

**REGISTERED NUMBER: 07629419 (England and Wales)**

**Group Strategic Report, Report of the Directors and**

**Audited**

**Consolidated Financial Statements**

**for the Year Ended 31 March 2018**

**for**

**Cousins Group (Contractors) Ltd**

**Contents of the Consolidated Financial Statements  
for the Year Ended 31 March 2018**

---

	<b>Page</b>
<b>Company Information</b>	<b>1</b>
<b>Group Strategic Report</b>	<b>2</b>
<b>Report of the Directors</b>	<b>4</b>
<b>Report of the Independent Auditors</b>	<b>5</b>
<b>Consolidated Income Statement</b>	<b>7</b>
<b>Consolidated Other Comprehensive Income</b>	<b>8</b>
<b>Consolidated Statement of Financial Position</b>	<b>9</b>
<b>Company Statement of Financial Position</b>	<b>10</b>
<b>Consolidated Statement of Changes in Equity</b>	<b>11</b>
<b>Company Statement of Changes in Equity</b>	<b>12</b>
<b>Consolidated Statement of Cash Flows</b>	<b>13</b>
<b>Notes to the Consolidated Statement of Cash Flows</b>	<b>14</b>
<b>Notes to the Consolidated Financial Statements</b>	<b>15</b>

---

**Cousins Group (Contractors) Ltd**

**Company Information  
for the Year Ended 31 March 2018**

---

**DIRECTORS:**

R C Cousins  
B J Doherty  
C F Moloney

**SECRETARY:**

C F Moloney

**REGISTERED OFFICE:**

99 Fleet Road  
Fleet  
Hampshire  
GU51 3PJ

**REGISTERED NUMBER:**

07629419 (England and Wales)

**SENIOR STATUTORY AUDITOR:**

S E Ambrose FCCA ACA

**AUDITORS:**

Butt Miller  
Chartered Accountants and Statutory Auditor  
92 Park Street  
Camberley  
Surrey  
GU15 3NY

**Group Strategic Report  
for the Year Ended 31 March 2018**

---

The directors present their strategic report of the company and the group for the year ended 31 March 2018.

**REVIEW OF BUSINESS**

**Financial overview**

Group turnover for the year ended 31 March 2018 was £16,438,454 (2017: £12,547,767)

Profit before tax was £2,239,545 (2017: £842,362).

**Financial performance**

The directors are pleased with the financial results for the year ended 31 March 2018. Whilst the Cousins Group's main geographical areas of business tend to remain strong throughout any recession times, the risk of downturn resulting from the Brexit uncertainty and factors surrounding the outcome remains a concern. Whilst the original vote appeared to have an initial effect, with a few major schemes being stalled, most of these came back to site within 6 months of the vote. Due to our activity being a finishing trade, the slight drop in turnover growth was reflected but the pipeline for 2018/19 remains positive.

The Cousins Group have always targeted, and built working relationships with Tier 1 Contractors, due to both the size and volume of projects they can provide, but also increased financial security. The issues surrounding the demise of Carillion Construction this year, provided a sharp reminder that although our strategy is correct, no company is too large to fail, and that constant financial management remains a necessity.

Following strong growth in 2017, turnover for the reported period increased by 4%, although showing minimal growth, the Cousins Group reported strong profits, a result of the continued investment in recruitment and infrastructure. This included an increase in site operatives, growth in site management, and 20% increase in office and commercial staff.

As we move forward into the new financial year, the Cousins Group are targeting a 5-10% increase in turnover, whilst maintaining profit levels delivered in 2018. In addition to this, the board have also set the target to deliver 100% of paint can waste be removed from sites by ourselves, and recycled in some shape or form, further developing our ISO14001 Environmental Management System.

The directors will continue to invest heavily in strengthening relationships with all our clients and industry partners, as will the continued investment in staff training through the Group's academy to deliver excellence and attract new people to the industry.

These improvements, alongside a strong statement of financial position, provides the Cousins Group with the platform for consistency, growth and ultimately deliver our clients with award winning projects.

**Results**

The results for the year are set out on page 6.

