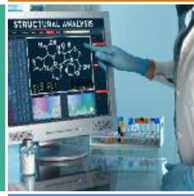
UKAS
UNITED KINGDOM ACCREDITATION SERVICE




United Kingdom Accreditation Service



Annual Report and Financial Statements
for the year ended 31 March 2017


Delivering Confidence

Company information

Directors

Lord Lindsay

Paul Stennett

Sir Duncan Nichol

Sir Paul Judge *(resigned 11 October 2016)*

Professor Michael Mainelli

Georgia Alsop

Jeffrey Ruddle

Lorraine Turner

Sarah Veale

Jeffrey Llewellyn *(appointed 11 October 2016)*

Registered number

03076190

Registered office

2 Pine Trees
Chertsey Lane
Staines Upon Thames
Middlesex
TW18 3HR

Independent auditors

Feltons
1 The Green
Richmond
Surrey
TW9 1PL

Contents

UKAS Performance at a glance

Financial highlights:

Financial summary for 2016/17

	(£m) 2016/17	(£m) 2015/16
Turnover	**29.4**	26.8
Cost of Sales	**19.0**	16.4
Gross Profit	**10.5**	10.4
Administrative expenses	**8.6**	8.5
Operating Profit	**1.9**	1.9
Profit after taxation	**1.6**	1.5

Business highlights:

- Successful Peer Evaluations ensuring that UKAS remains an EA, IAF, and ILAC signatory for a full scope.
- Celebrated 50 years of accreditation in the UK and 21 years of UKAS by hosting EA General Assembly, Customer days, and Stakeholder events.
- Government policy on accreditation and conformity assessment re-issued confirming support for UKAS.
- Adoption of new customer agreement.
- Chancellor opens new UKAS offices.
- Development projects underway for accreditation including Dental service certification, Medical Physics and Clinical Engineering, Maritime Emissions, Six Sigma, Anti-bribery, Forensic casework review and cell site analysis.
- Active engagement in Brexit discussions to ensure continued recognition of accredited certificates.

27,229
Assessment days delivered

3,431
Number of accreditations held

2,882
Number of accredited customers

38%
Increase in searches for accredited organisations

84%
Customer satisfaction

1,009
Number of extensions to scope granted this year

152
New customers

6,292
Followers on social media

11
Standard transitions underway

Overview of our strategy for 2017/18

UKAS will enter the final year of its current 5 year strategy in 2017/18. This strategy has focussed the business on becoming more open and collaborative with customers and stakeholders, and also ensuring that UKAS can attract and maintain the calibre of staff required to deliver a world leading accreditation service.

Throughout the next year, the UKAS business plan will focus on a number of activities and initiatives, including:

People	Develop, recruit and retain staff to allow UKAS to deliver world class, high quality accreditation services.	• Refreshing and expanding technical assessment resources to ensure suitable capacity and technical coverage for the current and future scope of UKAS accredited activities.
Customers and Stakeholders	To become more open, transparent and collaborative with our customers and stakeholders.	• Preparing for opportunities and threats presented by Brexit to ensure that UKAS' position as the National Accreditation Body is maintained, along with its signatory status to the relevant international agreements. • Ensuring that transitions for accreditation for new/revised standards are carried out in such a way as to provide confidence to stakeholders and to allow customers to transition in adequate time, ensuring continuity of their accreditation.
Core Business	Develop new and improved assessment tools and facilities to deliver world class, high quality accreditation services.	• Preparing systems and staff to move to a 'next generation' business system, which will underpin the service provided to customers and stakeholders and should allow the introduction of customer portals.
Business Development	To grow the business through increasing our existing market penetration and improving the accessibility of accreditation for new markets.	• Continuing to work within the Healthcare sector to raise awareness of accreditation and deliver new schemes that meet the needs of patients and relevant stakeholders. • Reviewing options as to how UKAS may be able to make accreditation more accessible to small and micro businesses.

UKAS is building its strategy for the period 2018-2021 and over recent months has started consultation with partners, customers and stakeholders for input into the next strategy period and to help shape the strategic plan.

Chairman's Report

This year has proved to be exceptionally busy on all fronts and has left us little time to reflect on last year's celebration of two important milestones: the 21st anniversary of our establishment as the National Accreditation Body and the 50th anniversary of the start of accreditation in the UK.

