

REGISTERED NUMBER: 06426660 (England and Wales)

Parent Accounts

3 Blue Dots Technologies
Limited.

04851459

Group Strategic Report, Report of the Directors and

Audited Consolidated Financial Statements for the Year Ended 31 December 2022

for

Liaison Financial Services Limited

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Liaison Financial Services Limited

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for the year ended 31 December 2022

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Liaison Financial Services Limited

Company Information
for the year ended 31 December 2022

DIRECTORS:

B J Thew
A S Armitage

SECRETARY:

A S Armitage

REGISTERED OFFICE:

Estate House
Evesham Street
Redditch
Worcestershire
B97 4HP

REGISTERED NUMBER:

06426660 (England and Wales)

AUDITORS:

Derek Young & Co Accountants LLP
Statutory Auditors
Chartered Accountants
Estate House
Evesham Street
Redditch
Worcestershire
B97 4HP

Liaison Financial Services Limited

Group Strategic Report **for the year ended 31 December 2022**

The directors present their strategic report of the company and the group for the year ended 31 December 2022.

REVIEW OF BUSINESS

The Group operates primarily within the NHS and generates cost savings and cash recovery for healthcare organisations through our Workforce, Financial, and Care businesses.

Business Performance

The Group continued to perform well in the healthcare sector with total revenue growing 18% from the prior year, as we expand the scope of products and services provided to the NHS both organically and through our partnerships and investments. Investment in scaling and building the Care business contributed to revenue growth, supported by the established businesses of Financial and Workforce.

At a group level, the financial key performance indicators are revenue from services, EBITA and operating cash flow. EBITA remained a profit and was 55% of capital employed, and the cash position remained strong.

Liaison Workforce maintained good client retention and expanded relationships with a number of key clients. As workforce challenges such as recruitment, retention, wellbeing, and sickness, persist in the NHS, the option of having one end to end platform to drive programmes and activities that support workforce improvements, as well as drive savings, is core to the business strategy and clients are providing valuable input into product development as part of this roadmap.

As well as helping trusts to reduce agency costs, using our TempRE platform to source and directly engage contingent and bank workers, we continue to develop our broader solutions to drive workforce efficiency including task management, workforce planning and people analytics solutions. Client growth in these areas is increasing and with the formation of the Integrated Care Systems across health and social care in 2022, there is a greater opportunity to help tackle these workforce challenges across systems and the various care settings involved.

The development of a new rostering solution, jointly funded and designed with the NHS, continued in the year with the first client going live with doctors in Q4. As we move into 2023, the platform will be rolled out to additional staffing groups, and we will also explore opportunities for third party partnerships.

Overall, Liaison Financial saw an increase in revenue in 2022, primarily from the identification of two revenue opportunities for our existing clients. One of these was in the area of VAT recovery identified by our experienced team and delivered to clients and the other was in the CHC side of the business.

The business development of new services to recover savings in non-pay expenditure started in 2021 continues with revenue expected in 2023.

Liaison Care provides reviews, specialist services and consultancy across health and social care. It is a fast-growing area of the business that continues to evolve in both its product offerings and structure as we respond to the needs of the marketplace. 2022 saw the continued investment in scaling the operation, building, and developing the team, increasing skillsets and knowledge, and expanding the infrastructure required to deliver the quality service our clients demand.

The NHS structure change in 2022 to move from Clinical Commissioning Groups to Integrated Care Systems as the main commissioning point for services has meant forging new and better working relationships with clients for the Care business, and we now enjoy around 25% market share within those new organisations. Similarly, the closer integration of health and social care delivery within those new structures has provided multiple opportunities for new products, markets, and commercial propositions for Care, as well as the wider Liaison Group.

Activ8 Intelligence operates outside of Liaison's healthcare businesses, offering people analytics to HR tech providers. Through these reseller partners, the Activ8 platform, illumin8HR is used by over 1,000 organisations globally. The people analytics market remains a competitive space and new sales proved difficult in 2022. To open up the end user market and provide opportunities for revenue growth, the business moved to a SaaS model during the year.

Liaison Financial Services Limited

Group Strategic Report
for the year ended 31 December 2022

PRINCIPAL RISKS AND UNCERTAINTIES

NHS Structure

The structure of the NHS changed in 2022 with the creation of ICBs and ICSs presenting an opportunity and challenge in understanding the new relationships. The Group responded to this change in the way it sells, delivers and support clients at both a local and regional level. The structure change provided the opportunity for greater collaboration across regions and NHS organisations, whilst impacting the decision-making structures, sales cycles and the scope and number of opportunities in the NHS market.

Government

The Group has a risk with respect to government legislation in relation to the services we provide, and we monitor HMRC for the latest guidelines that may have an impact to ensure we can support clients where necessary. There are government proposals to consider a restructure to the NHS VAT regulations, which may have an impact on this area of our business, and they are currently in consultation with the NHS to provide current values of VAT expenditure. We will not know the outcome of this until after the next general election.

Staff

Our staff are fundamental to the success of the organisation and therefore present a risk to the continuation of our service delivery. Staff development, wellbeing and engagement are important elements of the HR strategy and regular communication is seen as a key part.

The Group uses many platforms to engage, communicate and receive feedback including an employee forum, communications portal, regular surveys, and newsletters. We endeavour to ensure staff are equipped to provide the quality service we deliver to our clients with investment in training and development.

We have been recognised as an 'Outstanding Company to Work for' in the "Best Companies B-Heard survey" for the past 3 years and this together with an eNPS score of 51 demonstrates our commitment to delivering on our HR strategy, creating the right employee experience, supporting our communities and living our values right across the organisation.

Clients

Retention and satisfaction among our clients remains high, with competition a risk in our marketplace. Price pressures remain in the market and as such our product strategy and models are continually adapting to meet the market direction.

