

Report of the Directors and
Audited Financial Statements for the Year Ended 31 March 2014
for
Glendale Liverpool Limited

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Glendale Liverpool Limited

Contents of the Financial Statements
for the Year Ended 31 March 2014

	Page
Company Information	1
Strategic report	2
Report of the Directors	3
Independent Auditors' Report	5
Statement of Comprehensive Income	7
Statement of Financial Position	8
Statement of Changes in Equity	9
Statement of Cash Flows	10
Notes to the Financial Statements	11

Glendale Liverpool Limited

Company Information
for the Year Ended 31 March 2014

DIRECTORS:

E Oates
M Brunskill
T F Moore
P C Cosgrove
A C Corcoran

REGISTERED OFFICE:

Parkwood House
Cuerden Park
Berkeley Drive, Bamber Bridge
Preston
Lancashire
PR5 6BY

REGISTERED NUMBER:

05765738 (England and Wales)

INDEPENDENT AUDITORS:

PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
8 Princes Parade
St. Nicholas Place
Liverpool
L3 1QJ

Glendale Liverpool Limited

Strategic report
for the Year Ended 31 March 2014

The directors present their strategic report on the Company for the year ended 31 March 2014.

The joint venture between Parkwood Holdings plc & Liverpool City Council commenced in October 2006 for 12 years. The joint venture manages all aspects of the City's parks and open spaces, outdoor leisure facilities, highways and cemeteries management including the burial function. Of particular note, is the management of the City's formal parks, which include the award winning Sefton and Stanley Parks, two public golf courses and the prestigious grass tennis courts (originally constructed by Glendale) which host the Liverpool International Tennis Tournament annually in Calderstones Park. Glendale Grounds Management Limited is the main contractor through the joint venture.

Key performance indicators

The directors consider the key performance indicators of the Company to be:

	2014 £'000	2013 £'000
Revenue	7,655	7,591
Gross profit	2,409	2,309
Profit before tax	56	93
Debtor days	<u>20 days</u>	<u>20 days</u>

Risks and uncertainties

(i) Human Resources

Even in the current economic climate there remains a national shortage of high quality management and technical skills in the green services sector. The Company addresses this risk by in-house training and management development programmes.

(ii) Health and Safety

By their very nature the Company's activities, involving the use of potentially hazardous equipment, often in difficult conditions, present a health and safety risk. The Company places a high priority on health and safety and operates a comprehensive management system to identify and mitigate risk. Directors and senior managers with operational responsibilities are required to become NEBOSH (the National Examining Board of Occupational Health and Safety) qualified health and safety practitioners in their own right.

ON BEHALF OF THE BOARD:



E Oates - Director

Date: 10 June 2014

Glendale Liverpool Limited

Report of the Directors
for the Year Ended 31 March 2014

The directors present their report with the financial statements of the Company for the year ended 31 March 2014.

PRINCIPAL ACTIVITY

The principal activity of the Company in the year under review was that of the management of parks and open spaces for the local authority.

DIVIDENDS

The Company's profit after tax for the year amounted to £45,000 (2013: £71,000). The directors do not propose the payment of a dividend (2013: £nil).

DIRECTORS

The directors shown below have held office during the whole of the period from 1 April 2013 to the date of this report.

E Oates
M Brunskill
T F Moore
P C Cosgrove
A C Corcoran

COMPANY'S POLICY ON PAYMENT OF CREDITORS

The Company's policy is to comply with the terms of payment agreed with suppliers when terms of business are established. At 31 March 2014 the Company's trade creditors represented 50 days of purchases (2013: 45 days).

FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Company uses financial instruments comprising cash, trade receivables and trade payables that arise directly from its operations. The main purpose of the financial instruments is to fund ongoing operations.

Liquidity risk

The Company seeks to manage financial risk to ensure sufficient liquidity is available to meet foreseeable needs and to invest cash assets safely and profitably.