UKAS has delivered another strong performance with the volume of our accreditation activities continuing to grow. As well as extending our work in existing sectors, such as management system certification, forensics and medical laboratories, we are continuing to consider new areas where accreditation can play an important role in providing assurance and confidence. These include a review of the financial services sector, which identified possible opportunities in areas such as Fintech, charity fundraising and anti-money laundering to name only a few. Other new activities within healthcare include medical physics and clinical engineering.

Our relationship with Government and the increasing departmental awareness of how UKAS, as the National Accreditation Body, can support the delivery of policy objectives remain as important as ever. UKAS also continues to support regulators in delivering their regulatory objectives, surveillance and enforcement activities. UKAS accreditation is successfully used to support and complement existing regulatory regimes, enabling regulators to adopt a more risk-based and outcomes-focused approach, and to target their resources where they will have the greatest impact. The Regulatory Futures Review, published by the Cabinet Office at the beginning of 2017, promotes the greater use of 'earned recognition' to inform regulatory decisions and has led to renewed contacts with a number of regulators.

Brexit has given our relationship with Government yet greater significance. UKAS and the UK Quality Infrastructure, a partnership in which UKAS accreditation plays a central part, already have a proven and well-established role in underpinning our existing EU and other trading relationships. This role will be critical in building successful international trade agreements post-Brexit. With the Government recognising the global relevance of accreditation, UKAS is in close dialogue with Ministers and officials in BEIS (the Department for Business, Energy and Industrial Strategy), and the Departments for Exiting the EU and International Trade, on the important contribution accreditation can make to UK trade once we leave the EU. UKAS and its UKQI partners also have a crucial contribution to make to the Government's Industrial Strategy and its focus on policies and institutions that underpin productivity, prosperity and innovation in the UK economy.

Whilst UKAS enjoys strong support from a large number of departments, our primary relationship with Government in respect to our National Accreditation Body status and public authority remit is with BEIS. I am grateful for the advice and support BEIS continue to provide as our sponsor department.

I am also grateful for the advice and support UKAS receives from our Members and other stakeholder organisations through the various governance mechanisms that we have, most notably our Policy Advisory Forum and Council, and our technical committees. Their input is greatly valued by the Board, the senior management team and our staff.

Lord Jamie Lindsay
Chairman

Chief Executive's Report Business Year 2016-17

This time last year my annual report for 2015-16 was being composed shortly after the EU Referendum and somewhat pessimistically, I expressed a view that the coming twelve months could see the start of a downturn in business activity. Fortunately, events proved to be otherwise. I am pleased to report that in terms of UKAS' performance, the businesses climate remained generally positive, which in turn increased the demand for accreditation, both in existing areas and new market sectors. Reflecting this, UKAS saw the number of assessment days carried out in our established business areas increase by 8.1%, with UKAS recording turnover of just under £30M for business year 2016-17.

Brexit

Shortly after the referendum results were announced, UKAS made it a priority to make contact with the newly formed Department for Exiting the European Union (DExEU), the Department for International Trade (DIT) and our restructured sponsoring Government Department, the Department of Business Energy and Industrial Strategy (BEIS).

In the past twelve months, UKAS has been able to meet with Ministers in DExEU, DIT and BEIS to explain the concerns that many of our customers have, especially in the areas of Notification and Notified Bodies. UKAS will continue to ensure, as far as practically possible that these issues retain a high profile within DExEU and DIT.

UKAS has also explored the issue of continuing EA (the European Cooperation for Accreditation) Membership post Brexit. Whilst the outcome of the Brexit negotiations is still very uncertain, I was heartened to see the overall level of support and goodwill within EA, regarding UKAS continuing to remain a member of EA. Of course, UKAS' membership of ILAC and IAF will ensure that international recognition of UKAS accreditation will remain unaffected by Brexit.

As has been mentioned in the Chairman's report, UKAS has seen accreditation develop in a number of new areas ranging from Medical Physics and Engineering ('MPACE') to financial services and to financial services and technology ('FinTech').

Operationally, UKAS has continued to 'bed in' its new structure. The new organisation has meant that some customers received new assessment teams, which regrettably caused them a degree of disruption and a slight fall in our customers service levels. However, I am pleased to report that overall, our customer surveys show that our service is now improving rapidly.

2016 was notable for UKAS marking the 50th Anniversary of the start of Accreditation in the UK with the creation of the British Calibration Service in 1966 and the 21st Anniversary of the formation of UKAS in 1995.

