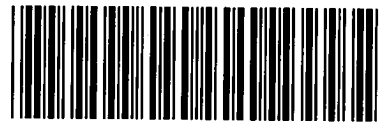


Turners (Soham) Holdings Limited
Consolidated
Financial Statements
For the year ended
31 December 2019

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Turners (Soham) Holdings Limited

Financial Statements

Year ended 31 December 2019

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Turners (Soham) Holdings Limited

Officers and Professional Advisers

THE BOARD OF DIRECTORS

P E Day
Mrs W M Day

REGISTERED OFFICE

Fordham Road
Newmarket
Suffolk
CB8 7NR

AUDITOR

Streets Audit LLP
Chartered Accountants & statutory auditor
3 Wellbrook Court
Girton
Cambridge
CB3 0NA

Turners (Soham) Holdings Limited

Strategic Report

Year ended 31 December 2019

Introduction

The directors present their strategic report for the year ended 31 December 2019. The group can be segregated into two main areas, haulage and residential park homes.

Principal activities and business review

Haulage

Haulage operates across a broad spectrum of the haulage and storage industry in the UK and could be considered in four divisions:

- Temperature controlled distribution and storage of food products, including bespoke order picking operations;
- Tanker operations for the food, buildings products and fuel industries;
- Container distribution; and
- Other general haulage operations including, a specialist fruit packing operation, and nationwide distribution of fruit and vegetables to wholesale markets across the UK.

During the year the group acquired 65% of Jack Richards Holdings Limited which operates in the general haulage sector, 100% of Quantum Logistics Limited which operates temperature controlled vans and 30% of Dowse Haulage Limited which operates tankers in the building materials sector.

The turnover of the haulage operations by division was:

	31 Dec 19	31 Dec 18
Figures in £'m		
Temperature controlled division	133	127
Tanker division	72	75
Container division	173	170
General haulage operations and other activities	64	36

At the year end the haulage operations employed 4,248 staff and operated 2,170 trucks compared to 3,472 staff and 1,854 trucks at the previous year end.

The haulage industry continues to be competitive and operating costs continue to increase, putting pressure on operating margins. The ongoing need to control costs and increase efficiency continues. We believe the group is well placed to meet its challenges and to continue the successful development in the future.

Residential Park Homes

Park homes operates 19 (2018: 19) park homes sites across the UK with turnover being generated by one of three main streams; park home sales, assignment commission and pitch fees. The turnover for these was:

	31 Dec 19	31 Dec 18
Figures in £'m		
Park home sales	3	3
Assignment commission	1	1
Pitch fees	3	2

At the year end the park home operations employed 38 staff compared to 38 at the previous year end.

Turners (Soham) Holdings Limited

Strategic Report *(continued)*

Year ended 31 December 2019

Principal risks and uncertainties

Haulage

Haulage operations face a number of risks and uncertainties and the directors believe that the key business risk is the ability to maintain core operational activities. The directors are continuously developing the haulage operation's disaster recovery procedures and carry out regular risk assessments.

Residential Park Homes

The industry is closely linked to the UK housing market and a downturn in the housing market would have an adverse effect on the park homes operation's performance.

Key performance indicators

Haulage

The haulage operations measure performance on a regular basis through a range of systems, reports and dashboards. Financial KPI's include sales, gross margins, profit, net assets and cashflow. Non-financial KPI's include health and safety targets, service levels, operational efficiency, quality measures and market share. The financial KPI's that communicate the haulage operation's financial performance and strength are turnover, operating profit and operating profit margin:

	31 Dec 19	31 Dec 18
Figures in £'m		
Turnover	442	408
Operating profit	34	30

The margin on turnover was 7.7% (2018: 7.3%).

Residential Park Homes

Financial KPI's include sales, net profit, cashflow and stock value. There are no non-financial KPI's. The financial KPI's that communicate the group's financial performance and strength are turnover, operating profit and operating profit margin:

	31 Dec 19	31 Dec 18
Figures in £'m		
Turnover	7	6
Operating profit	2	2

The margin on turnover was 21.3% (2018: 31.8%).

Financial instruments

The group has a normal level of exposure to price, credit, liquidity and cash flow risks arising from operating activities which are conducted almost wholly in sterling.

Turners (Soham) Holdings Limited

Strategic Report *(continued)*

Year ended 31 December 2019

Section 172 and engagement with employees, suppliers, customers and others statement

The Board of directors are aware of their duty under Section 172 of the Companies Act 2006 to promote the success of the group. The group is family owned and has a history dating back to 1930, which proves the Board have been successful in their stewardship of the group for the benefit of the group's members and wider stakeholders. The Board have worked hard to build a reputation for high standards and strives to build on maintaining its ethos on business conduct.

Today the company is under the control of Mr P E Day with all shareholders being present on the Board, ensuring that decisions are made fairly, taking into account all shareholder interests.

The Board however recognise that there are wider stakeholders interested in the success of the group including employees, customers, suppliers, the communities from which the group operates and the wider environment.

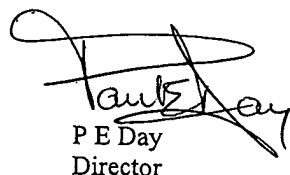
The Board recognises that trade-offs between stakeholders exist but very much make decisions in good faith for the longer term benefit of the group which includes re-investing profits to grow the business in a controlled and sustainable manner and investing heavily in the group's people and infrastructure.

