



**The National Consortium for Examination Results Community Interest Company ('NCER CIC')**

**REPORT OF THE DIRECTORS AND FINANCIAL STATEMENTS FOR THE PERIOD 1<sup>st</sup> APRIL 2017 to 31<sup>st</sup> MARCH 2018**

This is the Directors' report which includes the financial statements of the NCER CIC for the period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018.

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

**REFERENCE AND ADMINISTRATIVE DETAILS (as at 31 March 2018)**

**Registered Company number:** 07960839 (England and Wales)

**Registered office: Managing Director** - Peter Richmond, 3 Blakeley Court, Raby Mere, Wirral CH63 0ND

**Directors**

John Freeman CBE	Chair
Peter Richmond	Managing Director
Edd Shackleton	NEXUS Development Director
Donna Ross	Communication and Marketing Director
Richard Stiff	Non-Executive Director

**Steering Group Support**

9DU

John Gardner, 1 Sevenacres, Long Crendon, Bucks HP18

**Independent Financial Examiners:** Tim Murphy, c/o Halton Borough Council, Municipal Building, Widnes WA8 7QF and John Pearsall – independent auditor.

**External Accountants:** Halton Borough Council, Municipal Building, Widnes WA8 7QF – (through a Service Level Agreement)

**Bankers:**

Cooperative Bank (plc) closed on 9<sup>th</sup> March 2018 -

National Westminster Bank plc from 9<sup>th</sup> March 2018.

**Legal Advisers:** Halton Borough Council Legal Section, Municipal Building, Widnes WA8 7QF-  
– (through a Service Level Agreement)

**Incorporation as a Community Interest Company:** 22 February 2012

**VAT registration:** VAT No: 131 1079 60

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

NCER CIC is a company limited by guarantee as defined by the Companies Act 2006 and organises its activities according to its Articles of Association.

The Articles of Association were reviewed during 2017/18 and proposed changes were submitted to a special General Meeting held on 22<sup>nd</sup> February 2018 and were approved

A copy of the updated Articles of Association can be found on the NCER web site.

### **Management Board**

NCER CIC is managed by a Management Board of five Directors (with a maximum of seven) whose terms of office are normally for a two-year period. These Directors are elected to the Management Board by the NCER Steering Group members.

During 2017 a Non-Executive Director was appointed to provide an independent scrutiny of NCER's governance and to support the NCER Management Board.

At the Special General Meeting held on 22<sup>nd</sup> February 2018, the posts of Company Secretary, Finance Director and Vice Chair were merged into the single post of Managing Director. The Special General Meeting also updated the Articles of Association.

The Management Board has the power to co-opt to fill a vacancy or arrange for the necessary cover to be provided should there be a longer-term absence (e.g. maternity leave) of any member of the Board.

The current post-holder appointment periods are as follows, with elections to be held in sufficient time that new post-holders will be able to take up post without delay, noting that existing post-holders are eligible to stand for re-election:

Chair: to 31<sup>st</sup> March 2019.

Communications and Marketing Director: to 31<sup>st</sup> March 2019

Managing Director: to 31<sup>st</sup> March 2020

NEXUS Development Director: to 31<sup>st</sup> March 2020

Non-Executive Director: to 31<sup>st</sup> March 2021

During the year there have been 28 video on-line meetings of the Management Board, six face-to-face meetings of the Management Board, five meetings of the Management Board with Angel Solutions, three meetings of the Management Board with DfE officials, five meetings of the Steering Group (which includes the Management Board) , a number of *ad hoc* user group meetings, and various presentations to ADCS, LGA and DfE officials, as well as the Annual Meeting and the third set of Joint NCER / ADCS / LGA Conferences on the Strategic Use of Education Data, one in London and the other Newcastle.

