

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**

(formerly UK Credit Funding Number One Limited)

Annual report  
and  
Financial statements

31 December 2015

Company registration number: 08334056

SATURDAY



\*A59F3G03\*

A09

18/06/2016

#185

COMPANIES HOUSE

<b>Contents</b>	<b>Page</b>
Directors and advisers	1
Strategic report	2
Directors' report	3
Independent auditors' report	5
Profit and loss account	7
Balance sheet	8
Statement of changes in equity	9
Notes to the financial statements	10

## NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED

---

### Directors and advisers

Directors	A C Turner J D Painter G C Eke
Company secretary	A Richardson
Registered office	St Crispins House Duke Street Norwich Norfolk United Kingdom NR3 1PD
Registered number	08334056
Independent auditors	PricewaterhouseCoopers LLP Chartered Accountants and Statutory Auditors 2nd Floor 3 St James Court Whitefriars Norwich NR3 1RJ
Bankers	NatWest Bank PLC Norwich City Office 45 London Street Norwich NR2 1HX
Solicitors	Mills & Reeve LLP 1 St James Court Whitefriars Norwich NR3 1RU

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**  
**STRATEGIC REPORT**  
**For the year ended 31 December 2015**

---

The directors present their report and the audited financial statements of the Company for the year ended 31 December 2015.

**Principal activities**

On 21 August 2015, the Company changed its name from UK Credit Funding Number One Limited to Norfolk Capital Management Services Limited.

The principal activity of the Norfolk Capital Management Services Limited ("the Company") was providing management services to companies within the Norfolk Capital Limited group ("the Group").

**Review of business and future developments**

The Company was dormant until 31 October 2015, From 1 November 2015, the Company commenced the provision of management services to companies within the Norfolk Capital Limited group ("the Group"). These services were previously provided by CT Capital Limited, a fellow member of the Group. In 2015 the Company made a loss £144,000.

During this coming year the Company will look to increase its fees and to reduce its costs with the intention of breaking even by the end of the year.

**Principal risks and uncertainties**

The Company's objective is to manage appropriately all of the risks that arise from its activities. Risk management is a fundamental part of the Company business activity and is an essential component in its planning process. Risk oversight and ownership sits with the board of directors who regularly review the key risks.

The principal risks and uncertainties (including financial risks) impacting the Company are considered below:

*Credit/counterparty risk*

The Company's principal financial assets are bank balances, cash and trade and other receivables. Any exposure to credit risk arises primarily from the Company's intercompany account receivable with other group companies.

*Liquidity risk*

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments, the Company actively monitors its cash flows and expected liabilities and ensures that it has the resources to meet its liabilities as they fall due at all times.

The directors will revisit the appropriateness of the above policies should the Company's operations change in size and nature.

By order of the board



G C Eke

**Director**

20 April 2016

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**  
**DIRECTORS' REPORT**  
**For the year ended 31 December 2015**

---

**Results and dividends**

The Company recorded a loss for the financial year of £144,000 (2014: £nil). Dividends amounting to £nil (2014: £nil) were paid in the year under review. The directors do not recommend the payment of a final dividend for the year (2014: £nil).

**Directors**

Details of the directors who held office during the year and up to the date of signing of these financial statements are given below:

A C Turner  
J D Painter  
G C Eke  
P A Swift (resigned 5 January 2015)

**Directors' qualifying third party indemnity provisions**

During the year and up to the date of signing of these financial statements, the Company had in force an indemnity provision in favour of the directors of Norfolk Capital Management Services Limited against liability in respect of proceedings brought by third parties, subject to the conditions set out in the Companies Act 2006.

**Statement of directors' responsibilities**

The directors are responsible for preparing the Strategic Report, Directors' Report and the financial statements in accordance with applicable laws and regulations.

Company law requires the directors to prepare financial statements for each financial period. Under that law the directors have prepared 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 ("FRS 102"). 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 UK Accounting Standards, including FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements;
- notify its shareholders in writing about the use of disclosure exemptions, if any, of FRS 102 used in the preparation of 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.

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**  
**DIRECTORS' REPORT**  
**For the year ended 31 December 2015**

---

**Disclosure of information to auditors**

So far as each of the directors are aware, there is no relevant audit information of which the Company's auditors are unaware and they have taken all steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

By order of the board



G C Eke

**Director**

20 April 2016

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED  
INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**

---

**Report on the financial statements**

*Our opinion*

In our opinion, Norfolk Capital Management Services Limited's financial statements (the "financial statements"):

- give a true and fair view of the state of the Company's affairs as at 31 December 2015 and of its loss 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.