Any large company will know that running a substantial business does have an environmental impact but the group maintains its vehicle fleet to the highest standards and regularly invests in new vehicles to ensure that the fleet being run has the least amount of impact on the environment as possible. Utility suppliers are also carefully considered to ensure that environmental factors are considered in the selection of preferred suppliers.

The group has regular engagement with employees with updates delivered to a widely dispersed workforce by e-mail meetings with employee representatives.

The group's success has been through developing strong relationships with its customers, and suppliers. Regular contact is maintained to ensure that these business relationships are developed.

This report was approved by the board of directors on 21/12/20 and signed on behalf of the board by:


P E Day
Director

Turners (Soham) Holdings Limited

Directors' Report

Year ended 31 December 2019

The directors present their report and the financial statements of the group for the year ended 31 December 2019.

Directors

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

P E Day
Mrs W M Day

Dividends

The directors do not recommend the payment of a dividend.

Employment of disabled persons

The directors recognise their responsibilities towards disabled persons and do not discriminate against them, either in terms of job offers or career prospects. If employees become disabled, every effort is made to ensure their continued employment.

Employee involvement

The directors maintain close dialogue with employees regarding all matters concerning the employee's working environment within the group.

Disclosure of information in the strategic report

Information required by schedule 7 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 has been included in the Strategic Report.

Directors' responsibilities statement

The directors are responsible for preparing the strategic report, 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 group and the company and the profit or loss of the group for that period.

In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and accounting 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.

Turners (Soham) Holdings Limited

Directors' Report *(continued)*

Year ended 31 December 2019

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.


Auditor

Each of the persons who is a director at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the group and the company's auditor is unaware; and
- they have taken all steps that they ought to have taken as a director to make themselves aware of any relevant audit information and to establish that the group and the company's auditor is aware of that information.

The auditor is deemed to have been re-appointed in accordance with section 487 of the Companies Act 2006.

This report was approved by the board of directors on 21/12/20 and signed on behalf of the board by:


P E Day
Director

Turners (Soham) Holdings Limited

Independent Auditor's Report to the Members of Turners (Soham) Holdings Limited

Year ended 31 December 2019

Opinion

We have audited the financial statements of Turners (Soham) Holdings Limited (the 'parent company') and its subsidiaries (the 'group') for the year ended 31 December 2019 which comprise the consolidated statement of comprehensive income, consolidated statement of financial position, company statement of financial position, consolidated statement of changes in equity, company statement of changes in equity, consolidated statement of cash flows and the related notes, 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 of the parent company's affairs as at 31 December 2019 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

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

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

Turners (Soham) Holdings Limited

Independent Auditor's Report to the Members of Turners (Soham) Holdings Limited *(continued)*

Year ended 31 December 2019

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether 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.

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 in relation to which 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.

Turners (Soham) Holdings Limited

Independent Auditor's Report to the Members of Turners (Soham) Holdings Limited *(continued)*

Year ended 31 December 2019

Responsibilities of directors

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, 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the company's members, as a body, in accordance with chapter 3 of part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's 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.



Shane Tharby (Senior Statutory Auditor)

For and on behalf of
Streets Audit LLP
Chartered Accountants & statutory auditor
3 Wellbrook Court
Girton
Cambridge
CB3 0NA

21 December 2020

Turners (Soham) Holdings Limited

Consolidated Statement of Comprehensive Income

Year ended 31 December 2019

		2019	2018
	Note	£000	£000
Turnover	4	449,370	414,553
Cost of sales		<u>362,791</u>	<u>337,525</u>
Gross profit		86,579	77,028
Administrative expenses		52,064	46,270
Other operating income		<u>1,129</u>	<u>1,044</u>
Operating profit	5	35,644	31,802
Share of profit of associates	13	746	89
Share of profit of joint ventures	13	45	108
Interest receivable and similar income		1,604	1,604
Interest payable and similar expenses	9	<u>813</u>	<u>562</u>
Profit before taxation		37,226	33,041
Tax on profit	10	<u>7,811</u>	<u>8,845</u>
Profit for the financial year and total comprehensive income		<u>29,415</u>	<u>24,196</u>
Profit for the financial year attributable to:			
The owners of the parent company		29,188	24,169
Non-controlling interests		<u>227</u>	<u>27</u>
		<u>29,415</u>	<u>24,196</u>

All the activities of the group are from continuing operations.

The notes on pages 17 to 34 form part of these financial statements.

Turners (Soham) Holdings Limited

Consolidated Statement of Financial Position

31 December 2019

	Note	2019 £000	2018 £000
Fixed assets			
Intangible assets	11	22,873	22,268
Tangible assets	12	232,556	184,914
Investments	13	2,138	349
		<u>257,567</u>	<u>207,531</u>
Current assets			
Stocks	14	12,722	11,627
Debtors	15	133,053	126,146
Cash at bank and in hand		18,480	21,498
		<u>164,255</u>	<u>159,271</u>
Creditors: amounts falling due within one year	17	<u>64,590</u>	<u>52,080</u>
Net current assets		<u>99,665</u>	<u>107,191</u>
Total assets less current liabilities		<u>357,232</u>	<u>314,722</u>
Creditors: amounts falling due after more than one year	18	22,208	14,815
Provisions			
Taxation including deferred tax	20	3,666	3,133
Net assets		<u>331,358</u>	<u>296,774</u>
Capital and reserves			
Called up share capital	23	63	63
Share premium account	24	950	950
Capital redemption reserve	24	2	2
Other reserves, including the fair value reserve	24	19	19
Profit and loss account	24	324,122	294,934
Equity attributable to the owners of the parent company		<u>325,156</u>	<u>295,968</u>
Non-controlling interests		<u>6,202</u>	<u>806</u>
		<u>331,358</u>	<u>296,774</u>

The consolidated statement of financial position
continues on the following page.

