
COMMERCIAL SERVICES TRADING LIMITED

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2014



COMMERCIAL SERVICES TRADING LIMITED

COMPANY INFORMATION

DIRECTORS

C McCoy Esq (appointed 10 June 2014)
S G Heywood Esq
R J F Martin Esq (appointed 28 February 2014)
Mrs K M Short (appointed 28 February 2014)
G P C Parsons Esq (appointed 13 November 2013)
I A McPherson Esq (resigned 10 March 2014)
D N Jackson Esq (resigned 31 March 2014)
L Coulson Esq (resigned 28 February 2014)

COMPANY SECRETARY

Mrs K M Short

REGISTERED NUMBER

05858178

REGISTERED OFFICE

1 Abbey Wood Road
Kings Hill
West Malling
Kent
ME19 4YT

INDEPENDENT AUDITORS

Barnes Roffe LLP
Chartered Accountants & Statutory Auditor
Charles Lake House
Claire Causeway
Crossways Business Park
Dartford
Kent
DA2 6QA

COMMERCIAL SERVICES TRADING LIMITED

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COMMERCIAL SERVICES TRADING LIMITED

**STRATEGIC REPORT
FOR THE YEAR ENDED 31 MARCH 2014**

BUSINESS REVIEW

The directors note that the company traded at a satisfactory level during the 2013-14 year.

Trade levels continue to be satisfactory and for those continuing activities a similar performance is expected for 2014/15.

PRINCIPAL RISKS AND UNCERTAINTIES

The management of the business and execution of the company's strategy are subject to current economic uncertainty caused by the underlying economic environment and the impact of austerity measures on our customers.

Failure to compete in terms of price and customer service in increasingly competitive local markets could adversely affect the Group's financial results.

Also failure to protect the Group's reputation and brand could lead to a loss of trust and confidence and a decline in our customer base.

FINANCIAL KEY PERFORMANCE INDICATORS

The Company tracks financial performance indicators based on the consolidated results of the group. No other key performance indicators would benefit any reader of the accounts.

This report was approved by the board on 28/11/14 and signed on its behalf.

Mrs K M Short
Director



COMMERCIAL SERVICES TRADING LIMITED

DIRECTORS' REPORT FOR THE YEAR ENDED 31 MARCH 2014

The directors present their report and the financial statements for the year ended 31 March 2014.

DIRECTORS' RESPONSIBILITIES STATEMENT

The directors are responsible for preparing the strategic report, the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law 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 judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's 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.

PRINCIPAL ACTIVITIES

The principal activities in the year expanded to include Fleet procurement, Landscaping, Engineering and Recruitment. These additional businesses were previously carried out by other trading entities in the wider group and were transferred to promote and sustain further growth.

Waste disposal services and Community care have been transferred out of the Company during the year.

RESULTS

The profit for the year, after taxation, amounted to £129,882 (2013 - £266,707).

DIRECTORS

The directors who served during the year were:

S G Heywood Esq
R J F Martin Esq (appointed 28 February 2014)
Mrs K M Short (appointed 28 February 2014)
G P C Parsons Esq (appointed 13 November 2013)
I A McPherson Esq (resigned 10 March 2014)
D N Jackson Esq (resigned 31 March 2014)
L Coulson Esq (resigned 28 February 2014)

FUTURE DEVELOPMENTS

Commercial Services Trading Limited is part of a diversified portfolio of businesses delivering a range of

COMMERCIAL SERVICES TRADING LIMITED

DIRECTORS' REPORT
FOR THE YEAR ENDED 31 MARCH 2014

services with long-term underlying growth prospects and some niche services to support the shareholder. This includes quality brands our customers recognise as leaders in their markets. The Group is managed by a corporate centre, which sets the strategic direction of the Group continually seeking opportunities to improve growth and drive returns in a manner consistent with the Group's heritage of committed service to its customers, whilst promoting a culture of responsibility and integrity across the business.