*What we have audited*

The financial statements, included within the Annual Report and Financial statements (the "Annual Report"), comprise:

- the balance sheet as at 31 December 2015;
- the profit and loss account 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 a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in the preparation of the financial statements is United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice).

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.

**Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the Directors' Report and Strategic 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.

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED  
INDEPENDENT AUDITORS' REPORT  
TO THE MEMBERS OF NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**

---

**Responsibilities for the financial statements and the audit**

*Our responsibilities and those of the directors*

As explained more fully in the Statement of Directors' Responsibilities set out on page 3, 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) ("ISAs (UK & Ireland)"). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

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.

**What an audit of financial statements involves**


We conducted our audit in accordance with 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.

We primarily focus our work in these areas by assessing the directors' judgements against available evidence, forming our own judgements, and evaluating the disclosures in the financial statements.

We test and examine information, using sampling and other auditing techniques, to the extent we consider necessary to provide a reasonable basis for us to draw conclusions. We obtain audit evidence through testing the effectiveness of controls, substantive procedures or a combination of both.

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.

  
Christopher Maw (Senior Statutory Auditor)  
For and on behalf of PricewaterhouseCoopers LLP  
Chartered Accountants and Statutory Auditors  
Norwich  
20 April 2016



**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**  
**PROFIT AND LOSS ACCOUNT**  
For the year ended 31 December 2015

	Note	2015 £'000	2014 £'000
<b>Turnover</b>	5	<b>264</b>	-
Administrative expenses		(443)	-
<b>Operating (loss)/result and (loss)/result on ordinary activities before taxation</b>	6	<b>(179)</b>	-
Tax on (loss)/result on ordinary activities	8	35	-
<b>(Loss)/result for the financial year</b>		<b>(144)</b>	-

The results for the current and preceding year relate entirely to continuing activities.

The Company has no recognised gains and losses other than the (loss)/result above and therefore no separate statement of other comprehensive income has been presented.

There is no difference between the (loss)/result on ordinary activities before taxation and the (loss)/result for the financial year stated above and their historical cost equivalents.

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**  
**BALANCE SHEET**  
**As at 31 December 2015**

	Note	2015 £'000	2014 £'000
<b>Fixed assets</b>			
Tangible assets	9	<u>512</u>	<u>-</u>
<b>Current assets</b>			
Debtors	10	913	-
Cash at bank and in hand		844	-
		<u>1,757</u>	<u>-</u>
<b>Creditors: amounts falling due within one year</b>	11	<u>(1,413)</u>	<u>-</u>
<b>Net current assets</b>		344	-
<b>Total assets less current liabilities and net assets</b>		<u><u>856</u></u>	<u><u>-</u></u>
<b>Capital and reserves</b>			
Called up share capital	13	-	-
Other reserves	13	1,000	-
Profit and loss account		(144)	-
<b>Total shareholders' funds</b>		<u><u>856</u></u>	<u><u>-</u></u>

The financial statements on pages 7 to 19 were approved by the Board of Directors on 20 April 2016 and were signed on its behalf by:



A C Turner  
**Director**

Norfolk Capital Management Services Limited  
Registration number: 08334056

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**  
**STATEMENT OF CHANGES IN EQUITY**  
For the year ended 31 December 2015

	Note	Called up share capital £'000	Other reserves £'000	Retained earnings £'000	Total £'000
<b>Balance as at/1 January 2014 and 31 December 2014</b>		-	-	-	-
Loss for the year		-	-	(144)	(144)
Proceeds from shares issued	13	1,000	-	-	1,000
Capital reduction	13	(1,000)	1,000	-	-
<b>Balance as at 31 December 2015</b>		-	1,000	(144)	856

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 December 2015**

---

**1 General Information**

Norfolk Capital Management Services Limited (formerly UK Credit Funding Number One Limited) ("the Company") provides management services to companies within the Norfolk Capital Limited group.

The Company is incorporated and domiciled in the UK. The address of its registered office is St Crispins House, Duke Street, Norwich, Norfolk, NR3 1PD.

**2 Statement of compliance**

The individual financial statements of the Company have been prepared in compliance with United Kingdom Accounting Standards, including Financial Reporting Standard 102, "The Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" ("FRS 102") and the Companies Act 2006.

**3 Summary of significant accounting policies**

**(a) Basis of preparation**

The financial statements are prepared on a going concern basis, under the historical cost convention and in accordance with applicable Accounting Standards in the United Kingdom and with the Companies Act 2006. The principal accounting policies, which have been consistently applied to all the years presented, unless otherwise stated, are set out below.

