

**REGISTERED NUMBER: 07962256 (England and Wales)**

**Engineering Management Limited**  
**Report of the Directors and**  
**Unaudited**  
**Consolidated Financial Statements**  
**for the Year Ended 31 December 2017**

Haines Watts  
Sterling House  
97 Lichfield Street  
Tamworth  
Staffordshire  
B79 7QF



**Engineering Management Limited (Registered number: 07962256)**

**Contents of the Consolidated Financial Statements  
for the Year Ended 31 December 2017**

---

	<b>Page</b>
<b>Company Information</b>	1
<b>Report of the Directors</b>	2
<b>Chartered Accountants' Report</b>	3
<b>Consolidated Income Statement</b>	4
<b>Consolidated Statement of Financial Position</b>	5
<b>Company Statement of Financial Position</b>	6
<b>Consolidated Statement of Changes in Equity</b>	8
<b>Company Statement of Changes in Equity</b>	9
<b>Notes to the Consolidated Financial Statements</b>	10



**Engineering Management Limited**

**Company Information  
for the Year Ended 31 December 2017**

---

**DIRECTORS:**

Mr J Crabtree  
Mr D Barraclough  
Mr D G Chapman  
Mr A Millington  
Mr K Chauhan  
Mrs J H Watterson

**REGISTERED OFFICE:**

Ivanhoe Business Park  
Ashby de la Zouch  
Leicestershire  
LE65 2AB

**REGISTERED NUMBER:**

07962256 (England and Wales)

**ACCOUNTANTS:**

Haines Watts  
Sterling House  
97 Lichfield Street  
Tamworth  
Staffordshire  
B79 7QF



**Engineering Management Limited (Registered number: 07962256)**

**Report of the Directors  
for the Year Ended 31 December 2017**

---

The directors present their report with the financial statements of the company and the group for the year ended 31 December 2017.

**PRINCIPAL ACTIVITY**

The principal activity of the group in the year under review was that of a holding company.

The principal activity of the subsidiary company in the year under review was that of the provision of health, safety and general engineering consultancy services and expert and legal services associated with litigation work.

**DIRECTORS**

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

Mr J Crabtree  
Mr D Barraclough

Other changes in directors holding office are as follows:

Mr P Kelly - resigned 25 August 2017  
Mr D G Chapman - appointed 27 November 2017  
Mr A Millington - appointed 2 November 2017  
Mr K Chauhan - appointed 25 August 2017  
Mrs J H Watterson - appointed 13 October 2017

**STATEMENT OF DIRECTORS' RESPONSIBILITIES**

The directors are responsible for preparing 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;

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.

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

**ON BEHALF OF THE BOARD:**

Mr D Barraclough - Director

10 July 2018

Page 2



**Chartered Accountants' Report to the Members  
on the Unaudited Financial Statements of  
Engineering Management Limited**

---

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of Engineering Management Limited for the year ended 31 December 2017 which comprise the Consolidated Income Statement, Consolidated Statement of Financial Position, Company Statement of Financial Position, Consolidated Statement of Changes in Equity, Company Statement of Changes in Equity and the related notes from the company's and the group's accounting records and from information and explanations you have given us.

As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed within the ICAEW's regulations and guidance at <http://www.icaew.com/en/membership/regulations-standards-and-guidance>.

This report is made solely to the Board of Directors of Engineering Management Limited, as a body, in accordance with our terms of engagement. Our work has been undertaken solely to prepare for your approval the financial statements of Engineering Management Limited and state those matters that we have agreed to state to the Board of Directors of Engineering Management Limited, as a body, in this report in accordance with ICAEW Technical Release 07/16AAF. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Engineering Management Limited the company and the group and the company's Board of Directors, as a body, for our work or for this report.

It is your duty to ensure that Engineering Management Limited has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and profit of Engineering Management Limited. You consider that Engineering Management Limited is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the financial statements of Engineering Management Limited. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

Haines Watts  
Sterling House  
97 Lichfield Street  
Tamworth  
Staffordshire  
B79 7QF

10 July 2018

This page does not form part of the statutory financial statements

**Engineering Management Limited (Registered number: 07962256)****Consolidated Income Statement  
for the Year Ended 31 December 2017**

