

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

Company No: 01107779

CORPS
SECURITY

**CONSOLIDATED
FINANCIAL STATEMENTS**

FOR THE YEAR ENDED

31 MARCH 2021



**CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
COMPANY INFORMATION**

Directors

Mr M. J. M. Groat (Chairman)
Mr N. K. Pearch
Air Marshal C. Nickols CB CBE
Mr L. M. Bullock
Mr R. P. Craggs

Secretary

Mr L. Thomas

Registered Office

Market House
85 Cowcross Street
London
EC1M 6PF

Auditors

Moore Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD

Bankers

Bank Leumi (UK) plc
126 Dyke Road
Brighton
West Sussex
BN1 3TE

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

STRATEGIC REPORT

FOR THE YEAR ENDED 31 MARCH 2021

The directors have pleasure in presenting their report and financial statements for the year ended 31 March 2021. The consolidated profit and loss account, consolidated balance sheet and the consolidated cash flow statement consist of the financial statements of Corps of Commissionaires Management Limited and its subsidiary undertakings detailed in note 11 to the accounts. The company balance sheet presents information about Corps of Commissionaires Management Limited only and not about the group as a whole.

Results, business review and dividend

The Board is pleased to report the continued improved profit performance of the group during the year, despite the challenging conditions. Revenues held up reasonably well, with those sectors most affected broadly offset by those requiring additional services. We accessed the various Government Covid-19 support schemes where appropriate, to protect those colleagues most vulnerable and customers most exposed to the pandemic and to ensure the ongoing viability of the company. A priority for the Board is to ensure the unique values and heritage of the group are preserved by continuing to recognise our people as the Corps' most important asset. The company is very proud to be an active member of the Living Wage Foundation's Recognised Service Provider Leadership Group. All new sales opportunities and re-tenders include a Living Wage proposal, as we look to improve the pay and conditions of our colleagues.

Over the course of the year, the Board continued its strategy of investing in technology to improve management information. New app-based services for both colleagues and customers - CorpsConnect and CorpsSecure which are both trade-marked - have provided a further significant contribution to the group's performance. Investment also continued in the Corps Monitoring Centre as we seek to expand the scope and opportunities available from the group's electronic monitoring capabilities.

Turnover on continuing operations reduced by 1.0% and the group made an operating profit for the year of £1,028,000 with £nil exceptional costs and a profit before taxation of £981,000.

The group's headcount has slightly reduced from 3,532 to 3,429. The company has relatively low staff turnover which it believes to be amongst the best in the industry.

Although the group made a profit in the year, the positive impact on the net assets have been partially offset by the reduction in the value of Market House (London head office), resulting in an overall increase in the net assets of the group to £3,794,000.

The results of the group for the year are set out on page 13 and, as has been customary in previous years, the directors do not recommend the payment of a dividend.

Covid-19

Our priority during Covid-19 was to ensure the health, safety and wellbeing of all our colleagues, many of whom were operating on the front-line of the pandemic. We worked hard to ensure they had the correct personal protective equipment (PPE) and adjusted shifts to ensure people weren't travelling at peak times. Recognising the number of colleagues whose children were remote learning during the pandemic, we recycled numerous laptops and donated them to our people where they didn't have access to a computer to support home schooling.

As the pandemic started it soon became apparent that security officers across the industry were adversely affected by Covid-19. They fell ill in greater numbers and, data from the Office for National Statistics released in May 2020, showed that they were shockingly also dying in greater numbers - 45.7 deaths per 100,000 people. This was one of the highest occupational death rates. We commissioned Perpetuity Research and Consultancy International to analyse why this was and how we could better support our officers to reduce this risk. We shared the report widely with the industry, including a press campaign and a free download on our website, so as many people as possible could benefit from our work and the lives of security officers could be saved.

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

STRATEGIC REPORT

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

In order to ensure and maintain financial resilience the business has utilised the following Government financial support available for businesses during Covid-19:

Coronavirus Job Retention Scheme

In conjunction with some customer requirements and the business needs we placed some colleagues on a period of furlough, including those who needed to shield. While the Government paid up to 80% of their wages, we topped up the remainder where we could so that people received 100% of their salary throughout the pandemic. Importantly we remained in regular communication with furloughed colleagues, in particular to ensure their health, safety and wellbeing as well as reminding them that they are valued and not being excluded.

Deferral of VAT payments

VAT payments due between 20 March 2020 and 30 June 2020, totalling £5.5m, have been deferred. This provided a significant contribution towards assisting with working capital requirements during the pandemic, especially with increased risks of customers delaying payment of their invoices. In May 2021, a monthly repayment instalment plan was agreed with HMRC with the final instalment to be paid in January 2022.

Principal risks and uncertainties

The group considers strategic, operational, economic and financial risks on a regular basis and take appropriate actions to actively anticipate, manage and mitigate risks as appropriate. Senior management and the Board, including the non executive directors, are involved in this process.

Competitive risk

The security industry is a highly competitive market where price is a key driver and margins remain under constant pressure. The company actively reviews and monitors its pricing and margin policy and its cost base to mitigate this risk. This approach has proven to be successful in recent years.

Economic risk

Changes in the economic environment, in particular the impact of both the Covid-19 pandemic and Brexit, are a particular risk due to the level of uncertainty in the wider environment. This environment has the potential to impact recruitment, costs and demand from customers. The Board continues to monitor these related risks, ensuring its policies and actions are adapted to the changing business environment where appropriate.

Section 172(1) statement

The Board of Directors, in line with their duties under s172 of the Companies Act 2006, act in a way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole. In doing so they have regard for a range of matters when making decisions for the long term. Key decisions and matters that are of strategic importance to the company are appropriately informed by s172 factors.

Through an open and transparent ongoing dialogue with our key stakeholders, the company has developed a clear understanding of their needs, assess their perspectives and monitor their impact on our strategic ambition and culture. As part of the Board's decision-making process, the Board and its Committees consider the potential impact of decisions on relevant stakeholders while also having regard to a number of broader factors, including the impact of the company's operations on the community and environment, responsible business practices and the likely consequences of decisions in the long term.

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

STRATEGIC REPORT

FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

Illustrations of how s172 factors have been applied by the Board can be found throughout this Strategic Report. For example:

- Our response to the ongoing Covid-19 pandemic and the impact on the financial year (page 3 to 4).
- The impact of Brexit and the potential for economic challenges (page 4).
- The activities of our competitors (page 4).
- The impact of the Company's operations on the community and environment (page 6).
- The Company's focus and emphasis to delivering the highest standards and various accreditations, such as ISO 9000 : 2000 and ISO 14001 (page 6), The Defence Employer Recognition Scheme (ERS) gold award (page 6) and Social Enterprise status (page 6).

