REGISTERED NUMBER: 07904154 (England and Wales)

Group Strategic Report, Report of the Directors and

Consolidated Financial Statements for the Year Ended 30 September 2021

for

Ivor King Holdings Limited

Contents of the Consolidated Financial Statements
for the Year Ended 30 September 2021

Company Information
for the Year Ended 30 September 2021

DIRECTORS:	S M King I King A J King
REGISTERED OFFICE:	Haunchwood Park Industrial Estate Galley Common Nuneaton CV10 9PD
REGISTERED NUMBER:	07904154 (England and Wales)
AUDITORS:	Gopsall Audit Services Limited Chartered Accountants Statutory Auditor 4 HRFC Business Centre Leicester Road Hinckley Leicestershire LE10 3DR

Group Strategic Report
for the Year Ended 30 September 2021

The directors present their strategic report of the company and the group for the year ended 30 September 2021.

REVIEW OF BUSINESS
The results for the group show a pre-tax profit of £581k (2020 £911k) for the year ended 30 September 2021 and sales of £18.2million (2020 £15.3million).

The group had net assets of £9.0 million (2020 £8.7million) at 30 September 2021.

Our Key Performance Indicators for the year, together with historical trend data, are set out in the table below:

	2021	2020	Definitions and analysis
Increase/(Decrease) in sales (%)	18.8	0.6	Year on year sales movement expressed as a percentage. The group has experienced an increase in sales.
Net profit margin (%)	3.2	6.0	Profit on ordinary activities before taxation expressed as a percentage of sales.
Return on invested capital (%)	6.5	10.5	Profit on ordinary activities before taxation expressed as a percentage of net assets.
Liquidity (%)	102.0	122.8	Current assets as a percentage of current liabilities,

We aim to present a balanced and realistic view of our performance in 2020 and 2021. Our results, with creditable levels of turnover and profit were achieved in the midst of the Covid 19 pandemic, which reached our shores in February 2020 and still continued to September 2021 and beyond.

The government mandate, during all lockdown disruption periods, was for construction to carry on, but to do so safely in compliance with Covid regulations. The group delivered and tendered for key civil engineering projects, partnering with all different sizes of contractors, with varying levels of complexity, constantly adapting to the government regulations on Covid and social distancing in the different geographical areas we operated in.

We are proud of being able to deliver sales increases year on year and to maintain good profitability in these trading conditions, and believe that the constant investment made into equipment at the forefront of piling and heavy haulage technology such as silent piling rigs and Supercrush rock drilling technology make us an excellent prospect when looking to secure new works and repeat business. More than doubling the size of our head office yard operation in 2021 has also meant more efficiency gains.

Future prospects look very promising. With large government contracts active and secured like HS2 we have a record amount of work in our order bank, and have unprecedented amounts to tender for. Post lockdown, the country begins to accelerate its building programmes and this presents a clear opportunity for Ivor King to increase its reach in the construction marketplace. This work enables us to showcase our key technologies we can be confident of winning and delivering more in the next financial year.

The group has bolstered its contingency and disaster recovery plans during the last financial year and has recognised the need to build resilience into the business model.

PRINCIPAL RISKS AND UNCERTAINTIES
Perceived risks and uncertainties at this time would be the aftermath of the Covid-19 pandemic and businesses getting back to normal. It is unclear whether there will be any future restrictions for Covid, locally or nationally, but if there are the group has prepared itself to cope, and has the experience of the previous Covid lockdowns to assist with actions which may be necessary.

Post covid, inflationary pressures are affecting the UK economy and the group must ensure it protects itself against such pressure by purchasing material sensibly, and making sure it is contracts are robust and mitigate the risk of price escalation of its costs. The phasing out of red diesel in 2022 will also have increased cost implications.

Also, global events such as war, have the capacity to affect business in unprecedented ways. All we can do is continue to make sensible business decisions around procurement to make sure we always have dual sources of supply at least on all core raw materials, and maintain stocks of items we need to continue with our contracts.

Group Strategic Report
for the Year Ended 30 September 2021

DEVELOPMENT AND PERFORMANCE
The group was at max capacity space wise in 2019/2020 and increasing turnover was difficult with the limited space. The group has seen the head office yard capacity double and this has facilitated the growth seen in the accounts.

The Key technologies we employ (such as Silent Piling and Supercrush technology) have been recognised as industry leading technology, where piles can be installed near residential developments unobtrusively, vibration free. We have experience of delivering this method of installation for the High Speed Two (HS2) rail contract and we see the ability to further build on this in the coming years.

ON BEHALF OF THE BOARD:

S M King - Director

29 June 2022

Report of the Directors
for the Year Ended 30 September 2021

The directors present their report with the financial statements of the company and the group for the year ended 30 September 2021.

PRINCIPAL ACTIVITIES
The principal activities of the group in the year under review were those of civil engineering and property management.