## **Steering Group**

The NCER CIC Steering Group is comprised of a number of local authority members (with a maximum of 15 positions available) who are elected to a three-year term of office by the full membership. Elections take place annually on a rotational basis. The Steering Group has the power to co-opt members where an absence occurs within a member's three-year term but normally an election to fill the vacancy will be held as soon as possible after the vacancy occurs. The officer elected then serves for the remainder of the previous member's term of office. The Steering Group meets a minimum of four times a year.

The Steering Group may also invite additional representatives to all or part of its meetings – these representatives have no voting rights but present reports on their activities insofar as they affect their working relationship with NCER CIC. At present Angel Solutions is invited to be represented for relevant agenda items, and takes up this invitation. Appendix 1 sets out the Steering Group membership for the period to 31<sup>st</sup> March 2018.

The Steering Group has two important governance functions: to confirm the NCER CIC membership fee, and to confirm directors' honoraria.

## **Membership**

Membership of NCER CIC is available to local authorities under specific categories as specified in the governing documents. The Service Schools Education Service is also a member of NCER CIC covering schools across the globe that provides schooling to our armed forces. Sheffield had previously advised that they would be leaving NCER CIC with effect from 31<sup>st</sup> March 2017. Appendix 2 sets out the members of NCER CIC as at 1<sup>st</sup> April 2018.

## **Shareholders and Assets**

NCER CIC has no shareholders. It normally does not possess any significant physical assets, except where a Management Board member requires a personal computer to carry out the specific duties of their role. Given the nature of such items, these are written off over a period of three years.

## **OBJECTIVES AND OPERATIONAL PRIORITIES**

NCER CIC aims to be the educational data analysis provider of choice for local authorities, focusing both on the provision of data for local analysis and strategic analytical tools for senior managers, backed up by outstanding infographics. NCER CIC aims to deliver both the highest quality and most reliable analyses and maximum value for money, keeping membership fees as low as possible.

NCER CIC's operational priorities during 2017/18:

1. to maximise use of products by member authorities, both by data teams and strategic management, by focusing on effective communication and the production of powerful marketing and training materials.
2. to ensure that core products take account of changes to the national assessment and testing regime.

3. to consider the development of new core products where these will be widely used and add most value to the work of local authorities within a very constrained development budget.
4. to develop new products funded through ring-fenced resources where these are requested by strategic partners, particularly ADCS.
5. to maintain an overview of the strategic and political landscape to ensure that any new developments that are undertaken will have a significant useful life.

Over the last five years NCER CIC ('NCER CIC') has successfully positioned itself with local authorities, the DFE, ADCS, SOLACE and the LGA as a not-for-profit community interest company co-owned by, and for the benefit of, top-tier local authorities. As such, NCER CIC acts on behalf of all top-tier local authorities, and delivers value for money through operation at national scale with minimal overheads, and benefits from a national expert community of interest. This positioning has enabled NCER CIC to develop a more effective working relationship both with the DFE, with which NCER CIC has to do business in order to secure the release of data, and ADCS as the association of local authority directors who are both strategic clients and budget holders. At the same time, NCER CIC has become a more visible part of the national local authority infrastructure, able to work strategically with key national stakeholders.

2017/18 has been a challenging year for NCER CIC as new developments in national examination and assessment systems have required a paid response in development of NCER CIC systems. There have been limitations in what could be achieved within the resources available, and development processes for both NCER CIC and Angel Solutions have been stretched to the limit. The NCER CIC Management Board is grateful to all concerned; particularly those members who continue give freely of their time and expertise in helping design and test the new systems, and to senior and chief officers who continue to support NCER CIC through local authority membership.

As a consequence of the experiences of the previous year, NCER CIC and Angel Solutions have agreed to a joint a letter of intent for contractual working for the two years beyond the 2018/19 contract period. This partnership approach has proved generally effective, though NCER CIC officers and Angel Solutions have reviewed the last, extraordinary, year and agreed a range of improvements to our business processes under the general heading of 'Thin Intelligent Client'. This approach is designed to maximise efficiency of development processes for both partners. The Thin Intelligent Client approach has now been operating for more than a year, and will provide the framework for the future, though of course NCER CIC officers and Angel Solutions will keep it under review, as they will both the Annual Contract and the Memorandum of Understanding.

