

# Carlisle Staffing Plc

Annual Report and Financial Statements

for the 52 weeks ended 29 December 2017

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# **Carlisle Staffing Plc**

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## **Carlisle Staffing Plc**

### **Company Information**

**Directors**           A L Wilford  
                              J Robertson  
                              R J Watson

**Company secretary** R J Watson

**Registered office**   800 The Boulevard  
                              Capability Green  
                              Luton  
                              Bedfordshire  
                              LU1 3BA

**Auditor**             KPMG LLP  
                              15 Canada Square  
                              London  
                              E14 5GL  
                              United Kingdom

## Carlisle Staffing Plc

### Strategic Report for the 52 weeks ended 29 December 2017

The directors present their strategic report for the 52 weeks ended 29 December 2017.

#### Review of the business

	52 weeks ended 29 December 2017	52 weeks ended 30 December 2016	Change
	£000s	£000s	%
Turnover	532,270	455,197	16.93
Gross Profit	32,513	30,780	5.63
Administrative expenses	(28,738)	(28,306)	1.53
Operating profit	3,775	2,474	52.59
Gross profit percentage (%)	6.11	6.76	
Conversion rate (%) (Operating profit to Gross profit)	11.61	8.03	
Permanent fees as a % of Gross Profit	26.80	34.30	

The company continues to grow at both Turnover and Gross profit, being up by 16.93% and 5.63% respectively converting an increase in operating profit of 52.56%. The increase in Turnover together with our tight cost control within our cost base has also improved our conversion rate by 44% compared to Prior Year ( 11.61% compared to 8.04% in 2016 ).

The Managed Supply is the key driver in delivering growth with existing clients expanding in scope and service plus new clients being added to the portfolio. The sales pipeline and opportunities for continued growth provide optimism for the current success to continue. Our Staffing brands maintained their profitability and conversion rates in an increase challenging market focusing on quality of service to their existing and new client base.

The directors recognise that Brexit has increased the general level of uncertainty and degree of business confidence around permanent and temporary hiring decisions for the company's clients. The company derives a limited amount of its trade from countries within the European Union, and whilst it is currently too early to have a clear view of the consequences for the company's operations, the directors are aware of the potential impact of Brexit and continue to monitor the situation in this regard.

#### Insurance

Impellam Group plc ("the Group"), of which the company is a member, maintains a comprehensive insurance programme with a number of reputable third party underwriters. These insurance policies are reviewed annually to ensure that there is adequate cover for insurable risks and that the terms of those policies are optimised.

#### Principal risks and uncertainties

The principal risks and uncertainties of the Group, which include those of the company, are discussed in the Finance Report in the Group's annual report which does not form part of this report. Certain of the Group's business and financial risks are managed at a Group level, rather than at an individual company level. For this reason, the company's directors believe that a discussion of the Group's risks would not be appropriate for an understanding of the development, performance or position of the company.

## Carlisle Staffing Plc

### Strategic Report for the 52 weeks ended 29 December 2017 (continued)

#### Regulatory environment

The provision of staffing and support services requires an increasing number of checks for compliance both with legislation and client contractual arrangements; these can vary widely by sector and geography. Such compliance requirements are constantly changing with new legislation being introduced and new or revised contracts being negotiated.

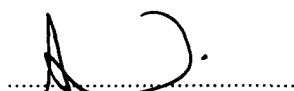
The company takes its responsibilities seriously, is committed to meeting all of its regulatory responsibilities and regularly reviews its policies, processes and systems to reflect best practice. All employees are informed and trained on any new requirements as they become necessary, all new employees receive training on all relevant operating standards and there is a team of compliance officers who regularly conduct spot checks to ensure standards are being maintained.

#### Technology systems

The company is reliant on a number of technology systems in providing its services to clients and in sourcing and communicating with candidates and staff. These systems are located both in-house and in various data centres. These systems are vulnerable to matters beyond the Group's control, such as natural disasters and power or telecommunications failures. Also, the systems could be vulnerable to improper or negligent operation by employees or from unauthorised access.