	Notes	2017 £	2016 £
<b>TURNOVER</b>		3,965,383	3,746,742
Cost of sales		<u>2,282,424</u>	<u>2,017,170</u>
<b>GROSS PROFIT</b>		1,682,959	1,729,572
Administrative expenses		<u>1,440,938</u>	<u>1,447,442</u>
<b>OPERATING PROFIT</b>	5	242,021	282,130
Interest payable and similar expenses		<u>132,502</u>	<u>148,559</u>
<b>PROFIT BEFORE TAXATION</b>		109,519	133,571
Tax on profit		<u>26,422</u>	<u>63,008</u>
<b>PROFIT FOR THE FINANCIAL YEAR</b>		<u>83,097</u>	<u>70,563</u>
Profit attributable to: Owners of the parent		<u>83,097</u>	<u>70,563</u>

The notes form part of these financial statements

**Engineering Management Limited (Registered number: 07962256)****Consolidated Statement of Financial Position  
31 December 2017**

	Notes	2017		2016	
		£	£	£	£
<b>FIXED ASSETS</b>					
Intangible assets	7		751,902		929,094
Tangible assets	8		37,999		52,989
Investments	9		-		-
			<u>789,901</u>		<u>982,083</u>
<b>CURRENT ASSETS</b>					
Debtors	10	1,712,341		1,711,530	
Cash at bank and in hand		<u>79,886</u>		<u>200,692</u>	
		1,792,227		1,912,222	
<b>CREDITORS</b>					
Amounts falling due within one year	11	<u>984,854</u>		<u>843,345</u>	
<b>NET CURRENT ASSETS</b>			<u>807,373</u>		<u>1,068,877</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			1,597,274		2,050,960
<b>CREDITORS</b>					
Amounts falling due after more than one year	12		(1,099,388)		(1,487,692)
<b>PROVISIONS FOR LIABILITIES</b>			<u>(6,503)</u>		<u>(9,678)</u>
<b>NET ASSETS</b>			<u><u>491,383</u></u>		<u><u>553,590</u></u>
<b>CAPITAL AND RESERVES</b>					
Called up share capital	14		117,540		132,308
Retained earnings			<u>373,843</u>		<u>421,282</u>
<b>SHAREHOLDERS' FUNDS</b>			<u><u>491,383</u></u>		<u><u>553,590</u></u>

The company and the group are entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2017.

The members have not required the company and the group to obtain an audit of its financial statements for the year ended 31 December 2017 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

- (a) ensuring that the group keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and preparing financial statements which give a true and fair view of the state of affairs of the company and the group as at the end of each financial year and of the group's profit or loss for each financial year in
- (b) accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company and the group.

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 10 July 2018 and were signed on its behalf by:

Mr D Barraclough - Director

The notes form part of these financial statements

**Engineering Management Limited (Registered number: 07962256)****Company Statement of Financial Position  
31 December 2017**

	Notes	2017		2016	
		£	£	£	£
<b>FIXED ASSETS</b>					
Intangible assets	7		-		-
Tangible assets	8		-		-
Investments	9		<u>2,513,266</u>		<u>2,513,266</u>
			2,513,266		2,513,266
<b>CURRENT ASSETS</b>					
Debtors	10	26,480		16,500	
Cash at bank		<u>9,028</u>		<u>28,073</u>	
		35,508		44,573	
<b>CREDITORS</b>					
Amounts falling due within one year	11	<u>257,487</u>		<u>165,839</u>	
<b>NET CURRENT LIABILITIES</b>			<u>(221,979)</u>		<u>(121,266)</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			2,291,287		2,392,000
<b>CREDITORS</b>					
Amounts falling due after more than one year	12		2,064,652		3,036,994
<b>NET ASSETS/(LIABILITIES)</b>			<u>226,635</u>		<u>(644,994)</u>
<b>CAPITAL AND RESERVES</b>					
Called up share capital	14		117,540		132,308
Retained earnings			<u>109,095</u>		<u>(777,302)</u>
<b>SHAREHOLDERS' FUNDS</b>			<u>226,635</u>		<u>(644,994)</u>
Company's profit/(loss) for the financial year			<u>1,016,933</u>		<u>(144,878)</u>

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2017.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 December 2017 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

- ensuring that the company keeps accounting records which comply with Sections 386 and 387
- (a) of the Companies Act 2006 and preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its profit or loss for each financial year in accordance with the requirements of
- (b) Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The notes form part of these financial statements



**Engineering Management Limited (Registered number: 07962256)**

**Company Statement of Financial Position - continued**  
**31 December 2017**

---

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 10 July 2018 and were signed on its behalf by:

Mr D Barraclough - Director

The notes form part of these financial statements

**Engineering Management Limited (Registered number: 07962256)****Consolidated Statement of Changes in Equity  
for the Year Ended 31 December 2017**