**PRINCIPAL RISKS AND UNCERTAINTIES**

**Financial risk management objective**

The company uses various financial instruments including loans from group companies, cash and other items, such as trade debtors and trade creditors that arise directly from its operations. The main purpose of these financial instruments is to raise finance for the company's operations.

The existence of these financial instruments exposes the company to a number of financial risks, which are described in more detail below.

The main risks arising from the company's financial instruments are cash flow, credit risk and liquidity risk. The directors review and agree policies for managing each of these risks and they are summarised as follows. These policies have remained unchanged from previous years.

**Liquidity risk**

The company seeks to manage financial risk by ensuring sufficient liquidity is available to meet foreseeable needs and to invest cash assets safely and profitably.

**PRINCIPAL RISKS AND UNCERTAINTIES**

**Credit risk**

The company's principle financial assets are cash, trade debtors and amounts recoverable on contracts. The credit risk associated with the cash is limited as the counterparties are commercial banks. Credit given to trade debtors is reviewed on a regular basis to ensure credit terms are adhered to. Amounts recoverable on long term contracts are also regularly reviewed to ensure that the balances are not overstated.

**ON BEHALF OF THE BOARD:**

R C Cousins - Director

28 September 2018

**Report of the Directors  
for the Year Ended 31 March 2018**

---

The directors present their report with the financial statements of the company and the group for the year ended 31 March 2018.

**PRINCIPAL ACTIVITY**

The principal activity of the group in the year under review was that of painting, decorating, building refurbishment and conservation.

**DIVIDENDS**

An interim dividend of £18 per share was paid on 29 March 2018. The directors recommend that no final dividend be paid.

The total distribution of dividends for the year ended 31 March 2018 will be £ 360,000 .

**DIRECTORS**

The directors shown below have held office during the whole of the period from 1 April 2017 to the date of this report.

R C Cousins  
B J Doherty  
C F Moloney

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

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

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

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

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

**STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS**

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

**ON BEHALF OF THE BOARD:**

R C Cousins - Director

28 September 2018

### **Opinion**

We have audited the financial statements of Cousins Group (Contractors) Ltd (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 March 2018 which comprise the Consolidated Income Statement, Consolidated Other Comprehensive Income, Consolidated Statement of Financial Position, Company Statement of Financial Position, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity, Consolidated Statement of Cash Flows and Notes to the Consolidated Statement of Cash Flows, 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 March 2018 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**

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

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

### **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 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, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

### **Opinion on other matters prescribed by the Companies Act 2006**

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

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

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

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

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

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

**Responsibilities of directors**

As explained more fully in the Statement of Directors' Responsibilities set out on page four, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the group or the parent company or to cease operations, or have no realistic alternative but to do so.

**Auditors' responsibilities for the audit of the financial statements**

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

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](http://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.

S E Ambrose FCCA ACA (Senior Statutory Auditor)  
for and on behalf of Butt Miller  
Chartered Accountants and Statutory Auditor  
92 Park Street  
Camberley  
Surrey  
GU15 3NY

28 September 2018

**Consolidated Income Statement  
for the Year Ended 31 March 2018**

	Notes	2018 £	2017 £
<b>TURNOVER</b>		16,438,454	12,547,767
Cost of sales		<u>(10,985,256)</u>	<u>(9,196,581)</u>
<b>GROSS PROFIT</b>		5,453,198	3,351,186
Administrative expenses		<u>(3,208,238)</u>	<u>(2,504,841)</u>
		2,244,960	846,345
Other operating income		<u>-</u>	<u>3,437</u>
<b>OPERATING PROFIT</b>	5	2,244,960	849,782
Interest receivable and similar income		<u>37</u>	<u>325</u>
		2,244,997	850,107
Interest payable and similar expenses	6	<u>(5,452)</u>	<u>(7,745)</u>
<b>PROFIT BEFORE TAXATION</b>		2,239,545	842,362
Tax on profit	7	<u>(430,939)</u>	<u>(171,405)</u>
<b>PROFIT FOR THE FINANCIAL YEAR</b>		<u>1,808,606</u>	<u>670,957</u>
Profit attributable to:			
Owners of the parent		<u>1,808,606</u>	<u>670,957</u>

