



PEST CONTROL
BUSINESS SALES

Pest control in 2027

Proving competence and
stewardship through a sale

2027 edition 11-minute read

By Simon Read, Founder & Managing Director

A practical guide with a stewardship handover matrix

Images are illustrative.

The whole guide on one page

Start with the pest-control work you actually deliver. Then connect each activity to its people, product evidence and customer records.

The question	Seller preparation	Buyer check
1. Name the activity before the permission	List the services and products used	Match territory and authorisation
2. Check the person's purchase evidence	Gather approved certificates and CPD	Check the route at the relevant date
3. Follow the product to the site	Link product records to actual work	Ask a practitioner to check restrictions
4. Separate membership from personal evidence	Ask each issuer about the proposed sale	Obtain written continuity answers
5. Trace the customer's service record	Match agreed work to reports and actions	Check what remains to be delivered
6. Give each open question an owner	Name the reviewer, action and review date	Confirm evidence before relying on cover

Use the two-page matrix to record the documents and the unresolved questions. Start with one activity and one customer site, then repeat it where the evidence differs.

Bring the gap you cannot explain

Bring your matrix to a free first conversation about preparing the evidence.

01285 704466

Speak with Simon

Meet Ternmead Pest Control

Ternmead Pest Control is invented. Its figures are illustrative, not market evidence or a real sale.

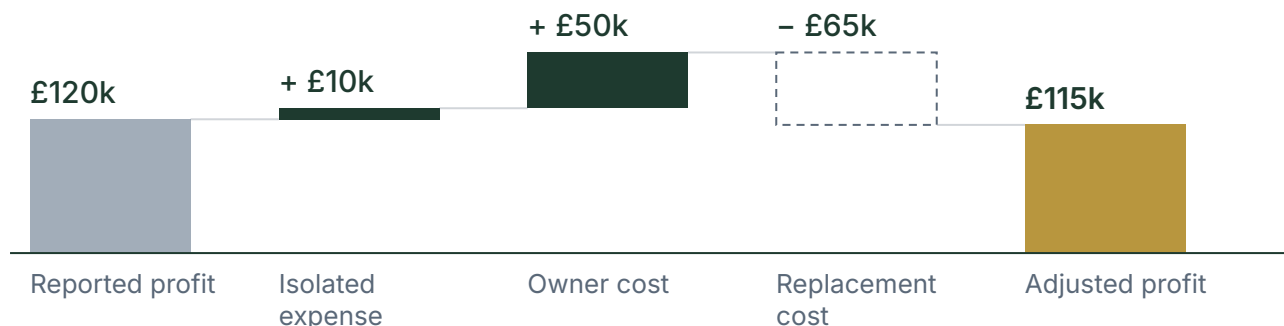
The work behind the handover

Illustrative example, not a real deal

The English firm has £800,000 annual income and four technicians. Its owner also spends a planned 40 hours a week on administration, customer reviews, quoting, scheduling and escalations. No certificate holder or approved absence cover has been assumed.

Ternmead's replacement-cost calculation

Illustrative



The cost calculation leaves the competence of proposed cover to be evidenced separately.

Keep cost and capability together

Illustrative example, not a real deal

Reported profit is £120,000. Removing a £10,000 isolated expense and £50,000 owner employment cost, then deducting £65,000 replacement employment cost, leaves £115,000 adjusted profit.

Evidence to collect

Question it answers

Duty list and proposed cover

Who will do the owner's work?

Activity-specific competence records

Who can support the actual services?

Employment-cost calculation

What has the profit adjustment allowed for?

The next chapters connect those questions. Keep an unanswered competence question open even when a cost has been entered in the accounts exercise.

1. Name the activity before the permission

Begin with the service list. Proofing, inspection and rodenticide work need their own evidence questions.

What good looks like

HSE distinguishes GB BPR in England, Scotland and Wales from EU BPR in Northern Ireland. Check the actual product authorisation [1].

Ternmead's first step

Illustrative example, not a real deal

Its £800,000 income covers food-premises servicing, other commercial work, domestic call-outs and seasonal insect work. Those categories do not identify which jobs involve professional anticoagulant rodenticides.

Record	Seller preparation	Buyer check
Service activity	Describe the work sold	Match it to actual job records
Product and territory	Identify what is used and where	Confirm the relevant authorisation
Person doing the work	Name the practitioner	Match evidence to the activity

The other side's question

A buyer can ask for evidence of the services that will continue after completion. A seller can make that request specific by separating the activities before gathering documents.

What to check

- ☐ Ask the practitioner which activities fall within professional anticoagulant stewardship [1].
- ☐ Record the territory beside each product check.

2. Check the person's purchase evidence

Check the certificate against the relevant purchase date.

What good looks like

CRRU's purchase-evidence rules apply from January 2026. Use its detailed training and certification requirements [2].