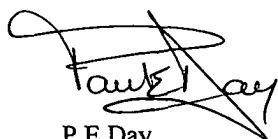
The notes on pages 17 to 34 form part of these financial statements.

Turners (Soham) Holdings Limited

Consolidated Statement of Financial Position *(continued)*

31 December 2019

These financial statements were approved by the board of directors and authorised for issue on 21.12.20....., and are signed on behalf of the board by:



P E Day
Director

Company registration number: 07889555

The notes on pages 17 to 34 form part of these financial statements.

Turners (Soham) Holdings Limited

Company Statement of Financial Position

31 December 2019

	Note	2019 £000	2018 £000
Fixed assets			
Investments	13	1,013	1,013
Creditors: amounts falling due within one year	17	<u>34</u>	<u>34</u>
Net current liabilities		<u>34</u>	<u>34</u>
Total assets less current liabilities		<u>979</u>	<u>979</u>
Capital and reserves			
Called up share capital	23	63	63
Share premium account	24	950	950
Profit and loss account	24	<u>(34)</u>	<u>(34)</u>
Shareholders funds		<u>979</u>	<u>979</u>

The profit for the financial year of the parent company was £Nil (2018: £Nil).

These financial statements were approved by the board of directors and authorised for issue on 24-12-20, and are signed on behalf of the board by:



P E Day
Director

Company registration number: 07889555

The notes on pages 17 to 34 form part of these financial statements.

Turners (Soham) Holdings Limited

Consolidated Statement of Changes in Equity

Year ended 31 December 2019

	Called up share capital £000	Share premium account £000	Capital redemption reserve £000	Other reserves, including the fair value reserve £000	Profit and loss account £000	Equity attributable to the owners of the parent company £000	Non- controlling interests £000	Total £000
At 1 January 2018	63	950	2	19	270,765	271,799	779	272,578
Profit for the year	—	—	—	—	24,169	24,169	27	24,196
Total comprehensive income for the year	—	—	—	—	24,169	24,169	27	24,196
At 31 December 2018	63	950	2	19	294,934	295,968	806	296,774
Profit for the year	—	—	—	—	29,188	29,188	227	29,415
Total comprehensive income for the year	—	—	—	—	29,188	29,188	227	29,415
Acquisition of subsidiary with minority interest	—	—	—	—	—	—	5,169	5,169
Total investments by and distributions to owners	—	—	—	—	—	—	5,169	5,169
At 31 December 2019	63	950	2	19	324,122	325,156	6,202	331,358

The notes on pages 17 to 34 form part of these financial statements.

Turners (Soham) Holdings Limited

Company Statement of Changes in Equity

Year ended 31 December 2019

	Called up share capital £000	Share premium account £000	Profit and loss account £000	Total £000
At 1 January 2018	63	950	(34)	979
Profit for the year			—	—
At 31 December 2018	63	950	(34)	979
Profit for the year			—	—
At 31 December 2019	<u>63</u>	<u>950</u>	<u>(34)</u>	<u>979</u>

The notes on pages 17 to 34 form part of these financial statements.

Turners (Soham) Holdings Limited

Consolidated Statement of Cash Flows

Year ended 31 December 2019

	Note	2019 £000	2018 £000
Cash flows from operating activities			
Profit for the financial year		29,415	24,196
<i>Adjustments for:</i>			
Depreciation of tangible assets		35,034	28,245
Amortisation of intangible assets		3,121	3,074
Share of profit of associates		(746)	(89)
Share of profit of joint ventures		(20)	(58)
Interest receivable and similar income		(1,604)	(1,604)
Interest payable and similar expenses		813	562
Gains on disposal of tangible assets		(655)	(336)
Tax on profit		7,811	8,845
<i>Changes in:</i>			
Stocks		(621)	(2,210)
Trade and other debtors		1,034	(12,657)
Trade and other creditors		(6,041)	5,848
Cash generated from operations		67,541	53,816
Interest paid		(813)	(562)
Interest received		1,604	1,604
Tax paid		(1,528)	(9,547)
Net cash from operating activities		<u>66,804</u>	<u>45,311</u>
Cash flows from investing activities			
Purchase of tangible assets		(53,246)	(34,725)
Proceeds from sale of tangible assets		5,668	2,295
Purchase of group undertakings		(13,450)	(2,457)
Acquisition of interests in associates and joint ventures		(911)	–
Net cash movements from loans with related parties		929	360
Net cash used in investing activities		<u>(61,010)</u>	<u>(34,527)</u>
Cash flows from financing activities			
Payments of finance lease liabilities		(4,956)	(3,927)
Cash acquired with acquisitions		156	28
Net cash flows on invoice discounting		(1,958)	(4,014)
Payments of other loans		(1,961)	(292)
Net cash used in financing activities		<u>(8,719)</u>	<u>(8,205)</u>
Net (decrease)/increase in cash and cash equivalents		(2,925)	2,579
Cash and cash equivalents at beginning of year		21,405	18,826
Cash and cash equivalents at end of year	16	<u>18,480</u>	<u>21,405</u>

The notes on pages 17 to 34 form part of these financial statements.