DIVIDENDS
The total distribution of dividends for the year ended 30 September 2021 will be £ 204,000 .

RESEARCH AND DEVELOPMENT
The group continues to invest in research and development to ensure that its products and services remain at the cutting edge of the industry.

DIRECTORS
The directors shown below have held office during the whole of the period from 1 October 2020 to the date of this report.

S M King
I King
A J King

STATEMENT OF DIRECTORS' RESPONSIBILITIES
The directors are responsible for preparing the Group Strategic Report, the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 the group and of the profit or loss of the group for that period. In preparing these financial statements, the directors are required to:

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

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's and the group's transactions and disclose with reasonable accuracy at any time the financial position of the company and the group 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS
So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the group's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the group's auditors are aware of that information.

AUDITORS
The auditors, Gopsall Audit Services Limited, will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD:

S M King - Director

29 June 2022

Report of the Independent Auditors to the Members of
Ivor King Holdings Limited

Opinion
We have audited the financial statements of Ivor King Holdings Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 30 September 2021 which comprise the Consolidated Statement of Comprehensive Income, Consolidated Balance Sheet, Company Balance Sheet, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity, Consolidated Cash Flow Statement and Notes to the Consolidated Cash Flow Statement, Notes to the Financial Statements, 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 group's and of the parent company affairs as at 30 September 2021 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion
We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 group's and the parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information
The directors are responsible for the other information. The other information comprises the information in the Group Strategic Report and the Report of the Directors, but does not include the financial statements and our Report of the Auditors 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 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 the audit:
- the information given in the Group Strategic Report and the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group Strategic Report and the Report of the Directors 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 group and the parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group Strategic Report or the Report of the Directors.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept by the parent company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors
As explained more fully in the Statement of Directors' Responsibilities set out on page four, 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 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 group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:
- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the company through discussions with directors and other management, and from our commercial knowledge and experience of the civil engineering sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- Identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:
- Making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:
- Performed analytical procedures to identify any unusual or unexpected relationships; tested journal entries to identify unusual transactions;
- Assessed whether judgements and assumptions made in determining the accounting estimates set out in note 4 were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:
- Agreeing financial statement disclosures to underlying supporting documentation;
- Enquiring of management as to actual and potential litigation and claims; and
- Reviewing correspondence with HMRC, relevant regulators such as the Health and Safety Executive, and the company's legal advisors.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities 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 Report of the Auditors.

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 a Report of the Auditors 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.

Peter White (Senior Statutory Auditor)
for and on behalf of Gopsall Audit Services Limited
Chartered Accountants
Statutory Auditor
4 HRFC Business Centre
Leicester Road
Hinckley
Leicestershire
LE10 3DR

29 June 2022

Consolidated Statement of Comprehensive Income
for the Year Ended 30 September 2021

	Notes	30.9.21 £	30.9.20 £
TURNOVER	5	18,182,573	15,302,874
Cost of sales		13,407,830	11,011,989
GROSS PROFIT		4,774,743	4,290,885
Administrative expenses		3,964,715	3,354,687
		810,028	936,198
Other operating income		22,391	109,413
OPERATING PROFIT	7	832,419	1,045,611
Interest receivable and similar income		-	1,749
		832,419	1,047,360
Interest payable and similar expenses	8	251,583	136,426
PROFIT BEFORE TAXATION		580,836	910,934
Tax on profit	9	117,275	130,183
PROFIT FOR THE FINANCIAL YEAR		463,561	780,751
OTHER COMPREHENSIVE INCOME		-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		463,561	780,751
Profit attributable to:			
Owners of the parent		463,561	780,751
Total comprehensive income attributable to:			
Owners of the parent		463,561	780,751

The notes form part of these financial statements

Consolidated Balance Sheet
30 September 2021

	Notes	30.9.21 £	30.9.21 £	30.9.20 £	30.9.20 £
FIXED ASSETS					
Intangible assets	12		41,373		206,862
Tangible assets	13		15,176,921		10,068,226
Investments	14		-		-
Investment property	15		515,000		515,000
			15,733,294		10,790,088
CURRENT ASSETS					
Stocks	16	1,157,970		1,281,096	
Debtors	17	5,575,333		3,866,322	
Cash at bank and in hand		251,271		1,021,260	
		6,984,574		6,168,678	
CREDITORS					
Amounts falling due within one year	18	6,850,377		5,023,059	
NET CURRENT ASSETS			134,197		1,145,619
TOTAL ASSETS LESS CURRENT LIABILITIES			15,867,491		11,935,707
CREDITORS					
Amounts falling due after more than one year	19		(5,647,523)		(2,219,660)
PROVISIONS FOR LIABILITIES	23		(1,245,971)		(1,001,611)
NET ASSETS			8,973,997		8,714,436
CAPITAL AND RESERVES					
Called up share capital	24		1,702		1,702
Share premium			5,888,000		5,888,000
Capital redemption reserve			298		298
Retained earnings			3,083,997		2,824,436
SHAREHOLDERS' FUNDS			8,973,997		8,714,436