The business continues to develop and enhance controls, the associated disaster recovery systems, including physically separate disaster recovery sites, and other areas to improve its ability to cope with the loss or disruption of a technology system as a result of any such event. In addition, data protection is a key priority and specific contractual provisions exist to ensure safety and security of confidential data.

Approved by the Board on 13 June 2018 and signed on its behalf by:



A L Wilford  
Director

800 The Boulevard  
Capability Green  
Luton  
LU1 3BA

## **Carlisle Staffing Plc**

### **Directors' Report for the 52 weeks ended 29 December 2017**

The directors present their report and the financial statements for the 52 weeks ended 29 December 2017.

#### **Directors of the company**

The directors who held office during the period were as follows:

A L Wilford

J Robertson

R J Watson

#### **Dividends**

No dividend is paid or recommended in respect of either the current or the prior period.

#### **Financial instruments**

##### **Objectives and policies**

The company's principal financial instruments comprise a revolving credit facility, hire purchase contracts, cash and short-term deposits. The main purpose of these financial instruments is to raise finance for the company's operations. The company has various other financial instruments such as trade debtors and trade creditors, which arise directly from its operations. The company does not enter into derivative transactions. The main risks arising from the company's financial instruments are interest rate risk and foreign currency risk. The board reviews and agrees policies for managing each of these risks as summarised below:

##### **Interest rate risk**

The company's exposure to interest rate risk is minimal as borrowings are held at a group level. The company does not currently hedge this risk.

##### **Foreign currency risk**

The company is exposed to fluctuations in the exchange rate between sterling and Euro. Wherever possible this risk is managed by ensuring expenses related to the generation of these overseas revenues are in the same currency as the income. The company does not seek to hedge this exposure.

#### **Political donations**

The company has made no political donations during the current or prior periods.

#### **Employment of disabled persons**

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

#### **Employee involvement**

The company recognises that it is essential to maintain a highly skilled workforce. To this end the policy of training and development is incorporated in the company plan. It is the policy to promote from within the organisation wherever the possibility exists.

Health and safety measures are given particular attention by the directors and a written policy exists and is known throughout the company.

The company recognises the need for employees to be informed of the company's activities and performance. A corporate intranet for all employees provides a wide range of information and provides an increasingly important communication tool for policies and procedures as well as the sharing of information, document storage and specific news. Meetings are held between management and employees to allow sharing of information and consultation. Employees participate directly in the performance of the business through the Company's bonus arrangements.

## Carlisle Staffing Plc

### Directors' Report for the 52 weeks ended 29 December 2017 (continued)

#### **Directors' liabilities**

During the period and to the date of these financial statements, the company had in force an indemnity provision in favour of one or more Directors of the company against liability in respect of proceedings brought by third parties, subject to the conditions set out in the Companies Act 2006.


#### **Disclosure of information to the auditor**

Each director has taken steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information. The directors confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

#### **Reappointment of auditor**

The auditors KPMG LLP are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Approved by the Board on 13 June 2018 and signed on its behalf by:

  
.....  
A L Wilford  
Director

800 The Boulevard  
Capability Green  
Luton  
LU1 3BA

## **Carlisle Staffing Plc**

### **Statement of Directors' Responsibilities in respect of the Strategic Report, the Directors' Report and the Financial Statements**

The directors are responsible for preparing the Strategic Report, 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 they have elected to prepare the financial statements in accordance with UK Accounting Standards and applicable law (UK Generally Accepted Accounting Practice), including FRS 101 'Reduced Disclosure Framework' ('FRS 101').

Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.



## **Independent Auditor's Report to the members of Carlisle Staffing Plc**

### **Opinion**

We have audited the financial statements of Carlisle Staffing Plc ("the company") for the 52 week period ended 29 December 2017, which comprise the the Profit and Loss Account, Statement of Comprehensive Income, Balance Sheet and Statement of Changes in Equity and related notes, including the accounting policies in note 2.