Developing the scope and depth of our services and working with together our clients is key and core to future investment decisions.

Information Technology

The Group's systems and our technology platforms support the business and our clients and as such unauthorised access or security breaches could result in serious consequences including reputational damage. We have a number of security measures in place to protect both company and client information which are continually reviewed.

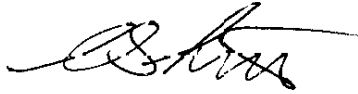
We rely on data centres operated by third parties and any disruption to these centres could impact our business however we have strong controls in place to minimise any possible impact.

The Group has ISO 27001, Cyber Essentials Plus and a Business Continuity Plan as part of our IT and Information Governance strategy.

Liaison Financial Services Limited

Group Strategic Report
for the year ended 31 December 2022

ON BEHALF OF THE BOARD:

A handwritten signature in black ink, appearing to read 'A S Armitage', with a long horizontal flourish extending to the right.

A S Armitage - Director

26 September 2023

Liaison Financial Services Limited

Report of the Directors **for the year ended 31 December 2022**

The directors present their report with the financial statements of the company and the group for the year ended 31 December 2022.

PRINCIPAL ACTIVITIES

The principal activities in the year under review were the provision of technology and services related to workforce, non-pay spend, and continuing healthcare to help NHS and Social Care organisations recover cash for reinvestment and free up time to deliver more care.

DIVIDENDS

No dividends will be distributed for the year ended 31 December 2022.

FUTURE DEVELOPMENTS

Technology remains key to Liaison Group's investment focus and future growth in the health and social care market. We are continuing to develop our own solutions, as well as investing and partnering with organisations who are aligned with our strategic intent and vision.

As the NHS and social care tackle a post-pandemic world and manage the transition to the new ICS structure, Liaison continues to respond with a system wide approach that delivers missed savings to providers enabling them to self-fund sustainable transformation in workforce technology, waiting list recovery and continuing healthcare.

Aligned to this, the development focus will be on:

- Growing the scope of services that deliver these missed savings in non-pay expenditure delivered by Liaison Financial.
- Scaling resources and infrastructure in Liaison Care to deliver independent, standardised, improved pathways and reduce backlogs.
- Working with the NHS to build, transform and bring together workforce tools and solutions in an interoperable workforce platform that helps to solve people challenges.

New technologies including AI and robotics are being used within the business as part of its innovation and product roadmaps to enable, support and provide efficiencies for the business and our clients.

DIRECTORS

The directors shown below have held office during the whole of the period from 1 January 2022 to the date of this report.

B J Thew
A S Armitage

EMPLOYEES

Liaison Group is committed to ensuring fairness and equal opportunity for all individuals throughout their employee life cycle, from the day they apply to work with us to their last day in employment. Our job adverts and Recruitment Policy specify that all candidates are treated fairly, and we will offer an interview to any candidate with a disability, should they match the skills and experience required for the role. As an employee begins their journey with us, we have pledged to follow the Good Recruitment Campaign and are official signatories to the Good Recruitment Charter. To support this, we have registered as members of the Disability Confident scheme.

As an organisation, we strive to create a diverse and inclusive environment and are proud to be an equal opportunity employer. All qualified applicants will receive consideration for employment regardless of race, colour, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, disability, age, or veteran status. We pride ourselves on being a place where we can all be ourselves and succeed on merit.

Liaison Financial Services Limited

Report of the Directors **for the year ended 31 December 2022**

Selection for employment, promotion, training, and any other benefit will be based on aptitude and ability. All staff are given opportunities to develop themselves, with additional support given to disabled employees should they require it. Liaison commits to training all managers to ensure that all bias or discrimination is removed from any decision making. Inclusion is an important part of Liaison's culture, and we strive to embed this through our comprehensive People Programme by promoting dignity and respect for all, and where individual differences and the contributions of all employees are recognised and valued.

Communication is seen as key with a diverse and remote-based workforce, and the company uses a variety of channels to achieve this, including hosting an employee forum with representation from across the business, chaired by the CEO and supported by HR. Feedback from employees is also obtained via confidential pulse surveys, team meetings and one-to-ones. Meetings are held virtually, or face-to-face once more, depending on requirement. The company actively seeks to ensure employees are continually informed about the performance of the business and uses a variety of channels to do so. An interactive Internal Communications portal provides a central hub where information is located and retained. Company Day, held twice a year, is an opportunity for all areas of the business to come together and receive operational and financial updates on the Group, as well as providing the chance to network with their peers.

SUSTAINABILITY AND SOCIAL VALUE

Liaison has always provided its customers with solutions that add value and is committed to supporting NHS organisations to progress in their sustainability and social value journey. Our key commitments in this area are climate change, supporting the communities we serve, and investing in our people.

To support our action on climate change, the Group has published a Carbon Reduction Plan, which details an aim target to be net zero by 2040 or sooner.

We have an ambition to achieve positive social value in all new contracts by recruiting locally, especially among underrepresented groups, and by providing both apprenticeships and training. In addition, our volunteering policy provides hours for our employees to assist causes close to them, which further supports the communities we serve.

As a Group, we have been recognised as an "Outstanding Place to Work for" by Best Companies for the past 3 years. Our employee note demonstrates the importance of investing in our people, and the comprehensive People Programme that exists at Liaison.

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), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and 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.

Liaison Financial Services Limited

Report of the Directors
for the year ended 31 December 2022

STATEMENT OF DIRECTORS' RESPONSIBILITIES - continued

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.