**Consolidated Other Comprehensive Income  
for the Year Ended 31 March 2018**

	Notes	2018 £	2017 £
<b>PROFIT FOR THE YEAR</b>		1,808,606	670,957
<b>OTHER COMPREHENSIVE INCOME</b>		-	-
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<u>1,808,606</u>	<u>670,957</u>
Total comprehensive income attributable to: Owners of the parent		<u>1,808,606</u>	<u>670,957</u>

**Consolidated Statement of Financial Position  
31 March 2018**

	Notes	2018 £	2017 £
<b>FIXED ASSETS</b>			
Intangible assets	10	-	-
Tangible assets	11	175,479	188,531
Investments	12	-	-
		<u>175,479</u>	<u>188,531</u>
<b>CURRENT ASSETS</b>			
Debtors	13	3,382,926	2,201,821
Cash at bank and in hand		<u>1,351,809</u>	<u>641,860</u>
		4,734,735	2,843,681
<b>CREDITORS</b>			
Amounts falling due within one year	14	<u>(2,128,692)</u>	<u>(1,677,610)</u>
<b>NET CURRENT ASSETS</b>		<u>2,606,043</u>	<u>1,166,071</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		2,781,522	1,354,602
<b>CREDITORS</b>			
Amounts falling due after more than one year	15	(48,507)	(68,808)
<b>PROVISIONS FOR LIABILITIES</b>	18	<u>(20,886)</u>	<u>(22,271)</u>
<b>NET ASSETS</b>		<u>2,712,129</u>	<u>1,263,523</u>
<b>CAPITAL AND RESERVES</b>			
Called up share capital	19	200	200
Retained earnings	20	<u>2,711,929</u>	<u>1,263,323</u>
<b>SHAREHOLDERS' FUNDS</b>		<u>2,712,129</u>	<u>1,263,523</u>

The financial statements were approved by the Board of Directors on 28 September 2018 and were signed on its behalf by:

R C Cousins - Director

**Company Statement of Financial Position**  
**31 March 2018**

	Notes	2018 £	2017 £
<b>FIXED ASSETS</b>			
Intangible assets	10	-	-
Tangible assets	11	-	-
Investments	12	425,000	425,000
		<u>425,000</u>	<u>425,000</u>
<b>CURRENT ASSETS</b>			
Cash at bank and in hand		986	1,015
<b>CREDITORS</b>			
Amounts falling due within one year	14	(425,786)	(425,815)
<b>NET CURRENT LIABILITIES</b>		<u>(424,800)</u>	<u>(424,800)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>200</u>	<u>200</u>
<b>CAPITAL AND RESERVES</b>			
Called up share capital	19	200	200
<b>SHAREHOLDERS' FUNDS</b>		<u>200</u>	<u>200</u>
Company's profit for the financial year		<u>360,000</u>	<u>225,000</u>

The financial statements have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

The financial statements were approved by the Board of Directors on 28 September 2018 and were signed on its behalf by:

R C Cousins - Director

**Consolidated Statement of Changes in Equity  
for the Year Ended 31 March 2018**

	Called up share capital £	Retained earnings £	Total equity £
<b>Balance at 1 April 2016</b>	200	1,243,074	1,243,274
<b>Changes in equity</b>			
Dividends	-	(650,708)	(650,708)
Total comprehensive income	-	670,957	670,957
<b>Balance at 31 March 2017</b>	200	1,263,323	1,263,523
<b>Changes in equity</b>			
Dividends	-	(360,000)	(360,000)
Total comprehensive income	-	1,808,606	1,808,606
<b>Balance at 31 March 2018</b>	200	2,711,929	2,712,129

**Company Statement of Changes in Equity  
for the Year Ended 31 March 2018**

	Called up share capital £	Retained earnings £	Total equity £
<b>Balance at 1 April 2016</b>	200	425,708	425,908
<b>Changes in equity</b>			
Dividends	-	(650,708)	(650,708)
Total comprehensive income	-	225,000	225,000
<b>Balance at 31 March 2017</b>	200	-	200
<b>Changes in equity</b>			
Dividends	-	(360,000)	(360,000)
Total comprehensive income	-	360,000	360,000
<b>Balance at 31 March 2018</b>	200	-	200