The Company has adopted FRS 102 in these financial statements. Details of the transition to FRS 102 are disclosed in note 15. The preparation of financial statements in conformity with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in note 4.

**(b) Going concern**

The directors of Norfolk Capital Limited, the Company's ultimate parent undertaking, have prepared projections in respect of the Group's cash requirements, which include the Company, and ongoing compliance with the terms of the Group's bank funding facilities. These projections include the directors' best estimate of cash outflows in respect of compensation payments to customers, in particular in relation to payment protection insurance, taking account of the uncertainties as disclosed in note 26 to the Group financial statements, which do not form part of these financial statements. These projections have been stress tested to determine the level of cash headroom available such as to enable the non-loan lending businesses to pay their debts as they fall due and to allow the Group to continue to operate within the financial and non-financial covenants contained in the Group's banking facility agreements, taking account of the mitigating courses of action available to the Group to enhance the level of such headroom.

The directors are required to make an assessment of the Company's ability to continue to trade as a going concern. The directors have given this matter careful consideration and, in light of the above, have concluded that it is appropriate to prepare the financial statements on a going concern basis.

**(c) Exemptions for qualifying entities under FRS 102**

FRS 102 allows a qualifying entity certain disclosure exemptions. The Company has taken advantage of the exemption, under FRS 102 paragraph 1.12(b), from preparing a statement of cashflows, on the basis that it is a qualifying entity and its ultimate parent undertaking, Norfolk Capital Limited, includes the Company's cashflows in its own consolidated financial statements. The Company has also taken advantage of exemptions from disclosing key management personnel compensation in total.

**3 Summary of significant accounting policies (continued)**

**(d) Revenue recognition**

The Company recognises revenue as follows:

*(i) Group management charges*

Group management charges in respect of the Company's investment activities are recognised on a monthly basis, as they are incurred.

**(e) Employee benefits**

The Company provides a range of benefits to employees, including annual bonus arrangements, paid holiday arrangements and defined contribution pension plans.

*(i) Short term benefits*

Short term benefits, including holiday pay and other similar non-monetary benefits, are recognised as an expense in the period in which the service is received.

*(ii) Defined contribution pension plans*

The Company operates a defined contribution plan for its employees, through the Norfolk Capital group scheme, which it administers for all employees of the Norfolk Capital Group. A defined contribution plan is a pension plan under which the Company pays fixed contributions into a separate entity. Once the contributions have been paid the Company has no further payment obligations. The contributions are recognised as an expense when they are due. Amounts not paid are shown in accruals in the balance sheet. The assets of the plan are held separately from the Company in independently administered funds.

**(f) Taxation**

Taxation expense for the period comprises current and deferred tax recognised in the reporting period. Tax is recognised in the profit and loss account, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case tax is also recognised in other comprehensive income or directly in equity respectively.

Current or deferred taxation assets and liabilities are not discounted.

*(i) Current tax*

Current tax is the amount of income tax payable in respect of the taxable profit for the year or prior years. Tax is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the period end.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

*(ii) Deferred tax*

Deferred tax arises from timing differences that are differences between taxable profits and total comprehensive income as stated in the financial statements. These timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in the financial statements.

Deferred tax is recognised on all timing differences at the reporting date except that unrelieved tax losses and other deferred tax assets are only recognised when it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the period end and that are expected to apply to the reversal of the timing difference.

**3 Summary of significant accounting policies (continued)**

**(g) Tangible assets**

Tangible assets are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes the original purchase price, costs directly attributable to bringing the asset to its working condition for its intended use, dismantling and restoration costs and borrowing costs capitalised.

*Depreciation and residual values*

Depreciation is calculated, using the straight-line method, to allocate the cost to their residual values over their estimated useful lives, as follows:

- Computer equipment – 4 years

The assets' residual values and useful lives are reviewed, and adjusted, if appropriate, at the end of each reporting period. The effect of any change is accounted for prospectively.

*Derecognition*

Tangible assets are derecognised on disposal or when no future economic benefits are expected. On disposal, the difference between the net disposal proceeds and the carrying amount is recognised in profit or loss and included in 'Other operating (losses)/gains'.

**(h) Cash and cash equivalents**

Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

**(i) Provisions and contingencies**

*(i) Provisions*

Provisions are recognised when the Company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount of the obligation can be estimated reliably.

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. The increase in the provision due to the passage of time is recognised as a finance cost.