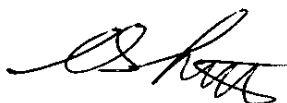
STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

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, Derek Young & Co Accountants LLP, will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD:



A S Armitage - Director

26 September 2023

**Report of the Independent Auditors to the Members of
Liaison Financial Services Limited**

Opinion

We have audited the financial statements of Liaison Financial Services Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the Consolidated Income Statement, Consolidated Other 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 31 December 2022 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.

**Report of the Independent Auditors to the Members of
Liaison Financial Services Limited**

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 pages six and seven, 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.

Report of the Independent Auditors to the Members of
Liaison Financial Services Limited

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:

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and noncompliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and business performance including the design of the group's and the parent company's remuneration policies, key drivers for directors' remuneration, bonus levels and performance targets;
- the results of our enquiries of management about their own identification and assessment of the risks of irregularities
- any matters we identified having obtained and reviewed the group's and the parent company's documentation of their policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
- the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
- the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud. As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override. We also obtained an understanding of the legal and regulatory frameworks that the group and parent company operate in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act and local tax legislation. In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the group's and the parent company's ability to operate or to avoid a material penalty.

As a result of performing the above, we identified management override of controls as a key audit matter related to the potential risk of fraud. Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements ;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with HMRC; and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business. We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members, and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Report of the Independent Auditors to the Members of
Liaison Financial Services Limited

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.

Stephen Young BSc FCA (Senior Statutory Auditor)
for and on behalf of Derek Young & Co Accountants LLP
Statutory Auditors
Chartered Accountants
Estate House
Evesham Street
Redditch
Worcestershire
B97 4HP

26 September 2023

Liaison Financial Services Limited

**Consolidated
Income Statement
for the year ended 31 December 2022**

	Notes	2022 £	2021 £
TURNOVER			
Group and share of joint venture and associate		29,937,705	25,608,428
Less:			
Share of joint venture's turnover		(456,118)	(704,371)
Share of associate's turnover		<u>(641,992)</u>	<u>(454,419)</u>
GROUP TURNOVER	3	28,839,595	24,449,638
Administrative expenses		<u>25,977,276</u>	<u>21,558,703</u>
GROUP OPERATING PROFIT	5	2,862,319	2,890,935
Amortisation of goodwill Associate		(127,296)	(127,296)
Interest receivable and similar income	6	<u>492,426</u>	<u>9,810</u>
		3,227,449	2,773,449
Interest payable and similar expenses	7	<u>-</u>	<u>268</u>
PROFIT BEFORE TAXATION		3,227,449	2,773,181
Tax on profit	8	<u>798,060</u>	<u>620,885</u>
PROFIT FOR THE FINANCIAL YEAR		<u>2,429,389</u>	<u>2,152,296</u>
Profit attributable to: Owners of the parent		<u>2,429,389</u>	<u>2,152,296</u>

The notes form part of these financial statements

Liaison Financial Services Limited

**Consolidated
Other Comprehensive Income
for the year ended 31 December 2022**

Notes	2022 £	2021 £
PROFIT FOR THE YEAR	2,479,389	2,152,296
OTHER COMPREHENSIVE INCOME		
Joint venture share of profit	217	179
Associated undertaking share of loss	(61,854)	(224,918)
Income tax relating to components of other comprehensive income	<u>-</u>	<u>-</u>
OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF INCOME TAX	<u>(61,637)</u>	<u>(224,739)</u>
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	<u>2,367,752</u>	<u>1,927,557</u>
Total comprehensive income attributable to: Owners of the parent	<u>2,367,752</u>	<u>1,927,557</u>

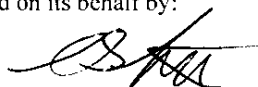
The notes form part of these financial statements

Liaison Financial Services Limited (Registered number: 06426660)

Consolidated Balance Sheet
31 December 2022

	Notes	2022 £	2021 £
FIXED ASSETS			
Intangible assets	11	1,500,729	2,227,255
Tangible assets	12	501,045	352,733
Investments	13		
Interest in joint venture			
Share of gross assets		358,271	272,681
Share of gross liabilities		(350,640)	(265,267)
		7,631	7,414
Interest in associate undertakings		869,359	1,011,962
Other investments		1,071,915	1,009,480
		3,950,679	4,608,844
CURRENT ASSETS			
Debtors	14	8,340,537	4,178,518
Cash at bank		7,273,096	7,331,274
		15,613,633	11,509,792
CREDITORS			
Amounts falling due within one year	15	4,114,318	3,402,394
NET CURRENT ASSETS		11,499,315	8,107,398
TOTAL ASSETS LESS CURRENT LIABILITIES		15,449,994	12,716,242
CREDITORS			
Amounts falling due after more than one year	16	366,000	-
NET ASSETS		15,083,994	12,716,242
CAPITAL AND RESERVES			
Called up share capital	18	10,194	10,194
Share premium	19	1,247,103	1,247,103
Capital redemption reserve	19	667	667
Retained earnings	19	13,826,030	11,458,278
SHAREHOLDERS' FUNDS		15,083,994	12,716,242

The financial statements were approved by the Board of Directors and authorised for issue on 26 September 2023 and were signed on its behalf by:



A S Armitage - Director

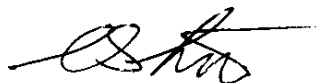
The notes form part of these financial statements

Liaison Financial Services Limited (Registered number: 06426660)