The section entitled Statement of Engagement with Employees, Customers and Suppliers on pages 7 and 8 sets out our key stakeholder groups and how we engaged with them throughout the year.

Corporate Governance

The company has always focused on ensuring that the corporate governance of the company reflects the highest principles and therefore has been aware of the Combined Code applicable to listed companies. The Board therefore welcomes the introduction of the Wates Corporate Governance Principles for Large Private Companies. The Board apply the six principles set out in this document to its corporate governance.

The Board has two Committees (an Audit Committee and a Remuneration Committee) both of whose terms of reference cover the points recommended by the Combined Code.

The duties of the Audit Committee include monitoring the internal controls throughout the group, approving the group's accounting policies and reviewing the annual financial statements before submission to the Board. The Committee meets approximately three times a year. Mr N. K. Pearch is Chairman of the Committee and Mr M. J., M. Groat and Air Marshal C. Nickols are members of the Committee. Representatives from the Auditors are in attendance when the Committee meets. The Board receives the minutes of all Audit Committee Meetings.

The Remuneration Committee was appointed to establish and implement a formal and transparent procedure for developing policy on executive remuneration and for recommending remuneration packages for the non executive Directors and individual executive Directors for Board consideration and approval. In July 2020, Mr N. K. Pearch was replaced by Air Marshal C. Nickols as Chairman of the Committee. Mr N. K. Pearch continues as a member of the Committee. The Committee meets at least twice a year to consider remuneration matters relating to all Board Members. The objective of the Committee is to ensure that the group board members are provided with appropriate incentives to encourage enhanced performance and are, in a fair and responsible manner, rewarded for their individual contributions to the success of the group. In determining such packages and arrangements, the Remuneration Committee has due regard to the Combined Code recommendations as well as the industry norm.

Market House
85 Cowcross Street
London
EC1M 6PF

On behalf of the Board



L. Thomas
Company Secretary

Date: 18th August 2021

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

REPORT OF THE DIRECTORS

FOR THE YEAR ENDED 31 MARCH 2021

The directors present their report and financial statements for the year ended 31 March 2021. In accordance with s414C(11) of the Companies Act 2006, the information relating to future developments and financial risk management are included in the Strategic Report.

Principal activity

The principal activity of the group is the provision of security and facilities services. This includes:-

- the provision of site based guarding and multi-skilled facilities management services such as mailroom, reception and switchboard operation. This service is generally provided on a contract basis.
- the provision of remote monitoring for CCTV, intruder and fire alarms.
- the provision of temporary Commissionaires for special events such as AGMs, sporting events and private functions.

The group trades under the style of Corps Security.

The company was founded with a very specific social mission in mind - to provide employment for servicemen returning from the Crimean War. We continue to employ a high number of former service personnel, some of whom may struggle to transition to civilian life. For us this is about playing our role in the Armed Forces Covenant - the promise by the nation to ensure that those who serve or who have served in the forces, and their families, are treated fairly. Our focus on this area has meant that we are proud members of The Defence Employer Recognition Scheme (ERS). This scheme encourages employers to support defence and inspire others to do the same. The scheme encompasses bronze, silver and gold awards for employer organisations that pledge, demonstrate or advocate support to defence and the armed forces community, and align their values with the Armed Forces Covenant. We have recently achieved a gold award.

The group continues to use the ISO 9000 : 2000 quality standard as the foundation for its administrative procedures and concentrates on providing a very high standard of service to its customers. Corps Security is an approved contractor under the SIA approved contractor scheme. A key to this service is the emphasis placed on training Security Officers for the tasks required and the innovative use of multi-skilling.

The group is fully certified to ISO 14001 and has rigorous processes and procedures in place to ensure that the highest possible environmental standards are maintained. A comprehensive Environmental Policy exists to promote a positive impact on the environment and develop processes to lower energy, reduce waste and pollution, and mitigate the risk of emergency situations.

Corps Security appointed a leading carbon and energy management company, to independently assess our Greenhouse Gas emissions in accordance with the UK Government's 'Environmental reporting guidelines: including Streamlined Energy and Carbon Reporting requirements', and have used the 2020 emission conversion factors published by Department for Environment, Food and Rural Affairs (Defra) and the Department for Business, Energy & Industrial Strategy (BEIS). During the last financial year, the group used 143.07 tonnes CO₂e from gas and electricity, as well as 166.10 tonnes CO₂e from vehicle fuel. This resulted in a total of 3.92 tonnes CO₂e per £1m of turnover, a 25 percent fall from the previous year.

We have recently completed a detailed Energy Savings Opportunities Scheme (ESOS) energy audit of our energy use, and have a number of recommendations we are now in the process of implementing to help reduce both our energy consumption and wider carbon footprint. This includes reducing our diesel fleet and introducing electric vehicles; decreasing air travel; and cutting the use of paper in offices, particularly for tender documents. We have also installed electric charging points at our London office. We have funded several projects to offset the carbon produced including a tree planting scheme in the UK which also helps to protect the Amazon rainforest.

In July 2021, the group achieved Social Enterprise status which will deliver numerous benefits to our people, customers and the communities in which we work. Overall, it provides compelling independent confirmation that we are a highly responsible business, focussed on doing the right thing and prioritising positive social impacts. It confirms that we operate with the very best of intentions - to solve a social problem by providing employment and rewarding careers within the industry. Furthermore, it guarantees that any profit generated by our business activities is retained and reinvested in our company or is donated to charity partners such as Combat Stress.

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

REPORT OF THE DIRECTORS

FOR THE YEAR ENDED 31 MARCH 2021

Statement of engagement with employees, customers and suppliers

Employees

We base our business model and the way we operate on a 'circle of care'. We look after our colleagues who look after our customers, who, in turn, look after our company by retaining our services long-term. Everyone matters to us. Making sure that all of our employees are given a stimulating and progressive environment to work in and are valued for the contribution they make to our ongoing success, is a primary focus.

We continually invest in our people, ensuring that they gain the knowledge and skills needed to grow as individuals and advance their careers. We engage with Skills for Security and other industry bodies to support us in our objectives around apprenticeships. Unlike many security companies, we also pay our officers' SIA licence to reduce the financial burden this places on them.