Turners (Soham) Holdings Limited

Notes to the Financial Statements

Year ended 31 December 2019

1. General information

The company is a private company limited by shares, registered in England and Wales. The address of the registered office is Fordham Road, Newmarket, Suffolk, CB8 7NR.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland'.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Consolidation

The financial statements consolidate the financial statements of the company and all of its subsidiary undertakings.

The parent company has applied the exemption contained in section 408 of the Companies Act 2006 and has not included its individual statement of comprehensive income.

Non-controlling interests

Minority interests in the net assets of consolidated subsidiaries are identified separately from the Group's equity. Minority interests consist of the amount of those interests at the date of the original business combination and the minority's share of changes in equity since the date of the combination.

The proportions of profit or loss and changes in equity allocated to the owners of the parent and to the minority interests are determined on the basis of existing ownership interests and do not reflect the possible exercise or conversion of options or convertible instruments.

Turners (Soham) Holdings Limited

Notes to the Financial Statements *(continued)*

Year ended 31 December 2019

3. Accounting policies *(continued)*

Revenue recognition

Haulage

Turnover is derived from the ordinary activities being road haulage, storage and packing services carried out wholly in the UK and stated after trade discounts, other sales taxes and net of value added tax. Storage revenue is recognised on a time basis whilst road haulage and packing revenues are recognised on completion of the service.

Park homes

Turnover is measured at the fair value of the consideration received or receivable, net of discounts and value added taxes. Turnover includes revenue earned from the sale of park homes / part exchange houses, commissions and pitch fee income and associated revenue; all of which relate to the principal trading activities.

Sale of park homes / part exchange houses:

Turnover from the sale of park homes is recognised when the significant risks and rewards of ownership are transferred to the customer. This is usually at the point that the customer has signed the park home agreement or when legal completion takes place.

Commissions:

Commissions are recognised on an accruals basis in the period to which they relate.

Pitch fees / rental income / associated services:

Pitch fees, rental income and associated services are recognised on an accruals basis in the period to which they relate.

Income tax

The taxation expense represents the aggregate amount of current and deferred tax recognised in the reporting period. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, tax is recognised in other comprehensive income or directly in equity, respectively.

Current tax is recognised on taxable profit for the current and past periods. Current tax is measured at the amounts of tax expected to pay or recover using the tax rates and laws that have been enacted or substantively enacted at the reporting date.

Deferred tax is recognised in respect of all timing differences at the reporting date. Unrelieved tax losses and other deferred tax assets are recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. Deferred tax is measured using the tax rates and laws that have been enacted or substantively enacted by the reporting date that are expected to apply to the reversal of the timing difference.

Foreign currencies

Foreign currency transactions are initially recorded in the functional currency, by applying the spot exchange rate as at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated at the exchange rate ruling at the reporting date, with any gains or losses being taken to the profit and loss account.

Turners (Soham) Holdings Limited

Notes to the Financial Statements *(continued)*

Year ended 31 December 2019

3. Accounting policies *(continued)*

Goodwill

Goodwill arises on business acquisitions and represents the excess of the cost of the acquisition over the company's interest in the net amount of the identifiable assets, liabilities and contingent liabilities of the acquired business.

Intangible assets

Intangible assets are initially recorded at cost, and are subsequently stated at cost less any accumulated amortisation and impairment losses.

Intangible assets acquired as part of a business combination are only recognised separately from goodwill when they arise from contractual or other legal rights, are separable, the expected future economic benefits are probable and the cost or value can be measured reliably.

Amortisation

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

Goodwill - 10% to 20% straight line

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new estimates.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold & Leasehold property	-	Straight line - Freehold buildings 4%, leasehold over lease term
Plant and machinery	-	Over the assets useful economic lives, which range from 3 to 15 years
Vehicles	-	Over the assets useful economic lives, which range from 4 to 10 years

No depreciation is provided on land or assets under the course of construction.

Investments in subsidiaries

Investments in subsidiary undertakings are valued at cost less provision for impairment.

Turners (Soham) Holdings Limited

Notes to the Financial Statements *(continued)*

Year ended 31 December 2019

3. Accounting policies *(continued)*

Investments in associates / joint ventures

Investments in associates and joint ventures are accounted for using the equity method of accounting, whereby the investment is initially recognised at the transaction price and subsequently adjusted to reflect the group's share of the profit or loss, other comprehensive income and equity of the associate and joint ventures.

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the company are assigned to those units.

Stocks

Haulage stocks have been valued at the lower of cost, which is based on purchase price, and net realisable.

Stock of park homes for resale are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of development and other costs incurred in bringing the stock to its present location and condition.

Development costs in relation to park home plots are carried forward in stock and released against each plot sale as referred to above.

Finance leases and hire purchase contracts

Assets held under finance leases and hire purchase contracts are recognised in the statement of financial position as assets and liabilities at the lower of the fair value of the assets and the present value of the minimum lease payments, which is determined at the inception of the lease term. Any initial direct costs of the lease are added to the amount recognised as an asset.

Lease payments are apportioned between the finance charges and reduction of the outstanding lease liability using the effective interest method. Finance charges are allocated to each period so as to produce a constant rate of interest on the remaining balance of the liability.