Company Balance Sheet
31 December 2022

	Notes	2022 £	2021 £
FIXED ASSETS			
Intangible assets	11	-	6,133
Tangible assets	12	479,746	318,580
Investments	13	<u>11,457,334</u>	<u>11,348,352</u>
		11,937,080	11,673,065
CURRENT ASSETS			
Debtors	14	6,885,297	2,783,733
Cash at bank		<u>4,099,550</u>	<u>3,042,373</u>
		10,984,847	5,826,106
CREDITORS			
Amounts falling due within one year	15	<u>15,962,419</u>	<u>11,551,469</u>
NET CURRENT LIABILITIES		<u>(4,977,572)</u>	<u>(5,725,363)</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		6,959,508	5,947,702
CREDITORS			
Amounts falling due after more than one year	16	<u>366,000</u>	<u>-</u>
NET ASSETS		<u><u>6,593,508</u></u>	<u><u>5,947,702</u></u>
CAPITAL AND RESERVES			
Called up share capital	18	10,194	10,194
Share premium	19	1,247,103	1,247,103
Capital redemption reserve	19	667	667
Retained earnings	19	<u>5,335,544</u>	<u>4,689,738</u>
SHAREHOLDERS' FUNDS		<u><u>6,593,508</u></u>	<u><u>5,947,702</u></u>
Company's profit for the financial year		<u><u>645,806</u></u>	<u><u>1,129,330</u></u>

The financial statements were approved by the Board of Directors and authorised for issue on 26 September 2023 and were signed on its behalf by:



A S Armitage - Director

The notes form part of these financial statements

Liaison Financial Services Limited

Consolidated Statement of Changes in Equity
for the year ended 31 December 2022

	Called up share capital £	Retained earnings £	Share premium £	Capital redemption reserve £	Total equity £
Balance at 1 January 2021	10,194	11,518,551	1,247,103	667	12,776,515
Changes in equity					
Dividends	-	(1,987,830)	-	-	(1,987,830)
Total comprehensive income	-	1,927,557	-	-	1,927,557
Balance at 31 December 2021	<u>10,194</u>	<u>11,458,278</u>	<u>1,247,103</u>	<u>667</u>	<u>12,716,242</u>
Changes in equity					
Total comprehensive income	-	2,367,752	-	-	2,367,752
Balance at 31 December 2022	<u>10,194</u>	<u>13,826,030</u>	<u>1,247,103</u>	<u>667</u>	<u>15,083,994</u>

The notes form part of these financial statements

Liaison Financial Services Limited

Company Statement of Changes in Equity
for the year ended 31 December 2022

	Called up share capital £	Retained earnings £	Share premium £	Capital redemption reserve £	Total equity £
Balance at 1 January 2021	10,194	5,548,238	1,247,103	667	6,806,202
Changes in equity					
Dividends	-	(1,987,830)	-	-	(1,987,830)
Total comprehensive income	-	1,129,330	-	-	1,129,330
Balance at 31 December 2021	<u>10,194</u>	<u>4,689,738</u>	<u>1,247,103</u>	<u>667</u>	<u>5,947,702</u>
Changes in equity					
Total comprehensive income	-	645,806	-	-	645,806
Balance at 31 December 2022	<u>10,194</u>	<u>5,335,544</u>	<u>1,247,103</u>	<u>667</u>	<u>6,593,508</u>

The notes form part of these financial statements

Liaison Financial Services Limited

Consolidated Cash Flow Statement
for the year ended 31 December 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	643,612	4,509,444
Interest paid		-	(268)
Tax paid		<u>(690,038)</u>	<u>107,828</u>
Net cash from operating activities		<u>(46,426)</u>	<u>4,617,004</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(401,908)	(293,087)
Purchase of fixed asset investments		(108,982)	(30,625)
Sale of tangible fixed assets		6,712	11,136
Interest received		<u>492,426</u>	<u>9,810</u>
Net cash from investing activities		<u>(11,752)</u>	<u>(302,766)</u>
Cash flows from financing activities			
Equity dividends paid		<u>-</u>	<u>(1,987,830)</u>
Net cash from financing activities		<u>-</u>	<u>(1,987,830)</u>
(Decrease)/increase in cash and cash equivalents		<u>(58,178)</u>	<u>2,326,408</u>
Cash and cash equivalents at beginning of year	2	<u>7,331,274</u>	<u>5,004,866</u>
Cash and cash equivalents at end of year	2	<u><u>7,273,096</u></u>	<u><u>7,331,274</u></u>

The notes form part of these financial statements

Liaison Financial Services Limited

Notes to the Consolidated Cash Flow Statement
for the year ended 31 December 2022

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

	2022	2021
	£	£
Profit before taxation	3,227,449	2,773,181
Depreciation charges	1,101,116	1,109,445
Profit on disposal of fixed assets	(408)	-
Participating interest	(3,763,976)	36,470
Finance costs	-	268
Finance income	<u>(492,426)</u>	<u>(9,810)</u>
	71,755	3,909,554
Increase in trade and other debtors	(406,725)	(99,674)
Increase in trade and other creditors	<u>978,582</u>	<u>699,564</u>
Cash generated from operations	<u><u>643,612</u></u>	<u><u>4,509,444</u></u>

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 31 December 2022

	31.12.22	1.1.22
	£	£
Cash and cash equivalents	<u><u>7,273,096</u></u>	<u><u>7,331,274</u></u>

Year ended 31 December 2021

	31.12.21	1.1.21
	£	£
Cash and cash equivalents	<u><u>7,331,274</u></u>	<u><u>5,004,866</u></u>

3. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.1.22	Cash flow	At 31.12.22
	£	£	£
Net cash			
Cash at bank and in hand	<u>7,331,274</u>	<u>(58,178)</u>	<u>7,273,096</u>
	<u>7,331,274</u>	<u>(58,178)</u>	<u>7,273,096</u>
Total	<u><u>7,331,274</u></u>	<u><u>(58,178)</u></u>	<u><u>7,273,096</u></u>

The notes form part of these financial statements

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements
for the year ended 31 December 2022

1. STATUTORY INFORMATION

Liaison Financial Services 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.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

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. The financial statements have been prepared under the historical cost convention as modified by the revaluation of certain assets.

