REGISTERED NUMBER: 03368008 (England and Wales)

Waste Recycling Environmental Limited

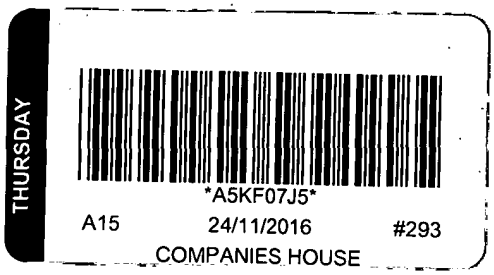
Strategic Report,

Report of the Directors and

Financial Statements

for the Year Ended

31 March 2016



Haines Watts
Statutory Auditor
8 Hopper Way
Diss
Norfolk
IP22 4GT

Waste Recycling Environmental Limited

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for the Year Ended 31 March 2016

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DIRECTORS:	Mr J Joyce Mr P M Cox Dr G J Thomas Mr T Cutts Mr C Ellis Mr K Dales Mr G Allen Mr M Woods
SECRETARY:	Mr A Carter
REGISTERED OFFICE:	Wren House Manor Farm Bridgham Norwich Norfolk NR16 2RX
REGISTERED NUMBER:	03368008 (England and Wales)
AUDITORS:	Haines Watts Statutory Auditor 8 Hopper Way Diss Norfolk IP22 4GT
SOLICITORS:	Fisher Jones Greenwood LLP Charter Court, Newcomen Way Severalls Business Park Colchester Essex CO4 9YA

The directors present their strategic report for the year ended 31 March 2016.

The purpose of the Strategic Report is to inform stakeholders in the Landfill Communities Fund (LCF) and help them assess how the directors have performed their duty under section 172 (duty to promote success of the company).

REVIEW OF BUSINESS

The Landfill Communities Fund was subject to reform during 2015, the most significant outcome being that H.M. Treasury are still keen to see a faster distribution of funds to the grantees, but now the Environmental Bodies (EBs) are to contain their operating costs within a mechanism that is linked to the value of grants paid during the financial year. WREN costs are to be within 7.5% of the grants paid for the year 2016/17.

When a reduced operating cost level is coupled with the expected reduction in tonnages to landfill and a reduced diversion rate from the Landfill Tax it is evident that the company has had to rationalise the funding programmes that it offered grants under and then reduce costs rapidly in the close of the year 2015/16. Several staff were made redundant.

After consideration of the results for the year and the position at the year-end the company is deemed to have performed satisfactorily but there must be further improvement on the operating costs.
This assessment is based on the following key indicators of the financial performance.

	2016	2015
Income received (LCF) after adjustment for accrued income	£13,818,898	£17,854,107
New grant commitments made during the year	£17,739,981	£23,490,783
Operating costs for the company	£1,429,510	£1,744,207
Regulator levy payable	£330,289	£434,631
Uncommitted funds available to the company	£7,484,794	£13,408,848
Cost to income ratio (%)	10.34	9.77

The company has now moved to an online application system. This has facilitated a level of staff reduction, but now the company must streamline the process to provide greater cost efficiencies. This streamlining is from the bottom to the top, and a revised format for the Board of Directors is also being implemented.

The directors continue to recognise the importance of reducing the unspent monies held by the company, and now all new grants must complete within a 12 month period. During this year the company has supported projects with:

Community grants awarded	£12,552,466
Biodiversity grants awarded	£ 2,880,000
Heritage grants awarded	£ 829,515
The National Memorial Arboretum	£ 850,000
The Imperial War Museum	£ 628,000

The company has also achieved Approved Body status allowing WREN to distribute Scottish Landfill Communities Fund monies. This is a separate tax regime following the devolution of tax powers for Scotland.

PRINCIPAL RISKS AND UNCERTAINTIES

The principal risks are:
- The diversion rate from Landfill Tax reduces further
- The cap on operating costs reduces further
- The funding portfolio reduces to a level that makes the business unsustainable because of its geographical coverage

HEALTH & SAFETY

The company is committed to conducting its business in a socially responsible manner, ensuring the protection of our employees, stakeholders, applicants and the environment. The company is committed to proactive training to ensure the highest standards of health and safety are achieved.