Interest rate risk

The Company has no fixed and variable rate borrowings and is therefore not exposed to interest rate risk.

Currency risk

The Company operates wholly within the United Kingdom and is not exposed to any currency risk.

Credit risk

The Company has no significant concentrations of credit risk. The Company has policies that require appropriate credit checks on potential new customers before sales commence. Surplus funds held in the Company are invested, in line with board-approved policy in high quality, short-term liquid instruments, usually money market funds or bank deposits. Accordingly, the possibility of a material loss arising in the event of non-performance by counterparties is considered to be unlikely.

POLITICAL AND CHARITABLE CONTRIBUTIONS

Total political & charitable contributions in the year amounted to £nil (2013: £nil).

EMPLOYEES

The Company is committed to a policy of recruitment and promotion on the basis of aptitude and ability without discrimination of any kind. Management actively pursues both the employment of disabled persons whenever a suitable vacancy arises and the continued employment and retraining of employees who become disabled whilst employed by the Company. Particular attention is given to the training, career development and promotion of disabled employees with a view to encouraging them to play an active role in the development of the Company.

EMPLOYEE INVOLVEMENT

The flow of information to staff has been maintained by the Parkwood Holdings plc staff newsletter. Members of the management team regularly visit trading sites within the Company and discuss with members of staff matters of current interest and concern to the stakeholders.

ENVIRONMENTAL POLICY

The Company aims to be sensitive to the local communities' cultural, social and economic needs, and seeks to ensure that its activities enhance the communities as places to work and live in. The Company seeks to ensure that its operations do not have a negative impact on the environment. Apart from compliance with all environmental regulations, the Company endeavours to promote the effective management of natural resources and encourage energy efficiency as well as waste minimisation and recycling where economically viable means of doing so are available.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Strategic Report, 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 International Financial Reporting Standards as adopted by the European Union. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of the profit or loss of the Company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable IFRSs as adopted by the European Union have been followed, subject to any material departures disclosed and explained in the financial statements; and
- 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 each director is 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 or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

INDEPENDENT AUDITORS

The auditors, PricewaterhouseCoopers LLP, having expressed their willingness to continue in office, will be deemed reappointed for the next financial year in accordance with section 487(2) of the Companies Act 2006 unless the Company receives notice under section 488(1) of the Companies Act 2006.

ON BEHALF OF THE BOARD:



E Oates - Director

Date: 10 June 2014

Report on the financial statements

Our opinion

In our opinion the financial statements, defined below:

- give a true and fair view of the state of the Company's affairs as at 31 March 2014 and of its profit and cash flows for the year then ended;
- have been properly prepared in accordance with International Financial Reporting Standards (IFRSs) as adopted by the European Union; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

This opinion is to be read in the context of what we say in the remainder of this report.

What we have audited

The financial statements, which are prepared by Glendale Liverpool Limited, comprise:

- the statement of financial position as at 31 March 2014;
- the statement of comprehensive income for the year then ended;
- the statement of cash flows for the year then ended;
- the statement of changes in equity for the year then ended; and
- the notes to the financial statements, which include other explanatory information.

The financial reporting framework that has been applied in their preparation is applicable law and IFRSs as adopted by the European Union.

In applying the financial reporting framework, the directors have made a number of subjective judgements, for example in respect of significant accounting estimates. In making such estimates, they have made assumptions and considered future events.

What an audit for the financial statements involves

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) ("ISAs (UK & Ireland)"). 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 Annual 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 other matter prescribed by the Companies Act 2006

In our opinion the information given in the Strategic Report and the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Other matters on which we are required to report by exception

Adequacy of accounting records and information and explanations received

Under the Companies Act 2006 we are required to report to you if, in our opinion:

- we have not received all the information and explanations we require for our audit; or
- 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.

We have no exceptions to report arising from this responsibility.

Directors' remuneration

Under the Companies Act 2006 we are required to report to you if, in our opinion, certain disclosures of directors' remuneration specified by law are not made. We have no exceptions to report arising from this responsibility.