*(ii) Contingencies*

Contingent liabilities, arising as a result of past events, are not recognised when (i) it is not probable that there will be an outflow of resources or that the amount cannot be reliably measured at the reporting date or (ii) when the existence will be confirmed by the occurrence or non-occurrence of uncertain future events not wholly within the Company's control. Contingent liabilities are disclosed in the financial statements unless the probability of an outflow of resources is remote.

Contingent assets are not recognised. Contingent assets are disclosed in the financial statements when an inflow of economic benefits is probable.

**3 Summary of significant accounting policies (continued)**

**(j) Financial instruments**

The Company has chosen to adopt the Sections 11 and 12 of FRS 102 in respect of financial instruments.

*(i) Financial assets*

Basic financial assets, including trade and other receivables, cash and bank balances are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest.

Such assets are subsequently carried at amortised cost using the effective interest method.

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows, discounted at the asset's original effective interest rate, where applicable. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party or (c) control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

*(ii) Financial liabilities*

Basic financial liabilities, including trade and other payables, loans from fellow group companies and preference shares, are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

*(iii) Offsetting*

Financial assets and liabilities are offset and the net amounts presented in the financial statements when there is an enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**3 Summary of significant accounting policies (continued)**

**(k) Share capital**

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new ordinary shares or options are shown in equity as a deduction, net of tax, from the proceeds.

**(l) Distributions to equity holders**

Dividends and other distributions to the Company's shareholders are recognised as a liability in the financial statements in the period in which the dividends and other distributions are approved by the Company's shareholders. These amounts are recognised in the statement of changes in equity.

**(m) Related party transactions**

The Company discloses transactions with related parties which are not wholly owned with the same group. It does not disclose transactions with members of the same group that are wholly owned.

**4 Critical accounting estimates and estimation uncertainty**

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

*(i) Useful economic lives of tangible assets*

The annual depreciation charge for tangible assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 10 for the carrying amount of the property plant and equipment, and note 3(g) for the useful economic lives for each class of assets.

*(ii) Impairment of debtors*

The Company makes an estimate of the recoverable value of trade and other debtors. When assessing impairment of trade and other debtors, management considers factors including the current credit rating of the debtor, the ageing profile of debtors and historical experience. See note 10 for the net carrying amount of the debtors and associated impairment provision.



**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 December 2015**

**5 Turnover**

Turnover represents fees charged for management services provided to the group companies in the United Kingdom.

**6 Operating (loss)/result**

Operating (loss)/result is stated after charging:

	2015 £'000	2014 £'000
Wages and salaries	247	-
Social security costs	32	-
Other pension costs	8	-
	<u>287</u>	<u>-</u>
	2015 £'000	2014 £'000
Services provided by the Company's auditors:		
Fees payable for the audit	5	-
Fees payable for other services – tax compliance	2	-
Depreciation	<u>28</u>	<u>-</u>

**7 Employees and directors**

Employees

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

	2015 Number	2014 Number
Administration staff	<u>10</u>	<u>-</u>

Directors

The directors' emoluments were as follows:

	2015 £'000	2014 £'000
Fees and emoluments	47	-
Company pension contributions to money purchase schemes	5	-
	<u>52</u>	<u>-</u>

During the year two Directors (2014: no Directors) accrued benefits under a money purchase pension scheme.

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 December 2015

**8 Income tax**

**(a) Tax credit included in profit or loss**

	2015 £'000	2014 £'000
<b>Current tax</b>		
Group relief receivable	(24)	-
	<u>(24)</u>	<u>-</u>
<b>Deferred tax</b>		
Origination and reversal of timing differences	(12)	-
Effect of change of tax rates	1	-
	<u>(11)</u>	<u>-</u>
<b>Total tax on (loss)/result on ordinary activities</b>	<u><u>(35)</u></u>	<u><u>-</u></u>

**(b) Reconciliation of tax credit**

The tax assessed on the (loss)/result on ordinary activities for the year is lower than (2014: the same as) the rate of corporation tax in the UK of 20.25% (2014: 21.5%). The differences are explained below:

	2015 £'000	2014 £'000
(Loss)/result on ordinary activities before taxation	<u>(179)</u>	<u>-</u>
(Loss)/result on ordinary activities multiplied by the standard rate of corporation tax in the UK of 20.25% (2014: 21.5%)	(36)	-
Tax rate changes	1	-
	<u><u>(35)</u></u>	<u><u>-</u></u>

**(c) Tax rate changes**

A change to the UK corporation tax rate was announced in the Chancellor's Budget on 16 March 2016. The change announced is to reduce the main rate to 17% from 1 April 2020. Changes to reduce the UK corporation tax rate to 19% from 1 April 2017 and to 18% from 1 April 2020 had already been substantively enacted on 26 October 2015. As the change to 17% had not been substantively enacted at the balance sheet date, its effects are not included in these financial statements.