Turners (Soham) Holdings Limited

Notes to the Financial Statements (continued)

Year ended 31 December 2019

3. Accounting policies (continued)

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the transaction price, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Debt instruments are subsequently measured at amortised cost.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised in profit or loss immediately.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised in profit or loss immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

Pension schemes

The group operates defined contribution and defined benefit pension schemes. The pension cost charge of the defined contribution schemes represents contributions payable by the group under the rules of the schemes. There has been no pension cost charge or credit to the profit and loss account for the defined benefit scheme for the current and previous year. The pension fund surplus has not been incorporated into the accounts as is required by FRS 102 because the amount is not considered to be material. Further details are provided in note 22.

4. Turnover

Turnover arises from:

	2019	2018
	£000	£000
Haulage	442,212	408,247
Park homes	7,158	6,306
	<u>449,370</u>	<u>414,553</u>

The whole of the turnover is attributable to the principal activities of the group wholly undertaken in the United Kingdom.

Turners (Soham) Holdings Limited

Notes to the Financial Statements (continued)

Year ended 31 December 2019

5. Operating profit

Operating profit or loss is stated after charging/crediting:

	2019	2018
	£000	£000
Amortisation of intangible assets	3,121	3,074
Depreciation of tangible assets	35,034	28,245
Gains on disposal of tangible assets	(655)	(336)
Foreign exchange differences	60	(14)
Hire of plant and machinery	2,297	2,542
	<u>2,297</u>	<u>2,542</u>

6. Auditor's remuneration

	2019	2018
	£000	£000
Fees payable for the audit of the financial statements	<u>141</u>	<u>130</u>
Fees payable to the company's auditor and its associates for other services:		
Taxation compliance services	10	17
Corporate finance services	59	6
Other non-audit services	10	10
	<u>79</u>	<u>33</u>

7. Staff costs

The average number of persons employed by the group during the year, including the directors, amounted to:

	2019	2018
	No.	No.
Administrative staff	816	699
Operating staff	3,265	2,777
	<u>4,081</u>	<u>3,476</u>

The aggregate payroll costs incurred during the year, relating to the above, were:

	2019	2018
	£000	£000
Wages and salaries	118,333	104,273
Social security costs	12,019	10,636
Other pension costs	3,068	2,101
	<u>133,420</u>	<u>117,010</u>

8. Directors' remuneration

The directors' aggregate remuneration in respect of qualifying services was:

	2019	2018
	£000	£000
Remuneration	<u>144</u>	<u>137</u>

Turners (Soham) Holdings Limited

Notes to the Financial Statements (continued)

Year ended 31 December 2019

9. Interest payable and similar expenses

	2019 £000	2018 £000
Interest on debenture loans	26	–
Interest on obligations under finance leases and hire purchase contracts	375	3
Other interest payable and similar charges	412	559
	<u>813</u>	<u>562</u>

10. Tax on profit

Major components of tax income

	2019 £000	2018 £000
Current tax:		
UK current tax income	8,066	7,620
Adjustments in respect of prior periods	20	8,699
Total current tax	<u>8,086</u>	<u>16,319</u>
Deferred tax:		
Origination and reversal of timing differences	(275)	(504)
Adjustments in respect of prior periods	–	(6,970)
Total deferred tax	<u>(275)</u>	<u>(7,474)</u>
Tax on profit	<u>7,811</u>	<u>8,845</u>

Reconciliation of tax expense

The tax assessed on the profit on ordinary activities for the year is higher than (2018: higher than) the standard rate of corporation tax in the UK of 19% (2018: 19%).

	2019 £000	2018 £000
Profit on ordinary activities before taxation	<u>37,226</u>	<u>33,041</u>
Profit on ordinary activities by rate of tax	7,073	6,278
Adjustment to tax charge in respect of prior periods	20	1,699
Effect of expenses not deductible for tax purposes	602	593
Unused tax losses	5	–
Other tax adjustments	148	255
Joint venture	(37)	20
Tax on profit	<u>7,811</u>	<u>8,845</u>

Turners (Soham) Holdings Limited

Notes to the Financial Statements (continued)

Year ended 31 December 2019

11. Intangible assets

Group	Goodwill £000	Website £000	Total £000
Cost			
At 1 January 2019	38,786	—	38,786
Additions	3,713	—	3,713
Acquisitions through business combinations	—	23	23
At 31 December 2019	42,499	23	42,522
Amortisation			
At 1 January 2019	16,518	—	16,518
Charge for the year	3,120	1	3,121
Acquisitions through business combinations	—	10	10
At 31 December 2019	19,638	11	19,649
Carrying amount			
At 31 December 2019	22,861	12	22,873
At 31 December 2018	22,268	—	22,268

The company has no intangible assets.

12. Tangible assets

Group	Land and buildings £000	Plant and machinery £000	Vehicles £000	Total £000
Cost				
At 1 January 2019	65,469	63,216	239,577	368,262
Additions	1,187	2,988	49,585	53,760
Disposals	(49)	(296)	(36,443)	(36,788)
Acquisitions through business combinations	4,922	15,254	26,024	46,200
At 31 December 2019	71,529	81,162	278,743	431,434
Depreciation				
At 1 January 2019	8,237	42,095	133,016	183,348
Charge for the year	822	4,870	29,342	35,034
Disposals	(49)	(275)	(31,451)	(31,775)
Acquisitions through business combinations	—	5,838	6,433	12,271
At 31 December 2019	9,010	52,528	137,340	198,878
Carrying amount				
At 31 December 2019	62,519	28,634	141,403	232,556
At 31 December 2018	57,232	21,121	106,561	184,914

The company has no tangible assets.