The financial statements were approved by the Board of Directors and authorised for issue on 29 June 2022 and were signed on its behalf by:

S M King - Director

Company Balance Sheet
30 September 2021

	Notes	30.9.21 £	30.9.21 £	30.9.20 £	30.9.20 £
FIXED ASSETS					
Intangible assets	12		-		-
Tangible assets	13		-		-
Investments	14		5,890,100		5,890,100
Investment property	15		-		-
			5,890,100		5,890,100
CURRENT ASSETS					
Debtors	17	1,009,108		1,128,747	
Cash at bank		1,714		1,117	
		1,010,822		1,129,864	
CREDITORS					
Amounts falling due within one year	18	20,772		138,211	
NET CURRENT ASSETS			990,050		991,653
TOTAL ASSETS LESS CURRENT LIABILITIES			6,880,150		6,881,753
CAPITAL AND RESERVES					
Called up share capital	24		1,702		1,702
Share premium			5,888,000		5,888,000
Capital redemption reserve			298		298
Retained earnings			990,150		991,753
SHAREHOLDERS' FUNDS			6,880,150		6,881,753
Company's profit for the financial year			202,397		233,241

The financial statements were approved by the Board of Directors and authorised for issue on 29 June 2022 and were signed on its behalf by:

S M King - Director

The notes form part of these financial statements

Consolidated Statement of Changes in Equity
for the Year Ended 30 September 2021

	Called up share capital £	Retained earnings £	Share premium £	Capital redemption reserve £	Total equity £
Balance at 1 October 2019	1,702	2,283,685	5,888,000	298	8,173,685
Changes in equity					
Dividends	-	(240,000)	-	-	(240,000)
Total comprehensive income	-	780,751	-	-	780,751
Balance at 30 September 2020	1,702	2,824,436	5,888,000	298	8,714,436
Changes in equity					
Dividends	-	(204,000)	-	-	(204,000)
Total comprehensive income	-	463,561	-	-	463,561
Balance at 30 September 2021	1,702	3,083,997	5,888,000	298	8,973,997

Company Statement of Changes in Equity
for the Year Ended 30 September 2021

	Called up share capital £	Retained earnings £	Share premium £	Capital redemption reserve £	Total equity £
Balance at 1 October 2019	1,702	998,512	5,888,000	298	6,888,512
Changes in equity					
Dividends	-	(240,000)	-	-	(240,000)
Total comprehensive income	-	233,241	-	-	233,241
Balance at 30 September 2020	1,702	991,753	5,888,000	298	6,881,753
Changes in equity					
Dividends	-	(204,000)	-	-	(204,000)
Total comprehensive income	-	202,397	-	-	202,397
Balance at 30 September 2021	1,702	990,150	5,888,000	298	6,880,150

The notes form part of these financial statements

Consolidated Cash Flow Statement
for the Year Ended 30 September 2021

	Notes	30.9.21 £	30.9.20 £
Cash flows from operating activities			
Cash generated from operations	1	2,652,703	2,872,438
Interest paid		(130,440)	(12,689)
Interest element of hire purchase payments paid		(121,143)	(123,737)
Tax (paid)/repaid		181,935	160,067
Net cash from operating activities		2,583,055	2,896,079
Cash flows from investing activities			
Purchase of tangible fixed assets		(4,675,827)	(591,059)
Sale of tangible fixed assets		213,530	41,045
Interest received		-	1,749
Net cash from investing activities		(4,462,297)	(548,265)
Cash flows from financing activities			
New loans in year		3,224,979	-
Loan repayments in year		-	(35,459)
Capital repayments in year		(1,487,801)	(1,616,201)
Amount withdrawn by directors		(25,723)	(1,597)
Equity dividends paid		(204,000)	(240,000)
Net cash from financing activities		1,507,455	(1,893,257)
(Decrease)/increase in cash and cash equivalents		(371,787)	454,557
Cash and cash equivalents at beginning of year	2	(21,914)	(476,471)
Cash and cash equivalents at end of year	2	(393,701)	(21,914)

The notes form part of these financial statements

Notes to the Consolidated Cash Flow Statement
for the Year Ended 30 September 2021

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

	30.9.21	30.9.20
	£	£
Profit before taxation	580,836	910,934
Depreciation charges	1,462,471	1,452,016
Profit on disposal of fixed assets	(112,603)	(6,376)
Impairment of freehold property	210,447	-
Finance costs	251,583	136,426
Finance income	-	(1,749)
	2,392,734	2,491,251
Decrease in stocks	123,126	17,555
(Increase)/decrease in trade and other debtors	(1,770,826)	1,048,027
Increase/(decrease) in trade and other creditors	1,907,669	(684,395)
Cash generated from operations	2,652,703	2,872,438