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 December 2015**

**9 Tangible assets**

	Computer equipment £'000
<b>Cost</b>	
At 1 January 2015	-
Transfers	490
Additions	50
<b>At 31 December 2015</b>	<b>540</b>
<b>Accumulated depreciation</b>	
At 1 January 2015	-
Charge for the year	28
<b>At 31 December 2015</b>	<b>28</b>
<b>Net book amount</b>	
<b>At 31 December 2015</b>	<b>512</b>
At 31 December 2014	-

On 13 November 2015, CT Capital Limited, a fellow group company, transferred its fixed assets to Norfolk Capital Management Services Limited at net book value.

**10 Debtors**

	2015 £'000	2014 £'000
Trade debtors	13	-
Amounts owed by group undertakings	724	-
Amounts owed by group undertakings – group relief	25	-
Other debtors	8	-
Deferred tax	10	-
Prepayments and accrued income	133	-
	<b>913</b>	<b>-</b>

Amounts owed by group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand. With the exception of deferred tax, the above balances fall due within one year.

Deferred tax

	2015 £'000	2014 £'000
Accelerated capital allowances	5	-
Other provisions	5	-
Asset carried forward	<b>10</b>	<b>-</b>

**11 Creditors: amounts falling due within one year**

	2015 £'000	2014 £'000
Trade creditors	21	-
Amounts owed to parent undertaking	969	-
Amounts owed to group undertakings	5	-
Other tax and social security	227	-
Accruals and deferred income	191	-
	<b>1,413</b>	<b>-</b>

Amounts owed to group undertakings are unsecured, interest free, have no fixed date of repayment and are repayable on demand.

**NORFOLK CAPITAL MANAGEMENT SERVICES LIMITED**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 December 2015

**12 Financial instruments**

**(a) Summary**

The Company has the following financial instruments:

	Note	2015 £'000	2014 £'000
Financial assets that are debt instruments measured at amortised cost:			
- Amounts owed by group undertakings	11	724	-
- Amounts owed by group undertakings – group relief	11	25	-
- Other debtors	11	8	-
		<u>757</u>	<u>-</u>
Financial liabilities measured at amortised cost:			
- Trade creditors	12	21	-
- Amount owed to parent undertaking	12	969	-
- Amount owed to group undertakings	12	5	-
- Other tax and social security	12	227	-
		<u>1,222</u>	<u>-</u>

**(b) Risks arising from financial instruments**

*i) Credit risk*

The Company's principal financial assets are bank balances, cash and trade and other receivables. The amounts presented in the balance sheet are net of allowances for doubtful debts. Any exposure to credit risk arises primarily from the Company's trade receivables. The credit risk is limited as the Company's main customers are banks and fellow group subsidiaries. The Company has relatively short credit terms with the banks and regularly reviews its receivables to ensure that the amounts are collected when they fall due.

*ii) Liquidity risk*

In order to maintain liquidity to ensure that sufficient funds are available for ongoing operations and future developments, the Company actively monitors its cash flows and expected liabilities and ensures that it has the resources to meet its liabilities as they fall due at all times.

**13 Called up share capital**

	2015 Number 100,000	2014 Number 100,000
Authorised ordinary shares of £1 each		
	£	£
Allotted, called up and fully paid ordinary shares of £1 each	<u>2</u>	<u>1</u>

On 13 November 2015, the Company issued one Ordinary share for £1, with a premium of £999,999. In December 2015, the Company applied for a capital reduction of £999,999.

There is a single class of share and all shares rank pari passu.

**14 Controlling parties**

The immediate and ultimate parent undertaking is Norfolk Capital Limited, which is registered in the United Kingdom. The smallest and largest group for which consolidated financial statements are prepared is Norfolk Capital Limited. Copies of the Norfolk Capital Limited consolidated financial statements can be obtained from Companies House, Crown Way, Cardiff, CF14 3UZ. Norfolk Capital Limited and its subsidiary companies are controlled by A C Turner, who is both a director of all Group companies and also the majority shareholder of Norfolk Capital Limited.

**15      Transition to FRS 102**

This is the first year that the Company has presented its results under FRS 102. The last financial statements under the UK GAAP were for the year ended 31 December 2014. The date of transition to FRS 102 was 1 January 2014. The change in accounting standards did not result in any changes in accounting policies and the profit for the financial year ended 31 December 2014 and the total equity as at 1 January 2014 and 31 December 2014 did not require restatement.