As a consequence of the strategic approach that NCER CIC is now taking, and particularly in working with ADCS and the National Association of Virtual School Heads, consideration has also been given to new products that would be directly focused on supporting local authorities in their various roles with children. So, work has been undertaken with ADCS on monitoring and improving educational outcomes for children in care, leading to a major

project funded by local authorities, the DfE and ADCS under the title 'NCER CIC CLA Project'.

### **NCER CIC CLA Project — Purposes and Aims**

NCER CIC has been working in partnership with the Association of Directors of Children's Services (ADCS) and the National Association of Virtual School Heads (NAVSH), with the support of the DfE, to develop the NCER CIC Children Looked After Project, which utilises the NOVA module in Nexus to include national social care data. Together we have established a national system to measure performance and progress of young people whilst in care. 150 authorities have joined the project for the Phase 2 2017/18 year and the same number for Phase 3 2018/19.

This project provides valuable data to all Virtual School Heads that will allow them to write effective action plans and annual reports. It will also provide Virtual School Heads with a clear idea of their children's achievement and attainment compared with regional and national trends.

Additional reporting filters have been developed to enable Virtual School Heads to ask (and answer) the questions they need, in order to ensure the effective use of Pupil Premium funding and provide evidence to the local authority or Ofsted of their effectiveness in improving educational outcomes.

The NCER CIC CLA project requires access to the SSDA903 Children Looked After (CLA) files for all local authorities. NCER CIC has been working closely with the DfE regarding the signing off of the required Data Access Agreements for the 2017 SSDA903 CLA files for all local authorities so that Nexus is pre-populated with the data files for all participating local authorities.

All local authorities who have signed up for this project are aware that there is an additional annual charge for this project over and above annual NCER CIC membership fees. Each local authority, on joining the project, was informed of how much this charge would be for their authority for 2017/18. To withdraw from the NCER CIC CLA authority project for the 2018/19 financial year, authorities needed to have advised Peter Richmond (Managing Director) by 31<sup>st</sup> December 2017, no authorities withdrew from the project.

### **NCER CIC Membership Fees**

Local authority membership fees had not been increased for several years, and NCER CIC has not maintained any significant year-on-year reserve in order to ensure that local authority membership fees are fully utilised in product developments and delivery. Partly as a consequence of the development of Nova, but largely as a consequence of a very rapidly-changing national landscape of education metrics, including major changes to Key Stage 2 and Key Stage 4, membership fees were increased for 2017/18 to ensure that systems development continued at the necessary pace. NCER CIC directors had to consider very carefully the membership fee for 2017/18, in light of continuing national changes, requests for new developments within existing systems, and the continued budget pressures facing local authorities. It has been agreed that there should be an overall 10% membership fee increase for 2017/18 to reflect the volume of work needed to update systems to operate with new DfE accountability measures. The new funding model for membership fees

includes a flat charge of £250 per local authority and the remainder of the 10% overall increase being added to the NCER CIC membership fee charged for 2016/17. It was also decided to move to a single PO/invoice process for 2017/18 rather than having two invoices each year. This eliminated the confusion experienced by local authorities and has reduced the finance work undertaken by NCER CIC and Halton Borough Council (NCER CIC's External Accountant).

The CLA project costs to local authorities for 2017/18 was the same as that in 2016/17.

### **Payments to Directors**

Payments are made to all elected Directors and to the NCER Support Officer in the form of honoraria (NCER CIC does not have any employees). Where a Director is employed by a local authority, payment is made through their local authority payroll so that the necessary national insurance and other contributions are paid; however, the honorarium paid to a Director does not count towards any superannuation benefits. Where a Director is self-employed, that Director is personally responsible for declaring the income received to HMRC according to their particular circumstances, and is required to confirm to NCER CIC that they have so declared their NCER honorarium income.

The honoraria for 2017/18 are set out in Appendix 3.