Turners (Soham) Holdings Limited

Notes to the Financial Statements (continued)

Year ended 31 December 2019

12. Tangible assets (continued)

Land and buildings comprises:

	31 Dec 19 £000	31 Dec 18 £000
Freehold buildings	6,755	7,482
Freehold land - not depreciated	50,838	46,975
Leasehold	2,412	2,025
Investment properties	2,373	750
Assets under construction	141	—
	<u>62,519</u>	<u>57,232</u>

The investments properties consist of the following:

	2019 £000	2018 £000
At 1 January 2019	750	750
Acquisitions through business combinations	1,623	—
	<u>2,373</u>	<u>750</u>

The investment properties totalling £750,000 for both the current and previous year are held at open market value, as based on a valuation in December 2012 by Philip Ambrose FRICS of Cheffins. The valuations of the investment properties acquired with subsidiary acquisitions in the year was made by the directors of that subsidiary company and were based on external professional valuations carried out prior to acquisition by the group. The directors believe that there has been no significant change in in value since the professional valuation.

Finance leases and hire purchase contracts

Included within the carrying value of tangible assets are the following amounts relating to assets held under finance leases or hire purchase agreements:

Group	Vehicles £000
At 31 December 2019	<u>30,165</u>
At 31 December 2018	<u>6,666</u>

Capital commitments

	Group		Company	
	2019 £000	2018 £000	2019 £000	2018 £000
Contracted for but not provided for in the financial statements	<u>11,566</u>	<u>25,493</u>	<u>—</u>	<u>—</u>

Turners (Soham) Holdings Limited

Notes to the Financial Statements *(continued)*

Year ended 31 December 2019

13. Investments

Group	Interests in associates £000	Joint ventures £000	Other investments other than loans £000	Total £000
Share of net assets/cost				
At 1 January 2019	368	(19)	–	349
Additions	911	–	111	1,022
Share of profit or loss	746	21	–	767
At 31 December 2019	<u>2,025</u>	<u>2</u>	<u>111</u>	<u>2,138</u>
Impairment				
At 1 January 2019 and 31 December 2019	<u>–</u>	<u>–</u>	<u>–</u>	<u>–</u>
Carrying amount				
At 31 December 2019	<u>2,025</u>	<u>2</u>	<u>111</u>	<u>2,138</u>
At 31 December 2018	<u>368</u>	<u>(19)</u>	<u>–</u>	<u>349</u>
Company				Shares in group undertakings £000
Cost				
At 1 January 2019 and 31 December 2019				<u>1,013</u>
Impairment				
At 1 January 2019 and 31 December 2019				<u>–</u>
Carrying amount				
At 1 January 2019 and 31 December 2019				<u>1,013</u>
At 31 December 2018				<u>1,013</u>

All subsidiaries below are included in the consolidated financial statements.

All subsidiaries have a year end of 31 December with the exception of Goldstar Transport (Holdings) Limited and Goldstar Transport Limited whose year end is 31 August and Ocean Trailers Limited whose year end is 31 May.

Turners (Soham) Holdings Limited

Notes to the Financial Statements (continued)

Year ended 31 December 2019

13. Investments (continued)

Subsidiaries, associates and other investments

Details of the investments in which the group and the parent company have an interest of 20% or more are as follows:

	Class of share	Percentage of shares held
Subsidiary undertakings		
Turners (Soham) Limited	Ordinary	100
Fruitex (Spalding) Limited	Ordinary	100
MacIntyre Transport Limited	Ordinary	100
Goldstar Transport (Holdings) Limited	Ordinary	75
Goldstar Transport Limited	Ordinary	75
Turners International BV (non-trading)	Ordinary	100
CRW Limited (non-trading)	Ordinary	100
Browns Chilled Distribution Limited (non-trading)	Ordinary	100
Dart Distribution Limited (non-trading)	Ordinary	100
Cool Cargo Limited (non-trading)	Ordinary	100
Browns (Holdings) Limited (non-trading)	Ordinary	100
Ocean Trailers Limited	Ordinary	100
M & H Haulage Limited	Ordinary	100
R & R Haulage Limited	Ordinary	100
Quantum Logistics Limited	Ordinary	100
Jack Richards Holdings Limited	Ordinary	65
Jack Richards & Sons Limited	Ordinary	65
Jack Richards Storage Limited	Ordinary	65
Jack Richards Recruitment Limited	Ordinary	65
Turners Parks Group Limited	Ordinary	75
Turners (Britannia Parks) Holdings Limited	Ordinary	75
Turners Britannia Parks Limited	Ordinary	75
Turners Regency Parks Limited	Ordinary	50
Harpcombe Limited	Ordinary	50

All UK trading subsidiaries, joint ventures and associates have their registered office address at Fordham Road, Newmarket, Suffolk, CB8 7NR with the exception of:

Goldstar Transport (Holdings) Limited and Goldstar Transport Limited whose registered office address is Parker Avenue, Felixstowe, Suffolk, IP11 4HF.

Profresh Solutions Limited whose registered office address is Thames House, Thames Road, Crayford, Dartford, Kent, DA1 4QP.

Ocean Trailers Limited whose registered office address is 3 The Ridgeway, Newmax House, Iver, Buckinghamshire, SL0 9HX.

Turners (Britannia Parks) Holdings Limited whose registered office address is 3rd Floor, Windward House, La Route de la Liberation, St Helier, Jersey, JE2 3BQ.