CRRU route	Evidence to inspect
Approved certification within the previous five years	Approved certificate and date
Older approved certification	That certificate plus current membership of an approved CPD scheme
First-time CPD joining	Current year's membership criteria completed to be ready for the next year

These are the existing UK stewardship requirements for professional-use rodenticide purchase evidence, not a new 2027 start [2]. Continuing professional development is shortened to CPD here.

Ternmead's unanswered question

Illustrative example, not a real deal

Its four technicians still need certificate dates and applicable CPD evidence matched to their proposed activities.

The other side's question

A buyer can ask the supplier what evidence it needs. A seller can supply the documents for the applicable route.

What to check

- ☐ Check certificate age at the relevant date.
- ☐ Keep approved certification and applicable CPD evidence together; CPD membership alone is not the older-certificate route [2].

3. Follow the product to the site

Put the product record beside the job record. Leave technical conclusions with the competent practitioner.

What good looks like

HSE's framework requires product-specific authorisation and restriction checks; its stewardship approach includes integrated pest management [1].

Ternmead's stock question

Illustrative example, not a real deal

The accounts exercise includes £12,000 of stock. Ask what is held, who owns it and how its age and condition have been checked. That carrying amount does not establish permission to use it.

Evidence link	Seller preparation	Buyer check
Product to authorisation	Identify the actual product	Ask for the applicable authorisation
Authorisation to label	Retain the relevant label	Ask the practitioner about restrictions
Label to activity and site	Identify the proposed use	Record the practitioner's conclusion
Site to working record	Locate relevant survey and visit records	Trace the decision and follow-up

The other side's question

A seller can show how a product record connects to a customer job. A buyer can ask who will review that connection when the proposed work or practitioner changes.

What to check

- ☐ Record the reviewer and date of the product check.
- ☐ Put storage or disposal questions to the appropriate practitioner or adviser.

4. Separate membership from personal evidence

Make separate entries for the company, the individual and the issuer. Ask each body about the transaction you actually propose.

What good looks like

CRRU's detailed criteria concern training certification and approved CPD evidence [2]. Test company membership separately with its issuer.

Ternmead's handover file

Illustrative example, not a real deal

No company membership, successful audit or transfer decision has been assumed. The file needs the actual holder, issuer and written answer for each relevant item.

Separate item	Seller preparation	Buyer check
Personal certificate	Record holder and date	Match the proposed practitioner
Approved CPD evidence	Supply current evidence	Check the certificate route
Company membership	Name the member entity	Ask what the sale changes
Named-person condition	Locate the issuer's terms	Clarify proposed cover in writing

The other side's question

A buyer can ask which answers are confirmed and which are still open. A seller can show the correspondence rather than asking the buyer to infer continuity from a badge.

What to check

- ☐ Give each issuer the proposed ownership and personnel changes.
- ☐ Ask your solicitor which answers affect the transaction documents.

5. Trace the customer's service record

Choose a food-premises agreement and follow the work from the customer's requirement to the visit report and outstanding action.

What good looks like

FSA MyHACCP guidance says contracted services should meet the food business's requirements. Its pest-control guidance covers preventing access, harbourage and food contamination [3].

Ternmead's food-premises book

Illustrative example, not a real deal

£300,000 of annual income comes from food-premises servicing under current signed terms. Separately, £15,000 has been received for future food-premises work. The service still owed needs its own schedule.

Trace	Seller preparation	Buyer check
Agreed service	Locate scope and actual frequency	Read the customer's requirements
Work delivered	Match visit and follow-up records	Identify outstanding actions
Work still owed	List future prepaid visits	Reconcile the service schedule
Proposed handover	Identify customer and record access questions	Ask the solicitor about continuity

The other side's question

A seller can show what each customer has agreed. A buyer can ask how the proposed team will find the records and respond to the next open action.

What to check

- ☐ Use the actual agreement for visit frequency.
- ☐ Ask which site records the customer requires; the FSA guidance is not a universal contractor record list [3].

6. Give each open question an owner

A handover file is useful when someone can act on it. Put the next action and its reviewer beside each missing answer.

What good looks like

HSE describes stewardship that includes training, certification, auditing and point-of-sale competence verification [1]. Match each relevant check to evidence and a reviewer.

Ternmead's cost does not settle cover

Illustrative example, not a real deal

The £65,000 replacement employment cost has been deducted in its £115,000 adjusted profit. The owner duties and activity-specific competence still need named cover and supporting records.

Open question	Seller preparation	Buyer check
Person's evidence	Obtain the missing certificate or CPD record	Confirm the relevant purchase route
Product or site	Ask the competent practitioner to review	Retain the dated conclusion
Issuer or customer	Seek the written continuity answer	Ask the solicitor what must be agreed
Cost of cover	Obtain a supported cost calculation	Reconcile it once in the profit schedule

The other side's question

A buyer can ask what must be resolved before relying on uninterrupted service. A seller can distinguish an answered question from an appointment merely booked to discuss it.

What to check

- ☐ Set the next review date and name the person following it up.
- ☐ Keep any new cost question separate until the accountant has checked its treatment.