In order to make sure that all parties understand their commitments to the company and each other, we devised our Colleague Charter. Based around the acronym PRIDE - promise, respect and recognition, information, development and envoys - it applies to everyone who works for us, whatever their role.

We are dedicated to providing rewarding employment experiences for our colleagues and continue our drive to improve the pay and living standards of our security personnel. In 2020, we joined the Living Wages Foundation's Service Provider Recognition Scheme. As part of this we've committed to pay all our head office staff the Living Wage and to always offer a Living Wage bid alongside every market rate submitted to prospective and current customers. This means the customer always has the choice to implement the Living Wage at the point of tender and there is a pathway towards the Living Wage in place. We use our corporate voice within our customer network and the wider market to drive change in this area. Currently approximately 60% of our people are paid the Living Wage and we have set ourselves a target of 75% within the next year.

Good colleague communication is key. Our Colleague Portal is at the heart of this. It's where everything from training and development through to holiday booking and pay details are available. This has proved particularly important during the Covid-19 crisis when the situation changed rapidly. We have also profiled our front-line people on our website and our social media channels to promote their great work and raise their profile.

We aim to create an environment where every individual is considered as just that, individual, and is free to be themselves in the workplace with the confidence that the company will support them. Our focus on diversity and inclusion at work has never been more critical and we have taken steps to ensure this important topic is at the top of our agenda. During the year the company started a new initiative, Corps Together, to establish a new diversity and inclusion agenda, underpinned by our 'everyone matters' philosophy. This is led by a small team of volunteers, who each focus on specific protected characteristics. In the year the group implemented an equality, diversity and inclusion charter which outlines our commitments to each other in this area, and commissioned a diversity survey to help us understand more about our colleagues and the communities we are aiming to support.

Customers

After our colleagues, our customers are at the heart of everything we do. We are in constant contact with our customers, engaging them in Corps and the work that we do. Over the past year, we have been involved in several webinars run in conjunction with Perpetuity Research, about topical issues facing our customers' worlds and they enthusiastically welcomed our Security Officer Deaths report. We have also further developed a Customer Portal, CorpsSecure, a one-stop-shop for everything they need to know about their security provision and trends in the industry. This proved particularly invaluable in the early part of the Covid-19 crisis.

In 2019, we launched Thank Your Security Officer Day, as an opportunity for our customers to recognise the fantastic work of their front-line officers. We built on this success during the year with a record number of customers taking part, despite the pandemic, and plan to do even more in the year ahead.

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31 MARCH 2021

Suppliers

We operate a small network of trusted supply partners that provide support in areas such as marketing and PR, website design and maintenance through to specialist software providers for employee scheduling and accounting. Where appropriate, partners who directly support our operations teams are ACS accredited in line with Security Industry Authority (SIA) guidelines. We are in constant dialogue with our partners and consider them part of our extended team. They attend company events and are fully engaged with our activities. We also adhere to the Prompt Payment Code, always paying our suppliers on time within the terms agreed at the outset of the contract. As an accredited Living Wage employer, we ensure that our regularly contracted suppliers (those contracted staff who work two or more hours a week, for eight or more consecutive weeks a year) are paid the Living Wage.

Directors and their interests

The directors who served the company during the year were as follows:

Mr M. J. M. Groat (Chairman)
Mr N. K. Pearch
Air Marshal C. Nickols CB CBE

Mr L. M. Bullock
Mr R. P. Craggs

Directors' responsibilities

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

Company law requires the directors to prepare financial statements for each financial year. Under that law 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 of the profit or loss of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- 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 transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Directors' Insurance

The company has made qualifying third party indemnity provisions for the benefit of its directors, which were made during the year and remain in force at the date of this report.

Statement as to disclosure of information to auditors

So far as each of the directors at the time the report is approved are aware, there is no relevant audit information of which the company's auditors are unaware and the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Auditors

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

Market House
85 Cowcross Street
London
EC1M 6PF

Date:

18th August 2021

On behalf of the Board

D.L. Thomas

L. Thomas
Company Secretary

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

Opinion

We have audited the financial statements of Corps of Commissionaires Management Limited ("the parent company") and its subsidiaries for the year ended 31 March 2021 which comprise the Consolidated Profit and Loss Account, the Consolidated Statement of Other Comprehensive Income, the Consolidated Balance Sheet, the Company Balance Sheet, the Consolidated Statement of Changes in Equity, the Company Statement of Changes in Equity, the Consolidated Statement of Cash Flows and 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 FRS 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 the parent company's affairs as at 31 March 2021 and of the group's profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- 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 Auditor's 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 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 included in the annual report, other than the financial statements and our auditor's report 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 misstatement, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

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 strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report 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 strategic report or the directors' report.

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 directors' responsibilities statement set out on page 8, 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 is 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.

Auditor's 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 an auditor's report 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council, and UK taxation legislation.
- We obtained an understanding of how the company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks: and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or parent company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

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 for no purpose other than to draw to the attention of the company's members those matters which we are required to include in an auditor's report addressed to them. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the company and company's members as a body, for our work, for this report, or for the opinions we have formed.

Moore Kingston Smith LLP

Mahmood Ramji (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP

Chartered Accountants
Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

18 August 2021

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
CONSOLIDATED PROFIT AND LOSS ACCOUNT
AS AT 31 MARCH 2021

	Notes	2021	2021	2020	2020
		£'000	£'000	£'000	£'000
Turnover	3		87,016		87,899
Staff costs	4	(78,638)		(76,925)	
Depreciation and amortisation		(695)		(685)	
Other operating charges		(9,713)		(9,756)	
Other operating income		<u>3,058</u>			
			<u>(85,988)</u>		<u>(87,366)</u>
Operating profit			1,028		533
Profit on ordinary activities before taxation and interest			1,028		533
Other interest receivable and similar income			-		2
Interest payable and similar charges	7		<u>(47)</u>		<u>(231)</u>
Profit on ordinary activities before taxation			981		304
Taxation	8		<u>-</u>		<u>-</u>
Retained profit for the financial year			<u>981</u>		<u>304</u>

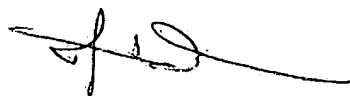
**CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
CONSOLIDATED STATEMENT OF OTHER COMPREHENSIVE
INCOME FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	Total 2021 £'000	Total 2020 £'000
Profit for the financial year		981	304
Actuarial gain/(loss) on net pension liability	18	(155)	(140)
(Deficit)/surplus on revaluation of land and building:	10	(420)	(267)
Deferred tax on revaluation of land and buildings	16	97	-
Total recognised gains and (losses) relating to the year		<u>503</u>	<u>(103)</u>