Basis of consolidation

The group financial statements consolidate the financial statements of Liaison Financial Services Limited and all its subsidiary undertakings up to 31 December each year.

Subsidiaries are consolidated from the date of their acquisition, being the date on which the group obtains control and continue to be consolidated until the date that such control ceases.

Joint ventures and associates are accounted for using the equity method.

Significant judgements and estimates

The financial statements do not contain any significant judgements or estimation uncertainty.

Intangible assets

Intangible assets are measured at cost less accumulated amortisation and any accumulated impairment losses.

Amortisation is charged so as to allocate the cost of intangibles less their residual values over their estimated useful lives, using the straight-line method. The intangible assets are amortised over the following useful economic lives:

Computer software	- 3 years
Goodwill	- 10 years

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	- 25% on cost
Motor vehicles	- 25% on reducing balance
Computer equipment	- 33% on cost

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the Consolidated Income Statement, 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 is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

2. ACCOUNTING POLICIES - continued

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.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to profit or loss on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The group operates a defined contribution pension scheme. Contributions payable to the group's pension scheme are charged to profit or loss in the period to which they relate.

Interest income

Interest income is recognised in the consolidated income statement using the effective interest method.

Investments

Investments are included at fair value. Profits or losses arising from disposal of fixed asset investments are treated as part of the result from ordinary activities.

Revenue recognition

The Group operates primarily on a contingency fee basis and recognises revenue when the service delivery value has been agreed. Some services operate on a fee basis which will be recognised on delivery of the service or at agreed intervals within a project.

Turnover comprises the fair value of the consideration received or receivable for the provision of services in the ordinary course of the group's activities. Turnover is shown net of value added tax, returns, rebates and discounts.

3. 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:

	2022 £	2021 £
Rendering of services	<u>28,839,595</u>	<u>24,449,638</u>
	<u>28,839,595</u>	<u>24,449,638</u>

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

4. EMPLOYEES AND DIRECTORS

	2022	2021
	£	£
Wages and salaries	16,031,755	13,484,631
Social security costs	1,785,970	1,461,785
Other pension costs	<u>372,062</u>	<u>322,287</u>
	<u>18,189,787</u>	<u>15,268,703</u>

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

	2022	2021
Admin, Sales and Marketing	108	95
Operational	<u>213</u>	<u>192</u>
	<u>321</u>	<u>287</u>

The average number of employees by undertakings that were proportionately consolidated during the year was 2 (2021 - 2).

	2022	2021
	£	£
Directors' remuneration	544,103	542,529
Directors' pension contributions to money purchase schemes	<u>4,832</u>	<u>4,680</u>

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

Money purchase schemes	<u>2</u>	<u>2</u>
------------------------	----------	----------

Information regarding the highest paid director is as follows:

	2022	2021
	£	£
Emoluments etc	484,525	523,522
Pension contributions to money purchase schemes	<u>4,244</u>	<u>4,111</u>

The directors consider their own remuneration to be the only significant key management remuneration.

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

5. OPERATING PROFIT

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

	2022	2021
	£	£
Hire of plant and machinery	19,249	22,604
Depreciation - owned assets	247,292	187,951
Profit on disposal of fixed assets	(408)	-
Goodwill amortisation	720,393	720,393
Computer software amortisation	6,133	73,805
Auditors' remuneration	30,000	27,500
Auditors' remuneration - non-audit services	<u>15,800</u>	<u>18,050</u>

6. INTEREST RECEIVABLE AND SIMILAR INCOME

	2022	2021
	£	£
Deposit account interest	67,398	5,229
Interest on loans to associates	<u>425,028</u>	<u>4,581</u>
	<u>492,426</u>	<u>9,810</u>

7. INTEREST PAYABLE AND SIMILAR EXPENSES

	2022	2021
	£	£
Bank interest	<u>-</u>	<u>268</u>

8. TAXATION

Analysis of the tax charge

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

	2022	2021
	£	£
Current tax:		
UK corporation tax	814,633	703,175
Research & development tax credit	<u>-</u>	<u>(73,780)</u>
Total current tax	814,633	629,395
Deferred tax	<u>(16,573)</u>	<u>(8,510)</u>
Tax on profit	<u>798,060</u>	<u>620,885</u>

UK corporation tax has been charged at 19% (2021 - 19%).

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

8. TAXATION - continued

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:

	2022 £	2021 £
Profit before tax	<u>3,227,449</u>	<u>2,773,181</u>
Profit multiplied by the standard rate of corporation tax in the UK of 19% (2021 - 19%)	613,215	526,904
Effects of:		
Expenses not deductible for tax purposes	73,138	20,468
Capital allowances in excess of depreciation	(49,666)	(24,011)
Other short term timing differences	160,002	179,814
Deferred tax	(16,573)	(8,510)
Research & development tax credit	-	(73,780)
Losses not utilised	<u>17,944</u>	<u>-</u>
Total tax charge	<u>798,060</u>	<u>620,885</u>

Tax effects relating to effects of other comprehensive income

	Gross £	2022 Tax £	Net £
Joint venture share of profit	217	-	217
Associated undertaking share of loss	<u>(61,854)</u>	<u>-</u>	<u>(61,854)</u>
	<u>(61,637)</u>	<u>-</u>	<u>(61,637)</u>

	Gross £	2021 Tax £	Net £
Joint venture share of profit	179	-	179
Associated undertaking share of loss	<u>(224,918)</u>	<u>-</u>	<u>(224,918)</u>
	<u>(224,739)</u>	<u>-</u>	<u>(224,739)</u>

9. INDIVIDUAL INCOME STATEMENT

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.

