

Registered number  
SC177881

The Natural Power Consultants Limited

Annual Report and Financial Statements  
for the year ended  
25 December 2018



# **The Natural Power Consultants Limited**

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## **The Natural Power Consultants Limited**

### **Strategic Report**

#### **Principal activity**

The principal activity of the company is the provision of consultancy services to the renewable energy industry primarily in the areas of planning, site design, energy assessment, ecology, hydrology, construction management and due diligence activities.

#### **Business review**

The renewable energy business provides a range of services principally for windfarms both onshore and offshore but additionally for solar, renewable heat and (renewable energy) associated infrastructure. The company's key financial performance indicators during the year were as follows:

	2018	2017	Change
	£'000	£'000	
Turnover	14,498	14,623	-0.85%
Operating profit/(loss)	391	(274)	242.70%
Operating profit before other operating income, depreciation, interest, tax and amortisation	724	159	355.35%

This reduction in revenue is primarily as a result of the government's decision for an early closure of the Renewable Obligation subsidy system that has seen a reduction in new wind farm builds. Successful diversification plans have limited the impact from government policy and a subsidy free market. Operational cost savings have mitigated the small drop in turnover and improved the trading performance of the company.

#### **Principal risks and uncertainties**

The principal aim of the company is to maximise long term results whilst minimising risks. This is alongside the company's mission to create a better environment with the vision of providing market leading advice to our clients.

The directors consider the following to be the major risks affecting the company:

- Health and safety
- Exchange rate risk
- Uncertain energy policy in the UK and other key markets
- Economic and regulatory conditions
- Recruitment and retention of key personnel

The directors believe that Brexit will have an impact in relation to the exchange rate risk but have not particularly identified any other significant risks associated with it apart from possible skills shortages and general uncertainty in the market resulting in a lack of investment in the UK affecting the energy market.

Price risk, credit risk and cash flow risk also have some impact on the company. The directors identify and monitor risk on an ongoing basis to establish systems and processes to manage and mitigate those risks.

This report was approved by the board on 24 June 2019 and signed on its behalf.

  
**N.A Emery**  
Director

**The Natural Power Consultants Limited**  
**Registered number: SC177881**  
**Directors' Report**

The directors present their report and financial statements for the year ended 25 December 2018.

**Proposed dividends**

The directors do not recommend the payment of a dividend (2017: £nil).

**Directors**

The following persons served as directors during the year:

D J Bone  
N A Emery  
T P O Jebson  
E M Leeming  
B R Mindell  
J B Sainsbury  
S D Trotter (appointed 12 March 2018)

**Political donations**

The company made no political donations or incurred any political expenditure during the current or prior year.

**Disclosure of information to auditors**

Each person who was a director at the time this report was approved, confirms that:

- so far as they are aware, there is no relevant audit information of which the company's auditor is unaware;
- they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

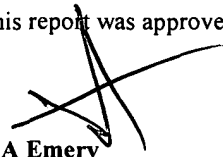
**Third party indemnity provisions**

The directors benefited from qualifying third party indemnity provisions in place during the financial year and at the date of this report.

**Auditor**

In accordance with Section 487 of the Companies Act 2006 the auditor, KPMG LLP will be deemed to be reappointed and therefore continue in office.

This report was approved by the board on 24 June 2019 and signed on its behalf.

  
N A Emery  
Director

The Green House,  
St John's Town of Dalry  
Castle Douglas  
DG7 3XS

**The Natural Power Consultants Limited**  
**Statement of Directors' Responsibilities in respect of the Strategic Report,**  
**the Directors' Report and the Financial Statements**

The directors are responsible for preparing the Strategic Report, the Directors' Report 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 UK accounting standards and applicable law (UK Generally Accepted Accounting Practice), including FRS102 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 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 estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and
- use the going concern basis of accounting unless they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

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 responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the company and to prevent and detect fraud and other irregularities.