FINANCIAL RISK MANAGEMENT

The WREN Board has responsibility for the company's liquidity and financial risk. It is the directors intention to ensure that the company implements a cash position of approximately 6 months receipts but with a reserve strong enough to meet its liabilities in the event of the closure of the LCF. This will be monitored annually.

PRICING RISK

The company is subject to regulatory oversight on operating costs and therefore must maintain controls on expenditure.

PEOPLE
The company has seen a 30% reduction of staff as a consequence of the LCF reform.

ON BEHALF OF THE BOARD:

Mr P M Cox - Director

Date: 26th October 2016

The directors present their report with the financial statements of the company for the year ended 31 March 2016.

DIVIDENDS
No dividends will be distributed for the year ended 31 March 2016.

DIRECTORS
The directors shown below have held office during the whole of the period from 1 April 2015 to the date of this report.

Mr J Joyce
Mr P M Cox
Dr G J Thomas
Mr T Cutts
Mr C Ellis
Mr K Dales

Other changes in directors holding office are as follows:

Mr G Allen - appointed 23 April 2015
Mr M Woods - appointed 23 April 2015

DIRECTORS' RESPONSIBILITIES STATEMENT
The directors are responsible for preparing the Report of the Directors 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), 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 of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

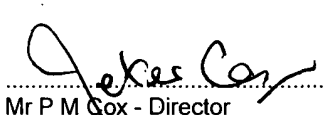
- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS
So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he ought to have taken as a director in order to make himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS
The auditors, Haines Watts, will be proposed for re-appointment at the forthcoming Annual General Meeting.

ON BEHALF OF THE BOARD:



Mr P M Cox - Director

Date: 26th October, 2016

Report of the Independent Auditors to the Members of Waste Recycling Environmental Limited

We have audited the financial statements of Waste Recycling Environmental Limited for the year ended 31 March 2016 on pages six to twenty. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), 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 a Report of the Auditors 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 set out on page four, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

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

Opinion on financial statements
In our opinion the financial statements:
- give a true and fair view of the state of the company's affairs as at 31 March 2016 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matter prescribed by the Companies Act 2006
In our opinion the information given in the Strategic Report and the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception
We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:
- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Simonetta Castellano (Senior Statutory Auditor)
for and on behalf of Haines Watts
Statutory Auditor
8 Hopper Way
Diss
Norfolk
IP22 4GT

Date: 27th October 2016

Waste Recycling Environmental Limited

Income Statement
for the Year Ended 31 March 2016

	Notes	Year Ended 31/3/16 £	£	Period 1/1/14 to 31/3/15 £	£
TURNOVER			**13,818,899**		17,854,104
Staff costs	2	**813,374**		793,433	
Depreciation		**30,060**		30,766	
Other operating charges		**19,019,230**		25,161,215	
			19,862,664		25,985,414
OPERATING DEFICIT	3		**(6,043,765)**		(8,131,310)
Interest receivable and similar income			**124,639**		214,422
DEFICIT ON ORDINARY ACTIVITIES BEFORE TAXATION			**(5,919,126)**		(7,916,888)
Tax on deficit on ordinary activities	5		**24,928**		2,884
DEFICIT FOR THE FINANCIAL YEAR			**(5,944,054)**		(7,919,772)

The notes form part of these financial statements

Other Comprehensive Income
for the Year Ended 31 March 2016

	Notes	Year Ended 31/3/16 £	Period 1/1/14 to 31/3/15 £
DEFICIT FOR THE YEAR		**(5,944,054)**	(7,919,772)
OTHER COMPREHENSIVE INCOME		-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**(5,944,054)**	(7,919,772)