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 29 December 2017 and of its profit for the period then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 101 Reduced Disclosure Framework; 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 are described below. We have fulfilled our ethical responsibilities under, and are independent of the company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

### **Going concern**

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least twelve months from the date of approval of the financial statements. We have nothing to report in these respects.

### **Strategic report and directors' report**

The directors are responsible for the strategic report and the directors' report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

Our responsibility is to read the strategic report and the directors' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the strategic report and the directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion, those reports have been prepared in accordance with the Companies Act 2006.

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

Under the Companies Act 2006 we are required 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.

We have nothing to report in these respects.

### **Directors' responsibilities**

As explained more fully in their statement set out on page 6, the directors are responsible for: the preparation of the financial statements and for being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; 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 they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

## Independent Auditor's Report to the members of Carlisle Staffing Plc (continued)

### Auditor's responsibilities

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 our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

### The purpose of our audit work and to whom we owe our responsibilities

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Paul Barron (Senior Statutory Auditor)  
For and on behalf of KPMG LLP, Statutory Auditor  
*Chartered Accounts*

15 Canada Square  
London  
E14 5GL  
United Kingdom

Date: *18th June 2018*

## Carlisle Staffing Plc

### Profit and Loss Account for the 52 weeks ended 29 December 2017

	Note	52 weeks ended 29 December 2017 £ 000	52 weeks ended 30 December 2016 £ 000
Turnover	3	532,270	455,197
Cost of sales		<u>(499,757)</u>	<u>(424,417)</u>
Gross profit		32,513	30,780
Administrative expenses		<u>(28,738)</u>	<u>(28,306)</u>
Operating profit		3,775	2,474
Interest payable and similar expenses	6	<u>(33)</u>	<u>(34)</u>
Profit before tax		3,742	2,440
Tax on profit	9	<u>(250)</u>	<u>211</u>
Profit for the financial period		<u><u>3,492</u></u>	<u><u>2,651</u></u>

The above results were derived from continuing operations.

### Statement of Comprehensive Income for the 52 weeks ended 29 December 2017

	Note	52 weeks ended 29 December 2017 £ 000	52 weeks ended 30 December 2016 £ 000
Profit for the financial period		<u>3,492</u>	<u>2,651</u>
Total comprehensive income for the financial period		<u><u>3,492</u></u>	<u><u>2,651</u></u>

# Carlisle Staffing Plc

(Registration number: 02873036)  
Balance Sheet as at 29 December 2017

	Note	29 December 2017 £ 000	30 December 2016 £ 000
<b>Fixed assets</b>			
Intangible assets	10	3,693	5,972
Property, plant and equipment	11	345	365
		<u>4,038</u>	<u>6,337</u>
<b>Current assets</b>			
Trade and other receivables	12	162,467	116,179
Deferred tax asset	9	301	274
Cash and cash equivalents		3,164	663
		<u>165,932</u>	<u>117,116</u>
<b>Creditors: Amounts falling due within one year</b>			
Trade and other payables	13	(157,983)	(111,850)
Loans and borrowings	14	-	(2,574)
Income tax liability	9	-	(565)
Creditors: Amounts falling due within one year		<u>(157,983)</u>	<u>(114,989)</u>
Net current assets		<u>7,949</u>	<u>2,127</u>
Total assets less current liabilities		11,987	8,464
Provisions for liabilities	16	(137)	(106)
Net assets		<u>11,850</u>	<u>8,358</u>
<b>Capital and reserves</b>			
Called up share capital	15	2,000	2,000
Profit and loss account		9,850	6,358
Shareholders' funds		<u>11,850</u>	<u>8,358</u>

These financial statements were approved by the Board of directors on 13 June 2018 and were signed on its behalf by:



.....  
A L Wilford  
Director

# Carlisle Staffing Plc

## Statement of Changes in Equity for the 52 weeks ended 29 December 2017

	Share capital £ 000	Retained earnings £ 000	Total £ 000
At 2 January 2016	2,000	3,707	5,707
Profit for the period	-	2,651	2,651
Total comprehensive income	-	2,651	2,651
At 30 December 2016	2,000	6,358	8,358

	Share capital £ 000	Retained earnings £ 000	Total £ 000
At 31 December 2016	2,000	6,358	8,358
Profit for the period	-	3,492	3,492
Total comprehensive income	-	3,492	3,492
At 29 December 2017	2,000	9,850	11,850

# **Carlisle Staffing Plc**

## **Notes to the Financial Statements for the 52 weeks ended 29 December 2017**

### **1 General information**

The company is a private company limited by share capital incorporated in England and Wales and domiciled in the United Kingdom.