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
CONSOLIDATED BALANCE SHEET
AS AT 31 MARCH 2021

	Notes	2021 £'000	2021 £'000	2020 £'000	2020 £'000
Fixed Assets					
Intangible assets	9		868		896
Tangible assets	10		<u>7,373</u>		<u>7,959</u>
			8,241		8,855
Current Assets					
Stocks	12		-	1	-
Debtors	14	12,425		15,681	
Cash at bank and in hand		<u>4,904</u>		<u>2,687</u>	
		17,329		18,369	
Creditors: Amounts falling due within one year	15	<u>(21,475)</u>		<u>(23,535)</u>	
Net Current Liabilities			(4,146)		(5,166)
Provisions for Liabilities and Charges	16		<u>(301)</u>		<u>(398)</u>
Net Assets excluding Pension Liability			3,794		3,291
Pension Liability	18		-		-
Net Assets including Pension Liability			<u>3,794</u>		<u>3,291</u>
Capital and Reserves					
Called up share capital	17		-		-
Revaluation reserve			4,842		5,165
Share premium account			1,631		1,631
Profit and loss account			<u>(2,679)</u>		<u>(3,505)</u>
			<u>3,794</u>		<u>3,291</u>

Approved by the Board and signed on its behalf:



L. M. Bullock
Chief Executive Officer

Date: 17th August 2021

Company registration number: 01107779

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
COMPANY BALANCE SHEET
AS AT 31 MARCH 2021

	Notes	2021 £'000	2021 £'000	2020 £'000	2020 £'000
Fixed Assets					
Intangible assets	9		-		-
Tangible assets	10		6,004		6,444
Investments	11		749		778
			<u>6,753</u>		<u>7,222</u>
Current Assets					
Stocks	12			-	
Debtors	14			1	
Cash at bank and in hand				-	
				<u>1</u>	
Creditors: Amounts falling due within one year	15	<u>(4,014)</u>		<u>(3,909)</u>	
Net Current Liabilities			(4,014)		(3,908)
Provisions for Liabilities and Charges	16		<u>(301)</u>		<u>(398)</u>
Net Assets excluding Pension Liability			2,438		2,916
Pension Liability	18		<u>-</u>		<u>-</u>
Net Assets including Pension Liability			<u>2,438</u>		<u>2,916</u>
Capital and Reserves					
Called up share capital	17		-		-
Revaluation reserve			4,518		4,812
Share premium account			1,631		1,631
Profit and loss account			<u>(3,711)</u>		<u>(3,527)</u>
			<u>2,438</u>		<u>2,916</u>

The company made a loss after taxation of £29,000 (2020: Loss - £69,000) in the financial year.

Approved by the Board and signed on its behalf:



L. M. Bullock
Chief Executive Officer

Date: 17th August 2021

Company registration number: 01107779

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
CONSOLIDATED AND COMPANY STATEMENTS OF CHANGES IN EQUITY
AS AT 31 MARCH 2021

Group	Share Capital	Share Premium	Revaluation Reserve	Retained Earnings	Total
	£'000	£'000	£'000	£'000	£'000
Balance at 1 April 2019	-	1,631	5,432	(3,669)	3,394
Year ended 31 March 2020					
Surplus for the year				304	304
Other recognised gains and losses for the year				(140)	(140)
Revaluation of property			(267)		(267)
Total recognised gains and losses for the year	-	-	(267)	164	(103)
Balance at 31 March 2020	-	1,631	5,165	(3,505)	3,291
Year ended 31 March 2021					
Surplus for the year				981	981
Other recognised gains and losses for the year				(155)	(155)
Revaluation of property			(323)		(323)
Total recognised gains and losses for the year	-	-	(323)	826	503
Balance at 31 March 2021	-	1,631	4,842	(2,679)	3,794
Company					
	Share Capital	Share Premium	Revaluation Reserve	Retained Earnings	Total
	£'000	£'000	£'000	£'000	£'000
Balance at 1 April 2019	-	1,631	5,079	(3,318)	3,392
Year ended 31 March 2020					
Surplus for the year				(69)	(69)
Other recognised gains and losses for the year				(140)	(140)
Revaluation of property			(267)		(267)
Total recognised gains and losses for the year	-	-	(267)	(209)	(476)
Balance at 31 March 2020	-	1,631	4,812	(3,527)	2,916
Year ended 31 March 2021					
Surplus for the year				(29)	(29)
Other recognised gains and losses for the year				(155)	(155)
Revaluation of property			(294)		(294)
Total recognised gains and losses for the year	-	-	(294)	(184)	(478)
Balance at 31 March 2021	-	1,631	4,518	(3,711)	2,438

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
CONSOLIDATED STATEMENT OF CASHFLOWS
FOR THE YEAR ENDED 31 MARCH 2021

	Notes	2021 £'000	2021 £'000	2020 £'000	2020 £'000
Net cash (outflow)/inflow from operating activities	1		8,920		(111)
Cash flows from investing activities					
Investment income		9		6	
Proceeds from sale of fixed assets					
Purchase of fixed assets		<u>(501)</u>		<u>(586)</u>	
Net cash (used in) investing activities			(492)		(580)
Cash flows from financing activities					
Repayments of borrowing (including interest)		(47)		(229)	
Cash inflows from borrowing					
Net cash (used in) financing activities			(47)		(229)
(Decrease)/increase in cash	2		<u>8,381</u>		<u>(920)</u>
Cash and cash equivalents at the beginning of the period			(4,974)		(4,054)
Cash and cash equivalents at the end of the period			<u><u>3,407</u></u>		<u><u>(4,974)</u></u>