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

10. **DIVIDENDS**

	2022 £	2021 £
Interim	<u>-</u>	<u>1,987,830</u>

11. **INTANGIBLE FIXED ASSETS**

Group

	Goodwill £	Computer software £	Totals £
COST			
At 1 January 2022 and 31 December 2022	<u>7,203,927</u>	<u>842,034</u>	<u>8,045,961</u>
AMORTISATION			
At 1 January 2022	4,982,805	835,901	5,818,706
Amortisation for year	<u>720,393</u>	<u>6,133</u>	<u>726,526</u>
At 31 December 2022	<u>5,703,198</u>	<u>842,034</u>	<u>6,545,232</u>
NET BOOK VALUE			
At 31 December 2022	<u>1,500,729</u>	<u>-</u>	<u>1,500,729</u>
At 31 December 2021	<u>2,221,122</u>	<u>6,133</u>	<u>2,227,255</u>

Company

	Computer software £
COST	
At 1 January 2022 and 31 December 2022	<u>1,088,586</u>
AMORTISATION	
At 1 January 2022	1,082,453
Amortisation for year	<u>6,133</u>
At 31 December 2022	<u>1,088,586</u>
NET BOOK VALUE	
At 31 December 2022	<u>-</u>
At 31 December 2021	<u>6,133</u>

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

12. TANGIBLE FIXED ASSETS

Group

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1 January 2022	316,077	12,488	1,623,839	1,952,404
Additions	-	106,000	295,908	401,908
Disposals	(9,176)	-	(105,203)	(114,379)
At 31 December 2022	<u>306,901</u>	<u>118,488</u>	<u>1,814,544</u>	<u>2,239,933</u>
DEPRECIATION				
At 1 January 2022	304,803	11,202	1,283,666	1,599,671
Charge for year	9,672	12,264	225,356	247,292
Eliminated on disposal	(9,176)	-	(98,899)	(108,075)
At 31 December 2022	<u>305,299</u>	<u>23,466</u>	<u>1,410,123</u>	<u>1,738,888</u>
NET BOOK VALUE				
At 31 December 2022	<u>1,602</u>	<u>95,022</u>	<u>404,421</u>	<u>501,045</u>
At 31 December 2021	<u>11,274</u>	<u>1,286</u>	<u>340,173</u>	<u>352,733</u>

Company

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1 January 2022	311,936	-	1,073,998	1,385,934
Additions	-	106,000	287,026	393,026
Disposals	(9,176)	-	(53,502)	(62,678)
At 31 December 2022	<u>302,760</u>	<u>106,000</u>	<u>1,307,522</u>	<u>1,716,282</u>
DEPRECIATION				
At 1 January 2022	300,663	-	766,691	1,067,354
Charge for year	9,672	11,943	209,445	231,060
Eliminated on disposal	(9,176)	-	(52,702)	(61,878)
At 31 December 2022	<u>301,159</u>	<u>11,943</u>	<u>923,434</u>	<u>1,236,536</u>
NET BOOK VALUE				
At 31 December 2022	<u>1,601</u>	<u>94,057</u>	<u>384,088</u>	<u>479,746</u>
At 31 December 2021	<u>11,273</u>	<u>-</u>	<u>307,307</u>	<u>318,580</u>

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

13. **FIXED ASSET INVESTMENTS**

Group

	Interest in joint venture £	Interest in associate undertakings £	Unlisted investments £	Totals £
COST OR VALUATION				
At 1 January 2022	7,414	1,362,374	1,009,480	2,379,268
Additions	-	46,547	62,435	108,982
Share of profit/(loss)	217	(61,854)	-	(61,637)
At 31 December 2022	<u>7,631</u>	<u>1,347,067</u>	<u>1,071,915</u>	<u>2,426,613</u>
PROVISIONS				
At 1 January 2022	-	350,412	-	350,412
Provision for year	-	127,296	-	127,296
At 31 December 2022	-	<u>477,708</u>	-	<u>477,708</u>
NET BOOK VALUE				
At 31 December 2022	<u>7,631</u>	<u>869,359</u>	<u>1,071,915</u>	<u>1,948,905</u>
At 31 December 2021	<u>7,414</u>	<u>1,011,962</u>	<u>1,009,480</u>	<u>2,028,856</u>

Interest in joint venture

The group's aggregate share of the joint venture at the year end is as follows:

	2022 £	2021 £
Profit before tax	268	221
Taxation	(51)	(42)
Profit after tax	<u>217</u>	<u>179</u>
Share of assets		
Fixed assets	-	-
Current assets	358,271	272,681
Share of liabilities		
Share of liabilities due within one year	(336,890)	(246,517)
Share of liabilities due after one year or more	(13,750)	(18,750)
Share of net assets	<u>7,631</u>	<u>7,414</u>

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

Group

Interest in associate undertakings

	Share of net assets £	Goodwill £
COST		
At 1 January 2022	89,417	1,272,957
Additions	46,547	-
Share of profit/(loss)	(61,854)	-
At 31 December 2022	<u>74,110</u>	<u>1,272,957</u>
PROVISIONS		
At 1 January 2022	-	350,412
Provision for year	-	<u>127,296</u>
At 31 December 2022	-	<u>477,708</u>
NET BOOK VALUE		
At 31 December 2022	<u>74,110</u>	<u>795,249</u>
At 31 December 2021	<u>89,417</u>	<u>922,545</u>

The group's aggregate share of the associate at the year end is as follows:

	2022 £	2021 £
Loss before tax	(112,112)	(263,644)
Taxation	50,258	38,726
Loss after tax	<u>(61,854)</u>	<u>(224,918)</u>
 Share of assets		
Fixed assets	116,572	154,222
Current assets	292,842	173,067
 Share of liabilities		
Share of liabilities due within one year	(283,628)	(176,379)
Share of liabilities due after one year or more	(51,676)	(61,493)
 Share of net assets	<u>74,110</u>	<u>89,417</u>