**Consolidated Statement of Cash Flows  
for the Year Ended 31 March 2018**

	Notes	2018 £	2017 £
<b>Cash flows from operating activities</b>			
Cash generated from operations	1	1,489,019	986,748
Interest element of hire purchase payments paid		(5,452)	(7,745)
Tax paid		(297,605)	(93,590)
Net cash from operating activities		<u>1,185,962</u>	<u>885,413</u>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(56,284)	(148,276)
Sale of tangible fixed assets		5,265	30,543
Interest received		37	325
Net cash from investing activities		<u>(50,982)</u>	<u>(117,408)</u>
<b>Cash flows from financing activities</b>			
Capital repayments in year		(29,321)	32,064
Amount introduced by directors		360,000	737,054
Amount withdrawn by directors		(395,710)	(736,246)
Equity dividends paid		(360,000)	(650,708)
Net cash from financing activities		<u>(425,031)</u>	<u>(617,836)</u>
<b>Increase in cash and cash equivalents</b>		<u>709,949</u>	<u>150,169</u>
<b>Cash and cash equivalents at beginning of year</b>	2	641,860	491,691
<b>Cash and cash equivalents at end of year</b>	2	<u>1,351,809</u>	<u>641,860</u>

The notes form part of these financial statements

**Notes to the Consolidated Statement of Cash Flows  
for the Year Ended 31 March 2018**

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

	2018	2017
	£	£
Profit before taxation	2,239,545	842,362
Depreciation charges	68,724	62,962
(Profit)/loss on disposal of fixed assets	(4,654)	4,335
Decrease/(increase) in contracts	(738,600)	(430,652)
Finance costs	5,452	7,745
Finance income	(37)	(325)
	<u>1,570,430</u>	<u>486,427</u>
(Increase)/decrease in trade and other debtors	(403,052)	196,527
Increase in trade and other creditors	<u>321,641</u>	<u>303,794</u>
<b>Cash generated from operations</b>	<u><b>1,489,019</b></u>	<u><b>986,748</b></u>

**2. CASH AND CASH EQUIVALENTS**

The amounts disclosed on the Statement of Cash Flows in respect of cash and cash equivalents are in respect of these Statement of Financial Position amounts:

**Year ended 31 March 2018**

	31.3.18	1.4.17
	£	£
Cash and cash equivalents	<u>1,351,809</u>	<u>641,860</u>

**Year ended 31 March 2017**

	31.3.17	1.4.16
	£	£
Cash and cash equivalents	<u>641,860</u>	<u>491,691</u>

**Notes to the Consolidated Financial Statements  
for the Year Ended 31 March 2018**

---

**1. STATUTORY INFORMATION**

Cousins Group (Contractors) Ltd 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.

**Basis of consolidation**

The consolidated accounts incorporate the accounts of all subsidiary undertakings made up to the statement of financial position date prepared in accordance with the group's accounting policies. The acquisition method of accounting is used to consolidate the results of subsidiaries within the group. Goodwill arising on consolidation is written off in equal instalments over its useful economic life.

**Related party exemption**

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

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

**Turnover**

Turnover represents amounts invoiced during the year, excluding value added tax and trade discounts.

Profit is recognised on long term contracts, if the final outcome can be assessed with reasonable certainty, by including in the income statement, turnover and related costs as contract activity progresses. Turnover is calculated by a surveyor's valuation less any provisions for non-recovery.

**Intangible assets**

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

**Tangible fixed assets**

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

Plant and machinery	- 10% on reducing balance
Fixtures and fittings	- 25% on reducing balance and 20% on cost
Motor vehicles	- 25% on cost

**Financial instruments**

Financial instruments are recognised initially at the transaction price. Any that are not payable within twelve months are amortised using the effective interest method less any provision for impairment.

**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 statement of financial position date.

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2018

---

2. **ACCOUNTING POLICIES - continued**

**Deferred tax**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the statement of financial position 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.