I am grateful that the BMTA and ABCB were able to attend our Policy Advisory Forum meeting and customer open days to give a retrospective view on how UKAS and accreditation has changed since our inception in 1995. One of the most pleasing remarks related to how UKAS assessments have changed in style from being a somewhat adversarial, confrontational event, with both BMTA and ABCB reporting that a UKAS assessment visit is now seen by many of their members as an opportunity to improve the performance of their business.

I am also very grateful for the support of our customers who attended our open day events at the end of 2016, who provided UKAS with invaluable input in the development of our business strategy and insight as to how they would like to see UKAS further evolve in the coming years.

Finally, the October 2016 AGM saw Sir Paul Judge step down after several years of tenure as a UKAS Non-Executive Director, with Dr Jeff Llewellyn being appointed to the UKAS Board as Sir Paul's successor. Jeff brings a wealth of experience as both a user of accreditation and extensive management experience in most of the areas where UKAS is active. I was however deeply saddened to learn of the untimely death of Sir Paul Judge in May 2017. Sir Paul made a significant contribution to UKAS during his time as a Board member and the UKAS Directors have sent their condolences to Sir Paul's family.

Outlook for 2017/2018

Business year 2017/18 promises to be another demanding year for UKAS with growth expected in most areas of our work. UKAS aims to complete the implementation of ISO 15189 in all medical laboratories in the UK this business year, along with the timely transitions of all certification bodies for ISO9001:2015 and ISO14001:2015 well ahead of the deadline in September 2018. We also aim to launch our new business strategy in March 2018 after final discussion with stakeholders. Concerning Brexit, UKAS will aim to work closely with Government Departments to ensure that any accreditation issues arising from the negotiations are given a suitably high profile. As ever, the business climate remains challenging and uncertain, but I am confident that UKAS is well placed to respond to these challenges in the coming twelve months.

Paul Stennett MBE
Chief Executive

Financial Review

2017 has been another year of strong growth and financial performance for the UKAS group.

Group turnover for the year ending 31 March 2017 increased to £29.4m compared to £26.7m in the previous year. The year on year increase of 10% in turnover is attributed to an increase in accreditation days which grew to 27,229 from 23,333 in the previous year. The growth in days of 16.7% was achieved across all areas of work but it was largely attributable to increased activity in the area of forensics and healthcare.

Group profit after tax of £1,628k for the year ending 31 March 2017 was 10% higher year on year which was more in line with growth from our traditional areas of accreditation. The Group gross margin of 35% for this financial year was 3% lower compared to the previous year. The reduction in gross margin reflects a lower contribution from newer, developing schemes and a conscious decision to, for the second year running, partly absorb higher salary costs instead of passing them on to customers through higher increases in pricing. The Group continued to contain underlying costs and improved underlying productivity, but at the same time incurred higher costs as a result of choosing to continue to resource ahead of expected standard transitions as well as business growth, in order to allow the time that it takes to train new staff and be in a better position to meet anticipated customer demand.

Profit and loss reserves of £6,688k are positive, even after taking into account the £1,931k long term pension obligation. The Group aims to hold three months turnover as reserves and as at 31 March 2017 achieved 90% of its target.

The Group's liquidity position as at 31 March 2017 remained strong with its current asset ratio retained at a healthy 2.9.

Next year UKAS will be entering the final year of its 2013-2018 five year strategy. Over the last four years our staff have worked tirelessly to modernise our infrastructure and refine our structures. During 2017-18 we will continue to focus on recruitment, process improvements and the implementation of a new business system which will include a customer portal. The changes will be instrumental in ensuring that UKAS remains a world leading accreditation body and is best placed to continue to meet the needs of all its stakeholders.

Georgia Alsop
Finance Director

Group Strategic Report
for the year ended 31 March 2017

Introduction
The principal activity of the Group in the year under review was that of being the sole national accreditation body recognised by government to assess, against internationally agreed standards, organisations that provide certification, testing, inspection and calibration services.

The Group is a non-profit-distributing private company, limited by guarantee. The Group is independent of Government but is appointed as a national accreditation body by Accreditation Regulations 2009 (SI No 3155/2009) and the EU Regulation (EC) 765/2008 and operates under a Memorandum of Understanding with the Government through the Secretary of State for Business, Energy and Industrial Strategy (BEIS). UKAS is licensed by BEIS to use and confer the national accreditation symbols (formerly national accreditation marks) which symbolise Government recognition of the accreditation process.