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

13. **FIXED ASSET INVESTMENTS - continued**

Group

Cost or valuation at 31 December 2022 is represented by:

	Interest in joint venture £	Interest in associate undertakings £	Unlisted investments £	Totals £
Valuation in 2018	-	-	312,471	312,471
Valuation in 2019	-	-	18,087	18,087
Valuation in 2020	-	-	179,519	179,519
Cost	<u>7,631</u>	<u>1,347,067</u>	<u>561,838</u>	<u>1,916,536</u>
	<u><u>7,631</u></u>	<u><u>1,347,067</u></u>	<u><u>1,071,915</u></u>	<u><u>2,426,613</u></u>

Company

	Shares in group undertakings £	Interest in joint venture £	Interest in associate undertakings £	Unlisted investments £	Totals £
COST OR VALUATION					
At 1 January 2022	8,104,015	10	2,961,255	1,009,480	12,074,760
Additions	<u>-</u>	<u>-</u>	<u>46,547</u>	<u>62,435</u>	<u>108,982</u>
At 31 December 2022	<u>8,104,015</u>	<u>10</u>	<u>3,007,802</u>	<u>1,071,915</u>	<u>12,183,742</u>
PROVISIONS					
At 1 January 2022 and 31 December 2022	<u>-</u>	<u>-</u>	<u>726,408</u>	<u>-</u>	<u>726,408</u>
NET BOOK VALUE					
At 31 December 2022	<u>8,104,015</u>	<u>10</u>	<u>2,281,394</u>	<u>1,071,915</u>	<u>11,457,334</u>
At 31 December 2021	<u>8,104,015</u>	<u>10</u>	<u>2,234,847</u>	<u>1,009,480</u>	<u>11,348,352</u>

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

13. **FIXED ASSET INVESTMENTS - continued**

Company

Cost or valuation at 31 December 2022 is represented by:

	Shares in group undertakings £	Interest in joint venture £	Interest in associate undertakings £	Unlisted investments £	Totals £
Valuation in 2018	-	-	-	312,471	312,471
Valuation in 2019	-	-	-	18,087	18,087
Valuation in 2020	-	-	-	179,519	179,519
Cost	<u>8,104,015</u>	<u>10</u>	<u>3,007,802</u>	<u>561,838</u>	<u>11,673,665</u>
	<u>8,104,015</u>	<u>10</u>	<u>3,007,802</u>	<u>1,071,915</u>	<u>12,183,742</u>

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

Subsidiaries

Liaison VAT Consultancy Ltd

Registered office: Estate House, Evesham Street, Redditch. Worcestershire, B97 4HP

Nature of business: Provider of VAT and related advisory services

	% holding	2022 £	2021 £
Class of shares:			
Ordinary	100.00		
Aggregate capital and reserves		16,116,112	12,982,236
Profit for the year		<u>3,869,520</u>	<u>2,317,557</u>

Liaison Technology Limited

Registered office: Liaison Court, Vincent Road, Worcester, WR5 1BW

Nature of business: Provider of IT support to the group

	% holding	2022 £	2021 £
Class of shares:			
Ordinary	100.00		
Aggregate capital and reserves		33	102,833
Profit for the year		<u>319,291</u>	<u>3,407</u>

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

13. **FIXED ASSET INVESTMENTS - continued**

Activ8 Intelligence Limited

Registered office: Estate House, Evesham Street, Redditch, Worcestershire, B97 4HP

Nature of business: Software development

	%		
Class of shares:	holding		
Ordinary	100.00	2022	2021
		£	£
Aggregate capital and reserves		384,677	465,099
Loss for the year		<u>(96,995)</u>	<u>(92,530)</u>

3 Blue Dots Technologies Limited

Registered office: Liaison Court, Vincent Road, Worcester, WR5 1BW

Nature of business: Software development

	%		
Class of shares:	holding		
Ordinary	100.00	2022	2021
		£	£
Aggregate capital and reserves		1	359,384
(Loss)/profit for the year		<u>(14)</u>	<u>552</u>

Joint venture

Liaison One Call Limited

Registered office: Liaison Court, Vincent Road, Worcester, WR5 1BW

Nature of business: Provides salary sacrifice schemes to the NHS

	%		
Class of shares:	holding		
Ordinary	50.00	2022	2021
		£	£
Aggregate capital and reserves		15,262	14,828
Profit for the year		<u>536</u>	<u>442</u>

Associated companies

JustAccounts Limited

Registered office: Tyrone House, 369 Haydock Lane, Haydock Industrial Estate, St Helens, Merseyside, WA11 9UY

Nature of business: Software development

	%		
Class of shares:	holding		
Ordinary	46.33	2022	2021
		£	£
Aggregate capital and reserves		(148,369)	(199,383)
Loss for the year		<u>(141,504)</u>	<u>(274,943)</u>

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

13. **FIXED ASSET INVESTMENTS - continued**

Stryde Accountancy Ltd

Registered office: Banhorn, Meadway, Berkhamstead, Herts, HP4 2PL

Nature of business: Software development

	%		
Class of shares:	holding		
Ordinary	20.00	2022	2021
		£	£
Aggregate capital and reserves		(149,840)	(185,720)
Profit for the year		<u>35,880</u>	<u>23,837</u>

Top One Percent Ltd

Registered office: 16 Commerce Square, Lace Market, Nottingham, Nottinghamshire, NG1 1HS

Nature of business: Software development

	%		
Class of shares:	holding		
Ordinary	20.00	2022	2021
		£	£
Aggregate capital and reserves		(134,059)	(68,200)
Loss for the year		<u>(65,858)</u>	<u>(115,971)</u>