2. CASH AND CASH EQUIVALENTS

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

Year ended 30 September 2021

	30.9.21	1.10.20
	£	£
Cash and cash equivalents	251,271	1,021,260
Bank overdrafts	(644,972)	(1,043,174)
	(393,701)	(21,914)

Year ended 30 September 2020

	30.9.20	1.10.19
	£	£
Cash and cash equivalents	1,021,260	193,131
Bank overdrafts	(1,043,174)	(669,602)
	(21,914)	(476,471)

3. ANALYSIS OF CHANGES IN NET DEBT

	At 1.10.20	Cash flow	Other non-cash changes	At 30.9.21
	£	£	£	£
Net cash				
Cash at bank and in hand	1,021,260	(769,989)		251,271
Bank overdrafts	(1,043,174)	398,202		(644,972)
	(21,914)	(371,787)		(393,701)
Debt				
Finance leases	(3,569,208)	1,487,801	(2,041,223)	(4,122,630)
Debts falling due within 1 year	(164,992)	(116,325)	-	(281,317)
Debts falling due after 1 year	(135,109)	(3,108,655)	-	(3,243,764)
	(3,869,309)	(1,737,179)	(2,041,223)	(7,647,711)
Total	(3,891,223)	(2,108,966)	(2,041,223)	(8,041,412)

1. **STATUTORY INFORMATION**

Ivor King Holdings Limited is a private company, limited by shares , registered in England and Wales. The company's registered number and registered office address can be found on the General Information page.

The presentation currency of the financial statements is the Pound Sterling (£).

2. **STATEMENT OF COMPLIANCE**

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

3. **ACCOUNTING POLICIES**

Summary of significant accounting policies
The principal accounting policies applied in the preparation of these consolidated and separate financial statements are set out below. These polices have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparing the financial statements
These consolidated and separate financial statements are prepared on a going concern basis, under the historical cost convention, as modified by the recognition of certain financial assets and liabilities measured at fair value. The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group and Company accounting policies. The areas involving a higher degree of judgement in the process of applying the Group and Company accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in the notes. The company has taken advantage of the exemption in section 408 of the Companies Act from presenting its individual profit and loss account.

Going Concern
The directors assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the group to continue as a going concern. The directors make this assessment in respect of a period of at least one year from the date of the approval of the financial statements. The directors have concluded that there are no material uncertainties about the group's ability to continue as a going concern and they are satisfied that the group has adequate resources to continue to meet its liabilities as they fall due and, therefore, that it remains appropriate to continue to adopt going concern basis of accounting in the preparation of the financial statements.

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

- the requirement of paragraph 33.7.

Basis of consolidation
The consolidated financial statements present the results of Ivor King Holdings Limited and its subsidiaries ("the group") for the year ended 30 September 2021 as if they were a single entity. Intercompany transactions and balances between group companies are therefore eliminated.

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the statement of financial position, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the consolidated statement of comprehensive Income from the date of which control is obtained. They are deconsolidated from the date control ceases.

Related party exemption
The company has taken advantage of exemption, under the terms of Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', not to disclose related party transactions with wholly owned subsidiaries within the group.

Transactions between group entities which have been eliminated on consolidation are not disclosed within the consolidated financial statements.

continued...

3. **ACCOUNTING POLICIES - continued**

Revenue recognition
Rental income
Revenue from rental income is recognised evenly over the period of rental.

Revenue from construction contracts
Revenue from long term contracts is measured at fair value of the right to consideration received or receivable and represents the amount receivable for goods supplied or services rendered, net of returns, discounts and rebates allowed by the company and value added taxes.

The company recognises such revenue when (a) the significant risks and rewards of ownership have been transferred to the buyer; (b) the company retains no continuing involvement or control over the goods; (c) the amount of the revenue can be measured reliably and (d) it is probable that future economic benefits will flow to the entity. Provisions are made for foreseeable losses (as described in the accounting policy for long term contracts).

Hire of plant and machinery
Revenue from hire of plant and machinery is recognised at fair value of the right to consideration received or receivable and represents the amount receivable for services rendered, net of returns, discounts and rebates allowed by the company and value added taxes spread evenly over the period of hire.

Hire of steel
Revenue from the hire of steel is measured at the fair value of right to the consideration received or receivable and represents the amount receivable for services rendered, net of returns, discounts and rebates allowed by the company and value added taxes spread evenly over the period of hire.

Business combination and goodwill
Goodwill, being the amount paid in connection with the acquisition of a business in 2012, is being amortised evenly over its estimated useful life of ten years.

Goodwill arising on business combinations is capitalised, classified as an asset on the balance sheet and amortised on a straight line basis over its useful life. The period chosen for writing off goodwill is 10 years as this reflects the estimated life of the goodwill. A provision is made for any impairment.

Intangible assets
Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life or, if held under a finance lease, over the lease term, whichever is the shorter.