The Group aims to deliver shareholder value by:

- Delivering organic sales growth through new services that complement the Group's portfolio and expansion into new high growth markets.
- Enhancing margins through operational efficiencies.
- Managing operations and working capital proficiently to generate strong cash-flows.

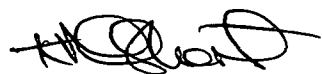
DISCLOSURE OF INFORMATION TO AUDITORS

Each of the persons who are directors at the time when this directors' report is approved has confirmed that:

- so far as that director is aware, there is no relevant audit information of which the company's auditors are unaware, and
- that director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This report was approved by the board on ✓ 28/11/14 ✓ and signed on its behalf.

Mrs K M Short
Director

x  x

COMMERCIAL SERVICES TRADING LIMITED

INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF COMMERCIAL SERVICES TRADING LIMITED

We have audited the financial statements of Commercial Services Trading Limited for the year ended 31 March 2014, set out on pages 6 to 16. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the strategic report and the directors' report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

OPINION ON FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2014 and of its profit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

OPINION ON OTHER MATTER PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion 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.

COMMERCIAL SERVICES TRADING LIMITED

INDEPENDENT AUDITORS' REPORT TO THE SHAREHOLDERS OF COMMERCIAL SERVICES TRADING LIMITED

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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



Mario Ciantanni (senior statutory auditor)
for and on behalf of
Barnes Roffe LLP
Chartered Accountants
Statutory Auditor
Charles Lake House
Claire Causeway
Crossways Business Park
Dartford
Kent
DA2 6QA

Date: 12 December 2014

COMMERCIAL SERVICES TRADING LIMITED

**PROFIT AND LOSS ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2014**

	Note	2014 £	2013 £
TURNOVER	1,2		
Continuing operations		1,613,948	3,772,657
Acquisitions		18,867,393	-
		<u>20,481,341</u>	<u>3,772,657</u>
Discontinued operations		250,974	-
		<u>20,732,315</u>	<u>3,772,657</u>
Cost of sales	4	(16,625,154)	(3,135,895)
GROSS PROFIT		4,107,161	636,762
Administrative expenses	4	(5,169,228)	(275,544)
Other operating income	3	1,242,890	-
OPERATING PROFIT	5		
Continuing operations		18,418	361,218
Acquisitions		658,355	-
Discontinued operations		(495,950)	-
		<u>180,823</u>	<u>361,218</u>
Interest receivable and similar income		5,234	3,068
		<u>186,057</u>	<u>364,286</u>
PROFIT ON ORDINARY ACTIVITIES BEFORE TAXATION		186,057	364,286
Tax on profit on ordinary activities	7	(56,175)	(97,579)
PROFIT FOR THE FINANCIAL YEAR	15	<u>129,882</u>	<u>266,707</u>

There were no recognised gains and losses for 2014 or 2013 other than those included in the profit and loss account.

The notes on pages 8 to 16 form part of these financial statements.

COMMERCIAL SERVICES TRADING LIMITED
REGISTERED NUMBER: 05858178


BALANCE SHEET
AS AT 31 MARCH 2014

	Note	2014		2013	
		£	£	£	£
FIXED ASSETS					
Tangible assets	8		4,131,182		3,773,579
CURRENT ASSETS					
Stocks	9	271,546		86,242	
Debtors	10	7,908,434		783,811	
Cash at bank and in hand		418,145		1,404,732	
		<u>8,598,125</u>		<u>2,274,785</u>	
CREDITORS: amounts falling due within one year	11	<u>(4,806,189)</u>		<u>(1,146,154)</u>	
NET CURRENT ASSETS			<u>3,791,936</u>		<u>1,128,631</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>7,923,118</u>		<u>4,902,210</u>
CREDITORS: amounts falling due after more than one year	12		(5,834,851)		(3,000,000)
PROVISIONS FOR LIABILITIES					
Deferred Tax	13		(133,794)		(77,619)
NET ASSETS			<u>1,954,473</u>		<u>1,824,591</u>
CAPITAL AND RESERVES					
Called up share capital	14		1,000,002		1,000,002
Profit and loss account	15		954,471		824,589
SHAREHOLDERS' FUNDS	16		<u>1,954,473</u>		<u>1,824,591</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf on

28/1/14

Mrs K M Short
 Director



G P C Parsons Esq
 Director



The notes on pages 8 to 16 form part of these financial statements.