Infinity Health Ltd

Registered office: 3rd Floor, 114a Cromwell Road, London, SW7 4AG

Nature of business: Software development

	%		
Class of shares:	holding		
Ordinary	22.49	2022	2021
		£	£
Aggregate capital and reserves		388,223	993,172
Loss for the year		<u>(650,291)</u>	<u>(564,427)</u>

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

14. DEBTORS

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	2,604,472	2,252,111	809,486	1,018,955
Amounts owed by group undertakings	-	-	422,091	-
Amounts owed by participating interests	275,688	62,206	275,688	62,206
Amounts owed by joint ventures	30,000	30,000	30,000	30,000
Other debtors	25,274	26,483	25,274	23,227
Corporation tax recoverable	48,525	73,780	48,525	-
Deferred tax asset	36,697	-	-	-
Prepayments and accrued income	<u>1,769,387</u>	<u>1,713,814</u>	<u>1,723,739</u>	<u>1,649,345</u>
	<u>4,790,043</u>	<u>4,158,394</u>	<u>3,334,803</u>	<u>2,783,733</u>
Amounts falling due after more than one year:				
Amounts owed by participating interests	3,550,494	-	3,550,494	-
Deferred tax asset	<u>-</u>	<u>20,124</u>	<u>-</u>	<u>-</u>
	<u>3,550,494</u>	<u>20,124</u>	<u>3,550,494</u>	<u>-</u>
Aggregate amounts	<u>8,340,537</u>	<u>4,178,518</u>	<u>6,885,297</u>	<u>2,783,733</u>
Deferred tax asset				
	2022	2021	2022	2021
	£	£	£	£
Deferred tax	<u>36,697</u>	<u>-</u>	<u>-</u>	<u>-</u>

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Trade creditors	379,118	228,536	345,408	184,264
Amounts owed to group undertakings	-	-	12,591,269	8,454,023
Tax	415,484	316,142	-	17,486
Social security and other taxes	406,914	330,745	382,587	303,572
VAT	751,663	473,214	738,726	756,509
Other creditors	78,687	71,122	71,061	64,377
Client account	14,929,330	12,407,076	14,929,330	12,407,076
Client bank account	(14,929,330)	(12,407,076)	(14,929,330)	(12,407,076)
Accrued expenses	<u>2,082,452</u>	<u>1,982,635</u>	<u>1,833,368</u>	<u>1,771,238</u>
	<u>4,114,318</u>	<u>3,402,394</u>	<u>15,962,419</u>	<u>11,551,469</u>

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

16. **CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	Group		Company	
	2022	2021	2022	2021
	£	£	£	£
Accruals and deferred income	<u>366,000</u>	<u>-</u>	<u>366,000</u>	<u>-</u>

17. **LEASING AGREEMENTS**

Minimum lease payments fall due as follows:

Company

	Non-cancellable operating leases	
	2022	2021
	£	£
Within one year	-	187,500
Between one and five years	<u>136,770</u>	<u>183,609</u>
	<u>136,770</u>	<u>371,109</u>

18. **CALLED UP SHARE CAPITAL**

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	2022	2021
			£	£
10,194	Ordinary	1	<u>10,194</u>	<u>10,194</u>

Each share has full rights in the company in respect of voting, dividends and distributions.

19. **RESERVES**

Group

	Retained earnings	Share premium	Capital redemption reserve	Totals
	£	£	£	£
At 1 January 2022	11,458,278	1,247,103	667	12,706,048
Profit for the year	2,429,389			2,429,389
Joint venture	217	-	-	217
Associate undertaking	<u>(61,854)</u>	<u>-</u>	<u>-</u>	<u>(61,854)</u>
At 31 December 2022	<u>13,826,030</u>	<u>1,247,103</u>	<u>667</u>	<u>15,073,800</u>

Liaison Financial Services Limited

Notes to the Consolidated Financial Statements - continued
for the year ended 31 December 2022

19. RESERVES - continued

Company

	Retained earnings £	Share premium £	Capital redemption reserve £	Totals £
At 1 January 2022	4,689,738	1,247,103	667	5,937,508
Profit for the year	<u>645,806</u>			<u>645,806</u>
At 31 December 2022	<u>5,335,544</u>	<u>1,247,103</u>	<u>667</u>	<u>6,583,314</u>

20. PENSION COMMITMENTS

The total pension cost to the money purchase scheme for the year was £372,062 (2021 - £322,287). The outstanding contributions at the year end were £104,091 (2021 - £89,140).

21. RELATED PARTY DISCLOSURES

Mr B Thew has a controlling interest in Active Non Executive Services Ltd (ANES). ANES provided the group with strategic marketing consultancy services during the period which amounted to £296,481. As at the year end the balance with Active Non Executive Services Ltd was nil (2021 - £4,632).

22. ULTIMATE CONTROLLING PARTY

The controlling party throughout the period was the director B J Thew by virtue of his 53% holding of the issued share capital of the parent company.

23. AUDIT EXEMPTION FOR SUBSIDIARY UNDERTAKINGS

For the year ended 31 December 2022 the group has taken advantage of the exemption offered in section 479A of the Companies Act 2006 and, with the exception of Liaison VAT Consultancy Limited & Activ8 Intelligence Limited, its subsidiary undertakings have not been subject to an individual annual audit.

Liaison Financial Services Limited has given a statutory guarantee to each of these subsidiary undertakings guaranteeing their liabilities, a copy of which will be filed at Companies House.

The companies which have taken this exemption are as follows:

Name	Company Number
3 Blue Dots Technologies Limited	4851459
Liaison Technology Limited	9175316