A small-team sale, with a specific question

One acquirer's announcement describes a West Sussex family pest-control business whose owners had decided to retire. It said one owner would remain as a technician consultant during the transition [4].

The target's filed accounts record an average of five people employed in the year to the end of June 2021 [5]. This is historical average employment, not a count of technicians at completion.

Public evidence	What to ask about your handover
Announced owner transition	Which responsibilities will the owner retain?
Proposed technician consultancy	What work, availability and end point will be agreed?
Five people employed on average in the stated year	Which people are available for the actual activities now?

The employment disclosure supplies historical small-team context.

What to check

- ☐ Ask for the proposed transition duties in writing.
- ☐ Match those duties to the person's evidence and customer work.
- ☐ Ask what happens when the agreed support ends.

Use the matrix on the next two pages to turn that discussion into a document request. Keep the purchase-evidence check separate from the commercial agreement about the owner's time.

Pest control stewardship handover matrix

Part 1 of 2. Use one copy for a named activity and site. Enter document references, dates and reviewers. Take technical questions to the competent practitioner and transaction questions to your solicitor.

Business, activity, site and territory

Evidence item	Name, reference and relevant date
Proposed practitioner and absence cover	
Approved certificate, issuer and certificate date	
Applicable approved CPD evidence and period	
Company membership and issuer	
Actual product and authorisation reference	
Label, permitted activity and practitioner review	
Site, service agreement and working records	
Evidence owner and expiry or review date	

Supplier or issuer clarification needed, and who will request it

Record the proposed practitioner, approved certificate and issuer. Use [CRRU's training requirements](#) to check certificate age and applicable approved CPD evidence together.

Type your answers in and save a copy, or print the page and fill it in by hand. Nothing you enter is sent to us.

Stewardship handover actions

Part 2 of 2. Use the same activity and site as the first sheet. Record each unanswered question, its owner and the evidence needed. A tick means the evidence has been reviewed, not that this sheet grants permission.

Business, activity and site carried from part 1

Open question	Owner and next action	Evidence and review date	Reviewed
Person's certificate and CPD			☐
Product and proposed activity			☐
Company or issuer continuity			☐
Site records and work still owed			☐
Absence cover and its cost			☐

What must be resolved before relying on continuity, and who will confirm the answer

Ask the relevant issuer about membership or named-person changes. Use the actual customer agreement and the practitioner's product review; do not infer continuity from ownership alone.

Type your answers in and save a copy, or print the page and fill it in by hand. Nothing you enter is sent to us.

Sources and validity

1. Health and Safety Executive: Rodenticides, updated Jun 2025. GB BPR applies in England, Scotland and Wales; EU BPR in Northern Ireland. UK professional anticoagulant stewardship and product-specific authorisation checks. Framework guidance, not a product treatment instruction.
2. Campaign for Responsible Rodenticide Use UK: Training and Certification, publication date not displayed. UK requirements from January 2026. Approved certification within the previous five years, or older approved certification with current approved CPD membership. First-time entrants complete the current year's membership criteria to be ready for the next year. The detailed requirements govern the purchase-evidence discussion.
3. Food Standards Agency, MyHACCP: General requirements to be considered for each prerequisite, publication date not displayed. Contract services and Pest Control sections. Guidance for food-business systems, not a new statutory duty on the pest contractor or a fixed visit interval.
4. Cleankill Pest Control: Cleankill increases foothold in West Sussex, publication date not displayed. Announced acquisition of Des Bone Ltd and the proposed technician-consultant role for Richard Bone. Exact completion date and transaction economics are not disclosed in the inspected announcement.
5. Des Bone Ltd: Accounts for the year ended June 2021, filed March 2022. Note 4, PDF page 8: average persons employed during the year, five. This is not full-time equivalents, technician numbers or acquisition-day staffing. It supplies historical small-team context only.

Checked Oct 2026. We review every guide after the Autumn Budget in October 2026. Check current scheme and product requirements before relying on them. Technical and legal conclusions depend on the work, records and transaction in front of you.

The example. Ternmead Pest Control is invented. It is not a client or a real sale. All its amounts and staffing inputs are chosen teaching assumptions. No certificate holder, approved cover, audit result or issuer transfer decision has been invented. The images are illustrative.

The method. Document requests are practical checks, not an asserted universal legal record list. No product, dose, treatment method, storage rule or disposal instruction is prescribed. No price premium or valuation multiple is inferred from competence evidence or the public example.

Bring the unanswered handover question



Bring your completed matrix to a free first conversation about preparing the evidence for a sale or purchase.

There is no obligation to go further.

Simon Read
Founder & Managing Director

01285 704466

enquiries@pestcontrolbusinessforsale.co.uk
pestcontrolbusinessforsale.co.uk



Prepared by Simon Read | Reads Advice Partners Ltd | pestcontrolbusinessforsale.co.uk
The Alliston Centre, Stroud Rd, Cirencester GL7 6JR
01285 704466
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