The address of its registered office is:

800 The Boulevard

Capability Green

Luton

Bedfordshire

LU1 3BA

These financial statements were authorised for issue by the Board of directors on 13 June 2018 and the balance sheet was signed on behalf of the Board by A L Wilford.

### **2 Accounting policies**

#### **Summary of significant accounting policies and key accounting estimates**

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the periods presented, unless otherwise stated.

#### **Basis of preparation**

These financial statements were prepared in accordance with Financial Reporting Standard 101 Reduced Disclosure Framework ("FRS 101"). The amendments to FRS 101 (2014/15 Cycle) issued in July 2015 have been applied.

In preparing these financial statements, the Company applies the recognition, measurement and disclosure requirements of International Financial Reporting Standards as adopted by the EU ("Adopted IFRSs"), but makes amendments where necessary in order to comply with Companies Act 2006 and has set out below where advantage of the FRS 101 disclosure exemptions has been taken.

## **Carlisle Staffing Plc**

### **Notes to the Financial Statements for the 52 weeks ended 29 December 2017 (continued)**

#### **2 Accounting policies (continued)**

##### **Summary of disclosure exemptions**

In these financial statements, the company has applied the exemptions available under FRS 101 in respect of the following disclosures:

- Comparative period reconciliations for share capital, tangible fixed assets, intangible assets and investment properties;
- Cash flow statement and related notes;
- Disclosures in respect of transactions with wholly owned subsidiaries ;
- Disclosures in respect of capital management;
- The effects of new but not yet effective IFRSs;
- Disclosures in respect of the compensation of Key Management Personnel; and
- Disclosures of transactions with a management entity that provides key management personnel services to the company.

As the consolidated financial statements of Impellam Group plc include the equivalent disclosures, the Company has also taken the exemptions under FRS 101 available in respect of the following disclosures:

- IFRS 2 Share Based Payments in respect of group settled share based payments
- Certain disclosures required by IAS 36 Impairment of assets in respect of the impairment of goodwill and indefinite life intangible assets;
- Disclosures required by IFRS 5 Non-current Assets Held for Sale and Discontinued Operations in respect of the cash flows of discontinued operations;
- Certain disclosures required by IFRS 3 Business Combinations in respect of business combinations undertaken by the Company in the current and prior periods including the comparative period reconciliation for goodwill; and
- Certain disclosures required by IFRS 13 Fair Value Measurement and the disclosures required by IFRS 7 Financial Instrument Disclosures.

The Company proposes to continue to adopt the reduced disclosure framework of FRS 101 in its next financial statements.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

##### **Going concern**

The directors have set out their business review for the company in the Strategic Report on page 2.

The company is expected to generate sufficient operational cash flows for the foreseeable future. Furthermore the company participates in the centralised treasury arrangements and banking facilities provided by its ultimate parent company, Impellam Group Plc. The company has received assurances from the directors of the ultimate parent company that there are no factors which cast doubt on the Group's ability to continue with those treasury and banking arrangements.

On the basis of their assessment of the company's financial position and of the enquiries made of Impellam Group Plc, the company's directors have a reasonable expectation that the company will be able to continue in operation for the foreseeable future. Therefore the directors continue to adopt the going concern basis of accounting in preparing these financial statements.