Responsibilities for the financial statements and the audit

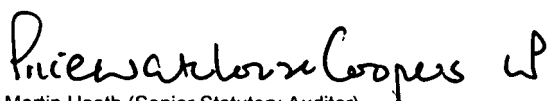
Our responsibilities and those of the directors

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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and ISAs (UK & Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Independent Auditors' Report to the Members of
Glendale Liverpool Limited

This report, including the opinions, has been prepared for and only for the Company's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

A handwritten signature in black ink, appearing to read 'PricewaterhouseCoopers' followed by a stylized 'UP' or similar mark.

Martin Heath (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
Liverpool

Date: 10 June 2014

Glendale Liverpool Limited

Statement of Comprehensive Income
for the Year Ended 31 March 2014

	Notes	2014 £'000	2013 £'000
CONTINUING OPERATIONS			
Revenue		7,655	7,591
Cost of sales		(5,246)	(5,282)
GROSS PROFIT		2,409	2,309
Administrative expenses		(2,354)	(2,216)
OPERATING PROFIT		55	93
Finance income	3	1	-
PROFIT BEFORE INCOME TAX	4	56	93
Income tax	5	(11)	(22)
PROFIT FOR THE YEAR		45	71
OTHER COMPREHENSIVE INCOME		-	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		45	71

Statement of Financial Position
31 March 2014

	Notes	2014 £'000	2013 £'000
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	6	<u>2</u>	<u>2</u>
CURRENT ASSETS			
Trade and other receivables	7	264	357
Cash and cash equivalents	8	<u>610</u>	<u>319</u>
		<u>874</u>	<u>676</u>
TOTAL ASSETS		<u><u>876</u></u>	<u><u>678</u></u>
EQUITY			
SHAREHOLDERS' EQUITY			
Called up share capital	9	10	10
Retained earnings	10	<u>8</u>	<u>(37)</u>
TOTAL EQUITY		<u>18</u>	<u>(27)</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	11	845	681
Tax payable		<u>13</u>	<u>24</u>
		<u>858</u>	<u>705</u>
TOTAL LIABILITIES		<u>858</u>	<u>705</u>
TOTAL EQUITY AND LIABILITIES		<u><u>876</u></u>	<u><u>678</u></u>

The financial statements were approved by the Board of Directors on 10 June 2014 and were signed on its behalf by:



E Oates - Director

Glendale Liverpool Limited

Statement of Changes in Equity
for the Year Ended 31 March 2014

	Called up share capital £'000	Retained earnings £'000	Total equity £'000
Balance at 1 April 2012	10	(108)	(98)
Changes in equity			
Total comprehensive income	-	71	71
Balance at 31 March 2013	10	(37)	(27)
Changes in equity			
Total comprehensive income	-	45	45
Balance at 31 March 2014	10	8	18

The notes on pages 11 to 16 form part of these financial statements

Glendale Liverpool Limited**Statement of Cash Flows
for the Year Ended 31 March 2014**

		2014	2013
		£'000	£'000
Cash flows generated from / (used in) operating activities			
Cash generated from operations	15	312	(19)
Tax (paid) / received		(22)	30
Net cash from operating activities		290	11
Cash flows from investing activities			
Interest received		1	-
Net cash from investing activities		1	-
Increase in cash and cash equivalents		291	11
Cash and cash equivalents at beginning of year	16	319	308
Cash and cash equivalents at end of year	16	610	319

1. ACCOUNTING POLICIES

Basis of preparation

These financial statements have been prepared on the going concern basis, in accordance with International Financial Reporting Standards as adopted by the European Union (IFRSs as adopted by the EU), IFRIC interpretations and the Companies Act 2006 applicable to companies reporting under IFRS. The financial statements have been prepared under the historical cost convention.

