 Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

2.14 Operating leases

Rentals paid under operating leases are charged to the Statement of Income and Retained Earnings on a straight line basis over the lease term.

2.15 Pensions

Defined contribution pension plan

The Company operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations.

The contributions are recognised as an expense in the Statement of Income and Retained Earnings when they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independently administered funds.

2.16 Interest income

Interest income is recognised in the Statement of Income and Retained Earnings using the effective interest method.

2.17 Finance costs

Finance costs are charged to the Statement of Income and Retained Earnings over the term of the debt using the effective interest method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 OCTOBER 2020

2. Accounting policies (continued)

2.18 Provisions for liabilities

Provisions are made where an event has taken place that gives the Company a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to the Statement of Income and Retained Earnings in the year that the Company becomes aware of the obligation, and are measured at the best estimate at the Balance Sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance Sheet.

2.19 Current and deferred taxation

The tax expense for the year comprises current and deferred tax. Tax is recognised in the Statement of Income and Retained Earnings, except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the Company operates and generates income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the Balance Sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits; and
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

2.20 Dividends

Equity dividends are recognised when they become legally payable. Interim equity dividends are recognised when paid. Final equity dividends are recognised when approved by the shareholders at an annual general meeting.

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

3. Judgments in applying accounting policies and key sources of estimation uncertainty

In the application of the Company's accounting policies, which are described in note 2, management have been required to make judgments, estimates and assumptions. These estimates which relate to the carrying values of assets and liabilities, where not readily available from other sources, are based on underlying assumptions and experience. Actual results may differ from these estimates. These estimates and assumptions are reviewed on an on-going basis.

The principal judgments are with regard to the assessment of completion of work on long term contracts, and the recognition of associated costs and revenues. Management closely monitors the progress on these projects with reference to agreed schedules of work, agreed contract amendments and certified applications for payment and use this in making their informed assessment of completion and profit recognition.

4. Turnover

All turnover arose within the United Kingdom, and is attributable to the principal activity of the company.

5. Other operating income

	2020 £	2019 £
Government grants receivable	133,815	-

6. Operating profit

The operating profit is stated after charging:

	2020 £	2019 £
Depreciation of tangible fixed assets	10,110	11,519
Amortisation of intangible assets, including goodwill	2,307	1,842
Other operating lease rentals	120,568	92,043

7. Auditor's remuneration

	2020 £	2019 £
Fees payable to the Company's auditor and its associates for the audit of the Company's annual financial statements	8,950	8,700

The Company has taken advantage of the exemption not to disclose amounts paid for non audit services as these are disclosed in the group accounts of the parent Company.

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

8. Employees

Staff costs, including directors' remuneration, were as follows:

	2020 £	2019 £
Wages and salaries	2,987,194	3,705,859
Social security costs	286,048	411,762
Cost of defined contribution scheme	134,094	152,093
	<u>3,407,336</u>	<u>4,269,714</u>

The average monthly number of employees, including the directors, during the year was as follows:

	2020 No.	2019 No.
Production staff	30	27
Administration staff	37	36
	<u>67</u>	<u>63</u>

9. Directors' remuneration

	2020 £	2019 £
Directors' emoluments	267,106	413,078
Company contributions to defined contribution pension schemes	41,269	16,196
	<u>308,375</u>	<u>429,274</u>

During the year retirement benefits were accruing to 1 director (2019 - 2) in respect of defined contribution pension schemes.

The highest paid director received remuneration of £183,401 (2019 - £186,212).

The value of the company's contributions paid to a defined contribution pension scheme in respect of the highest paid director amounted to £NIL (2019 - £9,900).

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

10. Interest receivable

	2020 £	2019 £
Other interest receivable	5,227	13,477

11. Interest payable and similar expenses

	2020 £	2019 £
Loans from group undertakings	675	1,266

12. Taxation

	2020 £	2019 £
Corporation tax		
Current tax on profits for the year	96,858	31,654
Total current tax	96,858	31,654
Deferred tax		
Origination and reversal of timing differences	368	(1,746)
Total deferred tax	368	(1,746)
Taxation on profit on ordinary activities	97,226	29,908

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

12. Taxation (continued)**Factors affecting tax charge for the year**

The tax assessed for the year is lower than (2019 - lower than) the standard rate of corporation tax in the UK of 19% (2019 - 19%). The differences are explained below:

	2020 £	2019 £
Profit on ordinary activities before tax	566,636	1,014,659
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2019 - 19%)	107,661	192,785
Effects of:		
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	723	1,791
Other timing differences leading to an increase (decrease) in taxation	(11,158)	197
Group relief	-	(164,865)
Total tax charge for the year	97,226	29,908