# Carlisle Staffing Plc

## Notes to the Financial Statements for the 52 weeks ended 29 December 2017 (continued)

### 2 Accounting policies (continued)

#### Revenue recognition

Turnover, which is stated exclusive of value added tax, comprises amounts receivable for employment services, net of rebates and discounts provided. The nature of the company's activities is such that revenue is recognised when a written agreement, terms and conditions or an approved customer order is in place and the services have been fully rendered. Revenue is recognised and accrued by reference to hours worked in accordance with approved and submitted weekly timesheets and agreed charge rates. The company's procedures require review of a customer's ability to pay prior to a service provision, at the time of such provision, and at the time of billing, such that collectability is reasonably assured.

The company recognises the income derived from permanent placements when the employment of the individual commences with provision made for potential refunds which can be payable if the placement is terminated within a short period.

#### Foreign currency transactions and balances

Profit and loss transactions in foreign currencies are translated into sterling at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the closing rates at the balance sheet date and the exchange differences are included in the profit and loss account.

#### Taxation

Tax on the profit or loss for the year comprises current and deferred tax. Tax is recognised in the profit and loss account except to the extent that it relates to items recognised directly in equity or other comprehensive income, in which case it is recognised directly in equity or other comprehensive income.

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the balance sheet date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the balance sheet date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised.

Deferred income tax is recognised on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements and on unused tax losses or tax credits in the company. Deferred income tax is determined using tax rates and laws that have been enacted or substantively enacted by the reporting date.

The carrying amount of deferred tax assets are reviewed at each reporting date and a valuation allowance is set up against deferred tax assets so that the net carrying amount equals the highest amount that is more likely than not to be recovered based on current or future taxable profit.

#### Tangible fixed assets

Tangible fixed assets are stated at cost or valuation less accumulated depreciation and accumulated impairment losses. Depreciation is charged to the profit and loss account on a straight-line basis over the estimated useful lives of each part of an item of tangible fixed assets. The estimated useful lives are as follows:

Asset class	Depreciation method and rate
Freehold land and buildings	Over the term of the lease
Furniture, fittings and equipment	15% to 25% straight line basis

Depreciation methods, useful lives and residual values are reviewed at each balance sheet date.



# Carlisle Staffing Plc

## Notes to the Financial Statements for the 52 weeks ended 29 December 2017 (continued)

### 2 Accounting policies (continued)

#### Amortisation

Amortisation is provided on intangible assets so as to write off the cost, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Amortisation method and rate
Licences	5 years straight line
Software	Up to 5 years straight line

#### Cash and cash equivalents

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of changes in value.

#### Trade receivables

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade receivables are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade receivables is established when there is objective evidence that the company will not be able to collect all amounts due according to the original terms of the receivables.

#### Trade payables

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less (or in the normal operating cycle of the business if longer). If not, they are presented as non-current liabilities.

Trade payables are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

#### Borrowings

All borrowings are initially recorded at the amount of proceeds received, net of transaction costs. Borrowings are subsequently carried at amortised cost, with the difference between the proceeds, net of transaction costs, and the amount due on redemption being recognised as a charge to the income statement over the period of the relevant borrowing.

Interest expense is recognised on the basis of the effective interest method and is included in finance costs.

Borrowings are classified as current liabilities unless the company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

#### Provisions for liabilities

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

Provisions are measured at the directors' best estimate of the expenditure required to settle the obligation at the reporting date and are discounted to present value where the effect is material.

#### Operating lease payments

Rentals payable under operating leases, where substantially all the benefits and risks of ownership remain with the lessor, are charged in the profit and loss account on a straight line basis over the lease term.

# Carlisle Staffing Plc

## Notes to the Financial Statements for the 52 weeks ended 29 December 2017 (continued)

### 2 Accounting policies (continued)

#### Share capital

Ordinary shares are classified as equity. Equity instruments are measured at the fair value of the cash or other resources received or receivable, net of the direct costs of issuing the equity instruments. If payment is deferred and the time value of money is material, the initial measurement is on a present value basis.

#### Defined contribution pension obligation

The company operates a defined contribution pension scheme. Contributions are recognised in the profit and loss account in the period in which they become payable in accordance with the rules of the scheme.