**Independent Auditor's Report  
to the member of The Natural Power Consultants Limited**

**Opinion**

We have audited the financial statements of The Natural Power Consultants Limited (the company) for the year ended 25 December 2018 which comprise the Profit and Loss Account and Other Comprehensive Income, Balance Sheet, Statement of Changes in Equity and related notes, including the accounting policies in note 1.

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 25 December 2018 and of its profit for the year then ended;
- have been properly prepared in accordance with UK accounting standards, including FRS 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.

**Basis of opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) ("ISAs (UK)") and applicable law. Our responsibilities are described below. We have fulfilled our ethical responsibilities under, and are independent of the company in accordance with, UK ethical requirements including the FRC Ethical Standard. We believe that the audit evidence we have obtained is a sufficient and appropriate basis for our opinion.

**The impact of uncertainties due to the UK exiting the European Union on our audit**

Uncertainties related to the effects of Brexit are relevant to understanding our audit of the financial statements. All audits assess and challenge the reasonableness of estimates made by the directors, such as exposure to foreign exchange risk, valuation of investments, recoverability of debtors and related disclosures and the appropriateness of the going concern basis of preparation of the financial statements. All of these depend on assessments of the future economic environment and the group's future prospects and performance.

Brexit is one of the most significant economic events for the UK, and at the date of this report its effects are subject to unprecedented levels of uncertainty of outcomes, with the full range of possible effects unknown. We applied a standardised firm-wide approach in response to that uncertainty when assessing the group's future prospects and performance. However, no audit should be expected to predict the unknowable factors or all possible future implications for a company and this is particularly the case in relation to Brexit.

**Going concern**

The directors have prepared the financial statements on the going concern basis as they do not intend to liquidate the company or to cease its operations, and as they have concluded that the company's financial position means that this is realistic. They have also concluded that there are no material uncertainties that could have cast significant doubt over its ability to continue as a going concern for at least a year from the date of approval of the financial statements ("the going concern period").

We are required to report to you if we have concluded that the use of the going concern basis of accounting is inappropriate or there is an undisclosed material uncertainty that may cast significant doubt over the use of that basis for a period of at least a year from the date of approval of the financial statements. In our evaluation of the directors' conclusions, we considered the inherent risks to the company's business model, including the impact of Brexit, and analysed how those risks might affect the company's financial resources or ability to continue operations over the going concern period. We have nothing to report in these respects.

However, as we cannot predict all future events or conditions and as subsequent events may result in outcomes that are inconsistent with judgements that were reasonable at the time they were made, the absence of reference to a material uncertainty in this auditor's report is not a guarantee that the company will continue in operation.

**Independent Auditor's Report  
to the member of The Natural Power Consultants Limited**

**Strategic report and directors' report**

The directors are responsible for the strategic report and the directors' report. Our opinion on the financial statements does not cover those reports and we do not express an audit opinion thereon.

Our responsibility is to read the strategic report and the directors' report and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work:

- we have not identified material misstatements in the strategic report and the directors' report;
- in our opinion the information given in those reports for the financial year is consistent with the financial statements; and
- in our opinion those reports have been prepared in accordance with the Companies Act 2006.

**Matters on which we are required to report by exception**

Under the Companies Act 2006 we are required 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.

We have nothing to report in these respects.

**Directors' responsibilities**

As explained more fully in their statement 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; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

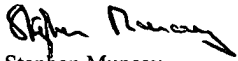
**Auditor's responsibilities**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue our opinion in an auditor's report. Reasonable assurance is a high level of assurance, but does not guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

A fuller description of our responsibilities is provided on the FRC's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities).