Adoption of new and revised standards

The following standards have been published and are mandatory for accounting periods beginning after 1 January 2014 but have not been early adopted by the Company.

- IFRS 10, 'Consolidated Financial Statements' (effective 1 January 2013) (endorsed 1 January 2014)
- IFRS 12, 'Disclosures of Interests in Other Entities' (effective 1 January 2013) (endorsed 1 January 2014)
- IAS 27 (revised 2011) 'Separate Financial Statements' (effective 1 January 2013) (endorsed 1 January 2014)
- Amendments to IFRS 10, 11 and 12 on transition guidance (effective 1 January 2013) (endorsed 1 January 2014)
- Amendments to IAS 32 on financial instruments asset and liability offsetting (effective 1 January 2014)
- Amendment to IAS 36 'Impairment of Assets' on recoverable amount disclosures (effective 1 January 2014)
- Amendment to IAS 39 'Financial Instruments: Recognition and Measurement' on novation of derivatives and hedge accounting (effective 1 January 2014)
- Annual improvements 2012 (effective 1 July 2014)

None of the above standards are expected to have any significant impact on the Company's financial statements. There are no new standards, amendments or interpretations effective in the year or early adopted that have a significant impact on the financial statements.

Going concern

The Company meets its day to day working capital requirements through cash generated from operations. The Company benefits from a long term agreement for services to be provided to the council expiring in October 2018. The directors have prepared forecasts which project that the Company will continue to be profitable and that sufficient profits will be generated.

Critical accounting estimates and judgements

There are no significant critical accounting judgements or key sources of estimation uncertainty that the directors have made in the process of applying the entity's accounting policies.

Changes in accounting policies

There have been no changes in accounting policies during the year.

Revenue

Revenue is measured at the fair value of the consideration received or receivable and represents amounts receivable for services provided in the normal course of business, net of discounts, VAT and other sales related taxes. Revenue is matched to the periods for which a service is being provided to a customer.

Interest income is accrued on a time basis, by reference to the principal outstanding and at the effective interest rates applicable.

Property, plant and equipment

Property, plant and equipment is stated at cost less accumulated depreciation and any accumulated impairment losses. Finance costs related to the construction of property, plant and equipment are capitalised during the construction period. Depreciation is provided to write-off the cost, less estimated residual values, of all property, plant and equipment, over their expected useful lives. The annual rates generally applicable are:

Fixtures and fittings - 10 - 33.3% straight line

Financial instruments

Financial assets and financial liabilities are recognised on the Company's balance sheet when the Company becomes a party to the contractual provision of the instrument.

Taxation

The tax expense represents the sum of the tax currently payable. Current tax, including UK corporation tax, is provided at amounts expected to be paid (or recovered) using the tax rates and laws that have been enacted or substantively enacted by the statement of financial position date.

Employee benefit costs

The pension costs charged against profits represent the amount of the contributions payable to the scheme in respect of the accounting period.

1. ACCOUNTING POLICIES - continued

Trade and other receivables

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for impairment is recognised in the income statement when there is reliable evidence that the Company will not be able to fully collect the balance of the amount due. The amount of the provision is the difference between the carrying amount and the recoverable amount being the present value of the expected future cash flows, discounted at the original effective interest rate.

Trade and other payables

Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

Cash and cash equivalents

Cash and cash equivalents comprise cash at bank and in hand.

Dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Company's financial statements in the period in which the dividends are approved.

Equity and reserves

Ordinary shares are classified as equity. Cumulative profits and losses are held in retained earnings.

2. EMPLOYEES AND DIRECTORS

	2014 £'000	2013 £'000
Wages and salaries	3,681	3,710
Social security costs	257	432
Other pension costs	549	335
	<u>4,487</u>	<u>4,477</u>

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

	2014	2013
Operations	164	155
Administration and management	23	22
	<u>187</u>	<u>177</u>

None of the directors in office received any remuneration from the Company. The directors are remunerated from other Group companies. During the year, no directors (2013: no directors) participated in the Company's pension scheme.