Where the Director's normal salary is paid by their local authority, NCER CIC will pay a proportion of the honorarium as a direct payment to the local authority as a means of recognising that the local authority has released the Director to carry out his or her role. Directors so paid can negotiate with their local authority for some of that funding to be paid to the Director but only where an agreement is made that the Director then uses their own annual leave to carry out NCER CIC work. NCER CIC also reimburses the local authority for the NI contribution that they are obliged to pay on the additional sums paid via the local authority payroll, and also any VAT incurred.

All payments to Directors are authorised by the Managing Director with the exception of payments to the Managing Director which are authorised by the Chair.

### **Expenses**

NCER CIC stopped using the Rail Delivery Group rail warrants systems in 2017 as this was proving to be more expensive than the cost of rail tickets being purchased in advance. NCER CIC has a travel policy in place and reimburses directors and members of the Steering Group in full; where car travel is used this will be paid at the NJC agreed rate per mile of £0.45p

There are occasions where payment is made for an overnight stay but only where this is agreed in advance by the Managing Director to be in the best interests financially to NCER CIC. Some members have found that using their personal railcard provides a saving to NCER CIC, in which case they are reimbursed for the cost of their railcard.

All travelling expenses and claims are authorised by the Managing Director with the exception of claims by the Managing Director which are authorised by the Chair.

### **Halton Borough Council – NCER CIC’s External Accountants**

Halton Borough Council entered into a service level agreement with NCER CIC to undertake a number of financial functions for the 2016/17 financial year and that was extended to the 2017/18 financial year. The service covers - sending out invoices, collecting purchase orders, chasing up payments, calculating VAT, completing VAT returns with HMRC, Corporation Tax returns with HMRC and payments to creditors.

A significant number of authorities are slow to provide both purchase number orders and paying invoices and the Managing Director is involved in chasing those authorities and highlighting their need to avoid delaying the NCER CIC payment process. However, compared with previous years the income process is proving to be more successful and timely.

### **Payments to Independent Examiners**

NCER CIC has taken a decision that the accounts must be independently examined annually. NCER CIC has two independent examiners of their accounts. This is to safeguard what is essentially public money. One of the independent examiners is based in Halton, at the local authority where the Company Secretary is based. Examination of the accounts begins in the May following the end of year and is normally concluded by September of the same year at the test. The second examiner is an employee of Stockport Borough Council. Both independent examiners are qualified accountants.

## **ACHIEVEMENT AND PERFORMANCE**

### **Overview of the year**

#### **Communications**

In 2017/18 the Communications and Marketing Director co-ordinated and issued over 30 Bulletins and key communications to the NCER CIC membership informing them about NCER CIC system developments. Increasingly, these bulletins use data from within Nexus to target communications to the LAs who need the most support.

In addition, two Newsletters were issued, containing NCER CIC strategic and community information. Emails to NCER Key Contacts containing information about changes to financial processes and invoicing information were also issued. The Nexus Forum area of the NCER CIC website –[www.ncer.org](http://www.ncer.org) - has been kept up to date throughout the year with key release dates and additional documentation including updates from the DfE.

Regular communications with local authority senior leadership teams are now well-established in our annual NCER CIC Communications Schedule which has helped to raise the profile of NCER CIC with Directors of Children’s Services across the country. These include quarterly updates in the Association of Directors of Children’s Services (ADCS) and the Local Government Association (LGA) bulletins.

The external section of our website –[www.ncer.org](http://www.ncer.org) - was enhanced in 2017 so that it now showcases the cutting-edge work that local authorities are carrying out, supported by NCER

CIC analysis. The website also provides non-members with concise information about NCER CIC and a document archive for key NCER CIC company policies including GDPR.

The NCER CIC CLA Project has a clear communications and marketing plan to ensure that all stakeholders in the project are kept up to date with the latest developments and are provided with clear and timely training materials.