**The purpose of our audit work and to whom we owe our responsibilities**

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

  
Stephen Muncey  
(Senior Statutory Auditor)  
for and on behalf of  
KPMG LLP, Statutory Auditor  
Chartered Accountants

25 June 2019

Dragonfly House  
2 Gilders Way  
Norwich

NR3 1UB

**The Natural Power Consultants Limited**  
**Profit and Loss Account and Other Comprehensive Income**  
**for the year ended 25 December 2018**

	<i>Notes</i>	<b>2018</b> <b>£000</b>	<b>2017</b> <b>£000</b>
<b>Turnover</b>	<b>2</b>	14,498	14,623
Other operating income	3	67	129
Staff costs	6	(9,779)	(9,352)
Depreciation and amortisation		(400)	(562)
Other operating charges		(3,995)	(5,112)
<b>Operating profit/(loss)</b>	<b>4</b>	<u>391</u>	<u>(274)</u>
Loss on revaluation of investments		-	(223)
Interest receivable and similar income		49	48
Interest payable and similar charges	7	(3)	(3)
<b>Profit/(loss) on ordinary activities before taxation</b>		<u>437</u>	<u>(452)</u>
Tax on profit/(loss) on ordinary activities	8	(88)	43
<b>Profit/(loss) for the financial year</b>		<u>349</u>	<u>(409)</u>

The notes on pages 9 to 21 form part of these financial statements.

There was no other comprehensive income for the 2018 or 2017 financial years and therefore no separate statement of other comprehensive income has been presented.

All activities relate to continuing operations in the current and prior year.



**The Natural Power Consultants Limited**  
**Balance Sheet**  
**as at 25 December 2018**

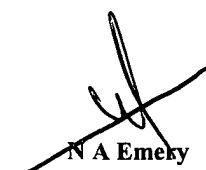
	<i>Notes</i>	<b>2018</b>		<b>2017</b>	
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Fixed assets</b>					
Intangible assets	9		335		155
Tangible assets	10		474		668
Investments	11		2,531		2,485
			<u>3,340</u>		<u>3,308</u>
<b>Current assets</b>					
Debtors	12	6,361		5,927	
Cash at bank and in hand		<u>1,064</u>		<u>810</u>	
		7,425		6,737	
<b>Creditors: amounts falling due within one year</b>	13	(3,728)		(3,307)	
<b>Net current assets</b>			<u>3,697</u>		<u>3,430</u>
<b>Total assets less current liabilities</b>			<u>7,037</u>		<u>6,738</u>
<b>Creditors: amounts falling due after more than one year</b>	14		(227)		(277)
<b>Net assets</b>			<u>6,810</u>		<u>6,461</u>
<b>Capital and reserves</b>					
Called up share capital	16		500		500
Profit and loss account	17		6,310		5,961
<b>Shareholders funds</b>			<u>6,810</u>		<u>6,461</u>

The notes on pages 9 to 21 form part of these financial statements.

These financial statements were approved by the board of directors on 24 June 2019 and were signed on its behalf by:



**B R Mindell**  
Director

  
**N A Emeky**  
Director

Registered Number: SC177881

**The Natural Power Consultants Limited**  
**Statement of Changes in Equity**  
**for the year ended 25 December 2018**

	Share capital	Profit and loss account	Total
	£000	£000	£000
<b>Balance at 26 December 2016</b>	500	6,370	6,870
<b>Total comprehensive income for the financial year</b>			
Loss for the financial year	-	(409)	(409)
<b>Balance at 25 December 2017</b>	<u>500</u>	<u>5,961</u>	<u>6,461</u>
<b>Balance at 26 December 2017</b>	500	5,961	6,461
<b>Total comprehensive income for the financial year</b>			
Profit for the financial year	-	349	349
<b>Balance at 25 December 2018</b>	<u>500</u>	<u>6,310</u>	<u>6,810</u>

The notes on pages 9 to 21 form part of these financial statements.

**The Natural Power Consultants Limited**  
**Notes to the Accounts**  
**for the year ended 25 December 2018**

**1 Summary of significant accounting policies**

The Natural Power Consultants Limited is a company limited by shares and incorporated and domiciled in the UK.

***Basis of preparation***

The financial statements have been prepared under the historical cost convention and in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland. The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £1,000.