3. NET FINANCE INCOME

	2014 £'000	2013 £'000
Finance income:		
Deposit account interest	<u>1</u>	<u>-</u>

4. PROFIT BEFORE INCOME TAX

The profit before income tax is stated after charging:

	2014 £'000	2013 £'000
Staff costs (note 2)	<u>4,487</u>	<u>4,477</u>

As in the prior year, the auditors' remuneration has been borne by a fellow subsidiary company of Parkwood Holdings plc.

5. INCOME TAX

Analysis of tax expense

	2014 £'000	2013 £'000
Current tax:		
Tax	<u>11</u>	<u>22</u>
Total tax expense in statement of comprehensive income	<u>11</u>	<u>22</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2014

5. INCOME TAX - continued

Factors affecting the tax expense

The tax assessed for the year is lower (2013 - higher) than the standard rate of corporation tax in the UK. The difference is explained below:

	2014 £'000	2013 £'000
Profit on ordinary activities before income tax	<u>56</u>	<u>93</u>
Profit on ordinary activities multiplied by the standard rate of corporation tax in the UK of 23% (2013 - 24%)	13	22
Effects of: Adjustments in respect of prior periods for current tax	<u>(2)</u>	<u>-</u>
Tax expense	<u>11</u>	<u>22</u>

Future tax charges

During the year the main rate of UK corporation tax was reduced to 23% with effect from 1 April 2013. This change was substantively enacted on 3 July 2012.

Further reductions in the main rate of UK corporation tax to 21% with effect from 1 April 2014 and to 20% with effect from 1 April 2015 were announced by the Chancellor in March 2013. These changes became substantively enacted on 2 July 2013. The effect of these rate reductions has been included in the balance sheet and income statement.

6. PROPERTY, PLANT AND EQUIPMENT

	Fixtures and fittings £'000
COST	
At 1 April 2013 and 31 March 2014	<u>2</u>
NET BOOK VALUE	
At 31 March 2014	<u>2</u>
	Fixtures and fittings £'000
COST	
At 1 April 2012 and 31 March 2013	<u>2</u>
NET BOOK VALUE	
At 31 March 2013	<u>2</u>

7. TRADE AND OTHER RECEIVABLES

	2014 £'000	2013 £'000
Current:		
Trade receivables	123	340
Amounts owed by subsidiary	-	4
Prepayments and accrued income	<u>141</u>	<u>13</u>
	<u>264</u>	<u>357</u>

7. TRADE AND OTHER RECEIVABLES - continued

All of the trade and other receivables above were receivable under normal commercial terms of 12 days. Commercial terms for the Company are affected by the type of trade i.e. contracted scheduled work is paid on the 15th of the month it relates to, all other trade attracts 30 day terms.

The directors consider that the carrying value of trade and other receivables approximates to their fair value.

All of Glendale Liverpool Limited's trade and other receivables have been reviewed for indicators of impairment resulting in a provision of £nil (2013: £nil).

In addition, there are no trade receivables that are past due as at the reporting date.

All financial assets are categorised as loans and receivables.

8. CASH AND CASH EQUIVALENTS

	2014 £'000	2013 £'000
Bank accounts	<u>610</u>	<u>319</u>

9. CALLED UP SHARE CAPITAL

Allotted, issued and fully paid:

Number:	Class:	Nominal value:	2014 £'000	2013 £'000
10,000	Ordinary	£1.00	<u>10</u>	<u>10</u>

10. RESERVES

	Retained earnings £'000
At 1 April 2013	(37)
Profit for the year	<u>45</u>
At 31 March 2014	<u>8</u>
	Retained earnings £'000
At 1 April 2012	(108)
Profit for the year	<u>71</u>
At 31 March 2013	<u>(37)</u>

11. TRADE AND OTHER PAYABLES

	2014 £'000	2013 £'000
Current:		
Trade payables	304	452
Social security and other taxes	23	56
Amounts due to subsidiary	-	15
Accruals and deferred income	<u>518</u>	<u>158</u>
	<u>845</u>	<u>681</u>

11. TRADE AND OTHER PAYABLES - continued

Trade purchases are made under normal commercial terms. The directors consider that the carrying value of trade and other payables approximates to their fair value.