**Investments**

Fixed asset investments are stated at cost less provision for diminution in value.

**Hire purchase and leasing commitments**

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible assets and depreciated over the shorter of the lease term and their useful lives. Obligations under such agreements are included in creditors net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the income statement so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

Rentals payable under operating leases are charged against income on a straight line basis over the lease term.

**Pension costs and other post-retirement benefits**

The company contributes to privately administered pension plans. Contributions are charged to the income statement in the period to which they relate.

**Long term contracts**

Amounts recoverable on long term contracts, which are included within debtors, are stated at the net sales value of the work done after provision for contingencies and anticipated future losses on contracts, less amounts received as progress payments on account. Excess progress payments are included in creditors as payments on account.

**Judgements in applying accounting policies**

In preparing these financial statements, the directors have made the following judgements:

To determine whether leases entered into by the company are operating or finance leases. These decisions depend on an assessment of whether the risks and rewards of ownership have been transferred from the lessor to the lessee on a lease by lease basis.

To determine whether there are indicators of impairment of the company's tangible assets. Factors taken into consideration in reaching a decision include the state of repair and the expected future performance of the asset.

To determine whether provisions such as deferred tax or bad debt provision are required. The directors looked at the likelihood of these provisions crystallising by assessing all the information available at the time in determining their decision.

To determine the recoverability of long term contracts. The directors based their judgement on surveyors' valuations, less any provision for non-recovery or additional costs, based on information available at the time

**Key sources of estimation uncertainties**

Tangible fixed assets are depreciated over their estimated useful lives taking into account residual values where appropriate. The actual lives may depend on a number of factors including technological innovations, product life cycles and replacement policies. (See note 11)

The directors make an estimate of recoverable value of trade, other debtors and long term contracts. When assessing impairment, the directors consider factors including the current credit rating of the debtor, the ageing profile, the stage and status of the job and historical experience.

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2018

3. **EMPLOYEES AND DIRECTORS**

	2018	2017
	£	£
Wages and salaries	3,698,334	2,966,499
Social security costs	388,535	302,854
Other pension costs	92,941	119,742
	<u>4,179,810</u>	<u>3,389,095</u>

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

	2018	2017
Directors	5	5
Administration	34	27
Operations	<u>42</u>	<u>42</u>
	<u>81</u>	<u>74</u>

The average number of employees by undertakings that were proportionately consolidated during the year was 3 (2017 - 3) .

At 31 March 2018 the group owed pension contributions of £9,554 (£5,968 in 2017).

4. **DIRECTORS' EMOLUMENTS**

	2018	2017
	£	£
Directors' remuneration	606,435	327,101
Directors' pension contributions to money purchase schemes	<u>52,795</u>	<u>85,257</u>

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

Money purchase schemes	<u>5</u>	<u>3</u>
------------------------	----------	----------

Information regarding the highest paid director is as follows:

	2018	2017
	£	£
Emoluments etc	139,451	118,664
Pension contributions to money purchase schemes	<u>10,000</u>	<u>40,466</u>

5. **OPERATING PROFIT**

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

	2018	2017
	£	£
Hire of plant and machinery	2,884	4,028
Other operating leases	138,317	125,025
Depreciation - owned assets	27,115	26,896
Depreciation - assets on hire purchase contracts	41,609	36,066
(Profit)/loss on disposal of fixed assets	(4,654)	4,335
Auditors' remuneration	<u>17,650</u>	<u>17,650</u>

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2018

6. **INTEREST PAYABLE AND SIMILAR EXPENSES**

	2018	2017
	£	£
Hire purchase	<u>5,452</u>	<u>7,745</u>

7. **TAXATION**

**Analysis of the tax charge**

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

	2018	2017
	£	£
Current tax:		
UK corporation tax	432,324	170,293
Deferred tax	<u>(1,385)</u>	<u>1,112</u>
Tax on profit	<u>430,939</u>	<u>171,405</u>

8. **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.