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2021

1 Reconciliation of operating loss to net cash inflow from operating activities	2021	2020		
	£'000	£'000		
Operating profit	1,028	533		
Depreciation	290	345		
Amortisation	405	340		
(Profit)/Loss on disposal of tangible fixed assets	(9)	2		
Goodwill impairment	-	30		
Decrease in stock	1	3		
Decrease/(increase) in debtors	3,256	(5,503)		
Increase in creditors	4,104	4,279		
Change in pension liability	(155)	(140)		
Net cash (outflow)/inflow from operating activities	8,920	(111)		
	<hr/> <hr/>	<hr/> <hr/>		
2 Reconciliation of net cash flow to movement in net debt (note 3)	2021	2020		
	£'000	£'000		
(Decrease)/Increase in cash in the year	8,381	(920)		
Cash outflow from change in debt and lease financing	-	-		
Change in net debt resulting from cash flows	8,381	(920)		
Non-cash movements	-	-		
Movement in net debt in the period	8,381	(920)		
Net debt at 1 April 2020	(4,974)	(4,054)		
Net debt at 31 March 2021	3,407	(4,974)		
	<hr/> <hr/>	<hr/> <hr/>		
3 Analysis of changes in net debt	At 1	Cash	Non-cash	At 31
	April	Flow	movement	March
	2020			2021
	£'000	£'000	£'000	£'000
Cash in hand and in bank	2,687	2,217	-	4,904
Overdrafts	(7,661)	6,164	-	(1,497)
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
	(4,974)	8,381	-	3,407
Debt due after one year	-	-	-	-
Total	(4,974)	8,381	-	3,407
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting Policies

Corps of Commissionaires Management Limited continues to provide security and facility services.

The company is domiciled and incorporated in England and Wales and is a private company limited by shares. The registered office is Market House, 85 Cowcross Street, London, EC1M 6PF and its company number is 01107779.

These financial statements have been prepared in accordance with United Kingdom Accounting Standards including FRS 102 "The Financial Reporting Standard applicable in the UK and Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

These financial statements are presented in sterling which is the functional currency of the entity. All figures in these statements are rounded to the nearest thousand pounds unless otherwise stated.

The principal accounting policies are summarised below and have been applied consistently throughout the year and the preceding year.

Accounting basis and standards

The financial statements have been prepared under the historical cost convention, and in accordance with applicable accounting standards, modified to include the revaluation of freehold land and buildings.

Going concern

The group made a profit for the year of £981,000 and the balance sheet remains strong at £3,794,000.

Cost efficiency and continuous improvement actions continue to be part of the business culture as we ensure that we continue to be fit for purpose in the current market and economic environment. The investment in the Corps Monitoring has increased the range and quality of services and will continue to improve the growth rate of this higher margin part of the business.

Government support schemes, being the Coronavirus Job Retention Scheme and VAT payment deferrals, have assisted the directors in managing the impact of Covid-19 and ensuring that our colleagues are looked after. The directors continue to consider the impact of the pandemic as the situation develops.

In August 2021, the Company agreed a one year extension to its Invoice Discounting arrangement with Bank Leumi to run to a minimum period to September 2022. This structure continues to be the company's only debt facility to meet its working capital requirements and provides an effective and flexible approach to meet future business needs.

The directors have produced forecasts which reflect the impact of the above circumstances. They indicate that the group will have sufficient cash resources for at least 12 months from the date of approval of these accounts. On this basis, the directors consider it is appropriate to prepare the financial statements on a going concern basis.

Basis of consolidation

The group profit and loss account and balance sheet consist of the financial statements of the parent company and its subsidiary undertakings drawn up to 31 March each year. Intra group sales and profits are eliminated on consolidation and all sales and profit figures relate to external transactions.

Goodwill

Goodwill arising from the purchase of subsidiary undertakings represents the excess of the fair value of the purchase consideration over the fair value of the net assets acquired.

The goodwill arising on acquisitions is capitalised as an intangible asset. The goodwill is amortised on a straight line basis from the time of acquisition over its useful economic life. The economic life is normally presumed to be a maximum of 10 years. Impairment reviews are performed to ensure the carrying value of the goodwill is fairly presented and provision made as required.

If an undertaking is subsequently divested, the appropriate unamortised goodwill is dealt with through the profit and loss account in the period of disposal as part of the gain or loss on divestment.

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting Policies (continued)

Amortisation

Amortisation on intangible assets is provided at rates estimated to write off the cost or revalued amount, less estimated residual value, of each asset over its useful life as follows:

Goodwill	10% straight line
Software	10 - 33% straight line

Depreciation

Depreciation on fixed assets is provided at rates estimated to write off the cost or revalued amounts, less estimated residual value, of each asset over its expected useful life as follows:

Freehold land	Nil
Freehold buildings	2% straight line
Furniture, fixtures and fittings	10 - 20% straight line
Computer equipment	10 - 33% straight line
Office equipment	20 - 33% straight line
Motor vehicles	25% straight line

Depreciation is not provided on assets in the course of construction until the asset is brought into use.

Investments

Fixed asset investments are stated at cost less provision for any impairment.

Stocks

Stocks are stated at the lower of cost and net realisable value.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

Financial instruments

Basic financial instruments are measured at amortised cost. The company has no other financial instruments or basic financial instruments measured at fair value.

Equity instruments

Equity instruments issued by the company are recorded at the proceeds received, net of direct issue costs. Dividends payable on equity instruments are recognised as liabilities once they are no longer at the discretion of

Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Deferred taxation

Deferred tax is based on the tax that would be payable if the company's London headquarters was disposed of.

Leasing commitments

Rentals paid under operating leases are charged to income on a straight-line basis over the lease term.

Pension costs

In accordance with Section 28 of FRS 102, the operating and financing costs of defined benefit schemes are recognised separately in the Profit and Loss Account. Service costs are systematically spread over the service life of the employees and financing costs are recognised in the period in which they arise. The costs of past service benefits, enhancements, settlements and curtailments are also recognised in the period in which they arise.

The difference between actual and expected returns during the year, including changes in actuarial assumptions is recognised in the statement of total recognised gains and losses. A pension scheme surplus will only be recognised where the company has unconditional right to its refund.

For the defined contribution scheme the amount charged to the profit and loss account in respect of pension costs is the contributions payable in the year.

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

Foreign currency

The transactions of the overseas operations are translated at the actual rate of exchange on the date of the transactions. All exchange differences arising on the restatement of the opening net assets and the retained profits of overseas activities to the rate ruling at the balance sheet date are included in the profit and loss account.

Government grants

The company has received grants through the Coronavirus Job Retention Scheme.

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met, and the grants will be received. The grants did not specify any performance conditions and have been recognised in income when the proceeds are received or receivable.

Turnover

Turnover represents the invoiced value of manned guarding and support services provided during the year.

2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount 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 the revision and future periods where the revision affects both current and future

Critical judgements

Defined benefit pension scheme

The company has an obligation to pay pension benefits to certain employees. The cost of these benefits and the present value of the obligation depend on a number of factors including; life expectancy, salary increases, asset valuations and the discount rate on corporate bonds. Management estimates these factors in determining the net pension obligation in the balance sheet. The assumptions reflect historical experience and current trends. See note 18 for the disclosures relating to the defined benefit pension scheme.