13. Dividends

	2020 £	2019 £
Dividends paid	-	40,900

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

14. Intangible assets

	Computer software £
Cost	
At 1 November 2019	9,227
At 31 October 2020	<u>9,227</u>
Amortisation	
At 1 November 2019	2,985
Charge for the year on owned assets	2,307
At 31 October 2020	<u>5,292</u>
Net book value	
At 31 October 2020	<u><u>3,935</u></u>
At 31 October 2019	<u><u>6,242</u></u>

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

15. Tangible fixed assets

	Plant and machinery £	Fixtures and fittings £	Total £
Cost or valuation			
At 1 November 2019	66,052	5,383	71,435
Additions	8,425	-	8,425
Disposals	(20,116)	-	(20,116)
At 31 October 2020	54,361	5,383	59,744
Depreciation			
At 1 November 2019	41,861	3,085	44,946
Charge for the year on owned assets	9,400	710	10,110
Disposals	(20,116)	-	(20,116)
At 31 October 2020	31,145	3,795	34,940
Net book value			
At 31 October 2020	23,216	1,588	24,804
At 31 October 2019	24,191	2,298	26,489

16. Debtors

	2020 £	2019 £
Trade debtors	2,963,191	5,850,417
Amounts owed by group undertakings	3,739,398	3,207,206
Other debtors	227,973	79,986
Prepayments and accrued income	23,523	15,219
Amounts recoverable on long term contracts	-	27,045
Deferred taxation	8,200	8,568
	6,962,285	9,188,441

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

17. Cash and cash equivalents

	2020 £	2019 £
Cash at bank and in hand	<u>1,803,266</u>	<u>2,456,322</u>

18. Creditors: Amounts falling due within one year

	2020 £	2019 £
Payments received on account	860,645	3,185,125
Trade creditors	2,294,923	3,999,380
Amounts owed to group undertakings	700,363	243,324
Corporation tax	96,863	-
Other taxation and social security	185,060	164,868
Other creditors	832,131	547,932
Accruals and deferred income	264,902	446,872
	<u>5,234,887</u>	<u>8,587,501</u>

19. Deferred taxation

	2020 £	2019 £
At beginning of year	8,568	6,822
Charged to profit or loss	(368)	1,746
At end of year	<u>8,200</u>	<u>8,568</u>

The deferred tax asset is made up as follows:

	2020 £	2019 £
Excess of depreciation over taxation allowances	4,262	5,274
Other timing differences	3,938	3,294
	<u>8,200</u>	<u>8,568</u>

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

20. Share capital

	2020 £	2019 £
Allotted, called up and fully paid		
100 (2019 - 100) Ordinary shares shares of £1.00 each	<u>100</u>	<u>100</u>

21. Reserves**Profit and loss account**

The profit and loss account reserve includes all current and prior period retained profits and losses.

22. Prior year adjustment

During the year, the Company identified that its accounting policy in respect of revenue recognition under construction contracts was not applied in accordance with the requirements of FRS102. The Company's previous policy was to recognise costs associated with a construction contract on an as incurred basis, with associated revenues recognised on the basis of costs incurred, uplifted by the anticipated contract profit percentage.

The revised policy is to recognise revenue on the basis of the contract's stage of completion, which is determined on the basis of applications raised as a percentage of total contract value. Where the outcome of a construction contract can then not be measured reliably, revenue is recognised only to the extent that the contract costs incurred are probable to be recovered.

In accordance with the provisions of FRS102, this change in accounting policy has been applied retrospectively. As a result, previously reported results, in the Statement of Comprehensive Income, for the year ended 31 October 2019, in respect of both revenue and cost of sales, have increased by £542,327. In respect of previously reported balances in the Balance Sheet, no balances have increased or decreased. There has been no impact on previously reported profit after tax or net assets as a result of this restatement.

23. Pension commitments

The Company participates in the defined contribution pension scheme of its parent company. The assets of the scheme are held separately from those of the Group in an independently administered fund. Pension contributions outstanding at the year end amounted to £23,169 (2019 - £20,022).

BRIGGS & FORRESTER SPECIAL PROJECTS LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 OCTOBER 2020**

24. Commitments under operating leases

At 31 October 2020 the Company had future minimum lease payments under non-cancellable operating leases as follows:

	2020 £	2019 £
Not later than 1 year	97,927	118,833
Later than 1 year and not later than 5 years	143,355	240,337
	<u>241,282</u>	<u>359,170</u>

25. Related party transactions

The Company has taken advantage of the provisions of FRS102 s33.1A not to report transactions with fellow group members wholly owned by the ultimate parent undertaking.

26. Controlling party

The immediate parent company is Briggs & Forrester Group Limited, a company registered in England and Wales.

The ultimate parent company is Briggs & Forrester (UK) Limited, a company registered in England and Wales.

The consolidated accounts of the immediate and ultimate group are available to the public from the Registrar of Companies.

In the opinion of the Directors the ultimate controlling party of the parent company is Briggs & Forrester Employee Ownership Trust.