#### Financial assets and liabilities

##### Classification

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement as financial assets, financial liabilities or equity instruments. An equity instrument is any contract that evidences a residual interest in the assets of the company after deducting all of its liabilities. Financial assets and financial liabilities are recorded at fair value on the transaction date, on the company's balance sheet when the company has become a party to the contractual provisions of the instrument and derecognised when this is no longer the case.

### 3 Revenue

An analysis of revenue by geographical location is given below:

	52 weeks ended 29 December 2017 £ 000	52 weeks ended 30 December 2016 £ 000
UK	525,295	449,489
Europe	6,958	5,578
Rest of world	17	130
	<u>532,270</u>	<u>455,197</u>

### 4 Operating profit

Arrived at after charging/(crediting)

	52 weeks ended 29 December 2017 £ 000	52 weeks ended 30 December 2016 £ 000
Depreciation expense	193	169
Amortisation expense	2,648	2,455
Foreign exchange losses	(41)	(134)
Operating lease expense - property	749	710
Operating lease expense - plant and machinery	200	168
Profit on disposal of property, plant and equipment	<u>-</u>	<u>(1)</u>

# Carlisle Staffing Plc

## Notes to the Financial Statements for the 52 weeks ended 29 December 2017 (continued)

### 5 Auditor's remuneration

	52 weeks ended 29 December 2017 £ 000	52 weeks ended 30 December 2016 £ 000
Audit of the financial statements	<u>45</u>	<u>29</u>

### 6 Interest payable and similar expenses

	52 weeks ended 29 December 2017 £ 000	52 weeks ended 30 December 2016 £ 000
Interest on bank overdrafts and borrowings	22	5
Other finance costs	<u>11</u>	<u>29</u>
	<u>33</u>	<u>34</u>

### 7 Staff costs

The aggregate payroll costs (including directors' remuneration) were as follows:

	52 weeks ended 29 December 2017 £ 000	52 weeks ended 30 December 2016 £ 000
Wages and salaries	16,596	16,475
Social security costs	1,728	1,753
Pension costs, defined contribution scheme	<u>341</u>	<u>328</u>
	<u>18,665</u>	<u>18,556</u>

The average number of persons employed by the company (including directors) during the period, analysed by category was as follows:

	52 weeks ended 29 December 2017 No.	52 weeks ended 30 December 2016 No.
Administration and support	3	3
Sales	<u>433</u>	<u>412</u>
	<u>436</u>	<u>415</u>

In addition to the above, the company employs some of the staff who are supplied to clients and whose costs are part of the company's cost of sales. The average number of full-time equivalents of these for 29 December 2017 was 1,052 (30 December 2016: 1,449) and the aggregate staffing costs for these was £22,696,000 (30 December 2016: £30,337,000).

# Carlisle Staffing Plc

## Notes to the Financial Statements for the 52 weeks ended 29 December 2017 (continued)

### 8 Directors' remuneration

The emoluments of the directors are paid by the ultimate parent company, Impellam Group Plc. The emoluments attributable to the services in relation to this company are £57,000 (30 December 2016 - £55,000).

### 9 Income tax

Tax charged/(credited) in the income statement

	52 weeks ended 29 December 2017 £ 000	52 weeks ended 30 December 2016 £ 000
<b>Current taxation</b>		
UK corporation tax	-	565
UK corporation tax adjustment to prior periods	(282)	(677)
	(282)	(112)
Payment for group relief received	559	(178)
Total current income tax	277	(290)
<b>Deferred taxation</b>		
Arising from origination and reversal of temporary differences	16	69
Deferred tax adjustment relating to previous years	(43)	10
Total deferred taxation	(27)	79
Tax expense/(receipt) in the income statement	250	(211)

The tax on profit before tax for the period lower than the standard rate of corporation tax in the UK (30 December 2016 - lower than the standard rate of corporation tax in the UK) of 19.25% (30 December 2016 - 20%).