Freehold property	- 1% on reducing balance
Plant and machinery	- 20% on reducing balance and 10% straight line less residual value
Fixtures and fittings	- 15% on reducing balance
Motor vehicles	- 25% on reducing balance

The assets' residual values and useful lives are reviewed and adjusted, if appropriate, at the end of each reporting period. The effect of any change is accounted for prospectively.

Government grants
Government grants have been accounted for under the accrual model. The grants, which relate to revenue, are recognised as income in the same period as the expenses for which they compensate.

Investment property
Investment property is shown at most recent valuation. Any aggregate surplus or deficit arising from changes in fair value is recognised in profit or loss.

Stocks
Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

At the end of each reporting period, stock is reviewed and assessed for impairment. If stock is impaired, the carrying amount is reduced to its selling price less costs to sell. The impairment is recognised immediately in the statement of comprehensive income.

Costs includes all direct expenditure and an appropriate proportion of fixed and variable costs.

continued...

3. **ACCOUNTING POLICIES - continued**

Financial instruments
Financial assets and financial liabilities are recognised when the Company becomes a party to the contractual provisions of the financial instrument.

Cash and cash equivalents
These comprise cash at bank and other short-term highly liquid bank deposits with an original maturity of three months or less.

Debtors
Debtors do not carry any interest and are stated at their nominal value. Appropriate allowances for estimated irrecoverable amounts are recognised in the Profit and Loss account when there is objective evidence that the asset is impaired.

Trade creditors
Trade creditors are not interest bearing and are stated at their nominal value.

Taxation
Taxation for the year comprises current and deferred tax. Tax is recognised in the Consolidated Statement of Comprehensive Income, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax
Current tax is the amount of income tax payable in respect of the taxable profit for the year or prior years. Tax is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Taxation in relation to R&D claims is only recognised once accepted by HMRC.

Deferred tax
Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Research and development
Expenditure on research and development is written off in the year in which it is incurred.

Foreign currencies
Assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are translated into sterling at the rate of exchange ruling at the date of transaction. Exchange differences are taken into account in arriving at the operating result.

continued...

3. **ACCOUNTING POLICIES - continued**

Hire purchase and leasing commitments
At inception the company assesses agreements that transfer the right to use assets. The assessment considers whether the arrangement is, or contains, a lease based on the substance of the arrangement.

i. Finance leased assets

Leases of assets that transfer substantially all the risks and rewards incidental to ownership are classified as finance leases.

Finance leases are capitalised at commencement of the lease as assets at fair value of the leased asset or, if lower, the present value of the minimum lease payments calculated using the interest rate implicit in the lease. Where the implicit rate cannot be determined the company's incremental borrowing rate is used. Incremental direct costs, incurred in negotiating and arranging the lease, are included in the cost of the asset.

Assets are depreciated over the shorter of the lease term and the estimated useful life of the asset. Assets are assessed for impairment at each reporting date.

The capital element of lease obligation is recorded as a liability on inception of the arrangement. Lease Payments are apportioned between capital repayment and finance charge, using the effective interest rate method, to produce a constant rate of charge on the balance of capital repayments outstanding.

ii. Operating leased assets

Leases that do not transfer all the risks and rewards of ownership are classified as operating leases. Payments under operating leases are charged to the profit and loss account on a straight-line basis over the period of the lease.

Pension costs and other post-retirement benefits
The company provides a range of benefits to employees, including annual bonus arrangements, paid holiday arrangements and defined contribution pension plans.

Defined contribution pension plans
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 when they are due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the company in independently administered funds.

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

Long term contracts
Long term contract work in progress is stated at net cost, less foreseeable losses and payments on account. Operating profit includes the results attributable to contracts completed and long term contracts in progress where a profitable outcome can be prudently foreseen, after deducting amounts recognised in previous years and after making provision for foreseeable losses.

Loans and borrowings
Loans and borrowings are initially recognised at the transaction price including transaction costs. Subsequently they are measured at amortised cost using the effective interest rate method, less impairment. If an arrangement constitutes a finance transaction it is measure at present value.

Impairment
Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in profit or loss unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

continued...

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Key accounting estimates and assumptions
The company makes estimates and assumptions concerning the future. The resulting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Useful economic lives of tangible assets
The annual depreciation charge for tangible fixed assets is sensitive to changes in the estimates useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. The net carrying amount of tangible fixed assets are disclosed in note 12 to the financial statements.

Valuation of property
Investment property is revalued to fair value in accordance with either a valuation from a qualified surveyor or the directors opinion of the property's fair value. The fair value is reassessed annually and the financial statements updated accordingly. The net carrying amount of investment property is disclosed in note 14 to the financial statements.

Stock
Stock it stated at the lower of net realisable value and cost. Net realisable value is based on estimated selling price in the ordinary course of business, less any further costs expected to be incurred to completion and disposal. The net carrying amount of stock is disclosed in note 15 to the financial statements.
Stock is valued by the group based on the average purchase price of steel and average scrap steel price during the year and is calculated based on an estimate of the ageing of stock which is applied on a consistent basis with prior years.