Jack Richards Holdings Limited, Jack Richards & Sons Limited, Jack Richards Storage Limited and Jack Richards Recruitment Limited whose registered address is 2 Garrood Drive Industrial Estate, Fakenham, Norfolk, NR21 8NL.

Turners (Soham) Holdings Limited

Notes to the Financial Statements (continued)

Year ended 31 December 2019

13. Investments (continued)

With the exception of Turners (Soham) Limited and Turners Parks Group Limited, all of the above holdings are held by subsidiary companies and the percentage of shares held represents the effective holding by the parent company.

The nature of business for the trading companies is as follows:

Turners (Soham) Limited	Road hauliers
Fruitex (Spalding) Limited	Commercial property rental
MacIntyre Transport Limited	Road hauliers
Goldstar Transport (Holdings) Limited	Holding company
Goldstar Transport Limited	Road hauliers
Ocean Trailers Limited	Road hauliers
M & H Haulage Limited	Holding company
R & R Haulage Limited	Haulage
Quantum Logistics Limited	Haulage
Jack Richards Holdings Limited	Holding company
Jack Richards & Son Limited	Haulage
Jack Richards Storage Limited	Commercial property rental
Jack Richards Recruitment Limited	Staff recruitment
Turners Parks Group Limited	Holding company
Turners (Britannia Parks) Holdings Limited	Holding company
Turners Britannia Parks Limited	Sale of park homes
Profresh Solutions Limited	Haulage
Turners Regency Parks Limited	Sale of park homes
Harpcombe Limited	Park home proprietor
Turners Cotswold Manor Country Park LLP	Sale of park homes
Turners Landex Parks Limited	Sale of park homes
Dowse Haulage Limited	Haulage

14. Stocks

	Group		Company	
	2019	2018	2019	2018
	£000	£000	£000	£000
Fuel and spares	2,034	1,726	—	—
Park home development costs and park homes for resale	10,419	9,632	—	—
Properties	269	269	—	—
	<u>12,722</u>	<u>11,627</u>	<u>—</u>	<u>—</u>

Turners (Soham) Holdings Limited

Notes to the Financial Statements (continued)

Year ended 31 December 2019

15. Debtors

	Group		Company	
	2019	2018	2019	2018
	£000	£000	£000	£000
Trade debtors	88,350	76,297	–	–
Amounts owed by undertakings in which the company has a participating interest	33,154	34,049	–	–
Prepayments and accrued income	4,762	3,751	–	–
Corporation tax repayable	554	6,260	–	–
Other debtors	6,233	5,789	–	–
	<u>133,053</u>	<u>126,146</u>	<u>–</u>	<u>–</u>

16. Cash and cash equivalents

Cash and cash equivalents comprise the following:

	2019	2018
	£000	£000
Cash at bank and in hand	18,480	21,498
Bank overdrafts	–	(93)
	<u>18,480</u>	<u>21,405</u>

17. Creditors: amounts falling due within one year

	Group		Company	
	2019	2018	2019	2018
	£000	£000	£000	£000
Bank loans and overdrafts	–	93	–	–
Trade creditors	20,632	20,073	–	–
Amounts owed to group undertakings	–	–	34	34
Accruals and deferred income	11,179	9,324	–	–
Corporation tax	4,200	3,118	–	–
Social security and other taxes	10,747	7,499	–	–
Obligations under finance leases and hire purchase contracts	8,831	1,793	–	–
Invoice discounting	4,590	6,548	–	–
Other loans	331	311	–	–
Other creditors	4,080	3,321	–	–
	<u>64,590</u>	<u>52,080</u>	<u>34</u>	<u>34</u>

Obligations under finance leases and hire purchase contracts are secured over the assets to which they relate. The invoice discounting is secured on the trade debtors of one of the subsidiary companies, Goldstar Transport Limited, and by an all assets debenture over that company and by a fixed and floating charge over its immediate parent company Goldstar Transport Holdings Limited. The other loan is secured on a freehold property owned by Goldstar Transport Limited.

Turners (Soham) Holdings Limited

Notes to the Financial Statements (continued)

Year ended 31 December 2019

18. Creditors: amounts falling due after more than one year

	Group		Company	
	2019	2018	2019	2018
	£000	£000	£000	£000
Obligations under finance leases and hire purchase contracts	11,693	1,685	—	—
Other creditors	10,515	13,130	—	—
	<u>22,208</u>	<u>14,815</u>	<u>—</u>	<u>—</u>

Obligations under finance leases and hire purchase contracts are secured over the assets to which they relate. Other creditors includes an other loan amounting to £2,601,177 which is secured on a freehold property owned by Goldstar Transport Limited. The loan is repayable at an interest rate of 5.5% above bank base rate over 10 years. £1,052,862 of this loan is not repayable within five years of the balance sheet date.

19. Finance leases and hire purchase contracts

The total future minimum lease payments under finance leases and hire purchase contracts are as follows:

	Group		Company	
	2019	2018	2019	2018
	£000	£000	£000	£000
Not later than 1 year	8,831	1,793	—	—
Later than 1 year and not later than 5 years	11,519	1,685	—	—
Later than 5 years	174	—	—	—
	<u>20,524</u>	<u>3,478</u>	<u>—</u>	<u>—</u>

20. Provisions

Group	Deferred tax (note 21) £000
At 1 January 2019	3,133
Charge against provision	(211)
Subsidiary undertaking at date of acquisition	744
At 31 December 2019	<u>3,666</u>

The company does not have any provisions.