Valuation of Market House

The group uses the valuation performed by its independent valuers as the fair value of its property. The valuation is based upon the key assumptions of estimated rental values and market based yields. With regard to redevelopments and refurbishments, future development costs and an appropriate discount rate are also used. In determining fair value the valuers make reference to market evidence and recent transaction prices for similar properties.

Details of the valuation methodology and key assumptions are given in note 10.

In the absence of current prices in an active market for similar properties, the group considers information from a variety of sources, including:

- a. current prices in an active market for properties of a different nature, condition or location, adjusted to reflect those differences;
- b. recent prices of similar properties on less active markets, with adjustments to reflect any changes in economic conditions since the date of the transactions that occurred at those prices; and
- c. discounted cash flow projections based on reliable estimates of future cash flows, supported by the terms of any existing lease and other contracts and (when possible) by external evidence such as current market rents for similar properties in the same location and condition, and using discount rates that reflect current market assessments of the uncertainty in the amount and timing of the cash flows.

Further details, including the carrying values and key assumptions used for the fair value measurement, are given in note 10 to the financial statements.

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

3 Turnover	2021	2020
	£'000	£'000
Geographical analysis:		
United Kingdom and Republic of Ireland - rendering of services	<u>87,016</u>	<u>87,899</u>
	<u>87,016</u>	<u>87,899</u>

Turnover is attributable to the one principal activity of the group.

4 Staff Costs	2021	2020
	No	No
The average monthly number of persons employed by the group (including directors) during the year was:		
Permanent staff	150	151
Contract employees	2,302	2,371
Temporary employees	977	1,010
	<u>3,429</u>	<u>3,532</u>

Their total remuneration was:

	2021	2020
	£'000	£'000
Wages and salaries	71,022	69,615
Social security costs	6,088	5,895
Other pension costs	1,528	1,415
	<u>78,638</u>	<u>76,925</u>

There are five people who are key management personnel who are all directors and were remunerated as set out in note 5 (i) below.

5 Directors' Emoluments	2021	2020
	£'000	£'000
(i) Remuneration		
Emoluments	433	464
Company contributions to money purchase pension scheme	33	33
	<u>466</u>	<u>497</u>

(ii) Highest paid director

The above amounts for remuneration include the following in respect of the highest paid director:

	2021	2020
	£'000	£'000
Emoluments	224	241
Company contributions to money purchase pension scheme	19	19
	<u>243</u>	<u>260</u>

(iii) Pension contributions

The number of directors in pension schemes was as follows:

	2021	2020
Money purchase scheme	<u>2</u>	<u>2</u>

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

6 Operating profit	2021	2020
	£'000	£'000
The operating profit is stated after charging:		
Auditors' remuneration for audit services	60	58
Auditors' remuneration for non-audit services	4	3
Depreciation of owned tangible fixed assets	290	345
Amortisation of intangible assets	405	340
Operating lease rentals	76	51
- Plant and machinery		
- Land and buildings	133	142
	<u>133</u>	<u>142</u>

There were no exceptional items in the year.

7 Interest Payable and Similar Charges	2021	2020
	£'000	£'000
Bank loans and overdrafts	47	231
	<u>47</u>	<u>231</u>

8 Taxation	2021	2020
	£'000	£'000
a) Charge for the year		
UK Corporation tax charge on result for the period	-	-
Overseas Corporation tax charge on profits for the period	-	-
	<u>-</u>	<u>-</u>
UK Corporation tax	-	-
Deferred tax charge/(credit)	(97)	-
	<u>(97)</u>	<u>-</u>
Tax charge	<u>(97)</u>	<u>-</u>

b) Factors affecting the tax charge for the year

The tax charge for the year is lower than the standard rate of corporation tax in the UK. The differences are explained below:

	2021	2020
	£'000	£'000
Profit on ordinary activities	981	304
Tax on profit in the year at 19% (2020 - 19%)	186	58
<i>Effects of:</i>		
(Deductible)/non deductible expenses	24	23
Capital allowances in excess of depreciation	82	(18)
Goodwill impairment	-	5
Carried forward losses	-	2
Relief for brought forward losses	(292)	(70)
	<u>(292)</u>	<u>(70)</u>
Current tax charge for the period	<u>-</u>	<u>-</u>

(c) Factors that may affect future tax charges

The group has tax losses of approximately £8,100,000 (2020: £9,100,000) available for use against future trading profits.

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

9 Intangible Fixed Assets - Group

	Goodwill £'000	Software £'000	Total £'000
Cost or Valuation			
At 1 April 2020	102	2,354	2,456
Additions	-	377	377
Disposals	-	(249)	(249)
At 31 March 2021	<u>102</u>	<u>2,482</u>	<u>2,584</u>
Amortisation			
At 1 April 2020	57	1,503	1,560
Charge for the year	21	384	405
Disposals	-	(249)	(249)
At 31 March 2021	<u>78</u>	<u>1,638</u>	<u>1,716</u>
Net Book Value			
At 31 March 2021	<u>24</u>	<u>844</u>	<u>868</u>
At 31 March 2020	<u>45</u>	<u>851</u>	<u>896</u>

The £102,000 of goodwill relates to the acquisition of monitoring contracts from Amba Defence Control Limited, on 31 May 2017.

The software additions in the year of £377k were all purchased from external sources.

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

10 Tangible Assets - Group

	Freehold Land and Buildings £'000	Office Equipment, Furniture, Fixtures and Fittings £'000	Total £'000
Cost or Valuation			
At 1 April 2020	7,694	1,896	9,590
Additions	33	91	124
Revaluation	(480)	-	(480)
Disposals	-	(363)	(363)
At 31 March 2021	<u>7,247</u>	<u>1,624</u>	<u>8,871</u>
Depreciation			
At 1 April 2020	41	1,590	1,631
Charge for the year	70	220	290
Revaluation	(60)	-	(60)
Disposals	-	(363)	(363)
At 31 March 2021	<u>51</u>	<u>1,447</u>	<u>1,498</u>
Net Book Value			
At 31 March 2021	<u>7,196</u>	<u>177</u>	<u>7,373</u>
At 31 March 2020	<u>7,653</u>	<u>306</u>	<u>7,959</u>

Freehold land and buildings includes freehold land of £3,525,000 (2020: £3,990,000) which is not depreciated.