The company is exempt by virtue of S.401 of the Companies Act 2006 from the requirement to prepare group financial statements. These financial statements present information about the Company as an individual undertaking and not about its group.

The Company's ultimate parent undertaking, Fred. Dessen & Co. Limited includes the Company in its consolidated financial statements. The consolidated financial statements of Fred. Dessen & Co. Limited are available to the public and may be obtained from Companies House, Crown Way, Maindy, Cardiff, CF14 3UZ. In these financial statements, the company is considered to be a qualifying entity (for the purposes of this FRS) and has applied the exemptions available under FRS 102 in respect of the following disclosures:

- Reconciliation of the number of shares outstanding from the beginning to end of the period;
- Cash Flow Statement and related notes; and
- Key Management Personnel compensation.

As the consolidated financial statements of Fred. Dessen & Co. Limited include the equivalent disclosures, the Company has also taken the exemptions under FRS 102 available in respect of the following disclosures:

- The disclosures required by FRS 102.11 Basic Financial Instruments and FRS 102.12 Other Financial Instrument Issues in respect of financial instruments not falling within the fair value accounting rules of paragraph 36(4) of Schedule 1.

***Going concern***

The directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. Thus they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

***Turnover***

Turnover is measured at the fair value of the consideration received or receivable, net of discounts and value added taxes. Turnover includes revenue earned from the rendering of services.

Turnover from the rendering of services is recognised by reference to the stage of completion of the contract. The stage of completion of a contract is measured by comparing the costs incurred for work performed to date to the total estimated contract costs.

**The Natural Power Consultants Limited**  
**Notes to the Accounts**  
**for the year ended 25 December 2018**

***Basic financial instruments***

Trade and other debtors / creditors:

Trade and other debtors are recognised at transaction price less attributable transaction costs. Trade and other creditors are recognised at transaction price plus attributable transaction costs.

Interest-bearing borrowings classified as basic financial instruments:

Interest-bearing borrowings are recognised initially at the present value of future payments discounted at a market rate of interest. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses.

Investments in ordinary shares:

Investments in equity instruments are measured initially at fair value, which is normally the transaction price. Subsequent to initial recognition investments that can be measured reliably are measured at fair value with changes recognised in profit or loss. Other investments are measured at cost less impairment in profit or loss.

Cash and cash equivalents:

Cash and cash equivalents comprise cash balances and call deposits.

***Intangible fixed assets***

Intangible fixed assets are measured at cost less accumulative amortisation and any accumulative impairment losses.

Amortisation is charged to the profit or loss on a straight-line basis over the estimated useful lives of intangible assets. Intangible assets are amortised from the date they are available for use. The estimated useful life of goodwill is 5 years.

The company reviews the amortisation period and method when events and circumstances indicate that the useful life may have changed since the last reporting date.

Goodwill and other intangible assets are tested for impairment in accordance with Section 27 Impairment of assets when there is an indication that goodwill or an intangible asset may be impaired.

***Tangible fixed assets***

Tangible fixed assets are measured at cost less accumulative depreciation and any accumulative impairment losses.

Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its expected useful life, as follows:

Leasehold land and buildings	over the lease term
Plant and machinery	over 3-5 years
Fixtures, fittings, tools and equipment	over 3 years

Depreciation methods, useful lives and residual values are reviewed if there is an indication of a significant change since last annual reporting date in the pattern by which the company expects to consume an asset's future economic benefits.

**The Natural Power Consultants Limited**  
**Notes to the Accounts**  
**for the year ended 25 December 2018**

***Government grants***

Government grants are included within other creditors in the balance sheet and credited to the profit and loss account over the expected useful lives of the assets to which they relate, or in periods in which the related costs are incurred.