Turners (Soham) Holdings Limited

Notes to the Financial Statements *(continued)*

Year ended 31 December 2019

21. Deferred tax

The deferred tax included in the statement of financial position is as follows:

	Group		Company	
	2019	2018	2019	2018
	£000	£000	£000	£000
Included in provisions (note 20)	<u>3,666</u>	<u>3,133</u>	<u>-</u>	<u>-</u>

The deferred tax account consists of the tax effect of timing differences in respect of:

	Group		Company	
	2019	2018	2019	2018
	£000	£000	£000	£000
Accelerated capital allowances	<u>3,666</u>	<u>3,133</u>	<u>-</u>	<u>-</u>

22. Employee benefits

Defined contribution plans

The amount recognised in profit or loss as an expense in relation to defined contribution plans was £3,068,000 (2018: £2,101,000).

Defined benefit

The group sponsors the Turners (Soham) Limited Pension and Life Assurance Fund which is a defined benefit pension arrangement and which is now closed to new members. A triennial actuarial valuation of this scheme was carried out by a qualified independent actuary as at 1 July 2018.

FRS 102 requires disclosure of assets and liabilities as at 31 December 2019 calculated in accordance with the requirements of FRS 102. Because the amounts are not considered to be material in the context of the accounts they are not included in the consolidated statement of comprehensive income nor the statement of financial position. Brief details are summarised below. Therefore for the purposes of these financial statements, all of the figures below are illustrative only and do not impact on the actual balance sheet as at 31 December 2018 or on this year's performance statements.

As an ongoing scheme the value of the assets was £900,000 and the liabilities were £623,000 as at 1 July 2018. This resulted in a surplus of £277,000 with the ratio of assets to liabilities (the "funding level") being 144%. None of the assets of the scheme were in any way connected with or used by the Company.

No contributions were paid in the year nor in the previous three years.

Turners (Soham) Holdings Limited

Notes to the Financial Statements *(continued)*

Year ended 31 December 2019

23. Called up share capital

Issued, called up and fully paid

	2019		2018	
	No.	£	No.	£
Ordinary shares of £1 each	<u>62,660</u>	<u>62,660</u>	<u>62,660</u>	<u>62,660</u>

24. Reserves

Share premium account - This reserve records the amount above the nominal value received for shares issued, less transaction costs.

Capital redemption reserve - This reserve records the nominal value of shares repurchased by the company.

Profit and loss account - This reserve records retained earnings and accumulated losses.

Turners (Soham) Holdings Limited

Notes to the Financial Statements *(continued)*

Year ended 31 December 2019

25. Acquisitions

On 4 February 2019 the group purchased 100% of the share capital of Quantum Logistics Limited. The fair value of the assets acquired and the consideration were:

	2019 £000
Fixed assets	62
Debtors	104
Cash at bank	93
Creditors	(68)
Corporation tax	(10)
Deferred tax	(12)
	<u>169</u>
Consideration paid (net of transaction costs)	(576)
Goodwill	<u>407</u>

Revenue of £573k and profit after tax of £37k arose in the period from acquisition to 31 December 2019 relating to Quantum Logistics Limited.

On 9 August 2019 the group purchased 65% of the share capital of Jack Richards Holdings Limited. The fair value of the assets acquired and the consideration were:

	2019 £000
Intangible fixed assets	13
Tangible fixed assets	32,243
Investment property	1,623
Investments	110
Stocks	474
Debtors	14,442
Cash at bank	63
Creditors	(10,109)
Loans and hire purchase	(23,138)
Corporation tax	(220)
Deferred tax	(732)
Minority interests	(5,169)
	<u>9,600</u>
Consideration paid (net of transaction costs)	(12,663)
Goodwill	<u>3,063</u>

Revenue of £28,634k and profit after tax of £495k arose in the period from acquisition to 31 December 2019 relating to the Jack Richards Holdings Group.

Turners (Soham) Holdings Limited

Notes to the Financial Statements (continued)

Year ended 31 December 2019

26. Analysis of changes in net debt

	At 1 Jan 2019 £000	Cash flows £000	Other changes £000	At 31 Dec 2019 £000
Cash at bank and in hand	21,498	(3,018)	—	18,480
Bank overdrafts	(93)	93	—	—
Debt due within one year	(2,104)	6,917	(13,975)	(9,162)
Debt due after one year	(4,617)	—	(9,677)	(14,294)
	<u>14,684</u>	<u>3,992</u>	<u>(23,652)</u>	<u>(4,976)</u>

27. Operating leases

The total future minimum lease payments under non-cancellable operating leases are as follows:

	Group		Company	
	2019 £000	2018 £000	2019 £000	2018 £000
Not later than 1 year	3,758	3,415	—	—
Later than 1 year and not later than 5 years	10,031	8,663	—	—
Later than 5 years	17,808	17,749	—	—
	<u>31,597</u>	<u>29,827</u>	<u>—</u>	<u>—</u>

28. Related party transactions

Group

Other related parties (mainly entities which are associated with the group)

During the year the following transactions took place with balances outstanding as at the balance sheet date:

	31 Dec 19 £000	31 Dec 18 £000
Loan interest received/receivable	1,065	1,302
Balances owed by related parties	33,154	34,011
Balances owed to related parties	30	1,965

Key management personnel

Key management personnel are considered to be the directors. Total remuneration in respect of these individuals amounted to £144,000 (2018 - £137,000).

Company

There are no material related party transactions to disclose for the company.

29. Controlling party

The company is under the control of P E Day by virtue of his majority shareholding.