Tangible Assets - Company

	Freehold Land and Buildings £'000	Office Equipment, Furniture, Fixtures and Fittings £'000	Total £'000
Cost or Valuation			
At 1 April 2020	6,440	4	6,444
Additions	-	-	-
Revaluation	(440)	-	(440)
Disposals	-	-	-
At 31 March 2021	<u>6,000</u>	<u>4</u>	<u>6,004</u>
Depreciation			
At 1 April 2020	-	-	-
Charge for the year	49	-	49
Revaluation	(49)	-	(49)
Disposals	-	-	-
At 31 March 2021	<u>-</u>	<u>-</u>	<u>-</u>
Net Book Value			
At 31 March 2021	<u>6,000</u>	<u>4</u>	<u>6,004</u>
At 31 March 2020	<u>6,440</u>	<u>4</u>	<u>6,444</u>

Freehold land and buildings includes freehold land of £3,350,000 (2020: £3,790,000) which is not depreciated.

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

10 Tangible Assets - Company

The group's freehold properties were revalued at the balance sheet date. The valuation of the parent company's London headquarters was undertaken in accordance with the Appraisal and Valuation Manual of the Royal Institution of Chartered Surveyors in the United Kingdom by Aston Rose, a firm of independent Chartered Surveyors on the basis of existing use value.

The subsidiary undertaking's Remote Monitoring Centre's freehold premises were valued by an external valuer, Gerald Eve LLP, a regulated firm of Chartered Surveyors, at 30 September 2020. The valuation was prepared in accordance with the requirements of the RICS Valuation Standards 2014 and UK GAAP. The valuation of this asset was on the basis of Existing Use Value assuming that the property would be sold with vacant possession, determined using the Depreciated Replacement Cost method given the specialised nature of the property. The directors consider the replacement cost of the property to be unchanged at 31 March 2021.

These valuations have been incorporated into the financial statements; the resulting revaluation adjustments have been taken to the revaluation reserve. The revaluation during the year ended 31 March 2021 resulted in a cumulative revaluation surplus of £4.745m for the group and £4.421m for the company.

Deferred tax provided on timing differences arising on the revaluation of fixed assets is detailed in note 16.

If the revalued assets were stated on a historical cost basis, the amounts would be as follows:

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
At cost	3,543	3,543	2,327	2,327
Aggregate depreciation	(1,372)	(1,334)	(1,015)	(996)
Net book value based on historical cost	<u>2,171</u>	<u>2,209</u>	<u>1,312</u>	<u>1,331</u>

11 Investments

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
(a) Investment Summary				
Shares in group undertakings	-	-	700	700
Loans to group undertakings	-	-	49	78
	<u>-</u>	<u>-</u>	<u>749</u>	<u>778</u>

(b) Company

	Subsidiary Undertakings (see (c) below)		Total £'000
	£'000	£'000	
Cost			
At 1 April 2020	778	-	778
Additions	-	-	-
Disposals	(28)	-	(28)
At 31 March 2021	<u>749</u>	<u>-</u>	<u>749</u>
Net Book Value			
At 31 March 2021	<u>749</u>	<u>-</u>	<u>749</u>
At 31 March 2020	<u>778</u>	<u>-</u>	<u>778</u>

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021
(CONTINUED)

11 Investments (continued)

(c) Details of group undertakings

The following details relate to the company's subsidiary undertakings:

Name	Location	Shares Held	Percentage of Shares Held Directly	Activity
Corps Monitoring Limited (Registered office address: 8 Marchburn Drive, Glasgow Airport, Paisley, PA3 2SJ)	Scotland	699,001 Ordinary £1 shares	100%	Security and Consulting
Corps Security (UK) Limited (Registered office address: Market House, 85 Cowcross Street, London, EC1M 6PF)	England & Wales	2 Ordinary £1 shares	100%	Security services
Corps Security Ireland Limited (Registered office address: Gateway House, 133 Capel Street, Dublin 1, Eire)	Eire	2 Ordinary 1 Euro shares	100%	Security services
OFM Support Limited (Registered office address: Market House, 85 Cowcross Street, London, EC1M 6PF)	England & Wales	100 Ordinary £1 shares	100%	Cleaning services

12 Stocks

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Stationery and uniforms	-	1	-	-

13 Financial Instruments

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Carrying amount of financial assets				
Debt instruments measured at amortised cost	11,677	14,951	-	1

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Carrying amount of financial liabilities				
Measured at amortised cost	10,014	15,526	3,995	3,889

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

14 Debtors

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Trade debtors	9,280	14,826	-	-
Other debtors	39	39	-	1
Prepayments and accrued income	3,106	816	-	-
	<u>12,425</u>	<u>15,681</u>	<u>-</u>	<u>1</u>

15 Creditors: Amounts falling due within one year

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Bank overdraft	1,497	7,661	-	-
Amounts owed to group undertakings			3,958	3,863
Trade creditors	853	620	-	-
Social security and other taxes	10,824	7,353	15	16
Corporation tax	4	4	4	4
Other creditors	586	607	4	4
Accruals and deferred income	7,711	7,290	33	22
	<u>21,475</u>	<u>23,535</u>	<u>4,014</u>	<u>3,909</u>

The bank overdraft is secured by a legal charge over the freehold land and buildings and a mortgage debenture over the assets of the group.

16 Provisions for Liabilities and Charges

The provided deferred tax liability comprises:

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Other timing differences	301	398	301	398

The unprovided deferred tax liability/(asset) comprises

	Group		Company	
	2021 £'000	2020 £'000	2021 £'000	2020 £'000
Accelerated capital allowances	131	96	(8)	(10)
Losses	(1,539)	(1,736)	(119)	(93)
Other timing differences	-	-	-	-
	<u>(1,408)</u>	<u>(1,640)</u>	<u>(127)</u>	<u>(103)</u>

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

17 Shareholders' Funds

2021 **2020**
£ **£**

(a) Company share capital

The authorised share capital comprises:

Authorised: 200 ordinary shares of £1 each	200	200
Called up, allotted and fully paid: 200 ordinary shares of £1 each	200	200

There is a single class of ordinary shares. There are no restrictions on the distribution of dividends and the repayment of capital.

(b) Company

The parent undertaking has taken advantage of section 408 of the Companies Act 2006 and has not included its own Profit and Loss Account in these Accounts.

A loss of £29,000 (2020: Loss - £69,000) after taxation for the financial year is dealt with in the accounts of the parent undertaking.