***Impairment of Financial assets (including trade and other debtors)***

A financial asset not carried at fair value through profit or loss is assessed at each reporting date to determine whether there is objective evidence that it is impaired. A financial asset is impaired if objective evidence indicates that a loss event has occurred after the initial recognition of the asset, and that the loss event had a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount and the present value of the estimated future cash flows discounted at the asset's original effective interest rate. For financial instruments measured at cost less impairment, an impairment is calculated as the difference between its carrying amount and the best estimate of the amount that the Company would receive for the asset if it were to be sold at the reporting date. Interest on the impaired asset continues to be recognised through the unwinding of the discount. Impairment losses are recognised in profit or loss. When a subsequent event causes the amount of impairment loss to decrease, the decrease in impairment loss is reversed through profit or loss.

***Impairment of Non-financial assets***

The carrying amounts of the entity's non-financial assets, other than stocks and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. For the purpose of impairment testing, assets that cannot be tested individually are grouped together into the smallest group of assets that generates cash inflows from continuing use that are largely independent of the cash inflows of other assets or groups of assets (the "cash-generating unit"). The goodwill acquired in a business combination, for the purpose of impairment testing is allocated to cash-generating units, or ("CGU") that are expected to benefit from the synergies of the combination.

An impairment loss is recognised if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognised in profit or loss. Impairment losses recognised in respect of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to the units, and then to reduce the carrying amounts of the other assets in the unit (group of units) on a pro rata basis.

An impairment loss is reversed if and only if the reasons for the impairment have ceased to apply.

Impairment losses recognised in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

**The Natural Power Consultants Limited**  
**Notes to the Accounts**  
**for the year ended 25 December 2018**

***Interest receivable and Interest payable***

Interest payable and similar charges include interest payable, finance charges on finance leases recognised in profit or loss using the effective interest method.

Other interest receivable and similar income include interest receivable on funds invested.

Interest income and interest payable are recognised in profit or loss as they accrue, using the effective interest method. Dividend income is recognised in the profit and loss account on the date the entity's right to receive payments is established.

***Taxation***

A current tax liability is recognised for the tax payable on the taxable profit of the current and past periods. A current tax asset is recognised in respect of a tax loss that can be carried back to recover tax paid in a previous period.

Deferred tax is recognised in respect of all timing differences between the recognition of income and expenses in the financial statements and their inclusion in tax assessments.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that 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 the tax rates and laws that have been enacted or substantively enacted by the reporting date and that are expected to apply to the reversal of the timing difference, except for revalued land and investment property where the tax rate that applies to the sale of the asset is used.

Current and deferred tax assets and liabilities are not discounted.

***Provisions***

Provisions (ie liabilities of uncertain timing or amount) are recognised when there is an obligation at the reporting date as a result of a past event, it is probable that economic benefit will be transferred to settle the obligation and the amount of the obligation can be estimated reliably.

***Foreign currency translation***

Transactions in foreign currencies are initially recognised at the rate of exchange ruling at the date of the transaction.

At the end of each reporting period foreign currency monetary items are translated at the closing rate of exchange. Non-monetary items that are measured at historical cost are translated at the rate ruling at the date of the transaction. All differences are charged to profit or loss.

**The Natural Power Consultants Limited**  
**Notes to the Accounts**  
**for the year ended 25 December 2018**

***Leased assets***

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. All other leases are classified as operating leases.

The rights of use and obligations under finance leases are initially recognised as assets and liabilities at amounts equal to the fair value of the leased assets or, if lower, the present value of the minimum lease payments.

Minimum lease payments are apportioned between the finance charge and the reduction in the outstanding liability using the effective interest rate method. The finance charge is allocated to each period during the lease so as to produce a constant periodic rate of interest on the remaining balance of the liability.

Leased assets are depreciated in accordance with the company's policy for tangible fixed assets. If there is no reasonable certainty that ownership will be obtained at the end of the lease term, the asset is depreciated over the lower of the lease term and its useful life.

Operating lease payments are recognised as an expense on a straight line basis over the lease term.

***Pensions***

Contributions to defined contribution plans are expensed in the period to which services are rendered by employees.