Business Review
The results for the group are set out on page 15. These financial statements reflect the trading activities and results of both United Kingdom Accreditation Service (UKAS) and Clinical Pathology Accreditation (UK) Limited (CPA).

The Group expects to continue to grow in most areas of the business, with work in forensic laboratories and the health sector, in areas such as physiological diagnostics, spearheading this growth. Our focus remains on ensuring that we continue to create the capability to respond to the ever increasing demand for accreditation schemes by a wide range of sectors and to that end, we plan to continue to invest in the development of our infrastructure and people.

Principal risks and uncertainties
The Directors have applied judgements, based on expert advice, in relation to assessing the position of the Defined Benefit Pension Scheme. There are no other matters concerning financial risk which are material for the assessment of the assets, liabilities, financial position and profit or loss of the company.

Financial key performance indicators
The integrated group has achieved an operating profit of £1,904,723 (2016: £1,897,109) and a group gross margin of 35.6% (2016: 38.7% restated) as explained in note 5 of the financial statements.

The financial performance this year was positive and the group continues to be profitable. In monetary terms turnover was up 10%. The group's balance sheet continues to show a healthy current ratio of current assets to short term creditors of 2.9 times (2016: 2.7 times).

Other key performance indicators
The group continues to report internally on a series of Key Performance Indicators such as the number of days of assessment delivered, the number of customers visited and the efficiency and effectiveness of the service. In addition to this, the company constantly surveys its customer base to ensure that the quality of service is maintained at the highest levels. The year to March 2017, the company delivered 27,229 (2016: 23,333) days of accreditation, including CPA. The directors attribute this continued growth to the effects the company's ongoing campaign to raise the awareness of the benefits of accreditation within government and amongst consumers.

This report was approved by the board on 31 August 2017 and signed on its behalf.

Paul Stennett

Paul Stennett MBE
Chief Executive

Directors' Report
for the year ended 31 March 2017

The directors present their report and the financial statements for the year ended 31 March 2017.

Directors' responsibilities statement

The directors are responsible for preparing the Group strategic report, the Directors' report and the consolidated 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 applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and of the profit or loss of the Group for that period.

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

- select suitable accounting policies for the Group's financial statements 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 Group 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 the Group and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Results and dividends proposed

The profit for the year, after taxation, amounted to £1,628,303 (2016 – £1,480,704).

As the company is non-profit distributing, the Directors do not propose a dividend (2016: £Nil).

Directors

The directors who served during the year were:

Lord Lindsay
Paul Stennett
Sir Duncan Nichol
Sir Paul Judge *(resigned 11 October 2016)*
Professor Michael Mainelli
Georgia Alsop
Jeffrey Ruddle
Lorraine Turner
Sarah Veale
Jeffrey Llewellyn *(appointed 11 October 2016)*

Future developments

The transition of Clinical Pathology Accreditation customers to UKAS accreditation, under ISO 15189, the international standard for medical laboratories started in 2014, continues to make good progress with more than 65% of laboratories assessed. A key strategic priority in 2016/17 was the reorganisation of our Operations teams in order to create a structure that more closely matched that of our customers rather than UKAS being organised on purely technical lines. The restructure was successfully implemented, however some case transfers have taken longer than anticipated. As a result UKAS has received some negative customer feedback due to slower response times as a result of these case-work handovers. Equally, UKAS has also received some very positive feedback from customers who have seen improved service levels and business focus deriving from the new structure. A key focus in the first six months of this business year will be to ensure that the restructure delivers the operational efficiencies and all the improvements in customer service set out in the original plans.

Meeting the growth in demand for asbestos accreditation and the development of accreditation for "digital forensics" were two of the key challenges facing Operations in 2016/2017. Our new HR Manager rose to the task of recruiting the large number of skilled assessors for these areas, however, this influx of new employees then placed a strain on our resources to train the new starters and this large investment in new staff increased our operational costs.

Other strategic activities last year included a continuing focus on internal business process improvement, carrying out essential planning for the next upgrade of our business system. At the start of the business year, the EU referendum result was announced and UKAS reacted swiftly to engage with the newly formed Government Departments, the Department for Exiting the EU (DExEU) and the Department for International Trade (DIT) to make Ministers aware of the role that accreditation has in underpinning international trade agreements and how it will be vital for government to understand the impact of these in future Brexit negotiations. As yet it is too early to make predictions about how this will affect UKAS's business. It is however the intention of the UKAS Board to follow these developments and work closely with our Government sponsors in order to engage at the earliest possible stage with any developments and assess the impact on UKAS as a business in the coming years now that Article 50 has been triggered.