18 Future Financial Commitments

(a) Operating leases

At the reporting end date, both the group and company had the following future minimum lease payments under non-cancellable operating leases which fall due as follows:-

	2021				2020			
	Land and Buildings £'000	Vehicles £'000	Other Equipment £'000	Total £'000	Land and Buildings £'000	Vehicles £'000	Other Equipment £'000	Total £'000
Operating leases which expire:								
within one year	91	74	17	182	92	92	17	201
in the second to fifth year	128	72	12	212	190	63	29	282
after five years	44	0	0	44	66	0	0	66
	263	146	29	438	348	155	46	549

Included in the above figures are various leases which are cancellable upon payment of a cancellation fee. As the group and company have no intention of cancelling these leases, the full probable obligation is shown above.

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

18 Future Financial Commitments (Continued)

(b) Pensions

(i) Defined benefit scheme

The group operates the Corps of Commissionaires Retirement Benefits Scheme, funded under a separate trust. This scheme was a defined benefit scheme until April 2001, from which date benefit accrual under the defined benefit section of the scheme ceased and a separate defined contribution section commenced.

The contributions towards pension liabilities are determined by an independent qualified actuary on the basis of triennial valuations using the defined accrued benefit method.

Over the year, Company contributions of £154,628 (2020: £150,414) were paid to the defined benefit section of the scheme.

	2021 £'000	2020 £'000
The amounts recognised in the profit and loss account are as follows:		
Current service cost	-	-
Interest cost	(110)	(124)
Expected return on assets	110	126
Pension expense before special events	-	2
Cost of curtailments	-	-
	-	2
	-	2
Split between:		
Charged to operating profit - staff costs	-	-
Credited to other finance income	-	2
	-	2
	-	2

The actual gain on plan assets for the year was £602,000 (2020: £61,000 loss).

	2021 £'000	2020 £'000
Statement of other comprehensive income (SOCl):		
Actuarial gain/(loss) arising during the year	(155)	(140)
Total gain/(loss) recognised via SOCl during the year	(155)	(140)
	(155)	(140)

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

18 Future Financial Commitments (Continued)

(b) Pensions (Continued)

(i) Defined benefit scheme (continued)

	2021 %	2020 %
The principal assumptions for the defined benefit plan used by the actuary were:		
Future salary increases	2.00	2.35
Future revaluation of pensions in deferment (CPI)	2.50	1.65
Future pension increases (RPI max 5%)	3.15	2.55

Significant demographic assumptions

Mortality - current pensioners

Actuarial tables used

123% males / 111% females of S2NA CMI 2020 with 1.25% long- term trend and smoothing factor of 7	123% males / 111% females of S2NA CMI 2019 with 1.25% long- term trend and smoothing factor of 7
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Male life expectancy at age 60 (years from 60)

24.80	24.80
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Mortality - future pensioners currently aged 40

Actuarial tables used

123% males / 111% females of S2NA CMI 2020 with 1.25% long- term trend and smoothing factor of 7	123% males / 111% females of S2NA CMI 2019 with 1.25% long- term trend and smoothing factor of 7
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Male life expectancy at age 60 (years from 60)

26.30	26.30
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The overall expected rate of return on assets is determined as the average of the expected return of each major asset, weighted by the assets allocated to each class.

	2021 £'000	2020 £'000
Development of the net balance sheet position		
Actuarial value of plan liabilities	(5,376)	(4,795)
Fair value of assets	5,501	4,949
Surplus/(Deficit)	125	154
Impact of asset ceiling	(125)	(154)
Pension liability recognised in the balance sheet	-	-

The company's accounting policy does not allow for a surplus to be shown.

	2021 £'000	2020 £'000
Reconciliation to the balance sheet:		
Net pension liability at 1 April 2020	-	(12)
Disclosed pension income/(expense) for year	-	2
Employer contributions	155	150
Gain/(Loss) recognised via the SOCI	(155)	(140)
Net pension liability at 31 March 2021 before deferred tax	-	-
Related deferred tax liability	-	-
Net pension liability at 31 March 2021 before deferred tax	-	-

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

18 Future Financial Commitments (Continued)

(b) Pensions (Continued)

(i) Defined benefit scheme (continued)

	£'000	
Expected contributions for the year ended 31 March 2022:		
Employer		159
	2021	2020
	£'000	£'000
Plan asset information:		
Equity Securities	-	-
Debt Securities	2,971	2,821
Dynamic diversified fund	2,475	2,079
Cash and other	55	49
Fair Value of Assets	5,501	4,949

There were no amounts included in the fair value of scheme assets for the company's own financial instruments, nor for property occupied by, or other assets used by, the company.

	2021	2020
	£'000	£'000
Change in plan liabilities:		
Plan liabilities at 1 April 2020	4,795	5,050
Current service cost	-	-
Interest cost	110	124
Actuarial loss/(gain) on financial assumptions	666	(232)
Experience loss/(gain)	10	31
Benefits paid from plan assets	(205)	(178)
Plan liabilities at 31 March 2021	5,376	4,795
	2021	2020
	£'000	£'000
Change in plan assets:		
Fair value of assets at 1 April 2020	4,949	5,038
Interest income	114	126
Return on scheme assets excluding interest income	488	(187)
Scheme administration expenses	-	-
Employer contributions	155	150
Benefits paid	(205)	(178)
Fair value of assets at 31 March 2021	5,501	4,949

CORPS OF COMMISSIONAIRES MANAGEMENT LIMITED
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021 (CONTINUED)

18 Future Financial Commitments (Continued)

(b) Pensions (Continued)

(ii) Defined contribution scheme

The group also participates in a defined contribution scheme. The amount to be charged to the profit and loss account in respect of this scheme represents contributions payable in respect of the accounting period. The pension cost for this scheme was £204,000 (2020: £186,000). Contributions amounting to £20,000 (2020: £17,000), payable to the scheme at the year end is included within other creditors.

Assets of the schemes are held separately from those of the Group.

19 Related Party Transactions

During the year the group paid consultancy costs of £7,500 to Mr N. K. Pearch for services provided by him; and £14,062 was paid to a third party consulting firm in respect of services provided by Mr M. J. M. Groat. In all cases these services were in respect of strategic advice, executive mentoring, restructuring advice and corporate finance advice they provided to the group.

20 Controlling Party

The ultimate controlling party is The Corps of Commissionaires Trust by virtue of its 100% shareholding. The Corps of Commissionaires Trust does not prepare consolidated accounts.