	Called up share capital £	Retained earnings £	Total equity £
<b>Balance at 1 January 2016</b>	132,308	350,719	483,027
<b>Changes in equity</b>			
Total comprehensive income	-	70,563	70,563
<b>Balance at 31 December 2016</b>	<u>132,308</u>	<u>421,282</u>	<u>553,590</u>
<b>Changes in equity</b>			
Issue of Ordinary shares	42,924	-	42,924
Redemption of A shares	(57,692)	-	(57,692)
Dividends	-	(130,536)	(130,536)
Total comprehensive income	-	83,097	83,097
<b>Balance at 31 December 2017</b>	<u>117,540</u>	<u>373,843</u>	<u>491,383</u>

The notes form part of these financial statements

**Engineering Management Limited (Registered number: 07962256)****Company Statement of Changes in Equity  
for the Year Ended 31 December 2017**

	Called up share capital £	Retained earnings £	Total equity £
<b>Balance at 1 January 2016</b>	132,308	(632,424)	(500,116)
<b>Changes in equity</b>			
Total comprehensive loss	-	(144,878)	(144,878)
<b>Balance at 31 December 2016</b>	<u>132,308</u>	<u>(777,302)</u>	<u>(644,994)</u>
<b>Changes in equity</b>			
Issue of Ordinary shares	42,924	-	42,924
Redemption of A shares	(57,692)	-	(57,692)
Dividends	-	(130,536)	(130,536)
Total comprehensive income	-	1,016,933	1,016,933
<b>Balance at 31 December 2017</b>	<u>117,540</u>	<u>109,095</u>	<u>226,635</u>

The notes form part of these financial statements

**Engineering Management Limited (Registered number: 07962256)**

**Notes to the Consolidated Financial Statements  
for the Year Ended 31 December 2017**

---

**1. STATUTORY INFORMATION**

Engineering Management 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. STATEMENT OF COMPLIANCE**

These financial statements have been prepared in accordance with the provisions of Section 1A "Small Entities" of Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006.

**3. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements have been prepared under the historical cost convention.

**Basis of consolidation**

The consolidated profit and loss account and balance sheet include the financial statements of the company and its subsidiary undertakings made up to 31 December 2016. The results of subsidiaries sold or acquired are included in the profit and loss account up to, or from the date control passes. Intra-group sales and profits are eliminated fully on consolidation.

**Significant judgements and estimates**

In the application of the company's accounting policies, the directors are required to make judgement, estimates and assumptions about carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of revision and future periods where the revision affects both current and future periods.

**Turnover**

Turnover represents amounts invoiced during the year to external customers plus amounts recoverable for services provided to external customers up to the balance sheet date but not yet invoiced, exclusive of VAT.

**Goodwill**

Purchased goodwill (representing the excess of the fair value of the consideration given over the fair value of the separate net assets acquired) arising on consolidation is capitalised. Positive goodwill is amortised to nil by equal instalments over its estimated useful life. On the subsequent disposal or termination of a business, the profit or loss on disposal or termination is calculated after charging (crediting) the unamortised amount of any related goodwill.

**Purchased goodwill**

Positive purchased goodwill arising on acquisitions is capitalised, classified as an asset on the Balance Sheet and amortised over its estimated useful life up to a maximum of 20 years. This length of time is presumed to be the maximum useful life of purchased goodwill because it is difficult to make projections beyond this period.

Goodwill is reviewed for impairment at the end of the first full financial year following each acquisition and subsequently as and when necessary if circumstances emerge that indicate that the carrying value may not be recoverable.

Amortisation in respect of the purchase from R H Mitchell & Associates LLP has been calculated on the assumption that the company will have full self-generated goodwill in that business ten years after purchase.

**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 the cost less estimated residual value of each asset over its estimated useful life.

Plant and machinery etc - 25% per annum continued...



**Engineering Management Limited (Registered number: 07962256)**

**Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 December 2017**

**3. ACCOUNTING POLICIES - continued**

**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.

**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.

**4. EMPLOYEES AND DIRECTORS**

The average number of employees during the year was 39 (2016 - 36) .

The average number of employees by undertakings that were proportionately consolidated during the year was 39 (2016 - 36) .