Liquidity risk analysis

Glendale Liverpool Limited manages its liquidity needs by carefully monitoring scheduled debt servicing payments for long term financial liabilities as well as cash outflows due to day to day business. Liquidity needs are monitored in various time bands, on a day to day and week to week basis.

At 31 March 2014, Glendale Liverpool Limited's liabilities have contractual maturities for trade payables of £304,000 (2013: £452,000) which are all due within six months.

All financial liabilities are categorised as being held at amortised cost.

The Company has reviewed IFRS7 Financial Instruments: Disclosure and identified no balances that fell within the hierarchy of fair value categories levels 1-3.

12. PENSION COMMITMENTS

Defined contribution scheme

The Company operates a defined contribution pension scheme for the benefit of certain employees. The assets of the scheme are administered by trustees in a fund independent from those of the Company. The total cost charged to income of £68,000 (2013: £50,000) represents contributions payable to the Company's schemes at rates specified in the rules of the plan.

Other

Certain employees participate in the Glendale defined benefit pension scheme for the benefit of employees who were members of the Local Government Pension Scheme prior to their employment by the Company. The total cost charged to income in respect of the defined benefit pension scheme is £nil (2013: £nil). The contributions are paid in accordance with the advice of the actuary and the Company has no further liability to fund the scheme beyond its contributions in the year. Contributions are therefore charged to the income statement in the year in which they are incurred. The IAS 19 liability and disclosures in respect of the scheme are included in the financial statements of Glendale Managed Services Limited.

The Company also has admitted body status and contributes on behalf of its employees to local government pension schemes. The total cost charged to income in the year in respect of these contributions is £481,000 (2013: £294,000). This includes £302,000 (2013: £nil) of costs relating to the provision of early retirement benefits. The contributions are paid in accordance with the advice of the actuary but the Company has no further liability to fund the scheme beyond its contributions paid in the year. Contributions are therefore charged to the income statement in the year in which they are incurred.

13. ULTIMATE PARENT COMPANY

The ultimate parent company is Parkwood Holdings plc, a limited liability Company which is registered and domiciled in the United Kingdom. The largest and smallest group in which the results of the Company are consolidated is that headed by Parkwood Holdings plc. The address of Parkwood Holdings plc's office and its principal place of business is Parkwood House, Cuerden Park, Berkeley Drive, Bamber Bridge, Preston, Lancashire, PR5 6BY. Copies of the parent company's financial statements are available from Companies House.

14. RELATED PARTY DISCLOSURES

The majority of the Company's costs are borne and subsequently recharged by a fellow subsidiary company, Glendale Grounds Management Limited, a subsidiary of Parkwood Holdings plc. The total costs recharged and invoiced during the year amounted to £6,502,000 (2013: £8,221,911). The creditor balance outstanding at 31 March 2014 amounted to c£nil (2013: £15,000).

15. RECONCILIATION OF PROFIT BEFORE INCOME TAX TO CASH GENERATED FROM / (USED IN) OPERATIONS

	2014	2013
	£'000	£'000
Profit before income tax	56	93
Finance income	(1)	-
	55	93
Decrease in trade and other receivables	93	296
Increase/(decrease) in trade and other payables	164	(408)
Cash generated from / (used in) operations	312	(19)

16. 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 2014

	31.3.14	1.4.13
	£'000	£'000
Cash and cash equivalents	<u>610</u>	<u>319</u>

Year ended 31 March 2013

	31.3.13	1.4.12
	£'000	£'000
Cash and cash equivalents	<u>319</u>	<u>308</u>