The notes form part of these financial statements

Statement of Financial Position
31 March 2016

	Notes	2016 £	2015 £
FIXED ASSETS			
Tangible assets	7	**30,836**	59,249
CURRENT ASSETS			
Debtors	8	**3,235,159**	13,294,039
Cash at bank and in hand	9	**19,679,344**	15,144,835
		22,914,503	28,438,874
CREDITORS			
Amounts falling due within one year	10	**(15,480,545)**	(15,089,275)
NET CURRENT ASSETS		**7,433,958**	13,349,599
TOTAL ASSETS LESS CURRENT LIABILITIES		**7,464,794**	13,408,848
RESERVES			
Income and expenditure account		**7,464,794**	13,408,848
		7,464,794	13,408,848

The financial statements were approved by the Board of Directors on 26th October 2016 and were signed on its behalf by:

Mr P M Cox - Director

The notes form part of these financial statements

Statement of Changes in Equity
for the Year Ended 31 March 2016

	Retained earnings £	Other reserves £	Total equity £
Balance at 1 January 2014	19,328,620	2,000,000	21,328,620
Changes in equity			
Total comprehensive income	(5,919,772)	(2,000,000)	(7,919,772)
Balance at 31 March 2015	13,408,848	-	13,408,848
Changes in equity			
Total comprehensive income	(5,944,054)	-	(5,944,054)
Balance at 31 March 2016	7,464,794	-	7,464,794

The notes form part of these financial statements

Waste Recycling Environmental Limited

Statement of Cash Flows
for the Year Ended 31 March 2016

	Notes	Year Ended 31/3/16 £	Period 1/1/14 to 31/3/15 £
Cash flows from operating activities			
Cash generated from operations	1	**4,414,401**	(7,112,274)
Tax paid		**(2,884)**	-
Net cash from operating activities		**4,411,517**	(7,112,274)
Cash flows from investing activities			
Purchase of tangible fixed assets		**(1,647)**	(40,702)
Sale of tangible fixed assets		**-**	9,600
Interest received		**124,639**	214,422
Net cash from investing activities		**122,992**	183,320
Increase/(decrease) in cash and cash equivalents		**4,534,509**	(6,928,954)
Cash and cash equivalents at beginning of year	2	**15,144,835**	22,073,789
Cash and cash equivalents at end of year	2	**19,679,344**	15,144,835

The notes form part of these financial statements

Notes to the Statement of Cash Flows
for the Year Ended 31 March 2016

1. RECONCILIATION OF DEFICIT BEFORE TAXATION TO CASH GENERATED FROM OPERATIONS

	Year Ended 31/3/16	Period 1/1/14 to 31/3/15
	£	£
Deficit before taxation	**(5,919,126)**	(7,916,888)
Depreciation charges	**30,060**	40,366
Profit on disposal of fixed assets	**-**	(9,600)
Finance income	**(124,639)**	(214,422)
	(6,013,705)	(8,100,544)
Decrease in trade and other debtors	**10,058,880**	3,115,154
Increase/(decrease) in trade and other creditors	**369,226**	(2,126,884)
Cash generated from operations	**4,414,401**	(7,112,274)

2. CASH AND CASH EQUIVALENTS

The amounts disclosed on the Statement of Cash Flows in respect of cash and cash equivalents are in respect of these Statement of Financial Position amounts:

Year ended 31 March 2016

	31/3/16	1/4/15
	£	£
Cash and cash equivalents	**19,679,344**	**15,144,835**

Period ended 31 March 2015

	31/3/15	1/1/14
	£	£
Cash and cash equivalents	15,144,835	22,073,789

The notes form part of these financial statements

1. ACCOUNTING POLICIES

Basis of preparing the financial statements
These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Turnover
Turnover is measured at the fair value of the consideration received.

All turnover is accounted for on a receivable basis and represents landfill tax credits from waste management businesses.

Turnover is recognised at the time the Landfill Operator charges landfill tax. The amount of landfill tax credits are set in the Budget.

Any surpluses which may arise are a result of timing differences between the accrued grant commitments and the dates that the landfill tax credits are receivable.

During the year to 31 December 2013, the landfill operator changed the way they remit the landfill tax credits to the Company from a quarterly basis to an annual basis, with payments being received on 1 April following the year end. As a result, the Company decided to change its accounting period to 31 March. However, with effect from 1 April 2015, the Landfill Operator reverted to paying landfill tax credits on a quarterly basis.