**5. OPERATING PROFIT**

The operating profit is stated after charging:

	2017	2016
	£	£
Depreciation - owned assets	25,882	26,797
Goodwill amortisation	<u>177,192</u>	<u>177,192</u>

**6. INDIVIDUAL INCOME STATEMENT**

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



## Engineering Management Limited (Registered number: 07962256)

Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 December 2017

<b>7. INTANGIBLE FIXED ASSETS</b>	
<b>Group</b>	Goodwill £
<b>COST</b>	
At 1 January 2017 and 31 December 2017	<u>1,770,021</u>
<b>AMORTISATION</b>	
At 1 January 2017	840,927
Charge for year	<u>177,192</u>
At 31 December 2017	<u>1,018,119</u>
<b>NET BOOK VALUE</b>	
At 31 December 2017	<u>751,902</u>
At 31 December 2016	<u>929,094</u>
<b>8. TANGIBLE FIXED ASSETS</b>	
<b>Group</b>	Plant and machinery etc £
<b>COST</b>	
At 1 January 2017	119,736
Additions	<u>10,892</u>
At 31 December 2017	<u>130,628</u>
<b>DEPRECIATION</b>	
At 1 January 2017	66,747
Charge for year	<u>25,882</u>
At 31 December 2017	<u>92,629</u>
<b>NET BOOK VALUE</b>	
At 31 December 2017	<u>37,999</u>
At 31 December 2016	<u>52,989</u>
<b>9. FIXED ASSET INVESTMENTS</b>	
<b>Company</b>	Shares in group undertakings £
<b>COST</b>	
At 1 January 2017 and 31 December 2017	<u>2,513,266</u>
<b>NET BOOK VALUE</b>	
At 31 December 2017	<u>2,513,266</u>
At 31 December 2016	<u>2,513,266</u>



**Engineering Management Limited (Registered number: 07962256)****Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 December 2017****9. FIXED ASSET INVESTMENTS - continued**

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

**Subsidiary****Finch Consulting Limited**

Registered office:

Nature of business: Engineering consultancy services

Class of shares:	%
Ordinary shares	100.00

	2017	2016
	£	£
Aggregate capital and reserves	2,058,934	2,940,378
Profit for the year	<u>268,556</u>	<u>267,833</u>

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

	Group		Company	
	2017	2016	2017	2016
	£	£	£	£
Trade debtors	1,247,499	1,296,713	-	9,000
Amounts recoverable on contracts	376,508	360,642	-	-
Other debtors	88,334	54,175	26,480	7,500
	<u>1,712,341</u>	<u>1,711,530</u>	<u>26,480</u>	<u>16,500</u>

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

	Group		Company	
	2017	2016	2017	2016
	£	£	£	£
Bank loans and overdrafts	138,407	-	-	-
Trade creditors	311,817	313,124	-	-
Taxation and social security	239,458	280,446	2,000	145
Other creditors	295,172	249,775	255,487	165,694
	<u>984,854</u>	<u>843,345</u>	<u>257,487</u>	<u>165,839</u>

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

	Group		Company	
	2017	2016	2017	2016
	£	£	£	£
Amounts owed to participating interests	-	-	965,264	1,549,302
Other creditors	1,099,388	1,487,692	1,099,388	1,487,692
	<u>1,099,388</u>	<u>1,487,692</u>	<u>2,064,652</u>	<u>3,036,994</u>



**Engineering Management Limited (Registered number: 07962256)****Notes to the Consolidated Financial Statements - continued  
for the Year Ended 31 December 2017****13. SECURED DEBTS**

The following secured debts are included within creditors:

	<b>Group</b>		<b>Company</b>	
	2017 £	2016 £	2017 £	2016 £
Barclays EFG Loan	1,120,000	-	1,120,000	-
Invoice finance facility	138,407	-	-	-
	<u>1,258,407</u>	<u>-</u>	<u>1,120,000</u>	<u>-</u>

**14. CALLED UP SHARE CAPITAL**

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	2017 £	2016 £
117,540	Ordinary	£1	117,540	74,616
NIL	Ordinary A	£1	-	57,692
			<u>117,540</u>	<u>132,308</u>

During the year Ordinary B shares were reclassified as Ordinary shares. The company issued a further 42,924 Ordinary shares at par.

During the year the total number of Ordinary A shares were purchased by the company at par and cancelled.

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

The following advances and credits to a director subsisted during the years ended 31 December 2017 and 31 December 2016:

	2017 £	2016 £
<b>D Barraclough</b>		
Balance outstanding at start of year	12,479	16,389
Amounts advanced	367	12,090
Amounts repaid	-	(16,000)
Amounts written off	-	-
Amounts waived	-	-
Balance outstanding at end of year	<u>12,846</u>	<u>12,479</u>