The NCER CIC Core Membership Pack continues to be updated annually and ensures that the membership are informed of the range of cost effective systems provided by NCER CIC as part of the annual membership fee. The Membership Pack is particularly important as the turnover of local authority staff working with data is significant, and the Membership Pack provides an easy-to-access introduction to the services available. It includes the following information:

- NCER CIC – governance, our core purposes, advantages of membership and operational priorities
- An outline of systems included within NCER CIC membership
- Support included within NCER CIC membership
- NCER CIC System Security
- NCER CIC Core Documentation
- Information about the NCER CIC Annual Members' Meeting
- NCER CIC / ADCS / LGA Strategic Use of Education Data Conferences
- NCER CIC Annual Membership fees and payment details

Communications associated with the 2017 NCER CIC Annual Members' Meeting were carried out in a timely manner. Routine updates have been made to NCER CIC email contact lists and NCER CIC continue to use the single Key Contact with each local authority to build on the existing partnership working that exists between local authorities and NCER CIC and issue important membership information such the interim General Meeting held on 22<sup>nd</sup> February 2018.

NCER CIC have undertaken a full review and update of our Data Protection policies in light of the General Data Protection Regulation (GDPR) coming into effect in May 2018. In addition, Nexus is due to be updated to ensure that on login NCER members will be required to agree to Nexus Terms and Conditions on every use. Members will also be able to access their individual communication preferences any time they login to Nexus and they can choose to opt in or out of receiving NCER communications.

In 2017 we recruited several NCER Associate volunteers to assist us in keeping our system information and help guidance up to date. NCER Associates are made up of experienced

Steering Group members who bring a wealth of data analyst expertise to the role. NCER Associates will be paid a rate of £25 an hour.

NCER CIC continues to use online surveys and feedback forms throughout the year, to ensure NCER CIC members continue to feel ownership of NCER CIC systems and have the opportunity to input directly into system developments. These surveys are used at key points of the year, for example ahead of the NCER CIC Annual Members' Meeting to gather questions and opinions that were then discussed with the full membership, and after the Annual Meeting to secure feedback on the arrangements for the Meeting and the content of the day.

## **NEXUS**

In 2017/18 the Development Director oversaw substantial change within the Nexus analysis tool that focused on changes to accountability and a substantial redesign of import functionality and performance.

Beginning in April 2017, preparations were made for necessary developments in advance of the primary phase summer 2017 data collection round. This involved the development of a new import engine that would;

- Be upgraded to SQL server 2016
- Upgrade to SQL Enterprise
- Be based on new import procedures
- Faster I/O: local SSD storage
- Use memory optimised tables
- Utilise row isolation
- Create distinct read / write and read only tables
- Remove unnecessary auditing
- Optimise report analysis

In addition to this, new functionality was introduced that allowed NCER member authorities to participate in an early KS1-KS2 progress project. This development required new imports and reports to be built that would enable much earlier insight into the progress pupils achieved between KS1 and KS2.

A range of modifications were also required to accommodate further accountability changes at KS4. 2017 saw English and Maths GCSEs graded 9-1 with the introduction of Standard (9-4) and Strong (9-5) pass thresholds.

Key Stage 5 analysis also required a complete redesign within Nova as changes to accountability resulted in a new dataset structure. As a result, a new suite of KS5 reports was released in 2017/18 that provided a greater level of insight than 2016/17. The development of these reports focused on balancing flexibility for the broad range of users of Nexus to tailor reports to their specific needs against value for money considering likely use and future uncertainty about data availability.

The second year of new accountability changes introduced in 2016 for KS1, KS2, KS4 and KS5 saw the development of new trend reports within Nova. These reports were future proofed

to accommodate up to five years of data. A broad range of multi select filters were included within the trend reports to allow local authorities to drill down into their own specific interest.

Further new functionality was also introduced for the management of school groups, RAGs and Tags. This functionality allows schools to be assigned to groups in bulk, drastically reducing the data management time required. This development was specifically prioritised to enable local authorities to tailor NEXUS to their own needs. This development works in combination with report functionality that allows aggregated group analysis to be displayed enabling MAT, Federation, Trust and Cluster analysis to be undertaken rapidly for schools within a local authority.