Long term contracts and impairment of debtors
Long term contracts in progress are sensitive to the completion of the contract and economic factors. The company is prudent in recognising revenue on long term contracts and making provision for foreseeable losses when the contract can be reliably estimated. The company makes an estimate of the recoverable value of trade debtors and accrued income. When assessing impairment of trade debtors and accrued income, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. The carrying amount of trade debtors and accrued income, net of any associated impairment provisions is disclosed in note 16 to the financial statements. The carrying value of accrued income being £1,545,749 (2020 £855,302) and is presented within Prepayments and accrued income.

Provisions
Provisions may be made for items such as deferred taxation, asset retirement obligations, dilapidations and contingencies. These provisions require management's best estimate of the costs that will be incurred based on legislative and contractual requirements. In addition, the timing of the cash flows and the discount rates used to establish net present value of the obligations require management's judgement. The net carrying amount of provisions are disclosed in note 22 to the financial statements.

5. TURNOVER

The turnover and profit before taxation are attributable to the principal activities of the group.

An analysis of turnover by class of business is given below:

	30.9.21	30.9.20
	£	£
Rendering of services	16,547,956	13,151,648
Hire of goods and equipment	1,585,417	2,121,226
Property rental	49,200	30,000
	18,182,573	15,302,874

continued...

6. EMPLOYEES AND DIRECTORS

	30.9.21	30.9.20
	£	£
Wages and salaries	4,063,009	3,499,963
Social security costs	441,142	391,499
Other pension costs	88,321	77,964
	4,592,472	3,969,426

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

	30.9.21	30.9.20
Directors	2	2
Administration	6	7
Direct	83	74
	91	83

The average number of employees by undertakings that were proportionately consolidated during the year was 91 (2020 - 83) .

In addition to the above an average of 8 employees (2020: 9 employees) were recharged to company under common control with costs totalling £333,358 (2020 - £543,944).

	30.9.21	30.9.20
	£	£
Directors' remuneration	53,678	46,522
Directors' pension contributions to money purchase schemes	946	1,024

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

Money purchase schemes	2	2

7. OPERATING PROFIT

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

	30.9.21	30.9.20
	£	£
Hire of plant and machinery	337,621	480,082
Depreciation - owned assets	593,061	543,157
Depreciation - assets on hire purchase contracts	703,921	743,370
Profit on disposal of fixed assets	(112,603)	(6,376)
Goodwill amortisation	165,489	165,489
Auditors' remuneration	55,336	39,731
Impairment losses - Freehold Property	210,446	-

8. INTEREST PAYABLE AND SIMILAR EXPENSES

	30.9.21	30.9.20
	£	£
Bank loan interest	130,440	12,689
Hire purchase	121,143	123,737
	251,583	136,426

continued...

9. TAXATION

Analysis of the tax charge
The tax charge on the profit for the year was as follows:

	30.9.21	30.9.20
	£	£
Current tax:		
UK corporation tax	(8,967)	128,726
Earlier years overprovision of corporation tax	(118,118)	(362,836)
Total current tax	(127,085)	(234,110)
Deferred tax	244,360	364,293
Tax on profit	117,275	130,183

Reconciliation of total tax charge included in profit and loss
The tax assessed for the year is higher than the standard rate of corporation tax in the UK. The difference is explained below:

	30.9.21	30.9.20
	£	£
Profit before tax	580,836	910,934
Profit multiplied by the standard rate of corporation tax in the UK of 19 % (2020 - 19 %)	110,359	173,077
Effects of:		
Expenses not deductible for tax purposes	32,742	31,797
Capital allowances in excess of depreciation	(32,717)	-
Depreciation in excess of capital allowances	-	3,019
Utilisation of tax losses	305	49,408
Recognition of R&D relief	(116,662)	(358,391)
Adjustments to tax charge in respect of previous periods - other	(1,456)	(9,768)
Adjustment to reflect deferred tax rate	124,704	241,041
Total tax charge	117,275	130,183

10. INDIVIDUAL STATEMENT OF COMPREHENSIVE INCOME

As permitted by Section 408 of the Companies Act 2006, the Income Statement of the parent company is not presented as part of these financial statements.

11. DIVIDENDS

	30.9.21	30.9.20
	£	£
Ordinary A shares of £1 each		
Interim	36,000	72,000
Ordinary B shares of £1 each		
Interim	12,000	12,000
Ordinary C shares of £1 each		
Interim	78,000	78,000
Ordinary F shares of £1 each		
Interim	78,000	78,000
	204,000	240,000

continued...