9. **DIVIDENDS**

	2018	2017
	£	£
Ordinary shares of 1p each		
Interim	<u>360,000</u>	<u>650,708</u>

10. **INTANGIBLE FIXED ASSETS**

**Group**

**COST**

At 1 April 2017  
and 31 March 2018

**AMORTISATION**

At 1 April 2017  
and 31 March 2018

**NET BOOK VALUE**

At 31 March 2018

At 31 March 2017

Goodwill  
£

(20,116)

(20,116)

-

-

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2018

## 11. TANGIBLE FIXED ASSETS

## Group

	Plant and machinery £	Fixtures and fittings £	Motor vehicles £	Totals £
<b>COST</b>				
At 1 April 2017	16,954	189,345	228,593	434,892
Additions	-	56,284	-	56,284
Disposals	(16,454)	(90,964)	(31,858)	(139,276)
At 31 March 2018	<u>500</u>	<u>154,665</u>	<u>196,735</u>	<u>351,900</u>
<b>DEPRECIATION</b>				
At 1 April 2017	16,224	132,765	97,372	246,361
Charge for year	73	24,351	44,300	68,724
Eliminated on disposal	(15,938)	(90,869)	(31,857)	(138,664)
At 31 March 2018	<u>359</u>	<u>66,247</u>	<u>109,815</u>	<u>176,421</u>
<b>NET BOOK VALUE</b>				
At 31 March 2018	<u>141</u>	<u>88,418</u>	<u>86,920</u>	<u>175,479</u>
At 31 March 2017	<u>730</u>	<u>56,580</u>	<u>131,221</u>	<u>188,531</u>

Fixed assets, included in the above, which are held under hire purchase contracts are as follows:

	Motor vehicles £
<b>COST</b>	
At 1 April 2017	166,437
Transfer to ownership	(32,475)
At 31 March 2018	<u>133,962</u>
<b>DEPRECIATION</b>	
At 1 April 2017	37,909
Charge for year	41,609
Transfer to ownership	(25,033)
At 31 March 2018	<u>54,485</u>
<b>NET BOOK VALUE</b>	
At 31 March 2018	<u>79,477</u>
At 31 March 2017	<u>128,528</u>

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2018

12. **FIXED ASSET INVESTMENTS**

**Company**

Shares in  
group  
undertakings  
£

**COST**

At 1 April 2017  
and 31 March 2018

425,000

**NET BOOK VALUE**

At 31 March 2018  
At 31 March 2017

425,000

425,000

The group or the company's investments at the Statement of Financial Position date in the share capital of companies include the following:

**Subsidiaries**

**Cousins Limited**

Registered office: 99 Fleet Road, Fleet, Hampshire GU51 3PJ  
Nature of business: Painting and decorating

Class of shares:  
Ordinary

%  
holding  
100.00

2018

2017

£

£

Aggregate capital and reserves  
Profit for the year

2,430,773

1,193,946

1,596,827

638,623

**Campbell Smith & Company Limited**

Registered office: 99 Fleet Road, Fleet, Hampshire GU51 3PJ  
Nature of business: Painting and decorating

Class of shares:  
Ordinary

%  
holding  
100.00

2018

2017

£

£

Aggregate capital and reserves  
Profit for the year

613,220

451,959

161,261

30,602

**Cousins Building & Refurbishment Ltd**

Registered office: 99 Fleet Road, Fleet, Hampshire GU51 3PJ  
Nature of business: Painting and decorating

Class of shares:  
Ordinary

%  
holding  
100.00

2018

2017

£

£

Aggregate capital and reserves  
Profit for the year

92,937

42,419

50,518

1,732

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2018

13. **DEBTORS**

	<b>Group</b>	
	2018	2017
	£	£
Amounts falling due within one year:		
Trade debtors	565,774	271,732
Amounts recoverable on contract	2,335,681	1,597,081
Prepayments and other debtors	157,701	39,287
Directors' current accounts	39,453	-
Prepayments	-	875
	<u>3,098,609</u>	<u>1,908,975</u>
Amounts falling due after more than one year:		
Trade debtors	<u>284,317</u>	<u>292,846</u>
Aggregate amounts	<u>3,382,926</u>	<u>2,201,821</u>