The differences are reconciled below:

	52 weeks 29 December 2017 £ 000	52 weeks 30 December 2016 £ 000
Profit before tax	3,742	2,440
Corporation tax at standard rate	720	488
Increase (decrease) from transfer pricing adjustments	(155)	(80)
Increase (decrease) in current tax from adjustment for prior periods	(282)	(667)
Other permanently disallowable/taxable items	12	18
Deferred tax expense (credit) from unrecognised temporary difference from a prior period	(43)	-
Deferred tax expense (credit) relating to changes in tax rates or laws	(2)	30
Total tax charge/(credit)	250	(211)

# Carlisle Staffing Plc

## Notes to the Financial Statements for the 52 weeks ended 29 December 2017 (continued)

### 9 Income tax (continued)

UK legislation requires, in broad terms, that most transactions between connected parties be at an arm's length price for tax purposes (commonly known as 'transfer pricing'). As a result, this company must make an adjustment for deemed net interest on intercompany balances that has not been recognised in the financial statements.

UK legislation also places restrictions on the amount of interest payable by a group of companies which can be deducted for tax purposes (commonly known as the 'debt cap rules'), but also allows a restricted exemption for interest receivable subject to various conditions.

A reduction in the UK corporation tax rate from 20% to 19% (effective from 1 April 2017) and to 17% (effective from 1 April 2020) were substantively enacted on 26 October 2015 and 6 September 2016 respectively. This will reduce the company's future current tax charge accordingly. The deferred tax balances at 30 December 2016 have been calculated based on these rates.

#### Deferred tax

Deferred tax asset

	<b>Asset £ 000</b>
<b>29 December 2017</b>	
Accelerated tax depreciation	191
Provisions	110
	<u>301</u>
<b>30 December 2016</b>	
Accelerated tax depreciation	196
Provisions	78
	<u>274</u>

Deferred tax movement during the period:

	<b>At 31 December 2016 £ 000</b>	<b>Recognised in income £ 000</b>	<b>At 29 December 2017 £ 000</b>
Accelerated tax depreciation	196	(5)	191
Provisions	78	32	110
Net tax assets/(liabilities)	<u>274</u>	<u>27</u>	<u>301</u>

Deferred tax movement during the prior period:

	<b>At 2 January 2016 £ 000</b>	<b>Recognised in income £ 000</b>	<b>At 30 December 2016 £ 000</b>
Accelerated tax depreciation	266	(70)	196
Provisions	87	(9)	78
Net tax assets/(liabilities)	<u>353</u>	<u>(79)</u>	<u>274</u>

# Carlisle Staffing Plc

## Notes to the Financial Statements for the 52 weeks ended 29 December 2017 (continued)

### 10 Intangible assets

	Licences £ 000	Software £ 000	Total £ 000
<b>Cost or valuation</b>			
At 31 December 2016	12,100	162	12,262
Additions	-	369	369
Disposals	-	(1)	(1)
At 29 December 2017	12,100	530	12,630
<b>Amortisation</b>			
At 31 December 2016	6,253	37	6,290
Amortisation charge	2,421	227	2,648
Amortisation eliminated on disposals	-	(1)	(1)
At 29 December 2017	8,674	263	8,937
<b>Net book value</b>			
At 29 December 2017	3,426	267	3,693
At 30 December 2016	5,847	125	5,972

Licences relate to the purchase of the right to use a trading name from a fellow Group company.

### 11 Property, plant and equipment

	Freehold Land and buildings £ 000	Furniture, fittings and equipment £ 000	Total £ 000
<b>Cost or valuation</b>			
At 31 December 2016	272	492	764
Additions	-	173	173
Disposals	(101)	(20)	(121)
At 29 December 2017	171	645	816
<b>Depreciation</b>			
At 31 December 2016	158	241	399
Charge for the period	35	158	193
Eliminated on disposal	(102)	(19)	(121)
At 29 December 2017	91	380	471
<b>Net book value</b>			
At 29 December 2017	80	265	345
At 30 December 2016	114	251	365

There is no material difference between the market value and net book value of the fixed assets.