COMMERCIAL SERVICES TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2014

1. ACCOUNTING POLICIES

1.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards.

1.2 CASH FLOW

The company, being a subsidiary undertaking where 90% or more of the voting rights are controlled within the group whose consolidated financial statements are publicly available, is exempt from the requirement to draw up a cash flow statement in accordance with FRS 1.

1.3 TURNOVER

Turnover comprises revenue recognised by the company in respect of goods and services supplied during the year, exclusive of Value Added Tax and trade discounts.

1.4 TANGIBLE FIXED ASSETS AND DEPRECIATION

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

L/Term Leasehold Property	-	Straight line over 50 years
Motor Vehicles	-	Straight line over 3 - 7 years
Fixtures & Fittings	-	Straight line over 10 years
Office Equipment	-	Straight line over 10 years

1.5 OPERATING LEASES

Rentals under operating leases are charged to the profit and loss account on a straight line basis over the lease term. Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period until the date the rent is expected to be adjusted to the prevailing market rate.

1.6 STOCK AND WORK-IN-PROGRESS

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs.

1.7 DEFERRED TAXATION

Full provision is made for deferred tax assets and liabilities arising from all timing differences between the recognition of gains and losses in the financial statements and recognition in the tax computation. A net deferred tax asset is recognised only if it can be regarded as more likely than not that there will be suitable taxable profits from which the future reversal of the underlying timing differences can be deducted. Deferred tax assets and liabilities are calculated at current tax rates.

COMMERCIAL SERVICES TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

1. ACCOUNTING POLICIES (continued)

1.8 PENSIONS

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

2. TURNOVER

An analysis of turnover by class of business is as follows:

	2014 £	2013 £
Facilities management	1,251,211	2,513,196
Vehicle rental	9,133,607	-
Landscape services	6,113,629	-
Temporary staff	1,211,626	-
Engineering	2,503,861	-
Other	518,381	1,259,461
	<u>20,732,315</u>	<u>3,772,657</u>

All turnover arose within the United Kingdom.

The whole of the turnover and profit before taxation from continuing activities is attributable to the hire and repair of vehicles, landscaping services and the provision of temporary workers to companies outside of local government. The turnover and profit before taxation from discontinued activities arose from the provision of care.

3. OTHER OPERATING INCOME

	2014 £	2013 £
Rent received	515,569	-
Service charge received	727,321	-
	<u>1,242,890</u>	<u>-</u>

COMMERCIAL SERVICES TRADING LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014**

4. ANALYSIS OF OPERATING PROFIT

	2014		2013	
	Continuing £	Discontinued £	Continuing £	Discontinued £
Turnover	20,481,341	250,974	3,772,657	-
Cost of sales	(16,377,688)	(247,466)	(3,135,895)	-
Gross profit	4,103,653	3,508	636,762	-
Administrative expenses	(4,669,770)	(499,458)	(275,544)	-
Other operating income	1,242,890	-	-	-
	676,773	(495,950)	361,218	-

The following amounts were included within continuing activities in relation to acquisitions during the year:

	2014 £
Turnover	18,867,393
Cost of sales	(14,069,704)
Gross profit	4,797,689
Administrative expenses	(5,310,691)
Other operating income	1,171,357
Operating profit	658,355

5. OPERATING PROFIT

The operating profit is stated after charging:

	2014 £	2013 £
Depreciation of tangible fixed assets:		
- owned by the company	138,997	26,693
Auditors' remuneration	12,000	7,175
Operating lease rentals:		
- other operating leases	497,891	-

During the year, no director received any emoluments (2013 - £NIL).