Due to the volume of changes implemented by the Department for Education within 2017/18 it has been necessary to operate in an agile way, adapting to numerous methodology changes and updates throughout the year. Where possible developments were demonstrated at both the NCER CIC Annual Members' Meeting and the NCER CIC / ADCS / LGA Seminar in May and April respectively.

Following the substantial developments outlined above, several further releases of functionality were made covering a range of developments from accommodating different data input sources and export enhancements, through to more minor adjustments supporting an improved user experience.

NCER CIC and Angel Solutions evaluated development processes undertaken within 2016/17 and implemented a new approach for 2017/18 which has resulted in increased accountability and more efficient processes with a rapid rate of implementation into the live system. This new approach has seen the introduction of Confluence, an online space where multiple users can contribute towards and stay informed of key operational priorities and developments.

The Steering Group have continued to be a critical resource providing essential support to the NCER CIC Management Group and Angel Solutions for 2017/18 developments. To continue to facilitate this high level of engagement the Nexus Management Group and Angel Solutions have held more regular online development meetings focused on specific development items requiring prioritisation or feedback; this will continue into 2017/18.

Throughout the year work has continued to understand further the implications for NEXUS as more accountability changes were introduced for the first time in 2017, ensuring NCER CIC development priorities remain fit for purpose and offer value for money.

#### **INCOME AND EXPENDITURE DETAILS – 1<sup>st</sup> APRIL 2017 to 31<sup>st</sup> MARCH 2018**

This is managed and maintained by Halton Borough Council.

#### **Directors' Responsibilities**

Company law requires the Directors to prepare financial statements for each financial year which gives a true and fair view of the state of affairs of the company and of the profit or

loss of the company for that year. In preparing these financial statements the Directors are required to:

- (1) Select suitable accounting policies and apply them consistently
- (2) Make judgements and estimates that are reasonable and prudent: and
- (3) Prepare 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 proper accounting records which 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. 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.

The Directors have considered these duties and believe that they fulfil their responsibilities.

Peter Richmond  
NCER CIC Managing Director

23rd April 2018

## Appendix 1 – NCER CIC Steering Group Members as at 31<sup>st</sup> March 2018

John Freeman CBE	#	Chair
Peter Richmond	Halton	Managing Director
Donna Ross	East Sussex	Communications Director
Edd Shackleton	Southampton	NEXUS Development Director
Richard Stiff	#	Non-Executive Director
John Gardner	NCER Support Officer	*
Kevin Coughlan	Coventry	*
James Burch	Angel Solutions	+
Chris Marriott	Angel Solutions	+
Norma Mills	Blackpool	2017-20
Paul Caladine	Calderdale	2017-20
Jon Ward	Gateshead	2016-19
William Hurst	Nottinghamshire	2016-19
Sammy Njue	Surrey	2016-19
Huw Griffiths	West Berkshire	2016-19
Kelly Partington	Wigan	2016-19
Sharon McBriarty	Stockport	2016-19
Stephen Down	Doncaster	2016-19
Laura Berry	Gloucestershire	2015-18
Gillian Heath	Nottingham City	2015-18
Rebecca Flowers	Sandwell	2015-18
Richard Gretton	Leicestershire	2015-18
Matt Ashman	Kent	2015-18
Mark Bennett	Suffolk	2015-18
Sally Metcalfe	Worcestershire	2015-18

\* = co-opted for the year to March 2018

+ = *not* members of the SG but invited to join the SG for specific agenda items

# = retired local authority officers

## Appendix 2 – Members of National Consortium for Examination CIC as at 31<sup>st</sup> March 2018

All top-tier local authorities in England, apart from Sheffield City Council, and the Service Children’s Education Service are in paid-up membership of NCER CIC.