# Carlisle Staffing Plc

## Notes to the Financial Statements for the 52 weeks ended 29 December 2017 (continued)

### 12 Trade and other receivables

	29 December 2017 £ 000	30 December 2016 £ 000
Trade receivables	72,005	44,546
Amounts owed by related parties	84,426	60,865
Accrued income	36	8,585
Prepayments	6,000	2,183
	<u>162,467</u>	<u>116,179</u>

Amounts owed by related parties are interest free, unsecured and repayable on demand.

### 13 Trade and other payables

	29 December 2017 £ 000	30 December 2016 £ 000
Trade payables	26,938	32,532
Accrued expenses	13,736	1,639
Amounts owed to related parties	107,223	68,794
Social security and other taxes	9,963	6,846
Outstanding defined contribution pension costs	32	21
Other payables	91	2,018
	<u>157,983</u>	<u>111,850</u>

Amounts owed to related parties are interest free, unsecured and repayable on demand.

### 14 Loans and borrowings

	29 December 2017 £ 000	30 December 2016 £ 000
<b>Current loans and borrowings</b>		
Bank overdrafts	<u>-</u>	<u>2,574</u>

### 15 Share capital

#### Allotted, called up and fully paid shares

	29 December 2017		30 December 2016	
	No. 000	£ 000	No. 000	£ 000
Ordinary £1 share of £1 each	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>	<u>2,000</u>

# Carlisle Staffing Plc

## Notes to the Financial Statements for the 52 weeks ended 29 December 2017 (continued)

### 16 Provisions for liabilities

	Property provision £ 000
At 31 December 2016	106
Movement in existing provisions	31
At 29 December 2017	137

When a property ceases to be used for the purposes of the business, provision is made to the extent that the recoverable amount of the interest in the property is expected to be insufficient to cover the future obligations relating to the lease. A provision is made in respect of the expected holding costs to the estimated disposal dates on vacant properties under leases with a weighted average period until settlement of 3 years (January 2015: 3 years). Provision is also made for expected dilapidations and provisions are accrued evenly over the last 5 years of the lease.

### 17 Obligations under leases and hire purchase contracts

#### Operating leases

The total future value of minimum lease payments is as follows:

	2017 £ 000	2016 £ 000
Within one year	1,071	883
In two to five years	2,599	2,057
In over five years	291	213
	<u>3,961</u>	<u>3,153</u>

The amount of non-cancellable operating lease payments recognised as an expense during the period was £949,000 (30 December 2016 - £878,000)

### 18 Pension and other schemes

#### Defined contribution pension scheme

The company operates a defined contribution pension scheme. The pension cost charge for the period represents contributions payable by the company to the scheme and amounted to £341,000 (30 December 2016 - £328,000).

Contributions totalling £32,000 (30 December 2016 - £21,000) were payable to the scheme at the end of the period and are included in creditors.



## **Carlisle Staffing Plc**

### **Notes to the Financial Statements for the 52 weeks ended 29 December 2017 (continued)**

#### **19 Contingent liabilities**

The company has given cross guarantees as follows:

- a) As part of the Group's revolving credit facility of which the company is a member; the net aggregate amount outstanding against this facility at 29 December 2017 was £174,500,000 (30 December 2016: £143,300,000).
- b) As part of the Group's overdraft facility of which the company is a member; the net aggregate amount outstanding against this facility in other Group companies as at 29 December 2017 was £Nil (30 December 2016: £16,111,000).

#### **20 Related party transactions**

The company has taken advantage of the exemptions in FRS 101 Section 8 from disclosing transactions with other members of the Group.

#### **21 Parent and ultimate parent undertaking**

The company's immediate parent is Carlisle Staffing Services Limited.

The Company's ultimate parent undertaking, Impellam Group Plc, includes the Company in its consolidated financial statements. The consolidated financial statements of Impellam Group Plc are prepared in accordance with International Financial Reporting Standards and are available to the public and may be obtained from Registrar of Companies, Companies Registration Office, Crown Way, Maindy, Cardiff, CF14 3UZ. Company financial statements have been prepared and approved by the directors in accordance with International Financial Reporting Standards as adopted by the EU ("Adopted IFRSs").

At 29 December 2017, the Lombard Trust was interested in and controlled 51.1% of Impellam Group Plc.