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

	<b>Group</b>		<b>Company</b>	
	2018	2017	2018	2017
	£	£	£	£
Hire purchase contracts (see note 16)	20,301	29,321	-	-
Trade creditors	465,134	500,687	-	-
Amounts owed to group undertakings	-	-	425,786	425,815
Tax	305,013	170,295	-	-
Social security and other taxes	229,211	181,689	-	-
VAT	359,267	181,089	-	-
Other creditors	164,007	163,527	-	-
Directors' current accounts	12,481	8,738	-	-
Accruals and deferred income	<u>573,278</u>	<u>442,264</u>	-	-
	<u>2,128,692</u>	<u>1,677,610</u>	<u>425,786</u>	<u>425,815</u>

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

	<b>Group</b>	
	2018	2017
	£	£
Hire purchase contracts (see note 16)	<u>48,507</u>	<u>68,808</u>

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2018

16. **LEASING AGREEMENTS**

Minimum lease payments fall due as follows:

**Group**

	Hire purchase contracts	
	2018	2017
	£	£
Net obligations repayable:		
Within one year	20,301	29,321
Between one and five years	48,507	68,808
	<u>68,808</u>	<u>98,129</u>

**Group**

	Non-cancellable operating leases	
	2018	2017
	£	£
Within one year	39,320	34,571
Between one and five years	-	74,058
	<u>39,320</u>	<u>108,629</u>

17. **SECURED DEBTS**

The following secured debts are included within creditors:

	<b>Group</b>	
	2018	2017
	£	£
Hire purchase contracts	<u>68,808</u>	<u>98,129</u>

Barclays Bank Plc has a fixed and floating charge over the undertaking and its assets present and future.

The hire purchase contracts are secured on the assets held under these contracts.

18. **PROVISIONS FOR LIABILITIES**

	<b>Group</b>	
	2018	2017
	£	£
Deferred tax	<u>20,886</u>	<u>22,271</u>
<b>Group</b>		
		Deferred tax
		£
Balance at 1 April 2017		22,271
Capital allowances in advance		(1,385)
Balance at 31 March 2018		<u>20,886</u>

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 March 2018

19. **CALLED UP SHARE CAPITAL**

Allotted, issued and fully paid: Number:	Class:	Nominal value:	2018 £	2017 £
20,000	Ordinary	1p	<u>200</u>	<u>200</u>

20. **RESERVES**

**Group**

	Retained earnings £
At 1 April 2017	1,263,323
Profit for the year	1,808,606
Dividends	<u>(360,000)</u>
At 31 March 2018	<u>2,711,929</u>

21. **CONTINGENT LIABILITIES**

The bank holds an unlimited supported cross-guarantee between all four group companies.

22. **DIRECTORS' ADVANCES, CREDITS AND GUARANTEES**

The following advances and credits to directors subsisted during the years ended 31 March 2018 and 31 March 2017:

	2018 £	2017 £
<b>R C Cousins</b>		
Balance outstanding at start of year	-	2,162
Amounts advanced	167,753	344,468
Amounts repaid	(144,000)	(346,630)
Amounts written off	-	-
Amounts waived	-	-
Balance outstanding at end of year	<u>23,753</u>	<u>-</u>
<b>Ms C F Moloney</b>		
Balance outstanding at start of year	-	-
Amounts advanced	159,700	260,283
Amounts repaid	(144,000)	(260,283)
Amounts written off	-	-
Amounts waived	-	-
Balance outstanding at end of year	<u>15,700</u>	<u>-</u>
<b>B J Doherty</b>		
Balance outstanding at start of year	(8,738)	(10,092)
Amounts advanced	68,257	131,495
Amounts repaid	(72,000)	(130,141)
Amounts written off	-	-
Amounts waived	-	-
Balance outstanding at end of year	<u>(12,481)</u>	<u>(8,738)</u>

**22. DIRECTORS' ADVANCES, CREDITS AND GUARANTEES - continued**

Short term loans to the directors are interest free and any overdrawn balances are cleared within nine months of the year end.

**23. ULTIMATE CONTROLLING PARTY**

The controlling party is R C Cousins.

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.