<b>2</b>	<b>Analysis of turnover</b>	<b>2018</b>	<b>2017</b>
		<b>£000</b>	<b>£000</b>
	Services rendered	14,498	14,623
	By geographical market:		
	UK	12,891	13,375
	Europe	1,339	813
	North America	93	255
	Rest of world	175	180
		<u>14,498</u>	<u>14,623</u>
<b>3</b>	<b>Other operating income</b>	<b>2018</b>	<b>2017</b>
		<b>£000</b>	<b>£000</b>
	Government grants	<u>67</u>	<u>129</u>

**The Natural Power Consultants Limited**  
**Notes to the Accounts**  
**for the year ended 25 December 2018**

<b>4 Expenses and auditor remuneration</b>	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>
Included in profit are the following:		
Depreciation of owned fixed assets	400	562
Operating lease rentals - plant and machinery	132	190
Operating lease rentals - land and buildings	297	286
	<hr/>	<hr/>
Auditor's Remuneration:	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>
Audit of these financial statements	12	11
Tax compliance services	4	4
	<hr/>	<hr/>
<b>5 Directors' remuneration</b>	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>
Remuneration	297	171
Company contributions to defined contribution pension plans	25	59
	322	230
	<hr/>	<hr/>
Highest paid director:		
Remuneration	164	130
Company contributions to defined contribution pension plans	-	34
	164	164
	<hr/>	<hr/>
<b>Number of directors to whom retirement benefits accrued:</b>	<b>2018</b>	<b>2017</b>
	<b>Number</b>	<b>Number</b>
Defined contribution plans	1	2
	<hr/>	<hr/>
<b>6 Staff costs</b>	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>
Wages and salaries	8,549	8,167
Social security costs	854	808
Other pension costs	376	377
	9,779	9,352
	<hr/>	<hr/>
<b>Average number of employees during the year</b>	<b>Number</b>	<b>Number</b>
Administration	41	28
Operational	154	167
Management	9	9
	204	204
	<hr/>	<hr/>



**The Natural Power Consultants Limited**  
**Notes to the Accounts**  
**for the year ended 25 December 2018**

<b>7 Interest payable</b>	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>
Other loans	<u>3</u>	<u>3</u>

<b>8 Taxation</b>	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>

**Analysis of charge/(credit) in period**

Current tax:

UK corporation tax on profits of the period	68	(94)
Adjustments in respect of previous periods	<u>28</u>	<u>(4)</u>
	<u>96</u>	<u>(98)</u>

Deferred tax:

Origination and reversal of timing differences	18	51
Adjustments in respect of previous periods	<u>(26)</u>	<u>4</u>
	<u>(8)</u>	<u>55</u>

Tax on profit/(loss) on ordinary activities	<u>88</u>	<u>(43)</u>
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**Factors affecting tax charge/(credit) for period**

The differences between the tax assessed for the period and the standard rate of corporation tax are explained as follows:

	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>
Profit/(loss) on ordinary activities before tax	<u>437</u>	<u>(452)</u>
Standard rate of corporation tax in the UK	19.00%	19.25%
	<b>£000</b>	<b>£000</b>
Profit/(Loss) on ordinary activities multiplied by the standard rate of corporation tax	83	(87)
Effects of:		
Reduction in tax rate on deferred tax balances	(2)	(7)
Expenses not deductible for tax purposes	5	51
Adjustments to tax charge in respect of previous periods	2	-
Total tax charge for the period	<u>88</u>	<u>(43)</u>

**Factors that may affect future tax charges**

A reduction in the UK corporation tax rate from 19% to 17% (effective 1 April 2020) was substantively enacted on 6 September 2016. This will reduce the Company's future current tax charge accordingly. The deferred tax position at 25 December 2018 has been calculated based on these rates.