Tangible fixed assets
Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Fixtures and fittings	-	20% on cost
Motor vehicles	-	25% on cost
Computer equipment	-	33% on cost

Tangible fixed assets are stated at cost (or deemed cost) or valuation less accumulated depreciation and accumulated impairment losses. Cost includes costs directly attributable to making the asset capable of operating as intended.

Depreciation is provided from the date the assets are brought into use on the cost in equal annual instalments, with a full year's charge in the period of acquisition and none in the period of disposal, over the estimated useful lives of the assets.

Deferred tax
Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the statement of financial position date.

Pension costs and other post-retirement benefits
The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

Expenditure
Expenditure is accounted for on an accruals basis. Grants are accrued upon the establishment of a commitment to a project via communication of the approval of a project by the Board of Directors.

Grants committed
The company records grants committed as a liability once the award of the grant has been approved and the applicant has been advised of the success of their application and any particular conditions attached to the award.

Unclaimed grants are reviewed quarterly and those that have expired, are for projects that have ceased or are not active are released back to the profit and loss account.

At the year end the directors make an estimate of the likely amounts included within creditors that are not expected to become payable and reduce the liability accordingly. This estimate is based upon cumulative grants released.

continued...

1. ACCOUNTING POLICIES - continued

Interest receivable
Interest income is recognised using the effective interest method on an accruals basis.

Tax
Current tax represents the amount of tax payable or receivable in respect of the interest receivable for the current. It is measured at the amount expected to be paid or recovered using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Trade and other debtors and creditors
Trade and other debtors and creditors are initially recognised at fair value and thereafter stated at amortised cost using the effective rate of interest method except where the effect of discounting would be immaterial.

Cash and cash equivalents
Cash and cash equivalents comprise cash at bank and in hand, demand deposits with banks and other short-term highly liquid investments with maturities of three months or less.

Provisions
Provisions are recognised when the Company has a present legal or constructive obligation arising as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation.

Critical accounting judgements and key sources of estimation uncertainty
In the application of the Company's accounting policies, which are described above, management is required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underling assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Financial instruments and liquidity risk
The directors have ultimate responsibility for liquidity risk management in maintaining adequate reserves and banking facilities. They do this by continuously monitoring forecast and actual cashflows and matching the maturity profiles of financial assets and liabilities.

2. STAFF COSTS

	Year Ended 31/3/16	Period 1/1/14 to 31/3/15
	£	£
Wages and salaries	**706,323**	688,163
Social security costs	**70,040**	69,655
Other pension costs	**37,011**	35,615
	813,374	793,433

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

	Year Ended 31/3/16	Period 1/1/14 to 31/3/15
Administration	**23**	22

continued...

3. OPERATING DEFICIT

The operating deficit is stated after charging/(crediting):

	Year Ended 31/3/16 £	Period 1/1/14 to 31/3/15 £
Depreciation - owned assets	**30,060**	40,366
Profit on disposal of fixed assets	**-**	(9,600)
Auditors' remuneration	**12,080**	14,656
Directors' remuneration	**113,257**	149,852
Directors' pension contributions to money purchase schemes	**4,722**	5,879

The number of directors to whom retirement benefits were accruing was as follows:

Money purchase schemes	**1**	1

4. EXCEPTIONAL ITEMS

	2016 £	2015 £
Release of committed grants	1,334,683	865,644

During the year the company has released accruals for previously committed grants where the grants have not been taken up or have otherwise lapsed.

5. TAXATION

Analysis of the tax charge

The tax charge on the deficit on ordinary activities for the year was as follows:

	Year Ended 31/3/16 £	Period 1/1/14 to 31/3/15 £
Current tax:		
UK corporation tax	**24,928**	2,884
Tax on deficit on ordinary activities	**24,928**	2,884

UK corporation tax was charged at 20% in 2015.

continued...