### NCER 2017/18 Honorarium Payments 2017/18

	Payment	Local Authority payment	VAT	Total	Connectivity
Chair	£15,000		£3,000	£18,000	£350
Managing Director	£20,000			£20,000	£350
Communications and Marketing Director	£11,500	£4,500		£16,000	£350
Development Director	£16,000	£2,000		£18,000	£350
Non-Executive Director	£2,250			£2,250	£350
NCER Support Officer	£1,000			£1,000	£200
Total	£67,750	£6,500	£3,000	£75,250	£1,950

### Notes

a) Halton Borough Council charge for 2017/18 is £27,600

b) payment to the Non-Executive Director is pro-rata of £3,000 for a full year.

c) An additional £1,000 payment was made during the year to the MD. DD and the NED.

d) with on costs and VAT the total payment amounts to £92,852.00

## NCER CIC

### PROFIT AND LOSS ACCOUNT for the year ended 31st March 2018

	Notes	2018 £	2017 £
Turnover	2	1,536,778	1,491,153
Net operating expenses		1,278,261	1,537,080
<b>Operating Profit</b>		<b>258,517</b>	<b>-45,927</b>
Other interest receivable and similar income		0	488
Other interest payable and similar income		0	0
Profit on ordinary activities before taxation		258,517	-45,439
Tax on profit on ordinary activities		-21,485	0
<b>Profit on ordinary activities after taxation</b>		<b>237,032</b>	<b>-45,439</b>
P+L brought forward		67,593	113,032
<b>P+L carried forward</b>		<b>304,625</b>	<b>67,593</b>

All recognised gains and losses are reflected in the Profit and Loss Account

All of the company's activities are continuing



## NCER CIC

### BALANCE SHEET as at 31st March 2018

	Notes	2018 £	2017 £
<b>Fixed Assets</b>			
Tangible fixed assets	5	0	0
<b>Current Assets</b>			
Cash in bank and in hand		416,474	267,087
Debtors	6	24,265	49,596
		<u>440,739</u>	<u>316,683</u>
<b>Current Liabilities</b>			
Creditors - amounts falling due within one year	7	-136,114	-249,090
<b>Net Current Assets</b>		<b><u>304,625</u></b>	<b><u>67,593</u></b>
Creditors - amounts falling due after one year		0	0
<b>Net Assets</b>		<b><u>304,625</u></b>	<b><u>67,593</u></b>
<b>Capital &amp; Reserves</b>			
Profit & Loss account		304,625	67,593
<b>Total Capital &amp; Reserves</b>		<b><u>304,625</u></b>	<b><u>67,593</u></b>

For the year ending 31 March 2018 the company was entitled to exemption from audit under Section 477 of the Companies Act 2006 relating to small companies. The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476. The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

## NCER CIC

### Notes to the financial statements

#### 1. Accounting Policies

These financial statements have been prepared under the historic cost convention, in accordance with the provisions applicable to companies subject to the small company's regime and relevant accounting standards

#### 2. Turnover

Turnover represents invoiced sales

#### 3. Tangible fixed assets and depreciation

Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life.

#### 4. Deferred Taxation

Provision is made for deferred taxation using the liability method to take account of timing differences between the incidence of income and expenditure for taxation and accounting purposes except to the extent that the directors consider that a liability to taxation is likely to materialise

#### 5. Tangible fixed assets

No tangible fixed assets were held or purchased during the financial year

<b>6. Debtors</b>	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
Trade Debtors	0	0
Taxation and social security	24,265	49,596
	<b><u>24,265</u></b>	<b><u>49,596</u></b>

  

<b>7. Creditors, amounts falling due within one year</b>	<b>2018</b>	<b>2017</b>
	<b>£</b>	<b>£</b>
Trade Creditors	0	188,000
Other Creditors	114,629	61,090
Corporation Tax	21,485	0
	<b><u>136,114</u></b>	<b><u>249,090</u></b>

Signed on behalf of the NCER Management Board: 1<sup>st</sup> August 2018

A handwritten signature in blue ink, appearing to be 'Peter' followed by a stylized surname.

NCER Managing Director