12. INTANGIBLE FIXED ASSETS

Group

	Goodwill £
COST	
At 1 October 2020	
and 30 September 2021	1,654,896
AMORTISATION	
At 1 October 2020	1,448,034
Amortisation for year	165,489
At 30 September 2021	1,613,523
NET BOOK VALUE	
At 30 September 2021	41,373
At 30 September 2020	206,862

13. TANGIBLE FIXED ASSETS

Group

	Freehold property £	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Totals £
COST					
At 1 October 2020	965,458	13,257,488	185,631	1,567,194	15,975,771
Additions	3,838,158	2,362,309	22,985	493,598	6,717,050
Disposals	-	(4,000)	-	(397,856)	(401,856)
Impairments	(210,446)	-	-	-	(210,446)
At 30 September 2021	4,593,170	15,615,797	208,616	1,662,936	22,080,519
DEPRECIATION					
At 1 October 2020	50,730	5,052,067	71,978	732,770	5,907,545
Charge for year	47,292	978,595	18,600	252,495	1,296,982
Eliminated on disposal	-	(1,041)	-	(299,888)	(300,929)
At 30 September 2021	98,022	6,029,621	90,578	685,377	6,903,598
NET BOOK VALUE					
At 30 September 2021	4,495,148	9,586,176	118,038	977,559	15,176,921
At 30 September 2020	914,728	8,205,421	113,653	834,424	10,068,226

All of the group's Freehold Property is used within the group. Freehold property includes £23,664 (2020: £nil) of assets under construction not yet ready for purpose, which are therefore not being depreciated.

Tangible fixed assets with a net book value of £4,495,149 (2020: £914,729) have been pledged as security for liabilities of the company. These assets have restricted title.

The net book value of tangible fixed assets includes £6,661,596 (2020: £5,910,560) in respect of assets held under hire purchase contracts.

continued...

14. FIXED ASSET INVESTMENTS

Company

	Shares in group undertakings £
COST	
At 1 October 2020	
and 30 September 2021	5,890,100
NET BOOK VALUE	
At 30 September 2021	5,890,100
At 30 September 2020	5,890,100

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

Subsidiaries

Ivor King Properties Limited
Registered office: Haunchwood Park Industrial Estate, Galley Common, Nuneaton, CV10 9PD
Nature of business: Property Management

Class of shares:	% holding
Ordinary	100.00

	30.9.21 £	30.9.20 £
Aggregate capital and reserves	(200,256)	283,438
(Loss)/profit for the year	(483,694)	5,926

Ivor King (Civil Engineering Contractors) Limited
Registered office: Haunchwood Park Industrial Estate, Galley Common, Nuneaton, CV10 9PD
Nature of business: Civil Engineering

Class of shares:	% holding
Ordinary	100.00

	30.9.21 £	30.9.20 £
Aggregate capital and reserves	8,142,825	7,232,476
Profit for the year	1,114,349	947,072

15. INVESTMENT PROPERTY

Group

	Total £
FAIR VALUE	
At 1 October 2020	
and 30 September 2021	515,000
NET BOOK VALUE	
At 30 September 2021	515,000
At 30 September 2020	515,000

Fair value at 30 September 2021 is represented by:

	£
Valuation in 2020	515,000

continued...

15. **INVESTMENT PROPERTY - continued**

Group

The investment properties were valued in June 2020 at fair value, determined by an independent, professionally qualified RICs valuer. The valuations were undertaken in accordance with the Royal Institution of Chartered Surveyors' Appraisal and Valuation Manual. Details on the assumptions made and the key sources of estimation uncertainty are given in note 4.

The surplus on revaluation of investment property arising of £nil (2020: £nil) has been credited to the profit and loss for the year. All other tangible assets are stated at historical cost less depreciation and impairments.

In the opinion of the directors Investment property is stated at its fair value.

Investment property of £515,000 (2020: £nil) has been pledged as security for liabilities of the company.

16. **STOCKS**

	Group	
	30.9.21	30.9.20
	£	£
Stocks	1,157,970	1,281,096

17. **DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	Group		Company	
	30.9.21	30.9.20	30.9.21	30.9.20
	£	£	£	£
Trade debtors	380,006	652,891	-	-
Amounts owed by group undertakings	-	-	1,009,108	1,128,747
Other debtors	2,249,477	2,169,038	-	-
Social security and other tax	29,884	-	-	-
Tax	8,967	70,782	-	-
VAT	367,421	-	-	-
Prepayments and accrued income	2,539,578	973,611	-	-
	5,575,333	3,866,322	1,009,108	1,128,747

18. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	Group		Company	
	30.9.21	30.9.20	30.9.21	30.9.20
	£	£	£	£
Bank loans and overdrafts (see note 20)	926,289	1,208,166	-	119,961
Hire purchase contracts (see note 21)	1,718,871	1,484,657	-	-
Trade creditors	3,769,530	1,210,592	-	-
Amounts owed to group undertakings	-	-	14,522	-
Tax	-	6,965	-	-
Social security and other taxes	153,783	119,155	-	-
VAT	-	649,927	-	-
Other creditors	136,905	132,771	-	-
Directors' current accounts	6,250	31,973	6,250	18,250
Accruals and deferred income	2,300	-	-	-
Accrued expenses	136,449	178,853	-	-
	6,850,377	5,023,059	20,772	138,211

continued...