5. **TAXATION - continued**

Reconciliation of total tax charge included in profit and loss
The tax assessed for the year is higher than the standard rate of corporation tax in the UK. The difference is explained below:

	Year Ended 31/3/16 £	Period 1/1/14 to 31/3/15 £
Deficit on ordinary activities before tax	**(5,919,126)**	(7,916,888)
Deficit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 20% (2015 - 20%)	**(1,183,825)**	(1,583,378)
Effects of:		
Depreciation in excess of capital allowances	**6,012**	8,073
Income and expenses not deductible for tax purposes	**1,202,741**	1,578,189
Total tax charge	**24,928**	2,884

The Company has no taxable trading profit and it is only taxed on interest received.

6. **REGULATORY ISSUES**

The Regulator, Entrust, has brought to the Companies attention issues which, in its opinion, have caused the Company to be potentially in breach of certain of its responsibilities. The Company has sought independent legal advice and Senior Counsels Opinion in this regard and as a consequence of the advice and of Senior Counsels Opinion do not believe that they have acted inappropriately. The Company is in ongoing discussions with The Regulator to resolve the matter.

7. **TANGIBLE FIXED ASSETS**

	Fixtures and fittings £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1 April 2015	**79,553**	**32,051**	**341,563**	**453,167**
Additions	**-**	**-**	**1,647**	**1,647**
Disposals	**(20,726)**	**-**	**(191,529)**	**(212,255)**
At 31 March 2016	**58,827**	**32,051**	**151,681**	**242,559**
DEPRECIATION				
At 1 April 2015	**76,915**	**668**	**316,335**	**393,918**
Charge for year	**880**	**8,013**	**21,167**	**30,060**
Eliminated on disposal	**(20,726)**	**-**	**(191,529)**	**(212,255)**
At 31 March 2016	**57,069**	**8,681**	**145,973**	**211,723**
NET BOOK VALUE				
At 31 March 2016	**1,758**	**23,370**	**5,708**	**30,836**
At 31 March 2015	2,638	31,383	25,228	59,249

continued...

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016	2015
	£	£
Trade debtors	**3,187,366**	13,132,974
Other debtors	**-**	72,000
Accrued income	**8,245**	24,615
Prepayments	**39,548**	64,450
	3,235,159	13,294,039

The balance in Other debtors as of 31 March 2015 consists entirely of credit notes issued by the Grant Support People Limited for overcharge of services in the year.

9. CASH AT BANK AND IN HAND

	2016	2015
	£	£
Bank deposit account	**12,949,893**	12,864,564
Bank current account	**6,729,347**	2,280,021
Cash in hand	**104**	250
	19,679,344	15,144,835

Cash at bank includes a fixed term deposits of £5,000,000 with a maturity date of 13th May 2016 and earning interest at 0.7%, two Treasury Deposits of £1,000,000 each with maturity dates of 11th April 2016 and 14th June 2016 with interest of 0.32% and 0.51% respectively, a Treasury Deposits of £2,093,662 with a maturity date of 21 June 2016 and interest of 0.5% and a Treasury Deposit of £3,000,000 with a maturity date of 16th May 2016 and interest of 0.5% per annum.

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2016	2015
	£	£
Corporation tax	**24,928**	2,884
Social security and other taxes	**18,652**	17,383
Other creditors	**18,169**	10,430
Grants agreed by the board but not paid	**15,296,542**	14,727,348
Accrued expenses	**122,254**	331,230
	15,480,545	15,089,275

11. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2016	2015
	£	£
Within one year	**42,000**	42,000
Between one and five years	**97,200**	168,000
	139,200	210,000

After the year end, the Company has successfully obtained the release from the lease of the archive building with an annual commitment of £9,600.

continued...

12. RESERVES

	Income and expenditure account £
At 1 April 2015	**13,408,848**
Deficit for the year	**(5,944,054)**
At 31 March 2016	**7,464,794**

Other reserves represent funds set aside by the company to cover the running costs of the scheme in the event that the scheme loses funding. It is the intention to build the reserve to a sufficient level to ensure that all existing committed projects can be managed to their conclusion.The Board decided to increase the contingency reserve by £1m in their Strategic Board Meeting of 27th February 2013. This decision was reversed in August 2014. Following the AGM minutes of December 2014, the remaining £1m in the contingency reserve was transferred to the profit & loss reserve.