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**9 Intangible fixed assets**

	Goodwill £000	Other £000	Total £000
<b>Cost</b>			
At 26 December 2017	115	1,080	1,195
Additions	-	235	235
At 25 December 2018	<u>115</u>	<u>1,315</u>	<u>1,430</u>
<b>Amortisation</b>			
At 26 December 2017	115	925	1,040
Provided during the year	-	55	55
At 25 December 2018	<u>115</u>	<u>980</u>	<u>1,095</u>
<b>Carrying amount</b>			
At 25 December 2018	<u>-</u>	<u>335</u>	<u>335</u>
At 25 December 2017	<u>-</u>	<u>155</u>	<u>155</u>

Goodwill is being written off in equal annual instalments over its estimated economic life of 5 years.

Other intangible assets includes software which is being written off in equal annual instalments over its estimated economic life of 3 years and development costs which will be written off over the estimated useful life of the product being developed.

**10 Tangible fixed assets**

	Land and buildings £000	Plant and machinery £000	Fixtures, fittings, tools and equipment £000	Total £000
<b>Cost</b>				
At 26 December 2017	368	1,402	1,182	2,952
Additions	2	115	71	188
Disposals	-	(101)	-	(101)
At 25 December 2018	<u>370</u>	<u>1,416</u>	<u>1,253</u>	<u>3,039</u>
<b>Depreciation</b>				
At 26 December 2017	368	997	919	2,284
Charge for the year	-	198	148	346
On disposals	-	(65)	-	(65)
At 25 December 2018	<u>368</u>	<u>1,130</u>	<u>1,067</u>	<u>2,565</u>
<b>Carrying amount</b>				
At 25 December 2018	<u>2</u>	<u>286</u>	<u>186</u>	<u>474</u>
At 25 December 2017	<u>-</u>	<u>405</u>	<u>263</u>	<u>668</u>

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<b>11 Investments</b>	<b>Shares in subsidiary undertakings £000</b>	<b>Total £000</b>
<b>Cost</b>		
At 26 December 2017	2,899	2,899
Additions	153	153
Disposals	(121)	(121)
At 25 December 2018	<u>2,931</u>	<u>2,931</u>
<b>Provisions</b>		
At 26 December 2017	414	414
Provision for the year	(14)	(14)
At 25 December 2018	<u>400</u>	<u>400</u>
<b>Carrying amount</b>		
At 25 December 2018	<u>2,531</u>	<u>2,531</u>
At 25 December 2017	<u>2,485</u>	<u>2,485</u>

The addition in the year relates to the purchase of additional share capital in Natural Power SARL for £127,671 and an additional loan of £25,000 to Wind Energy Benchmarking Services Limited.

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**11 Investments (continued)**

The company holds 20% or more of the share capital of the following companies:

Company	Country of incorporation	Principal activity	Percentage of ordinary shares held	Capital and reserves £000	Profit (loss) for the year £000
Natural Power Services [1] Limited	Scotland	Asset management for renewable energy industry	100%	3,141	1,705
Natural Power Operations [1] Limited	Scotland	Dormant	100%	292	-
[2] Natural Power SARL	France	Renewable energy consultancy	100%	(127)	(314)
[3] Natural Power LLC The Natural Power Consultants (Ireland)	USA	Renewable energy consultancy	100%	(42)	198
[4] Limited	Rep. of Ireland	Renewable energy consultancy	100%	47	(215)
The Natural Power [5] Consultants (Sweden) AB	Sweden	Renewable energy consultancy	100%	1	(3)
Natural Power Asset [1] Management Limited	Scotland	Dormant	100%	-	-
[1] Windborne Limited	Scotland	Dormant	100%	-	-
Wind Energy Benchmarking Services [6] Limited	England	Benchmarking services for wind farms	49%	(229)	(171)

The registered addresses of the above are:

- [1] Forrest Estate, St John's Town of Dalry, Castle Douglas, Dumfries & Galloway DG7 3XS
- [2] Les Salorges 1 Boulevard Salvador Allende 44100 Nantes
- [3] 63 Franklin Street, Saratoga Springs, New York 12866
- [4] 1st Floor, Suite 6, The Mall, Beacon Court, Sandyford, Dublin 18, Ireland
- [5] c/o Servando Bolag AB, Box 5814, 102 48 Stockholm
- [6] Offshore House, Albert Street, Blyth, Northumberland NE24 1LZ