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

	Group	
	30.9.21	30.9.20
	£	£
Bank loans (see note 20)	3,243,764	135,109
Hire purchase contracts (see note 21)	2,403,759	2,084,551
	5,647,523	2,219,660

20. LOANS

An analysis of the maturity of loans is given below:

	Group		Company	
	30.9.21	30.9.20	30.9.21	30.9.20
	£	£	£	£
Amounts falling due within one year or on demand:				
Bank overdrafts	644,972	1,043,174	-	-
Bank loans	281,317	164,992	-	119,961
	926,289	1,208,166	-	119,961
Amounts falling due between one and two years:				
Bank loans	288,671	46,507	-	-
Amounts falling due between two and five years:				
Bank loans	688,481	88,602	-	-
Amounts falling due in more than five years:				
Repayable by instalments				
Bank loans	2,266,612	-	-	-

During the year, the company borrowed funds from its bankers under two term loans of, £700,000 (interest rate 3.45% + Bank of England base rate ('BOE') base rate) and £2,900,000 (interest rate 3.55% + BOE base rate) respectively.

The first (reporting date carrying amount of £580,887) is repayable by instalments finishing in October 2025 and the second (reporting date carrying amount of £2,808,902) is repayable by instalments finishing in October 2040 respectively.

The company had brought forward initial loan borrowings of £105,000 (reporting date carrying amount of £31,677) and £159,500 (reporting date carrying amount of £103,613) and are repayable in instalments finishing in November 2024. Interest rates are 3% + BOE base rate respectively.

21. LEASING AGREEMENTS

Minimum lease payments fall due as follows:

Group

	Hire purchase contracts	
	30.9.21	30.9.20
	£	£
Net obligations repayable:		
Within one year	1,718,871	1,484,657
Between one and five years	2,403,759	2,084,551
	4,122,630	3,569,208

continued...

22. SECURED DEBTS

The following secured debts are included within creditors:

	Group	
	30.9.21	30.9.20
	£	£
Bank overdraft	644,972	1,043,174
Bank loans	3,525,081	300,101
Hire purchase contracts	4,122,630	3,569,208
	8,292,683	4,912,483

The bank has a fixed and floating charge over all assets and the group has entered into a cross guarantee in resect of all group companies.

Hire purchase loans are secured against the asset. In respect of two items of Plant and Machinery the has group entered into a chattel mortgage arrangement.

23. PROVISIONS FOR LIABILITIES

	Group	
	30.9.21	30.9.20
	£	£
Deferred tax		
Accelerated capital allowances	1,432,442	918,639
Tax losses carried forward	(271,660)	-
Other timing differences	85,189	82,972
	1,245,971	1,001,611

Group

	Deferred tax
	£
Balance at 1 October 2020	1,001,611
Provided during year	244,360
Balance at 30 September 2021	1,245,971

The tax rates applied in calculating the deferred tax provision are:
Capital allowances in excess of depreciation 25% (2020 25%).
Unused tax losses carried forward 19% (2020 19%).

24. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	30.9.21	30.9.20
			£	£
1,204	Ordinary A	£1	1,204	1,204
200	Ordinary B	£1	200	200
149	Ordinary C	£1	149	149
149	Ordinary F	£1	149	149
			1,702	1,702

25. PENSION COMMITMENTS

Liabilities relating to pension commitments are included in other creditors and total £19,145 (2020: £15,849) at the balance sheet date. The profit and loss expense for pensions relating to defined contribution plans is £88,320 (2020: £77,964).

26. RELATED PARTY DISCLOSURES

continued...

26. **RELATED PARTY DISCLOSURES - continued**

Other related parties

	30.9.21	30.9.20
	£	£
Sales to related party	181,701	200,110
Transfers	-	25,000
Wages recharged	333,358	543,944
Amount due from related party	2,189,272	2,111,186
Amount due to related party	90,000	90,000

Sales to other related party, transfers and amount due from and to other related party are transactions with a company under common control.
Wages are recharged to a company under common control and relate to 8 (2020: 9) employees as disclosed with the average employee numbers note.

During the year, a total of key management personnel compensation of £ 238,546 (2020 - £ 219,232) was paid.

Key management personnel are individuals with authority and responsibility for controlling and managing the activities of the entity. Where shareholders in the parent entity are remunerated in this company, whether they are included in the aggregate amount depends on the aforementioned criteria.

27. **ULTIMATE CONTROLLING PARTY**

The group is under the control of Mr I H King.

28. **GOVERNMENT GRANTS**

Government grants are recognised as income in Other operating income of £22,391 (2020: £109,119) and relate to the Coronavirus Jobs Retention Scheme.