13. RELATED PARTY DISCLOSURES

During the year the company paid £35,626 in director's fees and expenses (2015 - £70,472) to the following directors:

J Joyce £20,897 (2015 - £8,192)
G Thomas £3,482 (2015 - £8,050)
T Cutts £914 (2015 - £2,096)
M Woods £5,332 (2015 - £nil)
G Allen £5,000 (2015 - £nil)

Also during the year the company paid professional fees totalling £nil (2015 - £211,194) to The Grant Support People Limited for grant administration services. Given specific guidance on the LCF, the directors of the company decided to terminate an administrative outsource contract in the final quarter of 2014. As a consequence of the termination of the administrative outsource contract, the company experienced an increase in the number of staff in the final quarter of 2014. In the year the company received a refund of fees amounting to £17,171.

14. CAPITAL AND RESERVES

The company is limited by guarantee and has no share capital. Every member undertakes to contribute such amounts as may be required (not exceeding £1) to the company's assets if it should be wound up while they are a member or within one year after they cease to be a member. There were 4 members during the year ended 31 March 2016 (2015 - 4).

The reserves are not attributable to members as the company is prevented by its Memorandum from paying dividends, bonuses or other distributions to the members of the company.

15. CONTROLLING INTEREST

The company is controlled by the member directors as listed on page 4.

16. FIRST YEAR ADOPTION

The Company has adopted FRS102 for the first time in the year to 31 March 2016.

Reconciliation of Equity
1 January 2014
(Date of Transition to FRS 102)

	Notes	UK GAAP £	Effect of transition to FRS 102 £	FRS 102 £
FIXED ASSETS				
Tangible assets		58,913	-	58,913
CURRENT ASSETS				
Debtors		16,409,193	-	16,409,193
Cash at bank and in hand		22,073,789	-	22,073,789
		38,482,982	-	38,482,982
TOTAL ASSETS LESS CURRENT LIABILITIES		38,541,895	-	38,541,895
CREDITORS				
Amounts falling due after more than one year		(17,213,275)	-	(17,213,275)
NET ASSETS		21,328,620	-	21,328,620
RESERVES				
Income and expenditure account		21,328,620	-	21,328,620
		21,328,620	-	21,328,620

The notes form part of these financial statements

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Reconciliation of Equity - continued
31 March 2015

	Notes	UK GAAP £	Effect of transition to FRS 102 £	FRS 102 £
FIXED ASSETS				
Tangible assets		59,249	-	59,249
CURRENT ASSETS				
Debtors		13,294,039	-	13,294,039
Cash at bank and in hand		15,144,835	-	15,144,835
		28,438,874	-	28,438,874
CREDITORS				
Amounts falling due within one year		(15,089,275)	-	(15,089,275)
NET CURRENT ASSETS		13,349,599	-	13,349,599
TOTAL ASSETS LESS CURRENT LIABILITIES		13,408,848	-	13,408,848
NET ASSETS		13,408,848	-	13,408,848
RESERVES				
Income and expenditure account		13,408,848	-	13,408,848
		13,408,848	-	13,408,848

The notes form part of these financial statements

Reconciliation of Deficit
for the Period 1 January 2014 to 31 March 2015

	UK GAAP £	Effect of transition to FRS 102 £	FRS 102 £
TURNOVER	17,854,104	-	17,854,104
Staff costs	(793,433)	-	(793,433)
Depreciation	(30,766)	-	(30,766)
Other operating charges	(25,161,215)	-	(25,161,215)
OPERATING DEFICIT	(8,131,310)	-	(8,131,310)
Interest receivable and similar income	214,422	-	214,422
DEFICIT ON ORDINARY ACTIVITIES BEFORE TAXATION	(7,916,888)	-	(7,916,888)
Tax on deficit on ordinary activities	(2,884)	-	(2,884)
DEFICIT FOR THE FINANCIAL YEAR	(7,919,772)	-	(7,919,772)

The notes form part of these financial statements