COMMERCIAL SERVICES TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

6. STAFF COSTS

- Staff costs were as follows:

	2014 £	2013 £
Wages and salaries	2,194,119	1,684,258
Other pension costs	160,405	13,975
	<u>2,354,524</u>	<u>1,698,233</u>

The average monthly number of employees, including the directors, during the year was as follows:

	2014 No.	2013 No.
Landscape services	37	72
Facilities management	4	11
Kent Scheme	0	2
Engineering	2	0
Fleet	1	0
Administration	6	0
Recruitment	14	0
Lumina	9	0
Simplicare	5	0
	<u>78</u>	<u>85</u>

7. TAXATION

	2014 £	2013 £
ANALYSIS OF TAX CHARGE IN THE YEAR		
CURRENT TAX (see note below)		
UK corporation tax charge on profit for the year	-	19,960
DEFERRED TAX (see note 13)		
Origination and reversal of timing differences	56,175	77,619
TAX ON PROFIT ON ORDINARY ACTIVITIES	<u>56,175</u>	<u>97,579</u>

COMMERCIAL SERVICES TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

7. TAXATION (continued)

FACTORS AFFECTING TAX CHARGE FOR THE YEAR

The tax assessed for the year is lower than (2013 - lower than) the standard rate of corporation tax in the UK of 20% (2013 - 24%). The differences are explained below:

	2014 £	2013 £
Profit on ordinary activities before tax	<u>186,057</u>	<u>364,286</u>
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 20% (2013 - 24%)	37,211	87,429
EFFECTS OF:		
Expenses not deductible for tax purposes, other than goodwill amortisation and impairment	25,115	6
Capital allowances for year in excess of depreciation	(48,881)	(63,482)
Group loss relief	(13,445)	-
Change in tax rates	-	(3,993)
CURRENT TAX CHARGE FOR THE YEAR (see note above)	<u>-</u>	<u>19,960</u>

FACTORS THAT MAY AFFECT FUTURE TAX CHARGES

There were no factors that may affect future tax charges.

COMMERCIAL SERVICES TRADING LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014**

8. TANGIBLE FIXED ASSETS

	Leasehold property £	Motor Vehicles £	Fixtures & Fittings £	Office Equipment £	Total £
COST					
At 1 April 2013	2,092,406	130,245	1,313,444	275,767	3,811,862
Additions	315,691	-	529,902	27,632	873,225
Disposals	-	(130,245)	-	(275,767)	(406,012)
At 31 March 2014	<u>2,408,097</u>	<u>-</u>	<u>1,843,346</u>	<u>27,632</u>	<u>4,279,075</u>
DEPRECIATION					
At 1 April 2013	8,896	29,387	-	-	38,283
Charge for the year	55,236	-	82,051	1,710	138,997
On disposals	-	(29,387)	-	-	(29,387)
At 31 March 2014	<u>64,132</u>	<u>-</u>	<u>82,051</u>	<u>1,710</u>	<u>147,893</u>
NET BOOK VALUE					
At 31 March 2014	<u>2,343,965</u>	<u>-</u>	<u>1,761,295</u>	<u>25,922</u>	<u>4,131,182</u>
At 31 March 2013	<u>2,083,510</u>	<u>100,858</u>	<u>1,313,444</u>	<u>275,767</u>	<u>3,773,579</u>

Included in leasehold property is land amounting to £592,632 (2013: £592,632) which is not depreciated.