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 the directors are aware, there is no relevant audit information of which the Company and the Group's auditors are unaware, and
- The Directors have 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 and the Group's auditors are aware of that information.

Post balance sheet events

There have been no significant events affecting the Group since the year end.

Auditors

The auditors, Feltons, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the board on 31 August 2017 and signed on its behalf.

Paul Stennett MBE,
Chief Executive

Independent Auditors' Report
to the Members of United Kingdom Accreditation Service

We have audited the financial statements of United Kingdom Accreditation Service for the year ended 31 March 2017, set out on pages 15 to 37. The relevant financial reporting framework that has been applied in their preparation is applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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 on page 12, 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 Financial Reporting Council'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 Group's and the parent 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 Group 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 Group's and the parent Company's affairs as at 31 March 2017 and of the Group's 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, based on the work undertaken in the course of the audit, the information given in the Group strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with those financial statements and such reports have been prepared in accordance with applicable legal requirements.

In the light of our knowledge and understanding of the parent Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group strategic report and the Directors' report.

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 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.

Dave Alesbury *Senior statutory auditor*
for and on behalf of

Feltons
1 The Green
Richmond
Surrey TW9 1PL

31 August 2017

Consolidated Statement of Comprehensive Income
for the year ended 31 March 2017

	Note	2017 £	2016 £
Turnover	4	**29,437,322**	26,772,309
Cost of sales		**(18,968,736)**	(16,399,979)
Gross profit		**10,468,586**	10,372,330
Administrative expenses		**(8,563,863)**	(8,475,221)
Operating profit	5	**1,904,723**	1,897,109
Interest receivable and similar income	9	**43,398**	45,766
Interest payable and similar charges		**(7,125)**	(1)
Other finance costs		**17,000**	(127,000)
Profit before taxation		**1,957,996**	1,815,874
Tax on profit	11	**(329,693)**	(335,170)
Profit for the financial year		**1,628,303**	1,480,704
Actuarial (losses)/gains on defined benefit pension scheme		**(1,867,000)**	2,771,000
Movement of deferred tax relating to pension deficit		**342,290**	(603,290)
Other comprehensive income for the year		**(1,524,710)**	2,167,710
Total comprehensive income for the year		**103,593**	3,648,414
Profit for the year attributable to:			
Owners of the parent Company		**1,628,303**	1,480,704
		1,628,303	1,480,704
Total comprehensive income for the year attributable to:			
Owners of the parent Company		**103,593**	3,648,414
		103,593	3,648,414

Consolidated Balance Sheet
as at 31 March 2017

	Note		2017 £		2016 £
Fixed assets					
Tangible assets	13		**1,031,978**		1,182,723
			1,031,978		1,182,723
Current assets					
Debtors: amounts falling due within one year	15	**7,282,361**		5,192,862	
Cash at bank and in hand		**5,276,864**		5,988,881	
		12,559,225		11,181,743	
Creditors: amounts falling due within one year	17	**(4,821,424)**		(4,094,280)	
Net current assets			**7,737,801**		7,087,463
Total assets less current liabilities			**8,769,779**		8,270,186
Provisions for liabilities					
Other provisions	20	**(150,000)**		(405,000)	
			(150,000)		(405,000)
Net assets excluding pension liability			**8,619,779**		7,865,186
Pension liability			**(1,931,000)**		(1,280,000)
Net assets			**6,688,779**		6,585,186
Capital and reserves					
Profit and loss account	21		**6,688,779**		6,585,186
Equity attributable to owners of the parent company			**6,688,779**		6,585,186
			6,688,779		6,585,186

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 31 August 2017

Georgia Alsop
Finance Director

Paul Stennett MBE
Chief Executive

The notes on pages 23 to 37 form part of these financial statements.