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<b>12 Debtors</b>	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>
Trade debtors	3,219	3,031
Amounts owed by group undertakings	1,786	1,616
Deferred tax asset (see note 15)	511	503
Other debtors	32	138
Prepayments and accrued income	813	639
	<u>6,361</u>	<u>5,927</u>
 <b>13 Creditors: amounts falling due within one year</b>	 <b>2018</b>	 <b>2017</b>
	<b>£000</b>	<b>£000</b>
Asset Finance	185	137
Trade creditors	722	669
Amounts owed to group undertakings	766	333
Other taxes and social security costs	757	779
Other creditors	201	154
Accruals and deferred income	1,097	1,235
	<u>3,728</u>	<u>3,307</u>
 <b>14 Creditors: amounts falling due after one year</b>	 <b>2018</b>	 <b>2017</b>
	<b>£000</b>	<b>£000</b>
Asset Finance	211	210
Other creditors	16	67
	<u>227</u>	<u>277</u>
 <b>15 Deferred taxation</b>	 <b>2018</b>	 <b>2017</b>
	<b>£000</b>	<b>£000</b>
Accelerated capital allowances	(438)	(488)
Other	(73)	(15)
	<u>(511)</u>	<u>(503)</u>
	 <b>2018</b>	 <b>2017</b>
	<b>£000</b>	<b>£000</b>
At 26 December	(503)	(558)
(Credited)/charged to the profit and loss account	(8)	55
	<u>(511)</u>	<u>(503)</u>
At 25 December		

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<b>16 Share capital</b>	<b>Nominal value</b>	<b>2018 Number</b>	<b>2018 £000</b>	<b>2017 £000</b>
Allotted, called up and fully paid:				
Ordinary shares	£1 each	500,000	500	500

<b>17 Profit and loss account</b>	<b>2018 £000</b>	<b>2017 £000</b>
At 26 December	5,961	6,370
Profit/(loss) for the financial year	349	(409)
At 25 December	6,310	5,961

<b>18 Capital commitments</b>	<b>2018 £000</b>	<b>2017 £000</b>
Amounts contracted for but not provided in the accounts	-	191

**19 Other financial commitments**

Total future minimum lease payments under non-cancellable operating leases:

	<b>Land and buildings</b>	<b>Land and buildings</b>	<b>Other</b>	<b>Other</b>
	<b>2018</b>	<b>2017</b>	<b>2018</b>	<b>2017</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Falling due:				
within one year	282	283	97	114
within two to five years	1,029	1,015	72	85
in over five years	816	1,052	-	-
	2,127	2,350	169	199

**20 Contingent liabilities**

The company is party to a Multilateral Guarantee with certain group companies guaranteeing overdraft and other facilities. The amount outstanding at year end was £nil (2017: £nil)

The company has provided the following guarantees to third parties on behalf of its subsidiary Natural Power Services Limited:

<b>Date</b>	<b>First 3 years of term</b>	<b>Remainder of term</b>
10 July 2017	£2.25 million	£0.75 million
22 February 2018	£1.5 million	£0.5 million
22 February 2018	£1.5 million	£0.5 million
10 August 2018	£1.5 million	£0.5 million

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**21 Related party transactions**

The Company has taken advantage of the exemption in FRS 102.33.1 (a) from disclosing transactions with its parent company or other wholly owned subsidiaries of the group.

**22 Controlling party**

The company is a subsidiary undertaking of Fred. Olsen Limited, incorporated in England & Wales.

The largest group in which the results of the company are consolidated is that headed by Fred. Dessen & Co Limited, the company's ultimate parent company, incorporated in England & Wales. The consolidated accounts of this group are available to the public and may be obtained from The Registrar of Companies, Companies House, Crown Way, Cardiff, CF4 3UZ.