9. STOCKS

	2014 £	2013 £
Stock and work-in-progress	<u>271,546</u>	<u>86,242</u>

10. DEBTORS

	2014 £	2013 £
Trade debtors	4,322,010	373,330
Amounts owed by group undertakings	978,695	-
Other debtors, accrued income and prepayments	2,607,729	410,481
	<u>7,908,434</u>	<u>783,811</u>

COMMERCIAL SERVICES TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

11. CREDITORS:
AMOUNTS FALLING DUE WITHIN ONE YEAR

	2014 £	2013 £
Trade creditors	1,137,173	729,246
Corporation tax	-	19,960
Other taxation and social security	390,457	30,419
Other creditors, accruals and deferred income	3,278,559	366,529
	<u>4,806,189</u>	<u>1,146,154</u>

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

	2014 £	2013 £
Other creditors	2,834,851	-
Share capital treated as debt (Note 14)	3,000,000	3,000,000
	<u>5,834,851</u>	<u>3,000,000</u>

Disclosure of the terms and conditions attached to the non-equity shares is made in note 14.

13. DEFERRED TAXATION

	2014 £	2013 £
At beginning of year	77,619	-
Charge for year (P&L)	56,175	77,619
	<u>133,794</u>	<u>77,619</u>

The provision for deferred taxation is made up as follows:

	2014 £	2013 £
Accelerated capital allowances	<u>133,794</u>	<u>77,619</u>

COMMERCIAL SERVICES TRADING LIMITED

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

14. SHARE CAPITAL

	2014 £	2013 £
SHARES CLASSIFIED AS CAPITAL		
ALLOTTED, CALLED UP AND FULLY PAID		
1,000,002 Ordinary shares of £1 each	<u>1,000,002</u>	<u>1,000,002</u>
SHARES CLASSIFIED AS DEBT		
ALLOTTED, CALLED UP AND FULLY PAID		
3,000,000 Redeemable shares of £1 each	<u>3,000,000</u>	<u>3,000,000</u>

There are two classes of redeemable shares in issue, both classes entitle the holder to one vote in any circumstance. The Redeemable shares and Redeemable 2017 shares can be redeemed at the option of the company or the shareholder at any time after 1 April 2016 and 1 April 2017 respectively. No premium is payable upon redemption.

15. RESERVES

	Profit and loss account £
At 1 April 2013	824,589
Profit for the financial year	129,882
	<u>954,471</u>
At 31 March 2014	<u>954,471</u>

16. RECONCILIATION OF MOVEMENT IN SHAREHOLDERS' FUNDS

	2014 £	2013 £
Opening shareholders' funds	1,824,591	557,884
Profit for the financial year	129,882	266,707
Shares issued during the year	-	1,000,000
	<u>1,954,473</u>	<u>1,824,591</u>

COMMERCIAL SERVICES TRADING LIMITED

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014**

17. OPERATING LEASE COMMITMENTS

At 31 March 2014 the company had annual commitments under non-cancellable operating leases as follows:

	Land and buildings		Other	
	2014	2013	2014	2013
	£	£	£	£
EXPIRY DATE:				
Within 1 year	-	-	641,947	7,132
Between 2 and 5 years	-	-	2,100,923	16,906
After more than 5 years	757,350	-	-	-
	<u>757,350</u>	<u>-</u>	<u>-</u>	<u>-</u>

18. RELATED PARTY TRANSACTIONS

The company has taken advantage of the exemption allowed by Financial Reporting Standard 8, 'Related party disclosures', not to disclose any transactions with members of the group headed by Kent County Trading Limited on the grounds that at least 90% of the voting rights in the company are controlled within that group and the company is included in the consolidated financial statements.

The company has a loan from Kent County Council of £2,834,851 (2013: £nil). The loan is repayable on demand and carries no interest charge and is included within creditors due after one year.

During the year, the company traded with Kent County Council, the ultimate controlling party. The following transactions occurred during the financial period:

	2014	2013
	£	£
Sales	5,714,166	2,514,409
Purchases	987,730	880,033
Trade debtors	2,086,008	301,092
Trade creditors	(90,312)	(343,091)
Other debtor due within one year	(34,922)	205,873
	<u>7,661,660</u>	<u>3,468,214</u>

19. ULTIMATE PARENT UNDERTAKING AND CONTROLLING PARTY

The ultimate controlling party is Kent County Council, which owns 100% of the issued share capital of the parent company, Kent County Trading Limited.