Company Balance Sheet
as at 31 March 2017

			2017		2016
	Note		£		£
Fixed assets					
Tangible assets	*13*		**1,031,978**		1,182,723
Investments	*14*		**715,098**		715,098
			1,747,076		1,897,821
Current assets					
Debtors: amounts falling due within one year	*15*	**7,480,956**		4,890,627	
Cash at bank and in hand	*16*	**3,422,670**		5,338,236	
		10,903,626		10,228,863	
Creditors: amounts falling due within one year	*17*	**(8,335,931)**		(7,714,474)	
Net current assets			**2,567,695**		2,514,389
Total assets less current liabilities			**4,314,771**		4,412,210
Provisions for liabilities					
Other provisions	*20*	**(150,000)**		(405,000)	
			(150,000)		(405,000)
Net assets excluding pension liability			**4,164,771**		4,007,210
Pension liability			**(1,931,000)**		(1,280,000)
Net assets			**2,233,771**		2,727,210
Capital and reserves					
Profit and loss account	*21*		**2,233,771**		2,727,210
			2,233,771		2,727,210

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 31 August 2017

Georgia Alsop
Finance Director

Paul Stennett MBE
Chief Executive

Consolidated Statement of Changes in Equity
for the year ended 31 March 2017

	Profit and loss account £	Total equity £
At 1 April 2016	6,585,186	6,585,186
Comprehensive income for the year		
Profit for the year	1,628,303	1,628,303
Actuarial losses on pension scheme	(1,524,710)	(1,524,710)
Other comprehensive income for the year	(1,524,710)	(1,524,710)
Total comprehensive income for the year	103,593	103,593
At 31 March 2017	6,688,779	6,688,779

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Consolidated Statement of Changes in Equity
for the year ended 31 March 2016

	Profit and loss account £	Total equity £
At 1 April 2015	2,936,772	2,936,772
Comprehensive income for the year		
Profit for the year	1,480,704	1,480,704
Actuarial gains on pension scheme	2,167,710	2,167,710
Other comprehensive income for the year	2,167,710	2,167,710
Total comprehensive income for the year	3,648,414	3,648,414
At 31 March 2016	6,585,186	6,585,186

The notes on pages 23 to 37 form part of these financial statements.

Company Statement of Changes in Equity

for the year ended 31 March 2017

	Profit and loss account £	Total equity £
At 1 April 2016	**2,727,210**	**2,727,210**
Comprehensive income for the year		
Profit for the year	**1,031,271**	**1,031,271**
Actuarial losses on pension scheme	**(1,524,710)**	**(1,524,710)**
Other comprehensive income for the year	**(1,524,710)**	**(1,524,710)**
Total comprehensive income for the year	**(493,439)**	**(493,439)**
At 31 March 2017	**2,233,771**	**2,233,771**

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Company Statement of Changes in Equity

for the year ended 31 March 2016

	Profit and loss account £	Total equity £
At 1 April 2015	(468,297)	(468,297)
Comprehensive income for the year		
Profit for the year	1,027,797	1,027,797
Actuarial gains on pension scheme	2,167,710	2,167,710
Other comprehensive income for the year	2,167,710	2,167,710)
Total comprehensive income for the year	3,195,507	3,195,507
At 31 March 2016	2,727,210	2,727,210

The notes on pages 23 to 37 form part of these financial statements.

Consolidated Statement of Cash Flows
for the year ended 31 March 2017

	2017	2016
	£	£
Cash flows from operating activities		
Profit for the financial year	**1,628,303**	1,480,704
Adjustments for:		
Depreciation of tangible assets	**286,335**	176,617
Loss on disposal of tangible assets	**(7,299)**	–
Other finance costs	**(17,000)**	127,000
Interest paid	**7,130**	–
Interest received	**(43,398)**	(45,766)
Taxation charge	**329,693**	335,170
(Increase) in debtors	**(1,978,248)**	(449,458)
Increase/(decrease) in creditors	**750,441**	(317,523)
(Decrease)/increase in provisions	**(255,000)**	85,000
(Decrease) in net pension assets/liabs	**(1,199,000)**	(985,000)
Corporation tax (paid)	**(112,570)**	(362,808)
Net cash generated from operating activities	**(610,613)**	43,936
Cash flows from investing activities		
Purchase of tangible fixed assets	**(142,790)**	(1,107,405)
Sale of tangible fixed assets	**14,500**	(22,711)
Interest received	**43,393**	45,766
Net cash from investing activities	**(84,897)**	(1,084,350)
Cash flows from financing activities		
Interest paid	**(7,130)**	–
Net cash used in financing activities	**(7,130)**	–
Net (decrease) in cash and cash equivalents	**(702,640)**	(1,040,414)
Cash and cash equivalents at beginning of year	**5,979,504**	7,019,918
Cash and cash equivalents at the end of year	**5,276,864**	5,979,504
Cash and cash equivalents at the end of year comprise:		
Cash at bank and in hand	**5,276,864**	5,988,881
Bank overdrafts	**–**	(9,377)
	5,276,864	5,979,504

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